



**BACK TO BASICS  
ACTION PLAN TEMPLATE    AUGUST 2020**

								Monthly Progress	
Back to Basic Pillar	Performance Indicator	Finding	Recommended Action	Target	Timeframe	Intervention	Responsible Department	July Progress	August Progress
<b>PILLAR NO 1: PUTTING PEOPLE AND THEIR CONCERNS FIRST</b>									
	The existence of the required number of functional Ward Committees.	There are Ward Committees in the municipality whereby training was conducted, however not all committees are functional. 18 wards are functional and 3 dysfunctional. A stipend of R500 is paid monthly to the ward	Vacancies in Ward Committees are to be filled.	Municipality to address dysfunctional committees by June 2020	June 2020	The municipality to ensure that the new appointees are trained.	Speakers Office	Due to COVID 19 pandemic, we don't have Programs	Due to COVID 19 pandemic, we don't have Programs



		committees. There is an ongoing training on ward operational plans							
	The regularity of community satisfaction surveys carried out	In the Ward meetings and during the IDP Public Participation meetings, the community is given an opportunity to voice out their concerns.	Municipality to develop surveys to determine community satisfaction.	To develop surveys for community by 30 June 2020	30 June 2020.	To develop questionnaires and distribute to the community to determine community satisfaction. It is planned to rope in Cogta and the University of Free State for guidance and assistance.	MM's office Speaker's office	Due to COVID 19 pandemic, we don't have Programs	Due to COVID 19 pandemic, we don't have Programs



	The rate of service delivery protests and approaches to address them	Yes, but very minimum	Attend them with immediate effect. Municipality will be part of Local Government Priority Committee	To ensure that community dissatisfactions and concerns are addressed timeously	Ongoing	Regular meetings with Wards to address this issue	Speaker's Office	No protests occurrences	
	Does the Municipality have public participation plans and policies in place?	Yes, Community Participation Strategy in 2012 & IDP Process Plan are in place	Implementation of plans and policies	To ensure that the Strategy and Process Plan are adhered to	Ongoing	To draft the plans	Speaker's Office	Due to COVID 19 pandemic, we don't have Programs	Due to COVID 19 pandemic, we don't have Programs
	Does the Municipality have a public communication strategy and	Yes, the municipality has a communication officer appointed.	To ensure that the Communication Policy is reviewed annually				MM's office	The documents have been submitted to the Admin Section to form part of the Council agenda for approval.	The documents have been submitted to the Admin Section to form part of the Council agenda for approval.



	systems in place?	There is a communication strategy and policy which highlights how communication in and outside the municipality is done.							
	Are these policies and plans communicated to the committees?	Yes, IDP Rep Forums, Ward Committee meeting, etc.	Improve Communication Strategy by expanding it outside the forums	To ensure that communication is expanded to the entire community		Regular community meetings	Speaker's Office	The policy will be publicised on the municipal website once approved by Council.	The policy will be publicised on the municipal website once approved by Council.



<b>PILLAR NO 2: DELIVER MUNICIPAL SERVICES</b>	Waste Management	Sasolburg landfill site is 97% full.	Finalization of closure, rehabilitation of current landfill site and design of a new landfill site	To finalise closure of the existing Landfill site in Sasolburg and establish a new landfill site	June 2020	Communication with the department of Department of Environmental Affairs was done and an acknowledgment letter was received by the municipality	<b>Social Services</b>	Awaiting the extension contract to complete the project	Awaiting the extension contract to complete the project
	Water quality	Blue Drop 87.3%; Green Drop 72.15%.  Blue and Green drop activity still part and parcel of operational activity.	Manager for Blue and Green Drop activity to be appointed to co-ordinate and control activities to upgrade the status within the program.	Civil Engineering Dept.	Programs are run to set norms and time deadlines as set within the Blue & Green Drop programs.	To ensure that the department is functional	Civil Engineering dept.	Drinking Water Quality: Microbiological: 99.99% Physical: 99.99% Chemical: non compliant.  Resulting from high sludge build up in our reservoirs thus impacting drinking water quality	Drinking Water Quality: Microbiological: 99.99% Physical: 99.99% Chemical: non compliant.  Resulting from high sludge build up in our reservoirs thus impacting drinking water quality



	Water losses	Water losses at 9% is within the national allowable limit which is set as between 15-30%.	Constant monitoring is done and reported monthly in the Financial Indicators report	To ensure constant monitoring and monthly reporting	Ongoing	Funding needed to roll out program. R15m grant approval awaited from DWS.	CFO and Technical Services	Water loss for July 2020 was 50.2 % and for the year to date 50.2 %	Water loss for Aug 2020 was 43.16 % and for the year to date 46.68%
	Sewerage spillages					R1m budgeted annually for roll out of the program.			
	Electricity losses and cut offs	Electricity losses are less than 10% which is acceptable						Distribution loss by end of July 2020 for electricity is 14.62% and for the financial year is 14.62 %	Distribution loss by end of Aug 2020 for electricity is 26.97% and for the financial year is 20.61%



	Sanitation	The Municipality provides service to 3 towns – Sasolburg, Deneysville and Oranjeville. Sewer treatment in Sasolburg is done under contract with Sasol Chemical Industries. In	Human Settlement to provide funds for sewer house connections in the following areas  -Amelia 3 257 stands with network sewer and without house connections.  -Gortin sanitation	Civil Engineering Department  MIG and Human Settlement  Provide 3257 Amelia with yard connection	When funding becomes available, only then planning sewer house connection will be done.  June 2018	Human Settlement funding and implementation.  June 2018	Technical Services  Human Settlement  MIG secure funding	Investigations to improve the Amelia sump in order to enable it to operate efficiently are done. Sasol funded project is out on tender for contractor to improve the sump  Themba Khubeka sewer pump station is completed. However municipality awaiting for Electrification of the area in order the sewer pump station to be in operational.	Investigations to improve the Amelia sump in order to enable it to operate efficiently are done. Sasol funded project is out on tender for contractor to improve the sump  Themba Khubeka sewer pump station is completed. However municipality awaiting for Electrification of the area in order the sewer pump station to be in operational.



		<p>Deneysville and Oranjeville, it is done by municipal treatment plants</p> <p>29 723 household use full water born sewer ,3 317 septic tank and 9 190 Pit /bucket toilet system</p> <p>Amelia and Gortin are without sewer house connections</p>	<p>5600 stands with network but still under construction without house connection</p> <p>Business plan be submitted to sector departments for funding</p>	<p>4000 sites implemented</p>				<p>DHS currently busy with services design for water and sewer network</p> <p>Deneysville waste water treatment works is at 55% progress however the contractor has terminated his services.</p> <p>The sewer yard connections for 4000 stands in Gortin is under construction.</p> <p>Amelia sewer yard connections were completed</p> <p>The sewer yard connections for 3000 households project is on completion and on retention stage.</p>	<p>DHS currently busy with services design for water and sewer network</p> <p>Deneysville waste water treatment works is at 55% progress however the contractor has terminated his services.</p> <p>The sewer yard connections for 4000 stands in Gortin is under construction.</p> <p>Amelia sewer yard connections were completed</p> <p>The sewer yard connections for 3000 households project is on completion and on retention stage.</p>
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	Electricity	Amelia and Themba Kubheka are without electricity	Application for funding submitted to DoE and is approved , project will be starting 1 July 2015 and will be completed December 2016	Amelia: Phase 1: To be completed in December 2016  Phase 2: November 2017 as per the planned IDP  (NB)	December 2016 and November 2017 as per IDP plan (Amelia) (3333)  2016/17 (Themba Kubheka)	DoE	Technical and Infrastructural Services directorate          DoE	Strengthen line from Zamdela to Leitrim 88KV sub-station project is complete and still awaiting for Eskom to energize       Themba Khubeka electrical bulk supply Project, the contractor is appointed and is under construction.	Strengthen line from Zamdela to Leitrim 88KV sub-station project is complete and still awaiting for Eskom to energize       Themba Khubeka electrical bulk supply Project, the contractor is appointed and is under construction.
	Municipal Road	Surfaced roads - The complete tarred road network (276 km) is in a bad state mainly because of internal	- Funding for maintenance is needed urgently to prevent tarred road network to degrade to dirt road status.	End May 2016	Metsimaholo budget 16 million to rehabilitate the roads for 2015/16 FY.		Technical and Infrastructural Services directorate	Budgeted for this FY, awaiting confirmation of the availability of funds	Budgeted for this FY, awaiting confirmation of the availability of funds



		<p>budget constrain to undertake road rehabilitation .In the past years budget was cut and nothing was done in Municipality roads. This result in our roads deteriorating hence pot hole are mushrooming and roads cracks.</p> <p>Dirt roads – Dirt road network (315 km + 300 km</p>	<p>- Funding is needed within Operation Budget as to sustain enlargement of labour force (plant and material) to cope with rapid expansions communities</p> <p>- Funding is needed to upgrade dirt roads to gravel or tarred road status</p>						
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		rural) need constant grading as there are no funding available to upgrade it to gravel or tar road status.							
	Construction of new roads in Refengkgotso	No new roads are constructed to reduce backlog	MIG to be used for the construction of new roads	2.0 km of interlock paved roads in different wards  (Ward 03: 2.0 km)	The project to start in Dec 2019	MIG	MIG and PMU		
<b>PILLAR NO 2:</b>  <b>DELIVER MUNICIPAL</b>	Does the Municipality have LED Strategy in place?	Yes, LED strategy is in place, however, it is outdated and needs	Review of the LED strategy	To ensure that the Strategy is up to date and implemented	30 June 2020	Does the Municipality have LED Strategy in place?	Yes, LED strategy is in place, however, it is outdated and needs to be reviewed	New interlocked paved Road project in ward 3 is in procurement for a contractor and Metsimaholo is on the brink of losing funds due to personal reasons	New interlocked paved Road project in ward 3 is in procurement for a contractor and Metsimaholo is on the brink of losing funds due to personal reasons



SERVICES		to be reviewed		accordingly					
	To provide sustainable human settlements and improved quality of household through accelerated delivery of housing opportunities and access to basic services	A Human Settlement Plan was adopted by Council in August 2013	Integrated Human Settlement Plan to be reviewed	Integrated Human Settlement Plan second review Council 29 August 2013.  To be reviewed before the end of the 2016/17 FY	To be reviewed before the end of the 2016/17 FY and then annually	Human Settlements	Human Settlements Municipality	Integrated Human Settlement Plan was adopted by Council on the 14 December 2018 therefore it will be reviewed annually.  The Section is working on a review to be submitted for 2019 / 2020 financial year. / The report is intended to cover a multi-year sustainable human settlements plan – to be submitted to Management meeting in November 2019	No progress report
	To provide sustainable human settlements and improved quality of household through accelerated	<u>Jan 2010:</u> Cabinet Lekgotla Outcome 8: Decided to accelerate Accreditation of 6 Metros by	Action Plans per Integrated Human settlement planning to be aligned with H D A pipeline projects and	Pipeline Project alignment with H D A by end 2017 (based on IHSP Review)	Application for accreditation to be implemented by the financial year 2018/19	To comply with the ACCREDITATION application requirements the National and Provincial Departments	Human Settlements  H D A  Municipality	1. A report for the appointment of Steering committee for accreditation to be submitted to AMM for approval in November 2019.	No progress report



	<p>delivery of housing opportunities and access to basic services</p> <p>(Accreditation)</p>	<p>2014 &amp; 21 Municipalities by 2015</p> <p>The Free State MEC responsible for Human Settlement on <u>March 20<sup>th</sup>, 2013</u>, in her 2013/14 Budget Speech, announce <i>That the Free State Government commit itself to continue to support METSIMA HOLO, Local Municipality in attaining readiness for level 1 &amp; 2 accreditation</i></p>	<p>Accreditation application to MEC</p> <p>Business Plans to be submitted</p>	<p>Application for Level 1 accreditation by 2016/2017</p>	<p><b>Level one</b> (1) Accreditation or the 'foundation level' by Oct 2017</p> <p>by <u>July 2017</u></p> <p><b>Level two</b> (2) Accreditation: <i>stage 1, the 'Developmental' stage</i></p> <p>by <u>1 July 2018</u>; <i>stage 2, the 'Optimum stage'</i> by <u>1 July 2018</u>; <i>stage 3, the 'Sustained stage'</i> by <u>1 July 2019</u>; and</p> <p>when ready and agreed thereto</p> <p><b>Level 3</b></p>	<p>Human Settlement submitted a pre-scribed format of Business plan for submission to the MEC</p> <p>A Draft Business Plan SDF &amp; IDP and ALL required info submitted to Human Settlement (Mr Mosia Tieho) during August 2016 and based on this submission complied with requirements</p> <p>Human Settlement then in April 2017 appointed Rofhiwa R. Ravele, Pr.Techni.Eng as Service</p>		<p>2. An accreditation working session meeting met on the 07th AUGUST 2019. A follow up working session meeting expected to meet in NOVEMBER 2019 to assess progress since August 2019.</p>	
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					<p>"Assignment" (July 2020)</p>	<p>Provider to re-establish the level of municipal readiness</p> <p>The municipality in cooperation with the Service Provider submitted further information since May 2017</p>			
	<p>To provide sustainable human settlements and improved quality of household through accelerated delivery of housing opportunities and access to basic services</p>	<p>Housing <u>backlogs continues to grow</u> at a rate of 3% p.a. putting more pressure on the municipality to deliver on a number of housing service delivery models</p>	<p>Municipality in cooperation with H D A to eradicate human settlement backlogs and to administer projects locally</p> <p>Develop a practical and achievable <i>Informal Settlement</i></p>	<p>Establishment of transit area (semi formals) Eradication of informal backlog by 2030 (NDP)</p> <p>Establishment of transit area (semi formals) by 2018/9</p>	<p>Upgrade 9'500 informal settlements by 2030</p>	<p>Human Settlements, HDA Municipality Human Settlements, HDA Municipality</p> <p>The H D A to assist with re-quantification of informal residents &amp; target areas</p>	<p>LED and Planning/Human settlement</p> <p>H D A</p> <p>Human Settlement</p>	<p>On backlogs – it is expected that eviction of illegal occupants in Moodraai area shall be carried out in November 2019.</p> <p>The area will accommodate about 2900 families, and easy backlog that is currently standing at about 17000 (data by end September 2019),</p>	<p>No progress report</p>



	<p>Informal Settlement Management</p>	<p>(such as BNG, CRU, FLISP houses) included)</p>	<p>Upgrading Strategy' to bring about more rapid, equitable and broad based responses to the challenge of informal settlements</p> <p>Continuous acquisition and planning Land Invasion involved different role players:</p> <p>1. Interim By Law Section for intervention and action on invaders including evictions</p> <p>2. Sec Housing to assist with re-location to authorized</p>	<p>Themba Khubeka to be formalized by 2017/8</p> <p>Mooindraai to be formalized by 2017/8 (Services required)</p> <p>LAND TO BE ACQUIRED IN Deneysville (36 x Plots) by 2018</p> <p>Catalytic (Mega) Project north of Sasolburg 2018</p>		<p>A portion of the Farm (Refengkgotso) identified as transit area (Private ownership) Mooi Plaats</p>		<p>captured on the NATIONAL DATABASE REGISTER SYSTEM.</p> <p>DENEYSVILLE ACQUISITION - PROGRESS AND PIPELINE MEETING AND TECHNICAL VERIFICATION MEETING WITH HDA WAS HELD ON THE 11 SEPTEMBER 2019</p> <p>AWAITING PROGRESS FROM HAD</p>	
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			transitional areas						
			3. Sec Housing to assist with re-settlement and erf allocations						
	<b>SDF (Spatial Planning)</b>	To identify suitable areas for human settlement development in the SDF	SDF to be reviewed	SDF to be reviewed by June 2016	June 2016	Human Settlements; CoGTA, RD&LR & District and Municipality	Urban Planning	SDF was reviewed and approved by the Council	SDF was reviewed and approved by the Council
	<b>Erf creation (Planning, Surveying, General Plans) &amp; Township registers</b>	Confirm status of land availability, planned areas, layout maps, General Plans & Township Registers	Status report on erven to be created	Status report on erven created by the end of the 2015/16 FY	By the end of 2015/16 FY	Human Settlements CoGTA & Municipality	Urban Planning	Service providers were recommended for appointment through SCM BEC only awaiting BAC for finalisation.	Service providers were appointed on the 13 <sup>th</sup> August 2020 through BAC.





	<p>To provide sustainable human settlements and improved quality of household through accelerated delivery of housing opportunities and access to basic services</p> <p>Land Use Management System</p>	<p>Sasolburg regulated into a Town Planning Scheme</p> <p>D/Ville &amp; O/Ville into Title Deeds</p> <p>Zamdela, Refengkgotso &amp; Metsimaholo into Annexure F</p> <p>Intention to establish a new land use scheme for ALL properties in Metsimaholo</p>	<p>The main challenge with the preparation of LUMS is the availability of funding and once such is addressed most of the LUMS preparations will commence.</p>				<p>Urban Planning</p>	<p>Service providers were recommended for appointment through SCM BEC only awaiting BAC for finalisation.</p>	<p>Service providers were appointed on the 13<sup>th</sup> August 2020 through BAC.</p> <p>Service Level Agreement to be signed by both the Municipality and Service provider.</p>
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	To provide sustainable human settlements and improved quality of household through accelerated delivery of housing opportunities and access to basic services	Identify land suitable for township establishment & identify EXEMPTED stands disposal / allocation  <i>(Mixed development areas – ALL income groups, businesses, Industries, Residential, etc.)</i>	Land Audit on municipal owned land to determine land availability for human settlement and middle and high income earners development projects  To acquire land for township establishment & development	To purchase remaining 25 x plots at Vaaldam Small Holdings <i>(Refengkgotso to the south and integration with D/Ville)</i>	Status report on erven created by the end of the 2017/18 FY	H D A Human Settlements CoGTA & Municipality	LED <i>(Urban Planning, Human Settlement and Properties)</i>	Township approved and conditions of approval accepted. Awaiting for registration at Surveyor General office. HDA and Human settlement awaiting for a study to recommend a suitable location for WWTP to for the new development.	
	Fire services	The municipality still has shortage of fire engines and fire fighters to	The municipality to purchase 2 fire engines and appoint the	The municipality to complete the process by 30	June 2020	Sasol Company	Social Services	Sasol Company donated two fire engines. They have both been delivered.  The Municipality is going to procure two fire engines. Specifications were send to supply chain, the	The posts of fire fighters have been advertised and the specifications for the procurement of fire engines have been submitted to the SCM.



		respond on time on certain emergencies.	9 fire fighters	June 2020				department is awaiting supply chain to arrange a bid specifications meeting.	
	Cemeteries	The establishment of a new cemetery in Zamdela township because the current cemetery is half full.	Land has been identified by department of urban planning for the new cemetery	2020/2021	End of June 2020  End of financial year 2020	LED department (Urban Planning)	Social Services	Upgrade of Zamdela cemetery project is approved.  Establishment of New Cemetery in Zamdela (Amelia) business plan are submitted for approval	Upgrade of Zamdela cemetery project is approved.  Establishment of New Cemetery in Zamdela (Amelia) business plan are submitted for approval
	Sports facilities	Zamdela Stadium and Swimming pool vandalized.  No sports facilities at Refenggotso and Orangeville	Orangeville sports facility budget maintenance  Sasol Company and MIG to assist with the funding of upgrading of Sports facilities	End of November 2019 Zamdela Swimming pool	June 2020(Refenggotso and Orangeville)	Sasol and MIG	Community services	ZAMDELA SWIMMING POOL: The project is completed and the hand over is done.  METSIMAHOLO SPORTS COMPLEX – the project has stopped and is under investigation	ZAMDELA SWIMMING POOL: The project is completed and the hand over is done.  METSIMAHOLO SPORTS COMPLEX – the project has stopped and is under investigation



				June 2020 (Refengkgotso and Orangeville Sports Centres)				REFENGGKOTSO SPORTS COMPLEX - is under procurement for a contractor to be on site	REFENGGKOTSO SPORTS COMPLEX - is under procurement for a contractor to be on site
	What other projects/programmes are in the pipeline? Include all details relevant to these programmes/projects, including funding sources	Sports facility in Orangeville (Metsimaholo)  Gortin sanitation house connection  Upgrading of cemeteries	-Funds secured  Funds secured  Funds secured  - Funds secured	The project started in May 2016  4000 sites to be serviced  Internal roads fencing and ablution block	Project duration is 12 months  June 2018)  2018/19 FY	MIG  MIG  DWA & Human Settlement  Human Settlement	Technical Dept.  Technical  Technical  Technical Dept.	No progress report	No progress report



		12 high mast lights	Funds secured	Installation of 12 highmast light	2018/19 FY	DWS			
		Construction of 2km Roads in Ward 8,9 and ward 11 (phase 2)			2018/19 FY				
		Upgrading of WWTW in Refengkgotso	Funds secured for the next coming 3 years	Upgrade to 2-6 mega litres					
		Upgrading of Leirim Zamdela pumpstation in Zamdela sewer		DWS	36 months				



		<p>pumpstation</p> <p>Zamdela Leitrim 88kv double circuit optical ground wire for 6.5 km</p>		<p>DOE</p> <p>project started in May 2016</p> <p><i>Service Provider appointed</i></p> <p><i>Project Phase 1 is completed</i></p>	<p>Project duration is 12 months</p> <p>Project duration is 18 months</p> <p>Project under constructio n</p> <p>June 2018</p>				
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		-Water+ sewer network reticulation for 2 537 stands in Themba							
<b>PILLAR NO 3: GOOD GOVERNANCE AND SOUND ADMINISTRATION</b>	The existence and efficiency of anti-Corruption measures, including efficient and responsible action taken against fraud, corruption, maladministration and failure to fulfil statutory obligations	There is an approved fraud prevention plan in place. There are regular trainings on matters of fraud and risk management.  An Anti-fraud banner and car stickers have been designed	Marketing and sensitizing staff, suppliers, etc. to report allegations of fraud and corruption  Workshop of employees on anti-corruption measures	Marketing and sensitizing staff, suppliers and the community to report allegations of fraud and corruption	December 2018	Marketing of the hotline number	MM	The fraud prevention policy in place and was adopted by Council in 2017.	The fraud prevention policy in place and was adopted by Council in 2017.



		to create awareness to members of the public							
	Does the municipality have a financial risk management strategy in place?	Yes. It was adopted by the Administrator on the 26 <sup>th</sup> of September 2017	Annual review of the strategy		June 2016	None	Municipal Manager	No progress report	No progress report
	Does the municipality have plans in place to address environmental risks?	No. Municipality does not have a water safety plan as part of blue drop/green drop requirements	Review the risk registers to include environmental risks	31/03/2015 (Quarterly assessment and updates)	To develop the WSDP by end 2015/16	To develop a WSDP (2015/16 Financial Year)	MM	Environmental health is the District's competency and this creates a gap in addressing environmental issues within the Municipality, however the post of Environmental Health Officer within the municipality is still being deliberated upon by the Municipality and the District.	Environmental health is the District's competency and this creates a gap in addressing environmental issues within the Municipality, however the post of Environmental Health Officer within the municipality is still being deliberated upon by the Municipality and the District.





		Industry pollution							
	Have Portfolio Committees been established?	<p>Yes:</p> <ul style="list-style-type: none"> <li>Portfolio: Cleaning, Parks and Graves.</li> <li>Portfolio: Finance.</li> <li>Portfolio: Corporate Services.</li> <li>Portfolio: Special Programs.</li> <li>Portfolio: LED, Tourism &amp; Agriculture,</li> </ul>	Sitting of the Portfolio Committees	Sitting of the Portfolio Committees meetings as per the approved schedule	Monthly	Issuing of agendas timeously	Corporate Services Office of the Speaker	Only Portfolio: Finance, IDP & PMS (10 Jun 2020) as well as Portfolio: Spatial Planning, Rural Development and Human Settlement (19 Jun 2020) sat during the month of June 2020.	No meeting of Portfolio meetings were held during August 2020



		Urban Planning and Housing. <ul style="list-style-type: none"> <li>• Portfolio: Technical Services.</li> <li>• Portfolio: Public Safety, Security, Disaster and Emergency.</li> <li>• Portfolio: Communication, ICT, IDP, PMU, Risk, Auditing, Monit</li> </ul>							
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		oring and Evaluation.							
	Does the municipality ensure that provincial safety standards (e.g. Occupational Health and Safety, etc.) are adhered to?	Municipality complies with OHS by ensuring safe working conditions to its workforce.	Provide safe working conditions and compliance to OHS Act	Continuous	Continuous process	None	Corporate Services	Department of Labour conducted an assessment on the OHS compliance matters and all were found to be in order except the non-compliance in terms of the municipal building structural engineering certification and the matter was reported accordingly to the relevant Dept. (Technical & Infrastructural Services).	Department of Labour conducted an assessment on the OHS compliance matters and all were found to be in order except the non-compliance in terms of the municipal building structural engineering certification and the matter was reported accordingly to the relevant Dept. (Technical & Infrastructural Services).
<b>PILLAR NO 4: SOUND FINANCIAL MANAGEMENT</b>	The number of disclaimers in the last five years and the nature and trends of	Disclaimers up to 2011 Qualified 2012/13 Unqualified 2013/14 Unqualified 2014/15	Audit Action Plan Audit Steering Committee meetings	2014/15 Financial year (Unqualified) <b>2015/16 Financial year</b>	June 2016	Weekly meetings held with Managers to resolve AG Findings	MM and All Directors	2018/19 Qualified Audit Opinion  Audit not yet done for 2019/2020	2018/19 Qualified Audit Opinion  Audit not yet done for 2019/2020



AND ACCOUNTING	audit opinions.			(Unqualified)					
	Percentage of budget spent on personnel	25% Average	22 Critical vacancies to be filled	Filling of vacancies by 30 June 2015	30 June 2015	None	Corporate Services	0% was spent by end of July 2020. No new appointments were done. No Directors or CFO are appointed. Not budget for all critical vacancies. Budget for vacancies 2020/2021 amounts to R29 million	0% was spent by end of August 2020. No new appointments were done. No Directors or CFO are appointed. Not budget for all critical vacancies. Budget for vacancies 2020/2021 amounts to R29 million
	Analysis of recurrent and capital budget (spending trends, under spending, etc.)	Underspending on CAPEX budget and repairs & maintenance AFS 13/14  CAPEX: 56%  Repairs and	SCM processes to be more efficient. Bid committees must meet on regular basis. Procurement plan must be compiled.  Lack of capacity	To ensure that the SCM processes are followed	30 June 2016		Technical Finance	Repairs and maintenance was 0.89% of expenditure by end of July 2020 - Schedule C report) Salaries are not included.  Capital spent by end of July 2020 was 0%	Repairs and maintenance was 0.36% of expenditure by end of August 2020 - Schedule C report) Salaries are not included.  Capital spent by end of August 2020 was 0%



		maintenan ce:37%	Better planning						
	Review MIG allocations over the last 5 years for the next period and utilisation of the MIG allocations	MIG spending has improved  Spending:  Rollover was experien ed for the last financial year for R5.3 m. and amount of R15m was transferre d as an additional funding with conditions	Spend the allocated grant by end of the 2015/16 FY  Additional allocation was recommen ed to be spent on sanitation in this financial year	MIG be spent in this financial year	2017/18 FY	NTand PT approval of rollover	Technical Services department (PMU)	MIG spending was 0.46% for August 2020	MIG spending was 1% for August 2020



		in March 2017.							
	Are management performance contracts in place?	Performance contracts of Senior Managers are in place. However, the challenge is with regard to non-filling of vacancies of sec 57 managers	Continuous conclusion of performance contracts of senior managers as and when appointments are done	To ensure that all senior managers conclude and sign performance contracts	Annually	CoGTA	Office of the MM	There are vacancies in Senior Managers positions	There are vacancies in Senior Managers positions
	What is the proportion of grant income to total revenue?	Between 20 and 25%  AFS Statement of	Increase revenue from other sources	To ensure that revenue from other sources is increased	30 June 2016	None	All departments	37.4% grant income in March 2020	



		Performance: 25.78%							
	With respect to the most recent annual financial statements, what percentage of annual municipal expenditures is spent on recurrent expenses?	Approximately 60 to 75%	Need to do cost benefit analysis	Cost cutting measures to be implemented, aligned to the National Treasury Circular	2015/2016 FY	Open waters to do cost of trading services. Analysis done on outsourcing vs. employment of staff and perform the function (cleaning services and security services)	All Directors		
	Are private contracts properly managed	No	To be addressed with AG's action plan	To ensure that contracts are properly managed	By end of 2015/16 FY	Action Plan	SCM		



<b>PILLAR NO 5: BUILD INSTITUTIONAL AND ADMINISTRATIVE CAPACITY</b>	What is the annual staff % turnover? Which skills and departments have highest turnover? Why?	61%. Mainly it was due to dismissals of employees who participated in an unprotected strike.	Recruitment drives to capacitate the Departments.	To minimise the percentage of the staff turnover	Continuous	To ensure effective implementation of approved policies to minimise turnover.	Corporate Services	2.19% mainly Elementary skills	
	Review complete Organisational structure alongside a review of vacancies and length of vacancies of each of the divisions.	No	Process of Organisational Redesign is underway.	To ensure that the organisational structure is reviewed	June 2016	Fast track the process of reviewing the Organisational Structure	Corporate Services	Services of a Legal Counsel was sought to look into this matter of service provider refusing to hand over the final product/report. All the necessary documents and or information was provided to the Legal Counsel and the Legal Division to sought the issue of appointment letter/mandate with the legal counsel.	Services of a Legal Counsel was sought to look into this matter of service provider refusing to hand over the final product/report. All the necessary documents and or information was provided to the Legal Counsel and the Legal Division to sought the issue of appointment letter/mandate with the legal counsel.





	What staff training takes place? How does it relate to skills shortages?	All training interventions are related to the employee's duties as per LGSETA Requirements. Trainings provided are aligned to the departmental needs as to achieve the municipal objectives in terms of staff competency.	To train employees as per LGSETA requirements	2015/16 FY	2015/16 FY	N/A	Corporate Services	14 employees from Electrical Dept. received training on Cable Joint and Termination	<b>No training for officials during the month of August 2020</b>
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	Do the councillors regularly update their knowledge of municipal government through participation in municipal education, training or development? Obtain evidence	Yes, through SALGA and CoGTA	Skills audit to be conducted for newly elected councillors to enable municipality to plan for necessary training programmes		December 2016	SALGA COGTA	HR  Office of the Speaker	No training took place during this month	No training for Councillors during the August 2020
	Review the Performance management systems (PMS) in place.	Yes  Draft PMD Policy  PMS Framework	Review and submission of draft PMS Policy to council for approval so as to cascade performance management to managers other than	Approval of PMS Policy by June 2020 and cascading of the system in 2020/21	30 June 2020 (PMS approval)	CoGTA and SALGA	Office of the MM	PMS Policy is still in a draft format and is due for labour participation	



			Senior Managers						
	At which levels is the PMS implemented (staff and management levels)	Senior Management Level	PMS to be cascaded to lower levels of managers	To ensure cascading of PMS to lower levels by 2020/2021 Financial Year	June 2020 (Approval of PMS Policy)  2020/21 (Cascading)	Adoption of the Draft PMD Policy to ensure that PMS is cascaded to lower levels of management	Office of the MM	PMS is implemented at senior management level	PMS is implemented at senior management level
	Is there an approved staff establishment? Obtain details.	Yes, 2012	Review Organisational design	To review the Organisational Structure by end of 2015/16 FY	2015/16 FY	To ensure the process of reviewing the structure is embarked on as planned	Corporate Services	Services of a Legal Counsel was sought to look into this matter of service provider refusing to hand over the final product/report. All the necessary documents and or information was provided to the Legal Counsel and the Legal Division to sought the issue of appointment letter/mandate with the legal counsel.	Services of a Legal Counsel was sought to look into this matter of service provider refusing to hand over the final product/report. All the necessary documents and or information was provided to the Legal Counsel and the Legal Division to sought the issue of appointment letter/mandate with the legal counsel.



**Municipal Manager**

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**Director Technical**

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**Director LED**

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**Director Social Services**

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**Director Corporate Services**

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**CFO**