

**DR. BEYER'S NAUDE LOCAL
MUNICIPALITY**

2016/2017



ANNUAL PERFORMANCE REPORT (YEAR ENDED 30TH JUNE 2017)

This Annual Performance Report is drafted in terms of Section 46 of the Local Government: Municipal Systems Act, 32 of 2000. The Annual Performance Report 2016/2017 is based on reported information only, and is un-audited. The report is subject to change during and after the audit from the Auditor-General of South Africa (AGSA).

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INTRODUCTION

The function of Performance Management within the municipality is performed in the office of the municipal manager, and includes monitoring the implementation of the Integrated Development Plan (IDP) through the SDBIP. Legislation states that key performance indicators and targets must be implemented to enable continual monitoring of the municipality and its administration. These indicators pin point areas of focus for each financial year and are included in the IDP. Once approved the IDP is married to the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The SDBIP is then used to develop agreed performance plans for the Municipal Manager and Directors which should be evaluated quarterly.

The Annual Performance Report is hereby submitted to the Dr. Beyer's Naude Municipal Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular No.11

This report covers the performance information from 08 August 2016 to 30 June 2017 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Integrated Development Plans (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Service Delivery and Budget Implementation Plan (SDBIP) for 2016/2017.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. This report will also endeavor to report to Council the Municipality's performance in terms of the five (5) National Government's Strategic key Performance Areas for local government, which are (1) Basic Service Delivery; (2) Local Economic Development; (3) Municipal Institutional Transformation and Development; (4) Municipal Financial Viability and Management and (5) Good Governance and Public Participation.

In Summary

In summary the purpose of this report is as follows:

- To analyze the Capital Budget Projects status at the end of the financial year of 2016/17
- To track quarterly progress against the targets set in the SDBIP. This will intern inform decision making and future goal setting
- To identify problems regarding performance of implementing Capital Budget Projects and Service Delivery Targets, with a view to obtain solutions

- To determine whether the objectives and strategies of the IDP has been met.
- To report on the overall Governance, Service Delivery and Supply Chain Management Performance of the Municipality.

LEGISLATIVE REQUIREMENTS

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000. Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.” Performance management is not only relevant to the organization as a whole, but also to the individuals employed in the organization as well as the external service providers. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and Organizational performance.

MUNICIPAL OVERVIEW

Dr Beyers Naudé Local Municipality, the third largest Local Municipality in the country, is well-positioned as a portal to the mystical Karoo, in a region renowned for its pristine natural environment, rich heritage, diverse peoples and cultures. The vast area (28,653 km² in extent) includes the towns of Graaff-Reinet, Willowmore, Aberdeen, Jansenville, Steytlerville, Nieu-Bethesda, Klipplaat and Rietbron; plus a number of smaller settlements and surrounding farms. It boasts several very popular tourist attractions, beautiful landscapes and a healthy climate. The town of Graaff-Reinet, 4th oldest in South-Africa and referred to as the “Gem of the Karoo”, is a hub of agri-tourism activity; it is the seat of the Municipal Council and is the centre where the biggest concentration of the population lives and works. The second largest town is Willowmore, also with a strong and vibrant tourism and agricultural sector. Willowmore should be viewed as a strategically situated centre for managing and co-ordinating service-delivery and public participation in the southernmost part of the Municipal area.

Dr Beyers Naudé LM was established as a result of a merger between the former Municipalities of Camdeboo, Ikwezi and Baviaans – on 8 August 2016 – after

the Local Government Elections held on 3 August 2016. Geographically the new Municipality makes up 49.19% of the Sarah Baartman District Municipality's landmass, with a low population density of 2.8 persons per km², which is much lower than the District average of 7.7 persons per km². The area is characterised by large tracts of commercial farmlands that are sparsely populated. The most densely populated areas are found in and around the established main towns. There are vast distances between main centres; some of the smaller towns and settlements can only be reached by unsurfaced (gravel) roads, not all of which are being maintained on a regular basis. The most difficult areas to access are situated within the Baviaanskloof. The towns in the region have their own unique dynamics and attractions that draw visitors from far and wide, many of whom have made this their home. Well-known personalities that have carved a niche in our country's history and are closely associated with the Dr Beyers Naudé LM, include the likes of Robert Mangaliso Sobukwe, Dr Anton Rupert & Dr Beyers Naudé, Rev. Andrew Murray, Prof James Kitching, Athol Fugard, Anna Neethling Pohl, DF Malan, Helen Martins, Andries Pretorius...

Key features of the area include :

Agriculture

Biggest mohair producer in South Africa, wool and red meat production (sheep, beef, goats), poultry, game and crop farming.

Public Amenities

Libraries; sport, recreational and educational facilities; banks & post offices in the main centres.

Health Care Facilities

Primary Health Care clinics in most towns, hospitals and other medical facilities in the larger towns and mobile clinics servicing rural areas.

Commerce & Industry

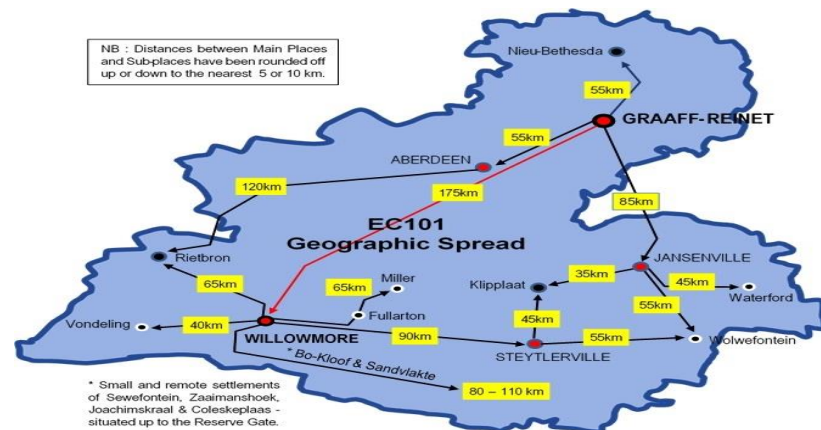
Mostly small businesses in most of the towns, with some larger industry and government departments in the bigger towns, such as Graaff-Reinet.

Infrastructure & Services

Good infrastructure and basic services (water, electricity, sanitation and refuse removal) in urban areas, with free basic services and subsidized support to qualifying indigent households.

Being situated in an arid area within the Sarah Baartman District, Dr Beyers Naudé LM faces many challenges, the biggest of which is water. Aberdeen and Nieu-Bethesda are in the fortunate position of having perennial springs that supply adequate and good quality water, which is used for both domestic consumption and irrigation. Graaff-Reinet gets its supply from the Nqweba Dam; when dry, the town is dependent on borehole water ~ an unreliable source as the water table drops drastically when the rain stays away. Other towns, such as Willowmore is supplied with water from Wanhoop which is a private property, and Council needs to resolve on water problems in Willowmore related to Wanhoop. Water quality is a problem in areas, such as Jansenville. The lack of a sustainable and permanent water supply is probably the most inhibiting factor in the area's economic development, as it restricts both agricultural and industrial activities.

Of particular concern is how the vast geographic spread of the new Municipal area has impacted on the delimitation of Ward boundaries, placing towns and settlements that are not only huge distances apart, but have wholly different situations and needs, in the same Ward; making Community-based planning and service delivery very challenging for the new Municipality and its Ward Councillors. Some towns and settlements in the split Wards are also spatially divided by geographic features such as mountains, rivers and farms, and are not connected to each other by direct routes; some are more than 50 kilometres apart. Even the Camdeboo National Park appears to now straddle two Wards, namely 2 and 7 and the Camdeboo National Park / Mountain Zebra National Park Protected Environment, currently 268,000 hectares in extent, is a good example of a cross-boundary partnership. The Protected Environment straddles two Local and two District Municipal area



PERFORMANCE MANAGEMENT OVERVIEW

In order to improve on performance planning, implementation, reporting and measurement, the institution implemented the following actions;

- Key performance indicators has been reviewed and the SMART principle has been applied, so that there is effective monitoring and measurement of Key performance indicators.
- The Performance Management Policy that is the guiding tool for the Municipality has been reviewed and approved by the Dr. Beyers Naude Municipality Council.
- There is a key performance indicator column added to Capital Budget Projects so that projects are more clearly defined.
- Within the scorecard sent out quarterly for performance evaluations, a column provision has been made for targets not met or lagging behind.
- An automated performance management system is available for use by the Municipality and will be fully utilized in the 2017/2018 financial year.
- The Performance Management is in the process of being cascaded to Management level with in the Municipality and the intention is that individual performance will be evaluated in the 2017/2018 financial year.

	Performance Management guiding policy	All s57/56 Performance contracts signed	Audit Committee	Municipal Public Accounts Committee (MPAC)	Quarterly Performance Reporting to Council	Annual Reporting to Council
In place?	√	x	√	√	√	√

Performance Management System Checklist

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN OVERVIEW

The organizational performance is evaluated through the Service Delivery Budget Implementation Plan (SDBIP) at departmental levels.

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

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.
- The SDBIP was prepared as described in the paragraphs below and approved by the Mayor.

The SDBIP consolidate service delivery targets set by Senior Management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the SDBIP include:

One-year detailed plan,

- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected NOT billed;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators;
- Non-financial measurable performance objectives in the form of targets and indicators; and detailed capital project plan broken down by ward.

PLANNED TARGETS VS ACTUAL RESULTS FOR THE 2016/2017 FINANCIAL YEAR

This section of the Annual Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's SDBIP.

Performance against the National Key Performance Indicators

The following tables indicate the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These Key Performance Indicators are linked to the National Key Performance Areas.

Municipal Transformation and Institutional Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2016/2017
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	No approved staff establishment /employment equity plan
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	1% of total Annual Budget

Basic Service Delivery

INDICATOR	MUNICIPAL ACHIEVEMENT 2016/2017
The percentage of households with access to basic level of water	96%
The percentage of households with access to basic level of sanitation	79%
The percentage of households with access to basic level of electricity	96%
The percentage of households with access to basic level of solid waste removal	98%

Local Economic Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2016/2017
The Number of jobs created through the Municipality EPWP Labour intensive programme to address high unemployment rate	286

Good Governance and Public Participation

INDICATOR	MUNICIPAL ACHIEVEMENT 2016/2017
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	27%

SDBIP REPORT FOR 2016/2017

• CAPITAL BUDGET PROJECTS - 2016/2017

Infrastructure Development

Number of projects: 15

Number of projects Completed/ On Target: 4

Number of projects Not on Target: 11

Percentage on Target: 27%

Local Economic Development

Number of projects: 1

Number of projects Completed/ On Target: 0

Number of projects Not on Target: 1

Percentage on Target: 0%

Institutional Development

Number of projects: 15

Number of projects Completed/ On Target: 6

Number of projects Not on Target: 9

Percentage on Target: 40%

Community Development

Number of projects: 3

Number of projects Completed/ On Target: 0

Number of projects Not on Target: 3

Percentage on Target: 0%

OVERALL CAPITAL BUDGET PROJECT ACHIEVEMENT

Total Number of Capital Budget Projects per KPA = 34

Number of Key Performance Indicators on Target/Completed = 10

Number of Key Performance Indicators Not on Target = 22

Percentage on Target = 30%

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATOR- 2016/17

Development Priority: Infrastructure Development

Number of Indicators: 2

Number of indicators On Target: 2

Number of indicators Not on Target: 0

Percentage on Target: 100%

Development Priority: Local Economic Development

Number of Indicators: 5

Number of indicators On Target: 2

Number of indicators Not on Target: 3

Percentage on Target: 40%

Development Priority: Institutional Development

Number of Indicators: 15

Number of indicators On Target: 10

Number of indicators Not on Target: 5

Percentage on Target: 67%

Development Priority: Community Development

Number of Indicators: 5

Number of indicators On Target: 3

Number of indicators Not on Target: 2

Percentage on Target: 60%

Development Priority: Service Delivery Excellence

Number of Indicators: 17

Number of indicators On Target: 9

Number of indicators Not on Target: 8

Percentage on Target: 53%

Development Priority: Sound Financial Management

Number of Indicators: 16

Number of indicators On Target: 7

Number of indicators Not on Target: 9

Percentage on Target: 44%

OVERALL SERVICE DELIVERY KEY PERFORMANCE INDICATOR ACHIEVEMENT

Total Number of Key Performance Indicators per KPA = 60

Number of Key Performance Indicators on Target/Completed = 33

Number of Key Performance Indicators Not on Target = 27

Percentage on Target = 55%

OVERALL KEY PERFORMANCE INDICATOR TARGET ACHIEVEMENT

Total Number of Key Performance Indicators = 94

Number of Key Performance Indicators on Target = 43

Number of Key Performance Indicators Not on Target = 51

Percentage On Target = 46%

CAPITAL BUDGET PROJECT ANALYSIS

SDBIP ANALYSIS REPORT – CAPITAL BUDGET PROJECTS - 2016/2017

Infrastructure Development

Number of projects: 15

Number of projects Completed/ On Target: 5

Number of projects Not on Target: 10

Percentage On Target: 33%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2016/2017				
									Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for variance and plan of action
To adequately increase bulk water storage, upgrade reticulation systems and secure permanent & sustainable water supply and maintain all systems on a regular basis.	Increase water storage and supply through the Equipping of boreholes , appurtenant civil engineering work and Operation and maintenance	Produce one tender document for Aberdeen Bulk Water by 30 th June 2017.	3,4 &5	Manager PMU	External MIG	350,000.	0.00	0%	1	Not on Target	No Tender document	1	Consultant appointed for construction but geohydrological study needs to be completed first before tender document can be produced. Service provider will be appointed by August 2017 for the geohydrological study
To adequately increase bulk	Increase water	Construction of 4 Km	8,9,13	PMU Manager	External MIG	5,825,996	2 694 664	46%	4 km	Not on Target	Camp Establishment		Construction started in May

water storage, upgrade reticulation systems and secure permanent & sustainable water supply and maintain all systems on a regular basis.	storage and supply through the Equipping of boreholes , appurtenant civil engineering work and Operation and maintenance	pipeline between Wanhooop WTW and Willowmore by 30 th June 2017.									– 100% Locate existing pipeline – 90% Setting out new pipeline – 90% Excavate trench – 40%		and will be completed in September 2017
To adequately increase bulk water storage, upgrade reticulation systems and secure permanent sustainable water supply and maintain all systems on a regular basis	Upgrade reticulation system by systematically replacing old installations	Construct 20 boreholes stations in the Northern Borehole Field. Construct collector PVC pipelines 5900m. Construct 1.5MI steel reservoir by 30 June 2017.	2 – 7 + 14	Assistant Director: Infrastructure & Technical Services	External RBIG	23,440,000.	2 987 329	12.7%	20 borehole stations, 5900m PVC pipeline and 1.5MI steel reservoir	Not On Target	315mm dia rising main (south) – 1,095m 315mm dia rising main(north) – 920m 315mm dia rising main (sanparks) – 2,155m NBHF pipeline 1 – 3,509m NBHF pipeline 2 – 711m NBHF pipeline 3 – 685m 1 NBHF pipeline 4 – 251m 1.87MI reservoir completed	+3426m pipeline Boreholes Incomplete	Pipeline specification changes
Supply sustainable basic infrastructure to all inhabitants of Baviaans:	Sustainable water supply	Construction of 9000m pipeline from Farm De Poortje to Reservoir at	12 - 13	PMU Manager	External RBIG	20,958,772	0.00	0%	9000m pipeline	On Target	250mm dia class 16 pipeline – 8170m 250mm dia class 9 pipeline –	+2800m	n/a

Water		Rietfontein se Nek by 30 June 2017									3630m Total = 11800m		
To adequately upgrade and/or construct Sewerage and Solid Waste Disposal Systems & Sites and to maintain them on a regular basis	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	Convert 138 houses from small bore system to full water borne sewerage system by 30 th June 2017.	2 - 6	PMU Manager	External MIG	7,271,656.20	7 843 253	108%	138	On Target	1. Construction of 1269m pipeline 2. Construction of 2135m pipeline 3. 46 manholes 4. Installation of 178 house connections	+40	During construction discovered there was extra houses that were not connected.
To adequately upgrade and/or construct Sewerage and Solid Waste Disposal Systems & Sites and to maintain them on a regular basis	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	Continuation and completion of construction of 1 clarifier and 1 inlet works.	2 – 7 +14	Assistant Director: Infrastructure & Technical Services	External RBIG	2,011,319.	1 212 520	60%	1 clarifier and 1 inlet works	On Target	1 clarifier and 1 inlet works completed	none	n/a
To adequately upgrade and/or construct Sewerage and Solid Waste Disposal Systems & Sites and to maintain them on a regular basis	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	Upgrading of Waste Water treatment works in Klipplaat by 31 March 2017.	10	PMU Manager	External RBIG	2,824,046	1 532 479	54%	1	On Target	Ponds – 100% Pond liner – 100% Irrigation pipework – 100% Eastern PS & pumps – 100% Wongalethu PS – 100% Eastern outfall sewer – 100% Western outfall sewer –	none	n/a

											100% Service building – 100% WWTW Elec - 100% Fencing – 100%		
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis.	Identify and implement suitable projects	Construct 2500 m ² of road utilising pavers in Graaff-Reinet by 30 June 2017.	6	Manager: PMU	External EPWP	1,027 501.	1 077 835	105%	2500 m ²	Not On Target	400 m ² completed	2100 m ²	Project was implemented internally. There was not enough capacity to carry out the work within allocated time Project to be outsourced and to be completed by December 2017.
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis.	Identify and implement suitable projects	Construct 750 m ² of sidewalks utilising pavers in Main Road Jansenville by 30 June 2017.	10	Manager: PMU	External EPWP	1,000,000.	0	0%	750 m ²	Not on Target	No output	750 m ²	Delay in starting the project. Project to be completed by December 2017.
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis.	Identify and implement suitable projects	Construct 1000 m ² of road utilising pavers in Willomore by 30 June 2017.	13	Manager: PMU	External EPWP	1,073,499.	0	0%	1000 m ²	Not On Target	0m ² completed	1000 m ²	Lack of internal capacity in implementing project. Project to be completed by December 2017.
To adequately construct, upgrade or install Streets	Identify and implement suitable projects	Reseal 18000 m ² of roads in Graaff-	2,3,4&6	Manager: PMU	External MIG	2, 766, 430.	2 449 302	86%	18000m ²	On Target	Resealed 19725 m ² of roads in Graaff-Reinet	+1725 m ²	Increased the width of Themba street to 5.5m

&Stormwater networks and to maintain them on a regular basis		Reinert by 31 March 2017.											
To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis	Identify and implement suitable projects	Paving of 1500m ² in Phumlani Road (Jansenville) and 1000m ² Dan Sandi Road (Klipplaat) by 30 June 2017.	10 & 11	PMU Manager	External MIG	6,003,100.	4 395 494	73%	2500m ²	Not On Target	1000 m ²	1500 m ²	Construction commenced in May 2017. Project to be completed by August 2017
To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis	Identify and implement suitable projects	Paving of 2 intersections (50m ²) in 4 th Avenue between Mandela Square and Morningside (Willomere) by 30 th June 2017.	8,9 13	PMU Manager	External MIG	877,193.	0.00	0%	50m ²	Not On Target	Contractor appointed, no paving commenced	50m ²	Contractor not appointed. Project to be completed by September 2017
To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis	Identify and implement suitable projects	Paving of 1000m ² of Road (Steytlerville) by 30 th June 2017.	13	PMU Manager	External MIG	877,193.	435 950	50%	1000m ²	Not on Target	Service provider appointed	1000 m ²	Service provider appointed in May 2017. Project to be completed by September 2017.
To adequately upgrade the	Identify and Implement	Upgrading of MV and	2-7 , 14 & 13	Manager: Electrical	External INEP	5,000,000	73 669	1.4%	1 Transfor	Not on Target	Consultants and contractor	Transformer,	Late appointment of

electrical supply and install the necessary electrical infrastructure, as well as maintain same	suitable Electrification projects	LV Infrastructure - 1 Transformer and 0,3km LV powerlines in Steytlerville. - 1 Km MV powerlines and Switchgear in Graaff-Reinet							mer, 0.3Km MV Powerline, 1 Switchgear and 1 Km MV powerlines.	Not on Target	appointed	0.3Km MV Powerline, 1 Switchgear and 1 Km MV powerline	service providers and delay on delivery of material
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- ❖ 15 projects was identified and approved for the 2016/2017 financial year under the development priority Infrastructure Development. A budget of R 81,306,705.20 was allocated and R 24.702,495 was spent. The expenditure amounts to 30% of total budget allocated.

Local Economic Development

Number of projects: 1

Number of projects Completed/ On Target: 0

Number of projects Not on Target: 1

Percentage on Target: 0%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2016/2017				
									Annual Target	On Target /Not on Target	Brief description of actual output	Variance	Reason for variance and plan of action
Enhance Local Economic Development	Promote Local Economic Development	Construct 90m ² concrete floor and 1	13	PMU Manager	External INEP	487,191	25 536	5%	90m ²	Not On Target	No output	90m ²	Consultant appointed, Tender for contractor

in Baviaans		steel structure in Willowmore by 30 June 2017.											published
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- ❖ 1 project was identified and approved for the 2016/2017 financial year under the development priority Local Economic Development. A budget of R 487, 191 was allocated and R 25,536 was spent. The expenditure amounts to 5% of total budget allocated.

Institutional Development

Number of projects: 15

Number of projects completed/ On Target: 6

Number of projects Not on Target: 9

Percentage on Target: 40%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2016/2017				
									Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for variance and plan of action
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of	Equip offices and areas of service delivery with adequate resources.	Number of LDV purchased by 31 December 2016.	Institutional	Manager: Administration	External Library Grant	450,000	0.00	0%	1	On Target	1 Vehicle purchased and delivered. payment still to be made	None	n/a

service delivery, as well as be legally compliant													
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Supply and install 3 Air conditioners to Aberdeen Library Hall, Sopkombuis and Thembalisizwe Hall By 31 December 2016.	Institutional	Manager: Administration	External Library Grant	100,000	50 171	50%	3	Not On Target	3	Awaiting quotations for purchase of air conditioners	none
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the	Equip offices and areas of service delivery with adequate resources.	Number of Office furniture purchased by 31 December 2016.	Institutional	CFO	External: FMG	50,000.	54 955	109%	19	On Target	12 chairs 4 desks, 2 leather high back chairs and a 4 tier book cabinet.	none	n/a

Municipality's levels of service delivery, as well as be legally compliant													
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Number of Cleaning appliances purchased by 31 December 2016.	Institutional	CFO	External FMG	10,000	0.00	0%	3	Not On Target	No cleaning appliance purchased.	3	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the	Equip offices and areas of service delivery with adequate resources.	Purchase 5 handheld devices for meter reading by 31 March 2015.	Institutional	CFO	External FMG	70,000	799	1%	5	Not On Target	No Output	5	No meter reader placed in certain areas within Beyers Naude Local Municipality, thus no vending machines purchased.

Municipality's levels of service delivery, as well as be legally compliant													
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of Panda Endpoint additional licenses purchased by 30 September 2016.	Institutional	ICT	External FMG	3,000	0.00	0%	10	Not On Target	Changed from Panda to ESET	10	bought 200 licenses and will continue adding 10 annually.
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of Office H&B Licenses Purchased by 30 th September 2016.	Institutional	ICT	External FMG	35,000	35 406	101%	10	On Target	10 H&B Licenses purchased	None	n/a
To improve overall efficiency of ICT -	Implement Plan & Policies and upgrade	Number of Windows 10 Pro Licenses	Institutional	ICT	External FMG	30,000.	27 243	91%	10	On Target	10 Pro Licenses Purchased	None	n/a

administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	systems accordingly; provide suitable training to enable staff to utilize	purchased by 30 th September 2016.											
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of Server window CALS purchased by 30 September 2016.	Institutional	ICT	External FMG	5000	0.00	0%	10	Not On Target	Changed to Hosted Exchange with BCX, server CALS no longer needed.	10	Changed to Hosted Exchange with BCX, server CALS no longer needed.
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of Exchange User CALS purchased by 30 September 2016.	Institutional	ICT	External FMG	10,000	0.00	0%	10	Not On Target	Changed to Hosted Exchange with BCX, server CALS no longer needed.	10	Changed to Hosted Exchange with BCX, server CALS no longer needed.

delivery													
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of Corporate scanners and Number of Digital recorders purchased by 31 December 2016.	Institutional	ICT	External Library Grant	30,000	13 008	43%	5	Not On Target	No output as no new hardware was required.	5	No requests for new hardware
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize	Number of new laptops purchased by 31 March 2017.	Institutional	ICT	External FMG	175,000	165 468	95%	10	On Target	10 Laptops purchased	None	n/a
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff	Number of tools purchased by 31 December 2016.	Institutional	ICT	External FMG	10,000	9 949	99%	3	On Target	3 Mikita Power Tools were purchased: Cordless Drill Cordless blower Cordless Angle grinder	None	n/a

n; to ensure optimal, cost-effective production and quality service delivery	to utilize												
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Install Fibre Backbone to Engineers, Robert Sobukwe, Electrical departments by 31 December 2016.	Institutional	ICT	External FMG	130,000.	134 208	103%	1	Not On Target	No Output	1	Unauthorized to use overhead fibre in church street, project needs to be re-evaluated and budget adjusted
To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Identify and implement suitable projects	Installation of new Vending point by 31 March 2017.	Institutional	CFO/Chief Accountant	External FMG	52,500.	0.00	0%	1	Not On Target	No Output	1	No meter reader placed in certain areas within Beyers Naude Local Municipality, thus no vending machines purchased.

❖ 15 projects was identified and approved for the 2016/2017 financial year under the development priority Institutional Development. A budget of R 1, 160, 500 was allocated and R 491,207 was spent. The expenditure amounts to 42% of total budget allocated.

Community Development

Number of projects: 3

Number of projects Completed/ On Target: 0

Number of projects Not on Target: 3

Percentage On Target: 0%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2016/2017				
									Annual Target	On Target/ Not on Target	Brief Description of actual output	Variance	Reason for variance and plan of action
To provide facilities that will address the recreational and other social needs of the community.	Identify existing facilities that can be converted or better utilized by the communities	Number of sports field upgraded with grass in Aberdeen by 30 th June 2017.	1	Manager: Community services	External Lotto	658,000	0.00	0%	1	Not on Target	Requested authorization from lotto to utilize the funding for upgrades at stadiums and did not receive a reply to date. No response from lotto.	1	No response to date from Lotto regarding utilization of funds.
Supply sustainable basic infrastructure to all inhabitants of Baviaans: <i>Municipal Assets</i>	Upgrade municipal assets	Construction of 1 portable stand in Rietbron by 30 June 2017.	8	PMU Manager	External MIG	1,189,079.	75 494	6%	1 portable stand	Not On Target	Contractor appointed	1 portable stand	Late appointment of service provider. Project commenced, and to be completed by December 2017.
To provide facilities that will address	Identify existing facilities	Construction of 1 portable stand in	2-7 & 14	Manager: Community Services	External MIG	616,545.	104 252	17%	1 portable stand	Not on Target	Contractor appointed	1 portable stand	Late appointment of service

the recreational and other social needs of the community.	that can be converted or better utilized by the communities	Graaff-Reinet by 30 th June 2017.											provider. Project commenced, and to be completed by December 2017.
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- ❖ *3 projects was identified and approved for the 2016/2017 financial year under the development priority Community Development. A budget of R 2,463,624 was allocated and R 179,746 was spent. The expenditure amounts to 7% of total budget allocated.*

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PERFORMANCE ANALYSIS

INFRASTRUCTURE DEVELOPMENT					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Service Delivery and Infrastructure Development	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis.	Upgrade and maintain infrastructure on a regular basis.	Technical	Clean 6reservoirs to reduce turbidity by 30 June 2017.	6	On Target	6 Reservoirs were cleaned (Holdings 1 and 2; Umasizakhe reservoir, Bergendal; Kroonvale and Wolwas	None	n/a
Service Delivery and Infrastructure Development	To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as maintain the same.	Upgrade and maintain infrastructure on a regular basis	Electrical	Number of oil test sample reports for a Transformer in Graaff-Reinet by 30 June. 2017.	1	On Target	21	+20	Included areas in the whole Dr Beyers Naude
LOCAL ECONOMIC DEVELOPMENT					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Local Economic Development	Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2 nd Economy, Youth and Women	Support, encourage and facilitate value-adding initiatives, programmes and projects.	Municipal Manager/ LED Officer	Profiling and building capacity in SMMEs – 4 new SMMEs trained in (Export and Business Training) in Graaff-Reinet by 30 June 2017.	4	On Target	33 SMME's Trained	+29	More SMME'S responded to training request.

Local Economic Development	Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2 nd Economy, Youth and Women	Support, encourage and facilitate value-adding initiatives, programmes and projects	Municipal Manager	Number of people employed through the EPWP and CWP Labour intensive programme to address high unemployment rate in Graaff-Reinet by 30 June 2017.	200	On Target	327 people employed through CWP and 286 employed through EPWP 613 people employed	+413	n/a
Local Economic Development	The youth of Baviaans are actively integrated and contribute to community development	Promote self-development	Community services	Number of individuals that will benefit from computer training courses by 30 June 2017.	Train at least 60 students to benefit from basic computer training courses by 30 June 2017	Not On Target	Computer Training for Youth – July 2016 – June 2017 56 students trained every month on basic computer training	4	Only 56 students responded to computer training being offered on a monthly basis
Local Economic Development	A pleasurable tourist experience	Promote local tourism	Municipal Manager/ LED	Execution of Tourism Plan & annual review of the Plan by 30 June 2017	Quarterly monitoring by Council on the implementation of the Tourism Action Plan until 30 June 2017.	Not On Target	Action plan and letter from COGTA to commence with the development of LED Strategy plan and the Tourism sector plan	No Tourism plan adopted by Council for Dr. Beyers Naude Local Municipality	On the 15 th September 2017, planning processes will commence.
Local Economic Development	Enhance Local Economic Development in Baviaans	Promote Local Economic Development	Municipal Manager/ LED	Execution of LED Plan & annual review of the Plan by 30 June 2017.	Quarterly monitoring by Council on the implementation of the LED Action Plan by 30 June 2017.	Not On Target	Action plan and letter from COGTA to commence with the development of LED Strategy plan and the Tourism sector plan	No Tourism plan adopted by Council for Dr. Beyers Naude Local Municipality	On the 15 th September 2017, planning processes will commence.

INSTITUTIONAL DEVELOPMENT					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/Not On target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Organizational Transformation & Institutional Development	To have an Organizational Structure (Organogram) in place that will capacitate and improve all departments in the Municipality, in the most efficient and cost-effective manner, with optimal use of local expertise and resources.	Conduct a SWOT Analysis & Review Organogram	Corporate Services	Number of reviews of the organizational structure by 31 May 2017.	1	Not On Target	Macro structure for Beyers Naude Local Municipality adopted by Council.	1	A consulted was appointed to develop an organizational structure for the municipality. The Macro structure was tabled and approved by Council, the Micro structure to be finalized.
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Conduct regular audits to determine extent of staff shortages, skills development and training needs.	Corporate Service	Employment of 1 disabled citizen by 31 March 2017.	1	Not On Target	No staff establishment approved.	1	A consulted was appointed to develop an organizational structure for the municipality. The Macro structure was tabled and approved by Council, the Micro structure to be finalized.
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Conduct regular audits to determine extent of staff shortages, skills development and training needs.	Corporate Service	Number of Reports on the % of Municipality's budget actually spend on implementing its workplace skills plan by 30 June 2017.	1	On Target	Quarterly reports are submitted to LG Seta on % of budget spend on implementing skills plan	none	n/a
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and	Install the necessary systems, establish structures and develop	Finance	Review 6 Financial Policies and table before Council for approval by 31	6	On Target	10	+4	n/a

	socio – economic development	required policies, whilst ensuring compliance and upgrades on a continuous basis.		March 2017.					
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Ensure that the LLF is functioning properly and fulfilling its mandate.	Corporate Services	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Bi: Monthly Meetings.	6	On Target	6 LLF's meeting held	none	n/a
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Establish and/or revise Institutional Plan, HR Strategies & Policies, By-Laws, Sector and Management Plans,etc	Municipal Manager	Develop or Review 4 plans/strategies /policies and table before Council for approval	4	On Target	PMS Policy, Communication Strategy, IT Policy developed and new 5year IDP developed	none	n/a
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Establish and/or revise Institutional Plan, HR Strategies & Policies, By-Laws, Sector and Management Plans,etc	Finance	Review Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2017.	4	On Target	4 quarterly reports to Council	none	n/a
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of	Establish and/or revise Institutional Plan, HR Strategies &	Finance	Conduct quarterly Assets reconciliation between AR	4	On Target	4 quarterly reports and the use if EQMS Consultants	none	n/a

	quality services and socio – economic development	Policies, By-Laws, Sector and Management Plans, etc.		and GL. 4 quarterly reports by 30 June 2017.					
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Establish and/or revise Institutional Plan, HR Strategies & Policies, By-Laws, Sector and Management Plans, etc.	Finance	Develop and Monitor Contract register for all service providers and provide quarterly reports.	4	On Target	Monthly performance monitoring	+6	none
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Establish and/or revise Institutional Plan, HR Strategies & Policies, By-Laws, Sector and Management Plans, etc	Municipal Manager	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2017, to inform Council of Institutional Performance.	4	Not On Target	Quarter 1 and mid-year performance reports were submitted to Council.	2	No performance agreements and plans, delay in performance information submissions. Performance agreements will be entered into for the new financial year and performance plans will be developed for senior managers. The quarterly performance reports will be tabled to council based on the implementation of the performance plans and SDBIP.
Organizational Transformation & Institutional Development	To fully transform the Organization, ensure legal compliance in all areas of functioning, the rendering of quality services and socio – economic development	Establish and/or revise Institutional Plan, HR Strategies & Policies, By-Laws, Sector and Management Plans, etc	Corporate Services	Implement Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	Not On Target	A resolution register template has been approved by Council	4	A resolution register template has been approved by Council. Resolutions are recorded and implementation thereof will be reported to Council quarterly in the new financial year.
Organizational Transformation & Institutional	A well-established municipality with sufficient resources	Improve control of municipal assets	Corporate Service	Ensure that contracts for the use of	Compile a Lease Register with	On Target	A list was sent to Council on leases,	none	n/a

Development	and institutional capacity to deliver an excellent municipal service			municipal property (including commonages) are in place by 30 June 2017	a list of all signed lease agreements by 30 June 2017		however all expired lease agreements will have to be re advertised.		
Organizational Transformation & Institutional Development	Striving towards the creation of a stable and capacitated personnel corps to improve service delivery and good performance in service delivery	An effective customized organizational structure with trained and skilled personnel	Corporate Services	Review and adopt 1 Employment Equity Plan by 30 June 2017	1	Not On Target	Organogram process delaying the development of an employment equity plan.	none	n/a
Organizational Transformation & Institutional Development	Striving towards the creation of a stable and capacitated personnel corps to improve service delivery and good performance in service delivery	Compliant HR administrative system	Corporate Services	Employment files to adhere to all legal requirements by 30 June 2017	Contents of all personnel files (including job descriptions) adhere to all required compliance by 30 June 2017	On Target	Files compliant with legislated requirements.	none	n/a
Organizational Transformation & Institutional Development	Striving towards the creation of a stable and capacitated personnel corps to improve service delivery and good performance in service delivery	Compliant HR administrative system	Corporate Services	Cost effective & disciplined staff by 30 June 2017	Record keeping of all disciplinary hearings on a quarterly basis by 30 June 2017	On Target	All disciplinary hearings recorded and reported on a quarterly basis to EXCO.	none	n/a

COMMUNITY DEVELOPMENT					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Service Delivery	To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular	Regularly review and update the Municipality's Disaster Management Plan and	Protection Services	Number of reviews and update of Disaster Management Plan as approved by	1	Not On Target	Aurecon have been appointed by SBDM to compile a risk assessment in respect of all disasters in the	1	Still waiting for completion and outcome of assessment report from Aurecon.

	maintenance on installations and infrastructure as an ongoing concern.	ensure that it incorporates threats identified throughout the Camdeboo.		Council.			DBNLM and assessment is not completed yet		
Service Delivery	To have cohesive, educated and prosperous communities enjoying a good quality life	Introduce educational programmes on hygiene and environmental health; monitor and address problem areas through appropriate interventions, as well as the application and enforcement of relevant legislation.	Community Services	1 Approved and Implemented Waste Management Plan with quarterly reports.	1	On Target	Submitted reports to council, cleaning of areas and awareness campaigns. In the process of finalising the IWMP for previous Ikewzi. Approved IWMP for previous Camdeboo	none	n/a
Service Delivery	To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Upgrade the Road traffic calming measures in order to contribute towards road traffic safety	Protection services	Number of funding applications to Department of Transport & SANRAL.	1	Not On Target	No Output	1	No grant funding received for any projects.
Good Governance & Public Participation	To fully involve, capacitate and empower the SPU Sector, with special focus on the Youth and Women.	Design programmes and arrange events that will encourage the participation of the SPU Sector.	Municipal Manager	Monitor 6 sports & Cultural events organized for the Community through reports submitted by SPU Officer to the Office of the Municipal	6	On Target	World Aids Day 01-11 December 2016 Reconciliation Day – 16 December 2016 Launch of the Athletics League	4	4 additional events were held within the 2016/2017 financial year

				Manager.			<p>– 29 October 2016</p> <p>Camdeboo Clashes – 7 September 2016</p> <p>Opening of Festive Season – 11 December 2016</p> <p>16 Days of Activism Against Women and Child Abuse – 25 November 2016 – 10 December 2016</p> <p>EPA Brutal Fruit Netball League – 01 October 2016</p> <p>Let's Play MNET & SuperSport Championship – 08 November 2016</p> <p>DBNLM Sports Indaba – 22 April 2017</p>		
Good Governance & Public Participation	To fully involve, capacitate and empower the SPU Sector, with special focus on the Youth and Women.	Design programmes and arrange events that will encourage the participation of the SPU Sector.	Municipal Manager	Monitor the functionality of 5 SPU Consultative namely: Youth Council, Local Sports Council, Local Aids Council, Women's Forum and	20	Not On Target	<p>Local Sports Council Elections – 19 May 2017</p> <p>Local Aids Council Inductions – 21-22 June 2017</p> <p>Establishment of Women's Caucus</p>	2	The election of a Youth Council and Disabled forum will commence in the new financial year

				Disabled Forum, through Quarterly Reports submitted to the office of the Municipal Manager.			– 25 April 2017 Establishment of the Initiation Forum – 7 June 2017		
SERVICE DELIVERY EXCELLENCE					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Good governance and Public Participation	To continue being the Best Performing Municipality, in all respects	Develop a credible Integrated Development Plan that will address the developmental needs of our community.	IDP Manager / Municipal Manager	Develop a credible 5-year IDP for the newly elected Council.	1	On Target	(a) Process Plan was developed, adopted and implemented (b) 14 Ward Councillors were consulted about CBP workshop arrangements. (c) 14 Ward-based CBP workshops were held. (d) Full Municipal Situation Analysis was conducted (Institutional and all 14	Ward Committee consultations	Ward Committees not yet established

							<p>Wards).</p> <p>(e) 1 x comprehensive Community Based Planning Report was produced.</p> <p>(f) 1st & 2nd Draft IDP Project Registers were produced.</p> <p>(g) 1 x Draft 2017 – 2022 IDP was tabled & adopted.</p> <p>(h) 4 x IDP Steering Committee meetings were held, incl 1 x Strategic Planning session.</p> <p>(i) 4 x IDP Representative Forum Meetings were held.</p> <p>(j) 14 Wards were visited during the Mayoral Outreach.</p> <p>(k) 21-Day public inspection & comments period was concluded.</p> <p>(l) Minutes or</p>		
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							reports of meetings and consultations were compiled and submitted to the relevant structures for approval or action. (m) 1 x Final 2017 – 2022 IDP (1 st Edition 2017/18) was approved and distributed. Also placed on website with summary.		
Good governance and Public Participation	To continue being the Best Performing Municipality, in all respects	Having a fully functional Council, with Standing Committees, Fora and other structures	Corporate Services	8 Meetings held in terms of year planner (4 Ordinary Council Meetings and 4 Standing Committee meetings)	8	On Target	Ordinary Meeting (18 August 2016, 13 Dec 2016, 6 April 2017 and 13 July 2017 Standing Committees (7 Nov 2016, 6 Dec 2016, 27 Feb 2017, 8, 9 12, 13 & 22 June 2017	None	n/a
Good governance and Public Participation	To continue being the Best Performing Municipality, in all respects	Ensuring that Ward Committees have been established and are functioning	Municipal Manager	CDW's deployed at ward level with monthly report submission.	12	Not On Target	No monthly reports as no CDW's deployed by COGTA	12	Meeting Held with COGTA National and provincial to discuss the matter and to speed up the process. Recruitments to commence in new financial year.

		properly, and that a CDW has been appointed in each Ward.							
Good Governance & Public Participation	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Oversight (MPAC)	Corporate Services	Quarterly MPAC meetings to assist with oversight function until 30 June 2017.	Arrange quarterly MPAC meetings until 30 June 2017	Not on Target	3 MPAC meetings held	1	Due to transitional arrangements only 3 meetings commenced within the financial year
Good Governance & Public Participation	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Audit Committee	Corporate Services	Quarterly Audit Committee meetings to assist with oversight function until 30 June 2017.	Arrange quarterly Audit Committee meetings until 30 June 2017	On Target	30 Aug & 8 Dec 2016, 1 March & 26 June 2017	none	n/a
Good Governance & Public Participation	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Sound corporate administration	Corporate Services	Monitor and report on Council resolutions quarterly.	Keep register of council resolutions.	Not On Target	A resolution register template has been approved by Council	Resolution register template in place	A resolution register template has been approved by Council. Resolutions are recorded and implementation thereof will be reported to Council quarterly in the new financial year.
Good Governance & Public Participation	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Ensure effective Archive System	Corporate Services	All documents filed according to prescribed regulations	Compliant filing system by 30 June 2017	On Target	Filing within compliance.	none	n/a
Good Governance & Public Participation	Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in service delivery	Improve customer care: control complaints	Municipal Manager/ Customer Care Officer	Ensure effective customer care in all areas by 30 June 2017.	No more than 5% un-addressed complaints on a quarterly basis until 30 June 2017	On Target.	Complaints are dealt with immediately or within a week.	none	n/a
Good Governance & Public Participation	Working towards the creation of a stable, capacitated personnel-corps	Performance management	Municipal Manager/ Customer Care Officer	Customer care survey done internally or externally by 30	Source funds from COGTA to do customer	Not On Target	Draft customer survey in place	No funds sourced from COGTA	Assistance from COGTA to be sourced to finalize the customer care survey

	geared to increased service delivery and good performance in service delivery			June 2017	care survey by 30 June 2017.				
Good Governance & Public Participation	Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in service delivery	Improve internal and external control and communication by 30 June 2017	Municipal Manager/ Communication Officer	Execute Communication Action Plan by end of each quarter	Improve internal communication	Not On Target	Communication strategy and action plan has been developed and approved by Council. Newsletter distributed on a quarterly basis internally and externally. Limited implementation	Limited Improvement of internal communication	Former Municipality's Communication strategies had to be consolidated. An action plan had to be distributed and limited support was provided internally. The remedial action plan has been distributed to all departments within the municipality, and therefore implementation will be monitored and internal communication improved.
Good Governance & Public Participation	Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in service delivery	Community participation structures to help identify community needs	Municipal Manager/ Ward Co-ordinator	Quarterly Ward Committee meetings until 30 June 2017	Organise meetings with ward committee members in all wards until 30 June 2017	Not On Target	No new ward committee elections held.	No new ward committee's	Ward committee's to be elected in new financial year.
Service Delivery	To continue being the Best Performing Municipality, in all respects	Applying the Batho Pele Principles at all times	Technical Services	Monitor water quality through taking 13 Samples per month.	156	On Target	156 samples taken	+96	n/a
Service Delivery	To continue being the Best Performing Municipality, in all respects	Applying the Batho Pele Principles at all times	Technical Services	Percentage compliance with drinking water quality standards (micro-bacteriological).	80%	On Target	88% Compliance with drinking water quality	none	n/a
Service Delivery	To continue being the Best Performing Municipality, in all respects	Providing Free Basic Services and Indigent Support	Technical Services	Number of reports on the % of Households	1	Not on Target	No reports	1	A report to be supplied on an annual basis to council

				with access to basic level of water, sanitation, electricity and solid waste removal by 30 June 2017.					
Service Delivery	To continue being the Best Performing Municipality, in all respects	Providing Free Basic Services and Indigent Support	Finance	To extend the Indigent Register by registering 120 Houses by 30 th June 2017.	120	On Target	187 Households registered	none	n/a
Service delivery	To continue being the Best Performing Municipality, in all respects	Providing Free Basic Services and Indigent Support	Finance	Raising awareness about Indigent subsidy by 31 March 2017.	1	On Target	Awareness campaigns held in all wards within Dr. Beyer's Naude Local Municipality	none	n/a
Service delivery	To continue being the Best Performing Municipality, in all respects	Providing Free Basic Services and Indigent Support	Finance	Implement an exit strategy from Indigent Register.	4	Not On Target	No exist strategy in place.	4	Households are excluded from the indigent register based on changes of living condition. Continuous public participation to be held.

SOUND FINANCIAL MANAGEMENT					OVERALL PERFORMANCE 2016/2017				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Financial Viability	To continue receiving Unqualified Audits	Develop a Financial Plan that provides strategic direction on how the Municipality should manage its finances and maintain a healthy cash flow.	Finance	Develop a Credible Financial Plan by 30 June 2017	1	On Target	Financial recovery plan developed and monitored on a monthly basis with progress reports to council	none	n/a
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis	Finance	100% expenditure of Municipal Grants	100%	Not On Target	69.8% expenditure	32%	Grants expenditure not 100% spent due to amalgamation process challenges, however application for rollover of allocated funds has been submitted to National Treasury
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Municipal Manager	100% Financial compliance	100%	Not On Target	100% submission of financial information not achieved due to amalgamation process, system integration, mSCOA compliance and capacity challenges	Submission s not submitted according to legislated time frames	100% submission of financial information not achieved due to amalgamation process, system integration, mSCOA compliance and capacity challenges
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Municipal Manager	Improve Outcome of the AG report: Execute action plan to address previous findings by 30 June 2017.	1	On Target	Audit Action Plan has been developed and monitored on a monthly basis with progress reports submitted to council.	None	n/a

Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Finance	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	On Target	A full scope asset verification process has been conducted within the municipality and a compilation of a Grap compliant asset register will be submitted with Annual financial statement to the Auditor General on 31 August 2017	None	n/a
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Finance	Percentage CAPEX of budget spend	80%	Not On Target	27%	53%	Capital expenditure which is funded by Grants not 100% spent due to amalgamation process challenges, however application for rollover of allocated funds has been submitted to National Treasury
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis	Finance	Percentage OPEX of budget spend	80%	Not On Target	65%	15%	Operational Expenditure budget has not been spent due to cash flow challenges encountered by the municipality as a result of debt owed mainly to Eskom and AG. The poor collection of debt at just over 70% has also contributed to the cash flow challenges with employee cost constantly being a challenge to pay.
Financial Viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Municipal Manager	2017/2018 Budget approved by Council by 31 May 2017	1	On Target	The budget has been approved on 23 May 2017 with budget related policies and tariffs.	None	n/a

Financial viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Finance	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations. 1 Report on the Debt coverage	1	Not On Target	No Report	1	Report can only be provided once the Annual Financial Statements are completed by 31 August 2017
Financial viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Finance	Financial viability measured in terms of the outstanding service debtors. 1 Report on the Service debtors to revenue ratio – (Total outstanding service debtors/ revenue received for services) by 30 June 2017.	1	Not On Target	No Report	1	Report can only be provided once the Annual Financial Statements are completed by 31 August 2017
Financial viability	To continue receiving Unqualified Audits	Aim to achieve Clean Audits on an annual basis.	Finance	Financial viability measured in terms of the available cash to cover fixed operating expenditure. 1 Report on the Cost coverage ratio ((Available cash+ investments)/ Monthly fixed operating expenditure) by 30 June 2017.	1	Not on Target	No Report	1	Report can only be provided once the Annual Financial Statements are completed by 31 August 2017

Financial Viability	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve financial systems and controls	Finance	Ensure an effective GRAP compliant Asset Register implemented by 30 June 2017	A complete and up to date GRAP compliant Asset Register implemented by 30 June 2017	On Target	GRAP compliant asset register	None	n/a
Financial Viability	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve financial systems and controls	Finance	Adhere to requirements of reporting to National Treasury within required timeframes by 30 June 2017	All reporting in terms of NT requirements are executed within the required timeframes until 30 June 2017	Not On Target	100% submission of financial information not achieved due to amalgamation process, system integration, mSCOA compliance and capacity challenges. However all reports for the year have been submitted to National treasury.	Submission s not made according to legislated timeframes.	100% submission of financial information not achieved due to amalgamation process, system integration, mSCOA compliance and capacity challenges. However all reports for the year have been submitted to National treasury. Timelines will be adhered to within the new financial year
Financial Viability	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve financial systems and controls	Finance	Implement National treasury Regulations MFMA Circular No 68 - fruitless, irregular and wasteful expenditure by 30 June 2017	Adhere to all procedures in terms of NT circular 68 until 30 June 2017	On Target	Adherence to all procedures in terms of NT circular 68. All fruitless, irregular and wasteful expenditure by 30 June 2017 will be reported in line with the MFMA in the Annual Financial Statements.	None	n/a

Financial Viability	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve revenue collection	Finance	Increase additional municipal revenue to 100% by 30 June 2017	Ensure 100% receipt of all government subsidies and grants as gazetted within timeframes by 30 June 2017	Not On Target	The municipality received majority of allocated funding, however of the allocated Equitable share of R84million, only R73million was received by the municipality. It should be noted that deductions were made as a result of unspent conditional grants in former Ikwezi and Bavians municipalities.	16% not received of equitable share	The municipality received majority of allocated funding, however of the allocated Equitable share of R84million, only R73million was received by the municipality. It should be noted that deductions were made as a result of unspent conditional grants in former Ikwezi and Bavians municipalities.
Financial Viability	A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Keep expenditure under control	Finance	Ensure effective spending of municipal funds : no overspending until 30 June 2017	No over spending of the approved Budget & Sources of Funding by 30 June 2017	On Target	No overspending has been recorded throughout the financial year. Subject to change with AFS.	None	n/a

2015/2016 PERFORMANCE – TARGET ACHIEVEMENT VS 2016/2017 PERFORMANCE – TARGET ACHIEVEMENT

The 3 former Municipalities namely; Camdeboo, Bavians and Ikwezi Municipality amalgamated on the 8th August 2016, therefore there is no performance indicators to compare with, as the former municipalities has been disband and a new municipality was established.

SERVICE PROVIDER PERFORMANCE 2016/2017

Service providers are appointed to undertake work on behalf of the municipality. As such, the work to be undertaken is for the benefit of the community and must be monitored to ensure that payment for services is warranted and well spent. Service providers employed to complete projects specified in the IDP are, by implication, monitored through the SDBIP and PMS, due to the fact that a budgeted amount is agreed for the work.

As a guide, all officials engaging the services of an outside body must ensure that clear terms of reference are used for all appointments and that clear indicators specifying agreed timeframes and deliverables are agreed and included in the appointment letter. The appointment letter must also indicate the recourse for non-delivery of agreed deliverables of the required standard.

On a monthly basis, the performance of service providers are monitored. The project owner/manager is issued with a performance report to complete, and indicate the performance of the service provider for that particular month after a site visit is conducted. This report is signed by the service provider and the manager to indicate agreement of target achievement and filed.

IMPROVING PERFORMANCE – AUDIT IMPLEMENTATION ACTION PLAN

Activity	Class of Transaction	Type of Activity	Audit file reference	Deadline	Days to Deadline (Work days)	Impact	Department	Responsible Municipal Official	Delegated Official	Service Provider Required (Yes /No)	If Yes, Appointed Status Service Provider	% Notes Completed
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Statement of Position

Cash and cash equivalents & Bank overdraft	Section Title			30-Apr-17	Overdue	Overdue						Not Started	0%
Obtain Reconciliation of Operating Bank and Other Account at	Cash and cash equivalents &	Information Gathering	G	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Bank and Recn Clerk	No	Completed	100%

Merger date	Bank overdraft														
Review reconciliation of Operating and Other Bank Account - Obtain Supporting Documents	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	G	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Report findings if any to the Steering Committee	Cash and cash equivalents & Bank overdraft	Oversight	G	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	Completed	100%	
Ensure balance correctly taken on in the new financial system	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	G	21-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Cash and cash equivalents & Bank overdraft	Finalisation	G	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Trade and other receivables from exchange and Non-Exchange transactions	Section Title			30-Apr-17	Overdue	Overdue							Not Started	0%	
Obtain Masterfile and all system information	Trade and other receivables from exchange transactions	Information Gathering	H	17-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	0%	
Undertake a clean up of the Masterfile information (incl. database cleaning)	Trade and other receivables from exchange transactions	Information Gathering	H	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	Yes	Revco	In Progress	0%	
Obtain the Age analysis as at Merger Date (all Reports agreeing to the AFS)	Trade and other receivables from exchange transactions	Information Gathering	H	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Obtain the Impairment calculation as at Merger Date	Trade and other receivables from exchange transactions	Information Gathering	H	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	A2A/EY	Completed	100%	
Review reconciliation of between the Age Analysis and Ledger - Obtain Supporting Documents	Trade and other receivables from exchange transactions	Review / Reconciliation	H	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	

Report findings if any to the Steering Committee	Trade and other receivables from exchange transactions	Oversight	H	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	0%	
Ensure balance correctly taken on in the new financial system	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	G	21-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Prepare a Lead Schedule and sign off	Trade and other receivables from exchange transactions	Finalisation	H	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Other receivables	Section Title			30-Apr-17	Overdue	Overdue							Not Started	0%	
Obtain a schedule of other receivables	Other receivables from nonexchange transactions	Information Gathering	I	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Obtain a supporting documents for receivables	Other receivables from nonexchange transactions	Information Gathering	I	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Review reconciliation of between the Schedule and Ledger - Obtain Supporting Documents	Other receivables from nonexchange transactions	Review / Reconciliation	I	30-Jun-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	Completed	100%	
Report findings if any to the Steering Committee	Other receivables from nonexchange transactions	Oversight	I	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%	
Ensure balance correctly taken on in the new financial system	Other receivables from nonexchange transactions	Review / Reconciliation	I	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Admin	Soft Issues	Finalisation	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		No		In Progress	0%	
Inventories	Section Title			30-Apr-17	Overdue	Overdue							Not Started	0%	

Obtain the Stock Count list	Inventories	Information Gathering	J	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager SCM	No		Completed	100%
Obtain the Costed Stock sheets	Inventories	Information Gathering	J	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager SCM	No		Completed	100%
Review Inventory and agree to the ledger - Obtain Supporting Documents	Inventories	Accounting Adjustments	J	30-Jun-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Report findings if any to the Steering Committee	Inventories	Oversight	J	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Ensure balance correctly taken on in the new financial system	Inventories	Review / Reconciliation	J	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%
Prepare a Lead Schedule and sign off	Inventories	Finalisation	J	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%
Investments	Section Title			30-Jun-17	30-Jun-17	10							Not Started	0%
Obtain a copy of all the investment reconciliations	Investments	Information Gathering	G	03-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	NT Reporting Officer	No		Completed	100%
Review reconciliation of Investment Accounts - Investigate any reconciling items (should be none)	Investments	Review / Reconciliation	G	30-Jun-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	Completed	100%
Report findings if any to the Steering Committee	Investments	Oversight	G	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Ensure balance correctly taken on in the new financial system	Investments	Review / Reconciliation	G	21-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%
Prepare a Lead Schedule and sign off	Investments	Finalisation	G	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	0%
VAT Control	Section Title			31-Mar-17	Overdue	Overdue							Not Started	0%
Obtain a copy of all the VAT 201 returns	VAT Control	Information Gathering	L	17-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%
Summarise the VAT 201's	VAT Control	Review / Reconciliation	L	24-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%
Review the Reconciliation of the VAT due / refundable @ Merger date to the general ledger / TB, investigate variances	VAT Control	Working Paper finalisation	L	31-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%

Activity	Class of Transaction	Type of Activity	A Deadline	Days to Deadline (Work days)	Impact	Department	Responsible		Service Provider				% Status Completed	Notes	
							Municipal Official	Delegated Official	If Yes, Appointed Required (Yes Service Provider						
Report findings if any to the Steering Committee	VAT Control	Oversight	L	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	In Progress	0%	
Ensure balance correctly taken on in the new financial system	VAT Control	Review / Reconciliation	L	21-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Prepare a Lead Schedule and sign off	VAT Control	Finalisation	L	31-Mar-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	MaxProf	Not Started	0%	
VAT Provision				Section Title	30-Apr-17	Overdue	Overdue						Not Started	0%	
Obtain a copy of the system report detailing the VAT portion of Trade Receivables at year end	VAT Provision	Information Gathering	L	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%	
Obtain a copy of the system report detailing the VAT portion of Trade Payables at year end	VAT Provision	Information Gathering	L	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%	
Re-perform the VAT Provision Calculation for Trade Receivables (output)	VAT Provision	Review / Reconciliation	L	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%	
Re-perform the VAT Provision Calculation for Trade Payables (input)	VAT Provision	Review / Reconciliation	L	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	Completed	100%	
Agree the above VAT Provision for Input and Outputs to the system generated calculation	VAT Provision	Review / Reconciliation	L	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	In Progress	0%	
Report findings if any to the Steering Committee	VAT Provision	Oversight	L	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	MaxProf	In Progress	0%	
Ensure balance correctly taken on in the new financial system	VAT Provision	Review / Reconciliation	L	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Prepare a Lead Schedule and sign off	VAT Provision	Finalisation	L	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Property, plant and equipment				Section Title	30-Jun-17	30-Jun-17	10						Not Started	0%	
Obtain final complete all fixed asset register	Property, plant and equipment	Information Gathering	M	10-Mar-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	

Establish which system will be used for assets	Property, plant and equipment	Information Gathering	M	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		Completed	100%	
Enquire is any completeness issues, implement process to address	Property, plant and equipment	Information Gathering	M	17-Mar-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	
Review the accuracy of the closing carrying amount	Property, plant and equipment	Review / Reconciliation	M	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	75%	
Obtain all Supporting Documentation including GIS	Property, plant and equipment	Information Gathering	M	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	50%	
Report findings if any to the Steering Committee	Property, plant and equipment	Oversight	M	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	0%	
Ensure balance correctly taken on in the new financial system	Property, plant and equipment	Review / Reconciliation	M	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Property, plant and equipment	Finalisation	M	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Intangible assets				Section Title		30-Jun-17	30-Jun-17	10					Not Started	0%	
Obtain final complete register	Intangible assets	Information Gathering	N	10-Mar-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	
Establish which system will be used for assets	Intangible assets	Information Gathering	N	10-Mar-17	Completed	Completed	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		Completed	100%	
Enquire is any completeness issues, implement process to address	Intangible assets	Information Gathering	N	17-Mar-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	
Review the accuracy of the closing carrying amount	Intangible assets	Review / Reconciliation	N	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	75%	
Obtain all Supporting Documentation	Intangible assets	Information Gathering	N	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	50%	
Report findings if any to the Steering Committee	Intangible assets	Oversight	N	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	Yes	A2A/EY	In Progress	0%	
Ensure balance correctly taken on in the new financial system	Intangible assets	Review / Reconciliation	N	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Intangible assets	Finalisation	N	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Investment property				Section Title		30-Jun-17	30-Jun-17	10					Not Started	0%	
Obtain final complete register	Investment property	Information Gathering	O	10-Mar-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	

Establish which system will be used for assets	Investment property	Information Gathering	O	10-Mar-17	Completed	Completed	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		Completed	100%	
Enquire is any completeness issues, implement process to address	Investment property	Information Gathering	O	17-Mar-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	75%	
Review the accuracy of the closing carrying amount	Investment property	Review / Reconciliation	O	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	75%	
Obtain all Supporting Documentation, including Deeds information	Investment property	Information Gathering	O	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	No		In Progress	50%	
Report findings if any to the Steering Committee	Investment property	Oversight	O	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	Assistant Man Assets	Yes	A2A/EY	In Progress	0%	
Ensure balance correctly taken on in the new financial system	Investment property	Review / Reconciliation	O	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Investment property	Finalisation	O	30-Jun-17	30-Jun-17	10	Critical	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Trade and other payables from exchange transactions: Suppliers				Section Title	30-Apr-17	Overdue	Overdue						Not Started	0%	
Obtain the Creditors Age Analysis reports as at Merger	Trade and other payables from exchange transactions	Information Gathering	P	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Revenue Accountant	No		Completed	100%	
Agree all creditors on the Age Analysis to suppliers statements / invoices / SCM Documentation	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	50%	
Obtain E-Natis information and financial reconciliations	Trade and other payables from exchange transactions	Information Gathering	P	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Revenue Accountant	No		Completed	100%	
Report findings if any to the Steering Committee	Trade and other payables from exchange transactions	Oversight	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	0%	
Ensure balance correctly taken on in the new financial system	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	

Activity	Class of Transaction	Type of Activity	Audit file reference	Deadline	Days to Deadline (Work days)		Impact	Department	Responsible Municipal Official	Delegated Official	Service Provider Required (Yes /No)	If Yes, Appointed Status Service Provider	% Notes			
													Completed	Completed		
Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Finalisation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%		
Trade and other payables from exchange transactions: Salaries Control & 3rd Party				30-Apr-17	Overdue	Overdue							Not Started	0%		
Obtain the Salaries and Wages Control Reconciliation at Merger Date	Trade and other payables from exchange transactions	Information Gathering	P	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Expenditure Account	No		Completed	100%		
Review reconciliation - Obtain Supporting Documents	Trade and other payables from exchange transactions	Information Gathering	P	17-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	No		Completed	100%		
Report findings if any to the Steering Committee	Trade and other payables from exchange transactions	Oversight	P	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Expenditure Account	No		Completed	100%		
Ensure balance correctly taken on in the new financial system	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%		
Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Finalisation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%		
Trade and other payables from exchange transactions: Suspense	Section Title			30-Jun-17	30-Jun-17	10						No		Not Started	0%	
Obtain a schedule / reconciliation of the suspense accounts	Trade and other payables from exchange transactions	Information Gathering	P	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Expenditure Account	No		Completed	100%		

Review reconciliation - Obtain Supporting Documents	Trade and other payables from exchange transactions	Information Gathering	P	17-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	No		Completed	100%	
Report findings if any to the Steering Committee	Trade and other payables from exchange transactions	Oversight	P	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	No		Completed	100%	
Ensure balance correctly taken on in the new financial system	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Finalisation	P	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Trade and other payables from exchange transactions: Prepaid Income	Section Title			30-Jun-17	30-Jun-17	10							Not Started	0%	
Obtain a schedule of Prepaid Electricity received in advance	Trade and other payables from exchange transactions	Information Gathering	P	10-Mar-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Recalculate the Prepaid Electricity received in advance. Check and document the assumptions used.	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Review reconciliation - Obtain Supporting Documents	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	
Report findings if any to the Steering Committee	Trade and other payables from exchange transactions	Oversight	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Ensure balance correctly taken on in the new financial system	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	0%	

Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Finalisation	P	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Trade and other payables from exchange transactions: Leave Accrual	Section Title			30-Jul-17	30-Jul-17	30							Not Started	0%	
Obtain the list of staff leave accruals at Merger Date	Trade and other payables from exchange transactions	Information Gathering	P	28-Feb-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Payroll Accountant	No		In Progress	75%	
Obtain all supporting documentation (HR file, leave forms, attendance registers)	Trade and other payables from exchange transactions	Information Gathering	P	17-Mar-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Assistant Man HR	No		In Progress	75%	
Review the calculation for staff leave accruals (Reasonableness and Policy)	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes		In Progress	50%	
Establish completeness and accuracy by send individual leave day confirmation letter to all active former Ikwezi & Bavians official	Trade and other payables from exchange transactions	Information Gathering	P	10-Jul-17	10-Jul-17	16	High	Budget and Treasury	Chief Financial Officer		Yes		In Progress	50%	
Report findings if any to the Steering Committee	Trade and other payables from exchange transactions	Oversight	P	30-Jul-17	30-Jul-17	30	High	Budget and Treasury	Chief Financial Officer		Yes		In Progress	50%	
Ensure balance correctly taken on in the new financial system	Trade and other payables from exchange transactions	Review / Reconciliation	P	30-Jul-17	30-Jul-17	30	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes		In Progress	50%	
Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Finalisation	P	30-Jul-17	30-Jul-17	30	High	Budget and Treasury	Chief Financial Officer		Yes		In Progress	50%	
Consumer deposits	Section Title			30-Jun-17	30-Jun-17	10							Not Started	0%	
Obtain the schedule at Merger	Consumer	Information	Q	28-Feb-	Completed	Completed	High	Budget and	Chief Financial	Senior	No		Completed	100%	

Date	deposits	Gathering		17				Treasury	Officer	Programme Operator					
Obtain all supporting documentation	Consumer deposits	Information Gathering	Q	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Refer to Data Cleaning Process	Consumer deposits	Review / Reconciliation	Q	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	Yes	Revco	In Progress	50%	
Report findings if any to the Steering Committee	Consumer deposits	Oversight	Q	30-Jun-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%	
Ensure balance correctly taken on in the new financial system	Consumer deposits	Review / Reconciliation	Q	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	

Activity Audit file reference	Class of Transaction	Type of Activity	Deadline	Days to Deadline (Work days)			Impact Department		Responsible Municipal Official	Service Provider							
										Delegated Official	If Yes, Appointed Required (Yes Service Provider		% Status Completed	Notes			
Prepare a Lead Schedule and sign off	Consumer deposits	Finalisation	Q	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%			
Provisions				Section Title	30-Jun-17	30-Jun-17	10							Not Started	0%		
Obtain the schedule at Merger Date	Current provisions	Information Gathering	T	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%			
Obtain all supporting documentation	Current provisions	Information Gathering	T	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Senior Programme Operator	No		Completed	100%			
Review the accuracy of the closing carrying amount	Current provisions	Review / Reconciliation	T	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	75%			
Report findings if any to the Steering Committee	Current provisions	Oversight	T	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%			
Ensure balance correctly taken on in the new financial system	Current provisions	Review / Reconciliation	T	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	75%			
Prepare a Lead Schedule and sign off	Current provisions	Finalisation	T	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%			
Non-current unspent conditional grants and receipts				Section Title	30-Jun-17	30-Jun-17	10								Not Started	0%	

Obtain the schedule at Merger Date	Non-current unspent conditional grants and receipts	Information Gathering	R	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	NT Reporting Officer	No		Completed	100%
Obtain all supporting documentation	Non-current unspent conditional grants and receipts	Information Gathering	R	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	NT Reporting Officer	No		Completed	100%
Review the accuracy of the closing carrying amount	Non-current unspent conditional grants and receipts	Review / Reconciliation	R	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Report findings if any to the Steering Committee	Non-current unspent conditional grants and receipts	Oversight	R	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Ensure balance correctly taken on in the new financial system	Non-current unspent conditional grants and receipts	Review / Reconciliation	R	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	Completed	100%
Prepare a Lead Schedule and sign off	Non-current unspent conditional grants and receipts	Finalisation	R	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	75%
Non-current borrowings				Section Title	30-Apr-17	Overdue	Overdue						Not Started	0%
Obtain the schedule at Merger Date	Non-current borrowings	Information Gathering	E	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Obtain all supporting documentation	Non-current borrowings	Information Gathering	E	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Completed	100%
Review the accuracy of the closing carrying amount	Non-current borrowings	Review / Reconciliation	E	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	50%
Report findings if any to the	Non-current	Oversight	E	30-Apr-	Overdue	Overdue	High	Budget and	Chief Financial		Yes	A2A/EY	In	50%

Steering Committee	borrowings			17				Treasury	Officer				Progress		
Ensure balance correctly taken on in the new financial system	Non-current borrowings	Review / Reconciliation	E	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Non-current borrowings	Finalisation	E	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	50%	
Defined benefit plan				Section Title	30-Jun-17	30-Jun-17	10						Not Started	0%	
Enquire if the municipality has a defined benefit plan	Defined benefit plan	Information Gathering	W	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		Completed	100%	
Obtain Actuarial information	Defined benefit plan	Information Gathering	W	28-Feb-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		Completed	100%	
Review information and ensure correction information was utilised for the report	Defined benefit plan	Review / Reconciliation	W	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		In Progress	25%	
Report findings if any to the Steering Committee	Defined benefit plan	Oversight	W	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		In Progress	25%	
Ensure balance correctly taken on in the new financial system	Defined benefit plan	Review / Reconciliation	W	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	25%	
Prepare a Lead Schedule and sign off	Defined benefit plan	Finalisation	W	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	In Progress	25%	
Accumulated surplus / (deficit)				Section Title	30-Jun-17	30-Jun-17	10						Not Started	0%	
Agree to the Final AFS at Merger Date	Accumulated surplus / (deficit)	Review / Reconciliation	F	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Report findings if any to the Steering Committee	Accumulated surplus / (deficit)	Oversight	F	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Ensure balance correctly taken on in the new financial system	Accumulated surplus / (deficit)	Review / Reconciliation	F	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer	internal audit	Yes	A2A/EY	In Progress	50%	
Prepare a Lead Schedule and sign off	Accumulated surplus / (deficit)	Finalisation	F	30-Jun-17		10	High	Budget and Treasury	Chief Financial Officer		Yes	A2A/EY	Not Started	0%	
Soft Issues															
Unauthorised expenditure - Schedule and Supporting Documents	Soft Issues	Compliance - MFMA	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	A2A/EY	In Progress	25%	Adjustment budget submissions to be submitted to BTO
Fruitless and wasteful	Soft Issues	Compliance -	Admin	30-Apr-	Overdue	Overdue	High	Budget and	Chief Financial	Manager	Yes	A2A/EY	In	25%	Schedule currently

expenditure - Schedule and Supporting Documents		MFMA		17				Treasury	Officer	Finance			Progress		being crafted by creditors sections
Irregular expenditure - Schedule and Supporting Documents		Compliance - MFMA	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager SCM	Yes	A2A/EY	In Progress	75%	RFI issued for all payments made for Q1 and Q2
SCM reporting as required	Soft Issues	Compliance - MFMA	Admin	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Manager SCM	No		In Progress	75%	
Monthly, Quarterly, Half-yearly reporting as per MFMA	Soft Issues	Compliance - MFMA	Admin	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	NT Reporting Officer	No		In Progress	75%	Monthly reports until end April 2017 have been submitted to treasury as well as Q1 to Q3 reports
Review and approval of all Budget Policies	Soft Issues	Compliance - MFMA	Admin	31-May-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		No		In Progress	100%	Approved by council
Approval of Adjustment Budget	Soft Issues	Compliance - MFMA	Admin	21-Apr-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer		No		In Progress	25%	Requests for submissions have been sent
Approval of 2017/2018 MTREF Budget	Soft Issues	Compliance - MFMA	Admin	31-May-17	Overdue	Overdue	Critical	Budget and Treasury	Chief Financial Officer		No		In Progress	100%	Approved by council
Approval of 2017/2018 MTREF IDP	Soft Issues	Compliance - MFMA	Admin	31-May-17	Overdue	Overdue	Critical	Municipal Manager	IDP Manager		No		In Progress	100%	Approved by council

Activity	Class of Transaction	Audit file reference	Type of	Deadline	Days to		Impact	Department	Responsible Municipal Official	Service Provider					
					Deadline	Deadline				Delegated Official	If Yes, Appointed Service Provider	Required (Yes/No)	Status	% Completed	Notes
					(Work days)										
Completion of 2017/2017 SDBIP	Soft Issues	Compliance - MFMA	Admin	14-Jun-17	Overdue	Overdue	High	Municipal Manager	Municipal Manager	PMS Officer	No		In Progress	25%	Capital project register for 5 years still outstanding
Appointment of Audit Committee and 4 meetings held		Compliance - MFMA	Admin	28-Feb-17	Overdue	Overdue	High	Municipal Manager	Chief Audit Executive		No		In Progress	100%	Approved by council
Internal audit - reports to be submitted for planned activities	Soft Issues	Oversight	Admin	31-Mar-17	Overdue	Overdue	High	Municipal Manager	Chief Audit Executive		No		In Progress	50%	
Submission of monthly Back to Basics report to DCOG, backed with accurate support	Soft Issues	Oversight	Admin	30-Jun-17	30-Jun-17	10	High	Municipal Manager	Municipal Manager	Communications Officer	No		In Progress	75%	

Approved policy for Road Infrastructure	Soft Issues	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Technical Services	Director Technical Services		No		Not Started	0%	Funding constraints
Approved policy for Water and Sanitation Infrastructure maintenance	Soft Issues	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Technical Services	Director Technical Services		No		Not Started	0%	Funding constraints
Approved water infrastructure maintenance plan to be in place	Soft Issues	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Technical Services	Director Technical Services		No		Not Started	0%	Funding constraints
Ensure completion of all projects within target date	Soft Issues	Oversight	Admin	30-Jun-17	30-Jun-17	10	High	Technical Services	Director Technical Services		No		In Progress	50%	Rollover for MIG, INEP and EPWP
Capital Commitments - Schedule and Supporting Documents	Soft Issues	Budgeting	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager SCM	No		In Progress	25%	
List all Operating Leases (Revenue and Expenditure)	Soft Issues	Budgeting	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer	Manager SCM	No		In Progress	75%	List was presented to council
Review Billing Tariffs	Soft Issues	Budgeting	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Chief Financial Officer		Yes	Eskom/PT	In Progress	100%	Approved by council
Distribution Losses - Obtain Water Distribution Loss Calculation and Supporting Documentation	Soft Issues	Operational	Admin	30-Apr-17	Overdue	Overdue	High	Technical Services	Director: Technical Services		No		In Progress	50%	
Distribution Losses - Obtain Electricity Distribution Loss Calculation and Supporting Documentation	Soft Issues	Operational	Admin	30-Apr-17	Overdue	Overdue	High	Technical Services	Director: Technical Services		No		In Progress	50%	
Ensure Controls at Satellite offices have been implemented (Banking, HR, postage, Service Delivery & IT Issues)	Soft Issues	Operational	Admin	30-Apr-17	Overdue	Overdue	High	Budget and Treasury	Municipal Manager	Area Managers	No		In Progress	50%	
Transfer of Operating Licences (Landfill, vehicles etc.)	Soft Issues	Operational	Admin	30-Apr-17	Overdue	Overdue	High	Community Services	Director: Community Services	Manager Community Services	No		In Progress	50%	
Change names and signatories on all banking accounts	Soft Issues	Operational	Admin	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		Completed	100%	
Stationary Changes	Soft Issues	Operational	Admin	30-Apr-17	Overdue	Overdue	High	Municipal Manager	Municipal Manager		No		In Progress	50%	
Ensure all Invoices reflect new	Soft Issues	Operational	Admin	30-Apr-	Overdue	Overdue	High	Budget and	Chief Financial	Manager	No		In	75%	Invoices for old

entity name and VAT number				17				Treasury	Officer	Finance			Progress		municipal debt is still in the form old municipal details
Obtain a list of legal representatives	Soft Issues	Legal	Admin	30-Apr-17	Overdue	Overdue	High	Corporate Services	Director: Corporate Services		No		In Progress	50%	
Ratification of Legal Agreements	Soft Issues	Legal	Admin	30-Apr-17	Overdue	Overdue	High	Corporate Services	Director: Corporate Services		No		In Progress	50%	
Obtain a list of Contingent Liabilities and Assets. (Obtain confirmation from Legal advisor)	Soft Issues	Legal	Admin	30-Jun-17	30-Jun-17	10	High	Corporate Services	Director: Corporate Services		No		In Progress	25%	
Alignment of Accounting Policies	Soft Issues	Accounting	Admin	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Manager Finance	Yes	A2A/EY	In Progress	50%	To be completed with AFS
Management of Merger Process (Financial and Non Financial)	Soft Issues	Oversight	Admin	30-Apr-17	Overdue	Overdue	High	Municipal Manager	Municipal Manager		No		In Progress	75%	
Report findings if any to the Steering Committee	Soft Issues	Oversight	Admin	30-Jun-17	30-Jun-17	10	High	Municipal Manager	Municipal Manager		No		Not Started	0%	
NERSA D forms	Soft Issues	Operational	Admin	01-Jun-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		Completed	100%	
NERSA tariff approval forms	Soft Issues	Operational	Admin	30-Apr-17	Completed	Completed	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		Completed	100%	Approved by NERSA
Payment of Creditors within 30 days	Soft Issues	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Manager Finance	No		In Progress	50%	Financial recovery plan in place and debt collection and data cleansing process has commenced with appointment of Revco. Payment arrangements in place with all major creditors
Appointment of disciplinary board	Soft Issues	Oversight	Admin	30-Jun-17	30-Jun-17	10	Low	Municipal Manager	Municipal Manager		No		Not Started	0%	
Apply for roll-over of all unspent conditional grants	Soft Issues	Operational	Admin	31-Aug-17	31-Aug-17	54	High	Municipal Manager	Municipal Manager		No		In Progress	50%	
SCM: Ensure Central Supplier Data Base usage had been implemented	Compliance	Oversight	Admin	30-Jun-17	30-Jun-17	10	High	Budget and Treasury	Chief Financial Officer	Manager SCM	Yes	NT	In Progress	50%	Most SMME's and local businesses are not yet registered on

															the CSD
Finalisation and approval of all HR policies	Compliance	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Corporate Services	Director: Corporate Services	Assistant Man HR	Yes	Cogta/Salga	In Progress	75%	Working session and Special LLF on finalisation of HR Policies to be held 13 - 14 March 2017. Most HR policies have been approved by council
Finalisation and approval of HR Plan and Code of Conduct	Internal Control	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Corporate Services	Director Corporate Services	Assistant Man HR	Yes	Cogta/Salga	In Progress	75%	Working session and Special LLF on finalisation of HR Policies to be held 13 - 14 March 2017. Most HR policies have been approved by council
All overtime worked to be approved in advance	Internal Control	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Municipal Manager	Municipal Manager		No		In Progress	50%	
Overtime hours not in compliance with labour legislation	Compliance	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Municipal Manager	Municipal Manager		No		In Progress	75%	
Leave must be approved before it is taken	Internal Control	Operational	Admin	30-Jun-17	30-Jun-17	10	High	Municipal Manager	Municipal Manager		No		In Progress	75%	
Ensure correct reporting of municipal houses rented to employees	Compliance	Operational	Admin	30-Jun-17	30-Jun-17	10	Low	Corporate Services	Director Corporate Services		No		In Progress	50%	
Organogram - Create, fund and roll out	Soft Issues	Oversight	Admin	31-Mar-17	Overdue	Overdue	High	Municipal Manager	Municipal Manager		Yes	Cogta/Salga	In Progress	75%	Service provider to provide report on process followed with recommended staff establishment
Appointment of Vacant S57 Managers positions	Soft Issues	Oversight	Admin	30-Apr-17	Overdue	Overdue	High	Municipal Manager	Municipal Manager		Yes		In Progress	50%	Interviews held appointments to be made ASAP

CONCLUSION

During the 2016/2017 financial year the Dr. Beyer's Naude Local Municipality reflects a performance rate of 46%, this can be attributed to the many challenges faced by the Dr. Beyer's Naude Local Municipality emanating from the post amalgamation arrangements. On the 18th August 2016 a new municipality was established and a new Council inaugurated. The transitional arrangements brought about its own difficulties, namely the filling of critical post, the development of a staff establishment, budgetary constraints, the consolidation of all systems and policies, service delivery challenges as a result of the vastness of the new municipal area, to name a few.

Council and Administration worked hand in hand to ensure that service delivery remains the main priority, and continued working on the tasks at hand. A new 5 year Integrated Development Plan (IDP) and Budget was developed, with the active participation of all 14 wards by way of workshops and mayoral outreaches. A Financial recovery plan was developed and implemented and its numerous targets will be monitored. A large number of policies were reviewed, workshopped and tabled before council for adoption.

The Municipality has adopted a Macro structure and is in a process of finalizing and adopting the micro staff establishment.

The Council and administration is commended on its efforts on keeping the boat afloat. We are committed to continue providing basic services to our communities. We are striving to ensure that the Dr. Beyers Naude Local Municipality becomes the best in the Country.



**ACTING MUNICIPAL MANAGER
MR. J.Z.A VUMAZONKE**