

2020/2021

MANGAUNG METROPOLITAN MUNICIPALITY
CONSOLIDATED ANNUAL REPORT

1/1/22

Prepared by office of the
City Manager

Mangaung Metropolitan Municipality – Consolidated Annual Performance Report 2020/2021

Table of Content

CHAPTER 1 – EXECUTIVE MAYOR’S FOREWORD AND ACTING CITY MANAGER’S OVERVIEW

.....	8
Component A: Executive Mayor’s Foreword.....	8
Component B: Acting City Manager’s Overview.....	10
1.1 Mangaung’s Vision.....	12
1.2 Mission Statement.....	12
1.3 Mangaung Population.....	12
1.4 Socio Economic Status.....	13
1.5 Relative importance of MMM economy.....	13
1.6 Municipal functions per department and opportunities.....	15
1.6.1 Planning.....	15
1.6.2 Economic and Rural Development.....	15
1.6.3 Engineering Services.....	16
1.6.4 Social Services.....	17
1.6.5 Metro Police.....	18
1.6.6 Finance.....	18
1.6.7 Human Settlement.....	19
1.6.8 Centlec.....	19
1.6.9 Solid Waste.....	20
1.6.10 Office of the City Manager.....	20
1.6.11 Corporate Services.....	21
1.7 Overall MMM Service Delivery Overview for 2020/2021.....	22
1.7.1 Planning Department.....	22
1.7.2 Economic and Rural Development Department.....	26
1.7.3 Engineering Services Department.....	27

1.7.4	Solid Waste and Fleet Management Department	31
1.7.5	Centlec Department	32
1.7.6	Social and Metro Police Departments.....	32
1.7.7	Human Settlement Department	33
1.7.8	Office of the City Manager	34
1.7.9	Corporate Services Department.....	35
1.7.10	Financial Health Overview	40
CHAPTER 2 – GOVERNANCE		42
Components A: Introduction		42
Component B: Political and Administrative Governance		42
2.1	Political Governance	42
2.1.1	Political Structure of MMM	42
2.2	Administrative Governance	44
Component C: Intergovernmental Relations		45
2.3	Intergovernmental Relations in the Municipality.....	45
Component D: Overview of Public Accountability and Participation		46
2.4	Public Meetings	46
2.5	IDP Participation and Alignment	48
Component E: Corporative Governance		48
2.6.	Risk Management	49
2.7	Anti-Fraud and Corruption.....	50
2.8	Internal Audit	51
2.9	Municipal Website: Content and Currency of Material.....	52
CHAPTER 3 - SERVICE DELIVERY PERFORMANCE		60
3.1	Introduction.....	60
Component A: Basic Services Delivery		60
3.2	Roads and Stormwater.....	60

3.3	Water and Sanitation Provision	61
3.4	Solid Waste and Fleet Management	78
3.5	Centlec	87
3.6	Human Settlement	89
	Component B: Financial Viability	100
3.7	Finance Department	100
	Component C: Local Economic Development	105
3.8	Economic and Rural Development.....	105
	Component D: Good Governance and Public Participation.....	109
3.9	Office of the City Manager	109
3.10	Corporate Service.....	119
	Component E: Institutional Development and Organisational Transformation.....	136
3.11	Planning Services.....	136
3.12	Social and Metro Police Services	141
3.13	MFMA Circular 88 Outcome and Output Indicators as reported to National Treasury .	159
	CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE.....	176
	Component A: Introduction to Municipal Personnel	176
4.1	Employee Totals, Staff Turnover and Vacancies 2020/2021	176
	Component B: Managing Workforce.....	177
	Component C: Capacitating the Workforce.....	183
	CHAPTER 5 - FINANCIAL PERFORMANCE	186
5.1	Statement of Financial Performance	186
	Component A: Statement of Financial Performance	190
	Component B: Spending Against Capital Budget.....	190
	Component C: Cash Flows Management and Investments.....	190
5.2	Grants.....	191
5.3	Repairs and Maintenance.....	191

5.4	Spending Against Capital Budget	192
5.5	Cashflow Management and Investments	195
5.6	Borrowing and Investments.....	198
CHAPTER 6 – AUDITOR GENERAL REPORTS 2020/2021		200
Component A: Auditor – General Opinion of Mangaung Metropolitan Municipality		
	Consolidated Financial Statements.....	200
Component B: Auditor General Opinion of Mangaung Metropolitan Stand Alone Financial		
	Statement 2020/2021.....	211
Component C: Auditor General Opinion of Centlec (Soc) Limited Financial Statements		
	2020/2021	222
Component D: Management Comments and Corrective Actions on Matters Raised By The		
	Auditor General	229
CHAPTER 7: REPORTS OF MUNICIPAL PUBLIC ACCOUNTS COMMITTEE 2020/2021.....		231
Component A: Municipal Public Accounts Committee On The Annual Report 2020/2021....		231

List of Tables

CHAPTER 1 – EM FOREWORD AND ACM’S OVERVIEW		8
Table 1:	Number of Economically Active Persons In Mangaung	14
Table 2:	StatsSA on Mangaung Quarterly Labour force characteristics	14
CHAPTER 2 – GOVERNANCE		42
Table 3:	Members of The Mayoral Committee	43
Table 4:	Political Parties Represented In The Council.....	43
Table 5:	The Governance Structure of Mangaung Metropolitan Municipality.....	43
Table 6:	Heads of Departments	44
Table 7:	Public Meetings.....	47
Table 8:	IDP and Alignment	48
Table 9:	Risk Assessment Comparism, MMM, RMSA and WEFGR	50

Table 10:	Internal Audit Reports.....	51
Table 11:	Municipal Website: Content and Currency of Material 2020/2021	52
CHAPTER 3 - SERVICE DELIVERY PERFORMANCE		60
Table 12:	Linkage between KPAs and MMM SDO	60
Table 13:	Service Delivery Objectives on Roads/Stormwater And Water/Sanitation ..	62
Table 14:	Financial Performance Roads and Stormwater	77
Table 15:	Financial Performance Water Services	77
Table 16:	Financial Performance Sanitation Services	77
Table 17:	Service Delivery Objectives on Waste Management Services.....	79
Table 18:	Financial Performance: Solid Waste Management Service.....	86
Table 19:	Service Delivery Objectives on Electricity Service.....	87
Table 20:	Financial Performance Electricity Services	88
Table 21:	Service Delivery Objectives on Human Settlement Service.....	90
Table 22:	Financial Performance: Housing Service	99
Table 23:	Service Delivery Objectives on Finance.....	101
Table 24:	Financial Performance Finance	105
Table 25:	Service Delivery Objectives on Economic and Rural Development	106
Table 26:	Financial Performance Economic and Rural Development.....	109
Table 27:	Service Delivery Objectives on Office of the City Manager.....	110
Table 28:	Service Delivery Objectives on Corporate Services.....	121
Table 29:	Financial Performances Corporate Services	135
Table 30:	Service Delivery Objectives on Planning Services	137
Table 31:	Financial Performance Planning Services	140
Table 32:	Service Delivery Objectives on Social and Metro Police Services	144
Table 33:	Financial Performance Social and Metro Police Services.....	156
CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE.....		176
Table 34:	Employees.....	176
Table 35:	Vacancy Rate.....	176

Table 36:	Staff Turn-Over Rate	177
Table 37:	HR Policies and Plans (01 July 2020 – 30 June 2021).....	178
Table 38:	Number and Cost of Injuries on Duty 2020/2021.....	180
Table 39:	Number of Days and Cost of Sick Leave 2020/2021	181
Table 40:	Number and Period of Suspensions.....	181
Table 41:	Programmes Implemented on Capacity Workforce	183
Table 42:	Financial Competency Development	184
CHAPTER 5 - FINANCIAL PERFORMANCE		186
Table 43:	Reconciliation of Table A1 Budget Summary	186
Table 44:	Operating Grants.....	191
Table 45:	Conditional Grants Received: Excluding MIG.....	191
Table 46:	Repairs and Maintenance	191
Table 47:	Capital Expenditure	192
Table 48:	Capital Expenditure Funding Sources.....	193
Table 49:	Capital Expenditure of 4 Largest Projects.....	194
Table 50:	Cash Flow Outcomes.....	195
Table 51:	Actual Borrowings and Investment –Year 2019/20 – 2020/2021	198

Appendices

APPENDIX A:	COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE	232
APPENDIX B:	COMMITTEE AND COMMITTEE PURPOSE.....	235
APPENDIX C:	TWO TIER STRUCTURE.....	236
APPENDIX D:	FUNCTIONS OF THE MUNICIPALITY/ ENTITY.....	237
APPENDIX E:	LARGEST PROJECTS INFORMATION.....	239
APPENDIX F:	RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE	240
APPENDIX G:	CENTLEC MUNICIPAL ENTITY’S PERFORMANCE SCHEDULE.....	247
APPENDIX H:	DISCLOSURE OF FINANCIAL INTERESTS.....	248
APPENDIX I:	REVENUE COLLECTION PERFORMANCE BY VOTE 2020/2021.....	270

APPENDIX J:	CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG.....	271
APPENDIX K:	CAPITAL PROGRAMME BY PROJECT (2020/2021)	272
APPENDIX L:	MANGAUNG CONSOLIDATED FINANCIAL STATEMENTS.....	287
APPENDIX M:	MANGAUNG STAND ALONE FINANCIAL STATEMENTS.....	288
APPENDIX N:	CENTLEC STAND ALONE FINANCIAL STATEMENTS.....	289

Chapter 1 – Executive Mayor’s Foreword and Acting City Manager’s Overview

Component A: Executive Mayor’s Foreword

The present report for 2020/2021 was written at a period of extraordinary changes and difficulties. This report was compiled, while the whole world, South Africa, and the Mangaung Metropolitan Municipality (MMM) was still battling with the continuation of the (COVID-19). Furthermore, it is also still subjected to Provincial Government involvement according to the requirements of Section 139 (5) (a) and (c) of the Constitution of the Republic of South Africa. Despite these difficulties, the Municipality and its entity produced this report in accordance with legislative requirements with particular emphasis to its five strategic development objectives, namely:

Organisational Strength

While the Council strongly supports the intervention since it may contribute significantly to the successful execution of the financial recovery plan, it is worth emphasizing that the Council was not disbanded and therefore its mission remained intact. This initiative has made a significant difference in the Municipality's governance. This has been mainly owing to relative stability at the top of governance structure's Council and Executive branches, as well as the Intervention team. These strategies are tools for monitoring and enforcing sound corporate governance standards. Finally, the development of positive relationships with other sectors of government. We shall not relinquish our pursuit of sound corporate governance in our Municipality.

Financial Health Improvement

The 2020/2021 was a difficult year due to the government's continued adjustment to a changing economic climate marked by decreasing global growth and rising trade tensions. The country's medium-term economic forecast has been downgraded, and tax income has underperformed considerably. Consequently, the Municipality's income forecasts have been significantly lowered, while expenditure pressure has increased. Reduced income combined with increasing expenditure continues to put strain on service delivery.

Moreover, during the year under review the Municipality's finances have continued to be worsened, mostly owing to a decreased collection rate, and keeping in mind the Municipality's budgetary constraints.

Spatial Transformation (Township establishment, Clean and Healthy environments)

Serving the communities is the Municipality's first concern and obligation, and to expedite the provision of municipal service. Following the success of past years' weekly curbside home collections and cleaning of the central business district, as well as the placement of receptacles in public areas, the Municipality continues to strive for a cleaner and healthier environment for residents. The Municipality engaged meaningfully with communities during the clean-up activities, as shown in this report. Additionally, the program includes the upgrading of our Mangaung waste sites.

Service Delivery Improvement

The Municipality is still on pace to meet its objective of delivering water and sanitation services to its residents and maintaining its surfaced and unsurfaced roadways. Moreover, the city through its entity continues to provide electricity services to its residents. All registered indigents are still getting their monthly free basic services in accordance with our Service Delivery and Budget Implementation Plan. The Municipality will redouble its efforts in the next fiscal year to relieve the plight of our disadvantaged residents.

Economic Growth

The Municipality is still providing and creating jobs through the EPWP, still aiming to increase in the next year. The continuation in support of the hawkers sees the Municipality continuing with the finalization of the Hawking Stalls in Botshabelo and a Container Park in Thaba Nchu, and this would enable economic growth in the SMME sector, as well as poverty eradication, rural and economic development, and employment creation in the Municipality.

Although the 2020/2021 was the Municipality's most trying year, the resilience of the Communities, Council, Administration, Intervention team, and Council workforce, we are still able to move forward and continue to build a Municipality that is '**... globally safe and attractive to live, work, and invest in**'.

I hereby present the Mangaung Metropolitan Municipality's Consolidated Annual Report for 2020/2021.

Cllr. Mxolisi Siyonzana
Executive Mayor

Component B: Acting City Manager's Overview

The Consolidated Annual Performance Report is a key legislative procedure in the local government system that focuses on both service supply and responsibility for service delivery. It embodies the Municipality's community collective goals and efforts to gradually and regularly enhance residents' socio-economic well-being. To address the Municipality's financial viability and sustainability, the Municipality is actively adopting Provincial Intervention by the Free State Government in accordance with Section 139 (5) (a) and (c) of the Constitution. The Municipality's financially precarious situation should be improved by concentrating on income collection, improvement, and spending control. This financial recovery path is essential to the Municipality's ability to reduce service backlogs, expand the economy, and encourage investment inside the Municipality.

For 2020/2021, the Municipality has executed all its programs, plans, and goals in accordance with the following developmental objectives:

- **Spatial Transformation**: Implement and integrated and targeted strategy that transforms the spatial and economic legacy of Mangaung.
- **Economic Growth**: Boost economic development by strengthening organisational performance
- **Service Delivery Improvement**: Strengthen service delivery as a priority for economic growth
- **Financial Health Improvement**: Implement a financial recovery plan that rebuilds financial strength
- **Organisational Strength**: Strengthen the organisation – the heart of it all

While working together to provide efficient and effective services to the residents of Mangaung, our municipal Council, Executive Management Team, the Entity Management and Provincial Intervention Team personnel are jointly tackling the issue of strong governance. The Council has increased its presence in the community by attending different forums and using several communication channels. This singular accomplishment has instilled a strong feeling of pride in our people. Central theme is on meaningful and real interaction between the Council, administration, and the community.

Municipality's projects that include recruiting investors and developing Mangaung's reputation as a "safe and attractive location to live, work, and invest" are making steady progress.

Municipal agencies that serve low-income families have a leg up in the Municipality's effort to identify and register all impoverished households. This program has helped in an increase in service fee collection. To strengthen our financial discipline and good financial management, we have also increased the number of threads in our bolts. All stakeholders are doing their part to help the Municipality get closer to improving on the previous Auditor-General's outcomes.

Community involvement is critical to issues that impact people's daily lives and the quality of their communities. To reach this objective, as the Council we have fully engaged the communities of the Municipality to get their ideas and solutions on development problems. Residents were engaged in the IDP and budgeting processes, since the Municipality partnered with them and as prescribed by other laws.

The Council encourages the public to be aware of their rights, duties, and responsibilities to ensure maximum community involvement. Through community involvement, municipal leadership was able to intercede before community protest activities erupted, helping to guarantee stability.

The Municipality reaffirms its commitment to the communities of Mangaung that working together will bring the city to its known reputation on service delivery, good governance, financial improvement, spatial transformation, and economic growth.

Mr Tebogo Motlashuping
Acting City Manager

1.1 Mangaung's Vision

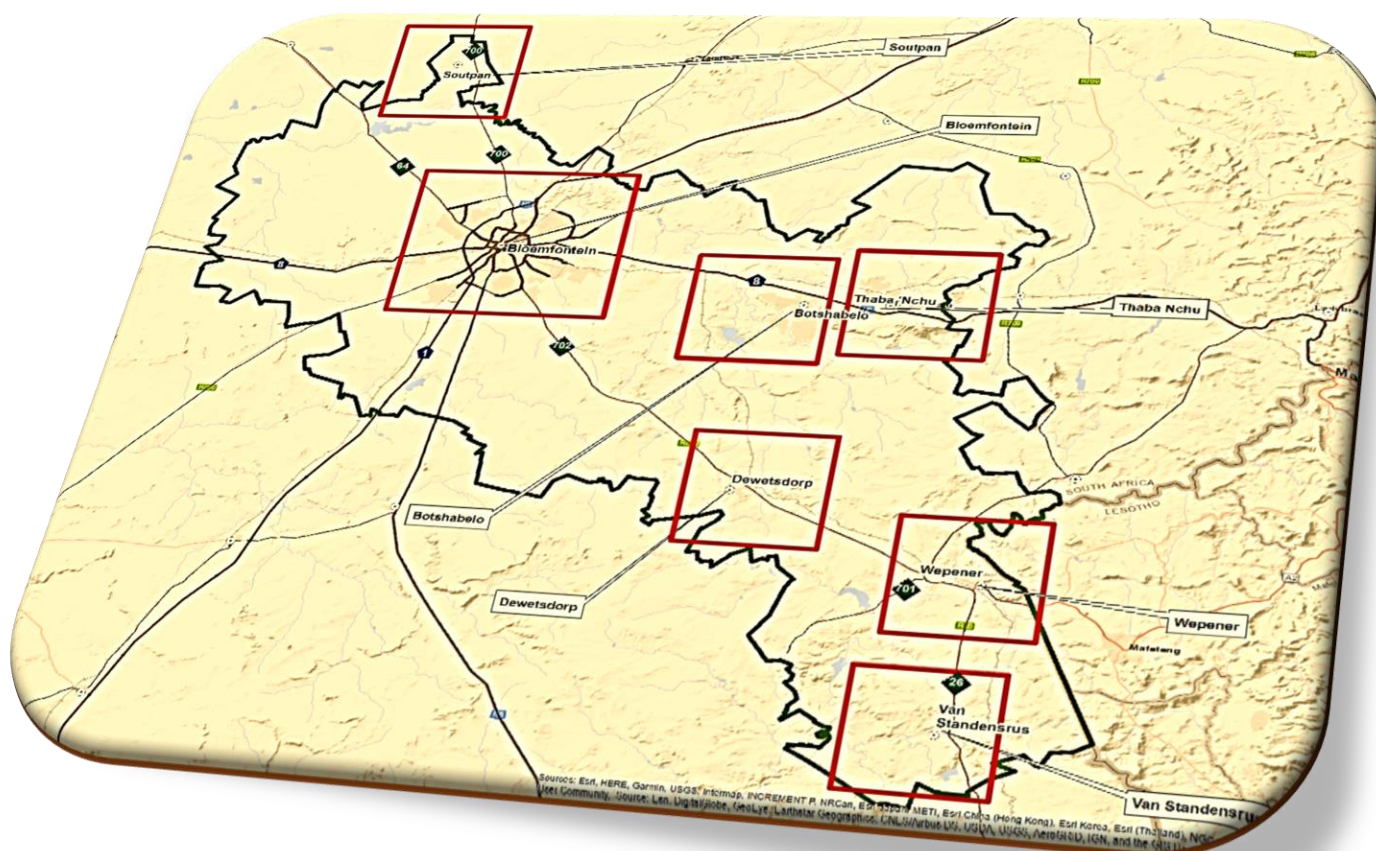
‘... globally safe and attractive to live, work and invest in’

1.2 Mission Statement

- *Providing democratic and accountable government for local communities;*
- *Ensuring the provision of services to Municipality's communities in a sustainable manner;*
- *Promoting social and economic development to the residents of the Mangaung;*
- *Promoting safe and healthy environment; and*
- *Encouraging the involvement of communities and community organisations in the matters of local government*

1.3 Mangaung Population

Mangaung, in the Free State, has an area of 9,899 km² and is conveniently situated near the main transport networks including the N1 (which links Gauteng with the Southern and Western Cape), the N6 (which links Bloemfontein to the Eastern Cape), and the N8 (which links Bloemfontein to Lesotho in the east and with the Northern Cape in the west).

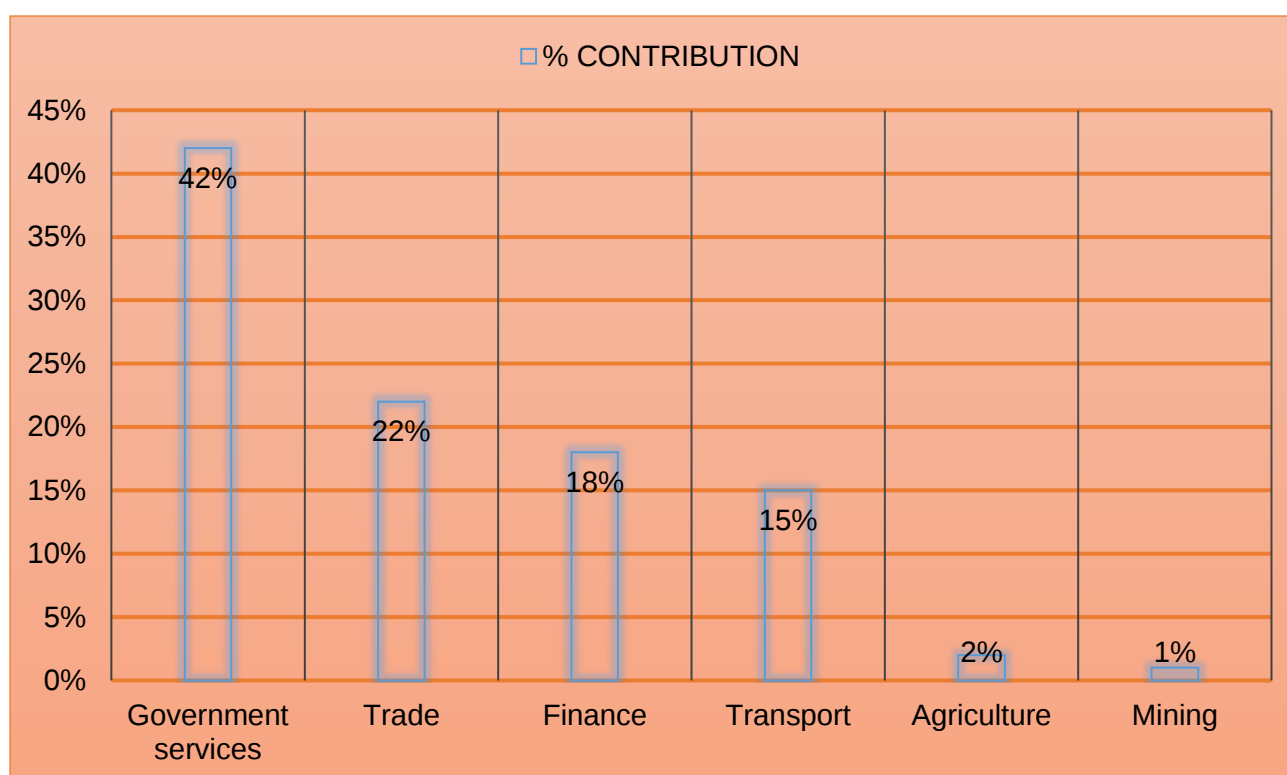


The Municipality is home to almost a quarter (28%) of the population in the Free State province. Between 2011 and 2019, the projected Mangaung population grew from 775,028 to 878,834, with an additional 103,806 people which is just about 1.6% increase.

Additionally, the population represents an estimated 285,385 households at an average household size of 3,1 people per household. About 65% of all households reside in Mangaung/Bloemfontein; 31% in Botshabelo-Thaba Nchu, 3% in the other small towns and 2% in the farm areas. The estimated household increment during the period 2011 to 2019 is approximately 44 752 which translates to approximately 5,594 households per annum.

1.4 Socio Economic Status

The economy of the Municipality is mainly driven by community services such as Government service, Trade, Finance, Transport, Agriculture and Mining as depicted below:



1.5 Relative importance of MMM economy

When compared to the eight (8) Metropolitan Municipalities in South Africa, Mangaung between 2017 to current is the second last contributor at 1.9% to the National Gross Domestic Product (GDP) with an average annual growth of 1.4%. Whereas at a provincial level Mangaung is the largest contributor to the GDP.

The following information is key as a guide of how many people from which towns are working on a gender basis. A note should be taken that there has not been any rigorous attempt to calculate the numbers since the incorporation of outlying towns in 2016 and the still awaiting the new data that will be provided by the Stats SA.

Table 1: Number of economically active persons in Mangaung

Area	Male	Female	Total
Botshabelo	51 026	54 758	105 784
Bloemfontein	103 270	103 198	206 468
Thaba Nchu	34 084	34 557	68 641
Soutpan	1 003	895	1 898
Dewetsdorp	14 297	13 200	27 497
Wepener	13 288	10 998	24 286
Van Stadensrus	2 945	1 900	4 845

The above table shows that in the Municipality, more men are working than women and the biggest centre of employment remains Bloemfontein followed by Botshabelo.

Table 2: Stats SA on Mangaung Quarterly Labour force characteristics

Labour force characteristics								
	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Qtr-to-qtr change	Year-on-year change	Qtr-to-qtr change	Year-on-year change
<i>Units and Percentages</i>	'000	'000	'000	'000	'000	'000	%	%
Population 15–64 yrs	569	570	574	577	3	11	0,5	1,9
Labour force	366	328	302	314	12	59	4,0	23,2
Employed	229	242	228	242	14	44	6,2	22,0
Unemployed	138	86	74	72	-2	16	-2,7	27,6
Not economically active	202	242	272	262	-10	-48	-3,5	-15,6
Discouraged work-seekers	27	39	51	88	37	46	73,4	110,8
Other	175	203	221	175	-47	-95	-21,0	35,1
Rates (%)								
Unemployment rate	37,6	26,2	24,6	23,0	-1,6	0,8	-	-
Employed/population ratio (absorption)	40,2	42,5	39,7	42,0	2,3	6,9	-	-
Labour force participation rate	64,4	57,6	52,6	54,5	1,9	9,4	-	-

1.6 Municipal functions per department and opportunities

1.6.1 Planning

To plan for livable and sustainable urban and regional communities, to rectify the spatial inequalities caused by previous laws, promote social and economic inclusion and to promote optimal use of land within a political, social, cultural, environmental and economic context.

Furthermore, it applies all Legislation and Municipal By-Laws, such as Spatial Planning and Land Use Management Act (SPLUMA), 16 OF 2013 and the Spatial Development Framework (SDF) is the Key planning instrument and a component of the integrated Development Plan (IDP) (chapter 5 of the IDP) that guides and informs all the decisions for the future land development within the municipal area of jurisdiction. Moreover, it has in place the Regional Structure Plans (RSP) and Land Use Management Scheme (LUMS).

Geographic Information Service (GIS) is defined as the information system designed to input, manage, update, analyse and present spatially related information collected and managed by the Municipality.

The objectives are to share spatial information and to promote the use of geographic information, to ensure service excellence within and around the Municipality. Moreover, to stimulate integrated and sustainable economic development, improve and sustain financial, human resource and management excellence; and to evolve institutional excellence by institutional reengineering, and effective long range development planning.

1.6.2 Economic and Rural Development

The Directorate Economic and Rural Development is responsible for the implementation of new projects, multi-year projects as well as ongoing projects that is related to the directorate. The main aim is to ensure compliance with the IDP approved programmes and projects as well as to stimulate economic development within the Mangaung Metropolitan area. Moreover, support for the growth, and train small- and medium-sized enterprises (SMEs) and cooperatives, and offer business, investment, and job opportunities.

The completion of the Rural Development Plan (RDP) demonstrates the Municipality's commitment to speeding up all rural development projects.

The Mangaung CBD Urban Hub project, as well as the proposed Waaihoek Precinct renovation, are aimed at creating a Mangaung Central Business District, while also linking it to its surrounds. The Waaihoek Precinct was selected as a major urban development zone for inner Municipality renewal, based on its position and closeness to interchange zones, as well as its considerable historical value and related tourist potential for the Municipality if it was rebuilt.

The development would enhance urban mobility and provide a chance for the Bloemfontein CBD's main region to be densified. The Municipality is using the National Treasury Neighborhood Development Partnership Grant (NDPG) Fund to fund this project, which is centered on Bloemfontein's Intermodal Transport Facility.

1.6.3 Engineering Services

The Municipality is dedicated to upgrading road/stormwater and water/sanitation infrastructure. However, there is a backlog regarding the latter services. The Municipality is moving forward with the finalization of the Botshabelo, Thaba Nchu, and phase 3 of waste water treatment works (WWTW) and to speed up the Maselspoort water recycling.

Roads

The Municipality has finished installing its Road Asset Management System, which will help with road-maintenance planning. Infrastructure that is reliable and accessible is essential for social and economic development. It helps to increase production, reduces travel time and expenses, and helps to generate employment and bring communities together. The world's first economic and social network is the road network.

It is the overall aim of this plan to accomplish the following:

- one of the main strategies to prolong the life of the paved roads is to delay the need for extensive repair.
- to build or repair roads when necessary
- to verify that the functional class of the road is consistent with road standards.

Stormwater

Stormwater service is not included into the Municipality's level of service. Whenever roads are upgraded, the building of stormwater infrastructure is almost usually part of the project. Reductions in peak runoff must be made prior to letting development runoff go. Stormwater infrastructure maintenance is conducted in a responsive way, and stormwater management is based on these four principles:

- The necessity to safeguard the public's health, welfare, and safety, as well as to safeguard properties from flood risks, via the safe routing and discharge of rainwater.
- The possibility of conserving water and making it accessible for public use.
- The need of achieving economic growth while maintaining a sustainable environment.
- The goal to offer the most effective techniques for regulating runoff in such a way that the primary beneficiaries pay a price commensurate with their potential advantages.

Water

The Municipality is both a Water Services Authority and a Water Service Provider, and as such is obligated to carry out its duty of supplying its residents with safe and dependable drinking water.

The Water Services Authority (WSA) is responsible for developing a formal Water Services Development Plan (WSDP) that includes information about the area's physical characteristics, socio-economic characteristics, existing infrastructure, and water use, as well as a long-term water services plan with a five-year implementation timeline.

The WSDP is an integral component of a WSA's Integrated Development Plan (IDP) and should be developed concurrently with the IDP. The report's main findings are included in the Mangaung Bulk Water Augmentation Programme (MBWAP), since they impact and inform short-, medium-, and long-term planning for Mangaung's water sources and delivery. This may be ascribed to domestic services – basic and higher levels of care – as well as growth and development-related services such as schools, clinics, and hospitals.

To strengthen water security, supply assurance, and infrastructural capacity in order to handle existing backlogs and future demand. As part of the Municipality Bulk Water Augmentation Program, a study was commissioned that determined the present supply system's capacity is 187ml/day, compared to 218ml/day when the system is operating normally. This implies a 60ml/day supply shortage at the moment. As a result, water conservation and demand management, as well as water re-use projects and infrastructure upgrades, are required.

Sanitation

In terms of sanitation, an estimated 84 percent of households have access to facilities that exceed the level set by the Reconstruction and Development Programmes (RDP's) (VIP toilet and higher). A further 10% use pit toilets without ventilation, while 6% use bucket toilets or have no facilities. Backlogs in this region are particularly severe in rural places such as Botshabelo and Thaba-Nchu.

The Municipality now has 8.5 million litres of spare capacity to support its primary programs such as the VIP and Bucket Eradication Program and the Catalyst Development Program. The goal is to reduce the number of sewer pump stations by replacing them with gravitational pipes and focusing on preventive maintenance.

1.6.4 Social Services

Social Services is one of the biggest and most diverse directorates in the Municipality and finds itself in the coalface of service delivery challenges and areas that demand focus and continued attention in the Municipality. The office of the HOD is responsible for management and oversight of the Directorate and ensuring compliance regarding to the IDP, SDBIP (Quarterly, Mid- term, Annual Reports), budget execution and adhering to control measures.

The Department is also responsible for the promotion of literacy in communities through ensuring access to library material, marketing of the library services and offering library outreach programmes to communities. The plight of vulnerable groups such as street children, people with disabilities, the elderly and children are of importance to the Directorate. Poverty alleviation through community projects and the promotion of arts and cultural programmes are focus areas.

Environmental Health Services within the Municipality includes all activities associated with the provision of municipal health services in terms of the National Health Act (No 61 of 2003), Cosmetic and Disinfectants Act (No 54 of 1972) and the Business Act (No 71 of 1991) to ensure the sustainable wellbeing of communities.

Sport and Recreation South Africa (SRSA) has opted to deal only with recognized legitimate structures and people interested in sport need to belong to such structures. The Directorate prefers

to engage federations and not individuals. Sport programs is the competency of the various federations.

The Sub – Directorate Emergency Services (Fire and Rescue) is responsible for the provision of emergency response to fires and incidents requiring the rescue of humans and animals. Communities are also protected against fire by pro – active approaches which includes, fire safety compliance and public education and awareness.

The Disaster Management Sub – Directorate performs its functions and duties in accordance with the Disaster Management Act 2005 (No 57 of 2002). The Municipality established a Disaster Management Centre that is the focal point for all disaster management related activities. The Centre renders a critical service to the community relating to emergency call receiving and resource dispatching to all types of emergencies and disaster incidents. Call Centre Operators are deployed 24 hours on everyday' s shift system.

The Disaster Management Operations Centre is currently coordinating all functions in the Municipality to ensure business continuity and to monitor the implementation of the Municipality`s COVID 19 Response Plan.

The main objective of the Sub – Directorate Parks and Cemeteries is to provide a clean, green, and healthy environment to the residents of Mangaung. The unit is responsible for the horticultural maintenance and development of open spaces, parks, traffic islands, buffer zones, sports fields, street trees, fire belts and Municipality gardens. The main objective of natural resource management is to conserve the natural resources of Municipality.

1.6.5 Metro Police

The Municipal Law Enforcement Division is responsible for the minimisation of security risks, threats, crime, and the enforcement of applicable laws and by laws. The Traffic Division of the Sub – Directorate Public Safety is responsible to ensure a free flow of traffic and the enforcement of applicable legislation that governs road usage.

1.6.6 Finance

The Municipality has created, evaluated, and approved policies and procedures, which are now being implemented. Additionally, it has accepted and implemented new performance reforms at all levels, as outlined in MFMA Circular No. 88, and its budgeting and reporting systems are compatible with the Municipal Standard Chart of Accounts (mSCOA).

A strategic overview of revenue collection and expenditure is being implemented, and the Municipality is ensuring prudent financial management and fiscal discipline by establishing and reviewing internal controls with various oversight committees and strengthening financial management capacity. Credit control procedures will be tightened further to strengthen the Municipality's financial liquidity situation.

The Municipality's attention and efforts will need to be concentrated on executing the Financial Recovery Plan, Revenue Enhancement plan, cost reduction measures, and efficiency improvements to prevent waste. This is expressed in the following manner:

- Utilization of cutting-edge technologies to monitor telephone usage;
- Overtime management and supervision by supervisors and management;
- Cost monitoring for information and communication technologies (ICT);
- Water demand initiatives are being implemented to help minimize water loss.
- Cost savings on events, conferences, meetings, workshops, trainings, and seminars, among other things;
- Conduct a review of the travel policy and ensure that it adheres to MFMA Circular 82.
- Gradual transition from printed to electronic declarations
- Reduce the cost of consulting and contractual services;
- Creating a donation policy
- Examine outsourcing of security services, trash disposal, and lawn care, among other things.
- Procurement that is cost effective
- Internal control rollout to user departments to monitor consumables expenditures such as fuel; printer paper; and toilet paper.

1.6.7 Human Settlement

The strategic goal is to enhance the quality of life in the home. In accordance with this, the Metro is concentrating its efforts on improving informal settlements and delivering Catalytic Programs for the implementation of Integrated Human Sustainable Development. Additionally, the Metro concentrated on decreasing the housing backlog and expanding housing options.

The growth of human settlements in the Municipality is built on three basic pillars: the human settlements development logic, the mixed development delivery vehicle, and the plan for upgrading informal settlements. All of the Municipality's catalytic initiatives have used a mixed development strategy. The RRRIC Strategy, abbreviated for Residential, Recreational, Retail, Industrial, and Community Amenities, is a critical component of this delivery vehicle.

The Municipality's mission statement includes the goal of "building wealthy, liveable, and inclusive living environments with an abundance of social and recreational facilities." These goals serve as a critical guide in providing municipal services, housing and supporting facilities, as well as possibilities for economic growth to all residents.

1.6.8 Centlec

The government, in collaboration with municipalities, intends to achieve universal access to electricity, a goal of the Municipality and CENTLEC have worked toward for years by ensuring that each resident living within the Municipality has access to basic services. This includes surveying, registering, and approving the township at the Surveyor General and Deeds Office. Each financial year, the electrification effort is restricted by the authorized budget. CENTLEC is funded in two ways: via a grant from the (Department of Energy) and through internal resources.

The objective of CENTLEC (SOC) Ltd. is to offer the best possible service as required by the Mangaung Metropolitan Council. At all times, the organization must monitor load increases and verify that the whole electrical infrastructure is capable of supplying or upgrading to meet the expected loads

in a timely manner. Energy plays a critical part in the lives of the Municipality's residents, and it is critical for CENTLEC to maintain plans for the development of socio-economic activities.

The master plan (MP) is created and maintained to guarantee that the public finances are managed effectively and prudently. Additionally, this technology ensures that the Municipality's plans are maintained and implemented. Each year, network development plans (NDP) are revised to reflect the most recent authorized energy sector plans (developed by CENTLEC), as well as the reprioritized and approved IDP program for the Municipality.

1.6.9 Solid Waste

The Department is tasked with improving service delivery by increasing access to refuse removal service to communities. Waste Management is also a Constitutional Mandate through the Constitution of South Africa (Act 108 of 1996) - The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2).

Section 195(1)(d) of the Constitution provides for the provision of services including solid waste management services impartially, fairly, equitably and without bias. Municipalities are obliged through Municipal Systems Act (Act 32 of 2000) to ensure access to all members of the community to at least the minimum level of basic services, which services must be equitable and financially and environmentally sustainable.

The National Environmental Management: Waste Act (Act No 59 of 2008) (hereafter referred to as the Waste Act) states in Section 11 that each Municipality must develop an Integrated Waste Management Plan (IWMP). An IWMP provides a framework within which local municipalities can deliver a waste management service to all residents and businesses. This is a 5-year plan and the Municipality already have an Integrated Waste Management Plan (IWMP) which was developed in 2016 which is currently being reviewed.

The Municipality is also in a process of amending its current Waste Management by-laws to ensure they are completely compliant with the Waste Act. Additionally, the department is presently unable to enforce the by-laws but is working diligently to rectify the situation.

The Municipality operates seven landfill sites with six permitted/licensed and the seventh landfill awaiting a Record of Decision (ROD) from the Department of Forestry Fisheries and Environment (DFFE). The landfills are not operating in line with their permit conditions and are therefore non-compliant. This is partially due to a scarcity of suitable equipment and a skills deficit.

1.6.10 Office of the City Manager

The function and responsibility of the City Manager is cited in the Municipal Systems Act, section 55 as outlined below:

- (1) As head of administration the municipal manager of a Municipality is, subject to the policy directions of the municipal Council, responsible and accountable for:

- (a) the formation and development of an economical, effective, efficient, and accountable administration
 - (i) equipped to carry out the task of implementing the Municipality's integrated development plan in accordance with Chapter 5;
 - (ii) operating in accordance with the Municipality's performance management system in accordance with Chapter 6; and
 - (iii) responsive to the needs of the local community to participate in the affairs of the Municipality;
- (b) the management of the Municipality's administration in accordance with this Act and other legislation applicable to the Municipality
- (c) the implementation of the Municipality's integrated development plan, and the monitoring of progress with implementation of the plan:
- (d) the management of the provision of services to the local community in a sustainable and equitable manner;
- (e) the appointment of staff other than those referred to in section 56(cz), subject to the Employment Equity Act, 1998 (Act No. 55 of 1998);
- (f) the management, effective utilisation and training of staff
- (g) the maintenance of discipline of staff
- (h) the promotion of sound labour relations and compliance by the Municipality with applicable labour legislation;
- (i) advising the political structures and political office bearers of the Municipality
- (j) managing communications between the Municipality's administration and its political structures and political office bearers:
- (k) carrying out the decisions of the political structures and political office bearers of the Municipality;
- (l) the administration and implementation of the Municipality's by-laws and other legislation;
- (m) the exercise of any powers and the performance of any duties delegated by the municipal Council, or sub-delegated by other delegating authorities of the Municipality, to the municipal manager in terms of section 59:
- (n) facilitating participation by the local community in the affairs of the Municipality;
- (o) developing and maintaining a system whereby community satisfaction with municipal services is assessed;
- (p) the implementation of national and provincial legislation applicable to the Municipality; and
- (q) the performance of any other function that may be assigned by the municipal Council.

(2) As accounting officer of the Municipality the municipal manager is responsible and accountable for—

- (a) all income and expenditure of the Municipality;
- (b) all assets and the discharge of all liabilities of the Municipality; and
- (c) proper and diligent compliance with applicable municipal finance management legislation.

1.6.11 Corporate Services

Corporate Services Directorate is mainly an internally focused support function and gives strategic support to core service delivery line departments. It plays a critical role in ensuring that we have the right organizational processes to enable the delivery of enhanced service delivery to the community.

In the main Corporate Services deals with the following key municipal administrative and governance processes and areas:

- Human Resource Management (Benefits Administration, Performance Improvement, Employment, Job Evaluation, Payroll, Benefits Administration)
- Human Resource Development (Traffic Training, Skills Development)
- Occupational Health and Wellness
- Labour Relations
- Legal Services
- Communications
- Facilities Management
- Information Communication and Technology
- Committee Services

Moreover, the Employment Equity Policy (EEP) is set to provide an organisational framework and basic strategies for the development and implementation of Municipality's employment equity programme, in compliance with the prescripts of the Employment Equity Act (EEA), and to further provide guidance for the development of suitable employment equity plans for all employees.

1.7 Overall MMM Service Delivery Overview for 2020/2021

The following section will provide an overall overview of the Municipality service delivery performance for the 2020/2021 financial year by the departments.

1.7.1 Planning Department

Fresh Produce Market

The Fresh Produce Market continues to be one of the important revenue sources of the Municipality. Over the last three financial years, it has managed to exceed its revenue targets.

It continues to play its role in the Municipality of socio-economic development. It still an important player in job creation in the small business sector in the region and beyond, providing food security and a hub of economic activity among various stakeholders in the Fresh Produce Market industry.

For the last three years, the Mangaung Fresh Produce Market has consistently held position four in the country according to data provided by Fresh Mark Systems in terms of both the annual turnover generated and the mass volume of produce sold.

The Fresh Produce Market has been successful to form working partnership with SAPS in the last financial year. This partnership has been able to drastically reduce the incidents of crime in the Market. This was done through regular search a seizer operation by the SAPS on the Market and daily patrols.

In the last two years, the Fresh Produce Market has been able to form a working partnership with the Free State Department of Agriculture. This partnership has been able to introduce learners in the field of Agriculture and emerging farmers to the Fresh Produce Market as a place they can do business. This has culminated in the Department committing to inject funds in the upgrade of the Fresh Produce Market facility. This commitment is yet to be realised.

Town and Regional Planning (Township Establishment Projects)

No	Project Description	No of Sites	Status/ Progress
1.	Township Establishment on Portion of Farm Rodenbeck 2972 & Plot 4 Sonneskyn Small Holdings (Matlharantlheng)	3108	Surveyor General Plans and Diagrams have been approved Project completed
2.	SG amendment. Erven 1813, 1814,1815 and 1816 Ratau	97	Surveyor General Plans approved. Project completed
3.	Township Establishment on Portion of Brandkop 702 (Lourier Park)	2745	Surveyor General Plans approved. Project completed
4.	Township Establishment on Portion of Farm Rodenbeck 2972 (Bloemside)	958	Surveyor General Plans approved. Project completed
5.	Township Establishment on Farm Cecilia 2852 Rem Kwaggafontein 2300 Rem farm Bloemfontein 654	637	Surveyor General Plans approved. Project completed
6.	Township Establishment on Portion 5 of the Farm Brandkop 702	1349	Surveyor General Plans approved. Project completed
7.	Township Establishment on Farm Sunnyside 2620 (Airport Node)	413	Surveyor General Plans approved. Project completed
8	Township establishment Botshabelo west extension	2042	Surveyor General Plans approved. Project completed

Current Township Establishment Projects

No	Project Description	Number of Sites	Status/Progress
1	Township Establishment on the Farm Sepane (Botshabelo Thaba-Nchu Node)	2100	Draft layout plan completed; Specialists studies completed.
2	Township establishment on the Farm Klipfontein	4000	Draft layout plan completed; Specialists studies completed.

No	Project Description	Number of Sites	Status/Progress
3	Township establishment on the Farm Selosesha	1500	Surveying completed Draft layout plan completed
4	Township establishment on the Remainder of the Farm Thaba-Nchu	1000	Draft layout plan completed
5	Township establishment on the remainder of the Farm Botshabelo 826 and Section K	2000	Draft layout plan completed
6	Township Establishment Ikgomotseng	600	Draft layout plan completed
7	Land surveying Klipfontein	4000	Surveyed and pegged, awaiting town planning processes Environmental Impact Assessment (EIA) approval
8	Land surveying Sepane	2100	Panel appointment to commence in July 2021

Current Infill Planning

1.	Botshabelo E1901	6 Residential Sites	Layout plan completed
2.	Botshabelo E1969	5 Residential Sites	Layout plan completed
3.	Botshabelo M2478	124 Residential sites	Layout plan completed
4.	Botshabelo H3225 & 3226	398 Residential sites	Layout plan completed
5.	Botshabelo S 1002& 1006	164 Residential Sites	Layout plan completed
6.	Botshabelo L211 & 212	342 Residential Sites	Layout plan completed
7.	Botshabelo U 3245, 3636 & 3637	369 Residential Sites	Layout plan completed
8.	Caleb Motshabi	1200 sites	Layout plan completed
9.	Various sites in Bloemside and Grassland	100	Busy with layout plans

Repegging Completed

Description	Number of Sites	Ward Number
Selosesha Ext 27	374	39
Selosesha Ext 15	361	42
Selosesha Ext 40	315	39
Thaba Nchu Ext 25	430	49
Selosesha Ext 26	238	41
Selosesha Ext 17	208	49
Selosesha Ext 14	827	41
Section R Botshabelo	2108	32
Qibing	341	50
Morojaneng	508	43/50
Namibia Bloemfontein	25	6

Environmental Management any Other Operational Activities

Apart from our day-to-day work schedule, we also attended to the following:

- Compliance inspections at the landfill sites in the South; North of Bloemfontein and Botshabelo
- Compliance inspections at the Fresh Produce Market and other sectors or directorates within the Metro.
- Inputs on environmental issues for the IPTN project
- Compile Terms of Reference for the Bid Specifications Committee to set out a Bid/Tender document for prospective bidders/service providers
- Attend and investigate urgent issues that pose a possible threat to the Environment such as the Noise and Dust Pollution by Itau Mills; The possible Ground and ground water pollution by SA Truck Bodies; Report on the stream/river that flows from the Industrial Area through the townships.
- Participate in the National Greenest Municipality Competition where the Municipality was crowned the runners up. (R3 million prize money earmarked for the up grading of the buyback centres)
- Participate in various clean-up operations with sister directorates.
- Run environmental awareness campaigns at various Car Washes;
- Start to write policies and strategies in house - such as a Tree Policy and Alien and Invasive Species Strategy for the Municipality. This policy/strategy at present is awaiting adoption from Council.
- Attend various meetings with DEFF, Provincial and National both and establish a good working relationship.
- Establishment of an Over Arching Committee on Environmental Issues such as Laws, by laws and other relevant topics.
- Run of awareness and education programs within our area of jurisdiction, both in house and external at schools and in the broader public domain (wards and towns)
- Give comments and make recommendations on EIA's
- Pitch a presentation to the World Bank and National Treasury for a project on Climate Resilience – Cleaning and closing of the Spruit.
- Various workshops on Climate Change and other legislation and policies presented for the incumbents of the Metro

Municipal Planning Tribunal Report

Date of meetings	Number of Applications	Approved	Not Approved	Referred back
21 February 2020	28	27	0	1 hearing
30 June 2020	32	27	1	4 hearing
11 Dec 2020	34	25	2	7 hearing
12 February 2021	6	6	0	0
Hearing meeting				
26 March 2021	6	6	0	0
Hearing meeting				
26 March 2021	36	34	0	2 hearing
30 April 2021	3	3	0	0
4 June 2021	25	20	2	3

1.7.2 Economic and Rural Development Department

Naval Hill Parking Area

Naval Hill is being visited by many people and therefore the Municipality planned to provide proper parking that is in line with the Naval Hill Master Plan.

The first phase was to create walkways and paths that will link the various tourist attraction points, ablution facilities and Edge Restaurant. Linked walkways were also created to the newly build Kiosk, which is now available to be rented out to contribute to the income account of the Municipality. The dedicated parking areas with the linked walkways will promote and aim to limit walking to the dedicated walkways.

This project consists of the construction of phase 3 parking area and the connection and linking of walkways to the parking area. The contractor was appointed on 27 March 2021, Site Handover took place on 23 March 2021 with a construction period of 6 months.

Thaba Nchu Micro Retail Park

The proposed Micro Retail Park will be located at the corner of Brand Street, Thaba Nchu. In recent years, Thaba Nchu has seen an increase in informal trading activities because of the availability of economic opportunities, urbanisation and high unemployment rate. Thaba Nchu has also experienced a challenge of fast-growing informal trading activities, particularly in the CBD area.

Based on this challenge, a new well-organised Micro Retail Park will be established as an ideal infrastructure to support the informal trade market in the Thaba Nchu CBD area catering for 100 mixed-use stalls. The Micro Retail Park will be themed around the town's rich history and defining characteristics, serving as a family-friendly gathering node for the town's people to encourage economic activity.

The Municipality required during of the 2020/2021 financial year, the design of well-organised informal trading zone through the establishment of a Micro Retail Park. This process included the concept, preliminary designs, detailed designs as well as the drafting of the tender specifications, which were all completed during the 2020/2021 financial year.

Thaba Nchu Agri-Park Road

The aim of this project was to create a linked road to the Thaba Nchu abattoir. The works including excavation work, ground preparation, installation of curbing, paving of road surface and creating water run-off channelling next to the road where needed. The project was completed during the 2020/2021 financial year.

Thaba Nchu Pig Farming Unit

The main objectives of the project during the 2020/2021 financial year was to design a new Pig Farming Unit, which is aimed to serve the Feloana Village and surrounding by providing facilities for pig farming for the community.

A Professional Service Provider was appointed, and their task was to review the existing work done, do a condition assessment, prepare concepts, detailed designs, draft specification and lastly prepare tender documentation ready to be advertised. The tender documentation was received during April 2021.

Fan-Mile and Bloemspruit Greening

Work started on these two sub-phases on 30 September 2020 it was estimated that the anticipated work will be completed around 30 April 2021. However, due to limited funding only 66% of the projects could be attended during the 2020/2021 financial year.

This project consists of the construction of a pedestrian walkway, called the Fan-mile, as it links the sport facilities with the intermodal taxi rank.

Botshabelo Hawking Stalls

This project comprises the construction of multiple new street trader stalls, four market service centres, five public ablution service facilities, and one maintenance and restroom facility. Public ablutions/service centres are to be provided with raised water storage tanks in case of emergencies. The works includes, but is not limited to bulk and small earthworks, paving, water, sewer and electrical installations. The entire project has been divided into 15 blocks. This project is in phase 2 of construction and only applies to blocks 1, 2, 3, 4, 5, 11, 12, 14, and 15, which will be implemented in the new financial year.

Botshabelo ICT Digital Hub

The Municipality supported and approved the development of the ICT Digital hub in Botshabelo in collaboration with Soft start Business and Technology Incubator, Small Enterprise Development Agency (SEDA), Department of Trade, Industry and Competition (DTIC) and Free State Development Corporation (FDC). The primary objective is to add value to the entrepreneurship innovation ecosystem in the metro. The establishment of the ICT Digital Hub in Botshabelo will enhance economic activity and help unlocking the use of digital technologies not only to assist on efficiencies but also to ensure effective service delivery.

1.7.3 Engineering Services Department

Potable water Service

The reliability and security of water supply remain a considerable challenge be delving the institution. The theoretical water supply deficit is 60 Mega litres per day. The water losses hover around 40%. Additionally, the Municipality has been under water restrictions since 2014. Below are programmes and projects that were budgeted in the 2020/2021 financial year to address the challenges.

Water Security

The Municipality budgeted for the wastewater reclamation (re-use) project as part of the interventions to address water security. The project will increase water supply yield by 77 Mega litres per day. The project recorded delays due to contractual matters related to Professional Service providers and land

matters. The specific project under water re-use are Masselspoort gravity line to Mockes dam (which is currently utilised as raw water storage), Pump station, rising main, upgrading of Mockes dam, gravity line to North Eastern WWTW and upgrading of Masselspoort Water Treatment works.

Water Conservation and Water Demand Management (WC/WDM)

The target for WC/DM programme was not achieved due to, amongst others, the delayed procurement process and contractual matters. The WC/WDM projects and activities are targeted at addressing both Cost Containment and revenue collection. Specific achievements are the commissioning of four (4) Pressure Reducing Valves (PRV), the installation of 769 conventional water meters and the installation of 2812 pre-paid water meters.

Water Refurbishment Programme

The Municipality embarked on the refurbishment of its water assets to ensure the reliability of the water supply as prescribed in the Water Services Act. Some of the projects were affected by community disruptions (Business Forums) that demanded sub-contracting opportunities. The details of the projects are as follows:

- (i) Hamilton Park Pump station. This project will stabilise the water supply to the northern side of the Municipality. There is currently a single pump that is operational. The project is in the documentation stage and is planned for construction in the 2021/2022 financial year.
- (ii) Refurbishment of Krugersdrift Water Treatment Works (WTW). The project is in the construction phase, and the progress stands at 58%. The project will stabilise the Water Supply at Soutpan.
- (iii) Pellissier reservoir. The project is at the feasibility stage and seeks to address water supply pressure challenges around Pellissier
- (iv) Real loss reduction programme. The project is earmarked to reduce water losses on our network. The municipality completed all planned major refurbishment work.

Water Maintenance Programme

The Water Maintenance Programme encompasses the repair of reticulation leakages, pipe bursts and sealing and cleaning of reservoirs. The Municipality did not achieve its target of attending all complaints within 24 hours as prescribed under MFMA circular 88. The main causes of unsatisfactory performance are the lack of tools, equipment, budget and human resources.

Sanitation

The Municipality is faced with a massive backlog on waterborne sanitation, refurbishment of assets, and bulk infrastructure and maintenance provision. Below are programmes and projects, that were budgeted in the 2020/2021 financial year, to accelerate eradication of these backlogs.

Refurbishment of sewer systems

The physical progress achieved on unplanned refurbishment was 100%. The progress was affected by community disruptions (Business Forums), who demanded subcontracting from contractors appointed by the Municipality.

Bulk Sanitation Infrastructure

The metro plans to upgrade its Waste Water Treatment Works (WWTW) by 75 Mega litres per day capacity. The overall programme will encompass the North East WWTW (30 Mega litres per day), Sterkwater WWTW (13 Mega litres per day), Botshabelo WWTW (20 Mega litres per day) and Thaba Nchu WWTW (12 Mega litres Per day). Only Thaba Nchu WWTW was planned for construction in the IDP target of 2020/2021. The project is progressing well and is at 22% despite the delayed commencement.

The other bulk sanitation project that was planned for 2020/2021 IDP was the main outfall sewer in the Botshabelo region, which is currently flowing at full capacity. This means that there are no new connections that can be achieved until this bulk sewer line is upgraded. The project is at the design stage and planned for construction in the 2021/2022 financial year.

Waterborne Sanitation Backlog

The Municipality decided to convert all Ventilated Improved Pit (VIP) latrines, unimproved latrines and buckets into a full waterborne system. The metro still has a massive backlog due to, amongst others, bulk constraints and budget. The budget allocated for the programme was significantly small; hence it was moved to cover the deficit under the bulk infrastructure.

Sewer Maintenance

The Sewer Maintenance Programme encompasses the unblocking of sewer, sweeping sewer lines, and rebuilding and replacing manhole covers. The Municipality did not achieve its target of attending all complaints within 48 hours, as prescribed under MFMA circular 88. The main causes of unsatisfactory performance are the lack of tools, equipment, budget and human resources.

Roads and Stormwater

Operational budget

Under operations and maintenance, the Municipality had targeted to undertake maintenance of unsurfaced roads to the length of 640 km, and 1167.13 km length was achieved. The target was planned due to budget constraints and an unreliable fleet. The 1167.13 km achieved is only 52.4 % of the total unsurfaced network of roads. The total thereof is 2227 km.

For surfaced roads had a target of maintaining the total length of 90 km and 10.38 km of surfaced road length was maintained. The targets were set after consideration of budget constraints and unreliable fleet. However, supply chain challenges exacerbated our challenges. The Municipality undertook a procurement process sourcing asphalt producing organisations, but the bidders that showed interest could not meet the minimum requirements. Thus, it made it almost impossible for the Municipality to procure asphalt and bitumen for roads maintenance. 12.63 Km was achieved through the Resealing Program that was funded through USDG, and 0,25 km was achieved through cold mix material that was an inventory stock.

Capital Programme

At the start of the 2020/2021 financial year, the Roads and Stormwater sub-directorate had twenty-one (21) capital projects on the Service Delivery and Budget Implementation Plan (SDBIP). These capital projects included two projects of catalytic nature, i.e., T1534: Vereeniging avenue extension: Bridge over rail and T1534B: Vereeniging avenue extension: Roads.

Projects that were not achieved

Three (03) projects of the twenty-one (21) capital projects were targeted to achieve a milestone of completion of designs. However, one project's design was complete, one project was inceptioned, and on the other project, there was no achievement at all.

Eleven (11) projects of the twenty-one (21) were targeted to be under construction in the 2020 / 2021 financial year. Five (5) projects achieved the construction milestone as targeted. Two (2) projects realised a milestone of complete designs, three (3) projects realised a milestone of project inception, and one (1) project did not realise any achievement at all. The projects were affected by the budget constraint that resulted from the USDG budget cut experienced by the Municipality during the 2020/2021 financial year.

Six (6) projects of the twenty-one (21) were targeted for completion in the 2020 / 2021 financial year. Two (2) projects were completed in 2020/2021, delivering 3.1 km length upgraded (1 km is a section of taxi route 22 in Phase 4). Two (2) projects that were targeted to be completed are in the construction phase. One (1) project is at the preliminary design stage, and one (1) is at the site establishment stage. The projects were delayed by community unrest and budget constraints.

One (1) project was a resealing program, and it has achieved by 12.63 km.

Challenges experienced

- Ineffective project and contract management processes.
- The Municipality has a great plan of working or supporting the Qualifying Small Enterprises (QSE) contractors, but this great plan requires the M Mangaung MM to be timeous in compensating the month-to-month works. Delayed payments contribute to the delay of capital projects.
- The Municipality should invest to ensure that engineering personnel attend continuous professional development (CPD) courses every year. Working with minimum creativity and confidence in your work affects the delivery thereof; projects are delayed because project managers are working while referring more than it would benefit the projects.
- The Engineering Services or, more relevantly, Roads and Stormwater sub-directorate have too much vacancy, which makes the personnel work overload basis.

Proposed action

A portion of the 3% of USDG allocation should be utilised for financing the continuous professional development of the engineering services personnel. Technical and contractual decisions that are not affecting the budget should be delegated to the Chief Technical Officer or the HOD: Engineering

Services. Vacant positions should be filled; this would assist in the implementation of projects, and it could assist in bettering the support given to the processes of procurement. Planning of projects implementation periods should accommodate the Covid-19 regulations.

1.7.4 Solid Waste and Fleet Management Department

- 80% of households received a basic refuse removal service falling short of 15% on the targeted 95% due to severe shortage of resources
- 97% of known informal settlements had access to refuse removal with more than 80% receiving a weekly door to door refuse removal.
- 348 clean – up campaigns were conducted
- 141 awareness and education sessions were conducted
- 26 compliance notices in terms of the Municipality's Waste Management by-laws were issued within 72 hours after identification of culprit /s were issued
- 2 Environmental Audits were performed at various Municipality's Landfill Sites.

Mechanism have been put in place to extend the lifespan of the Landfill sites by diverting some of the waste through the use of Buy-Back centres, which were donated by the Department of Forestry, Fisheries and Environment. A tender which has not been finalised was advertised by DFFE for Service Providers to operate the centres. These buy -back centres will be operational in the 2021/22 financial year.

The Department has performed fairly relating to addressing service delivery matters, under the difficult times of Covid-19. There were 26 projects to deliver and out of these 26 projects 13 of them were infrastructure (Capital) projects. These 13 projects are at an advance stage of appointing contractors for the implementation thereof. Furthermore, these 13 projects will ultimately create employment to some of the unemployed community members.

The Fleet Division was also doing its best without some of the critical contracts not being in place. Lack of these contracts hampers the effectiveness and efficiency of Fleet Division. Some of the minor repairs takes longer than supposed to. We have managed to finalize at least one of the many outstanding contracts, a Supply and Delivery of Tyres' Contract.

Challenges

- Lack of adequate resources to collect waste as per Collection Schedule is a huge challenge.
- Budget constraints
- Finalisation of the procurement processes on time delays the completion of a number of capital projects on time.

1.7.5 Centlec Department

CENTLEC (SOC) Ltd was hard hit in that there was an average decrease of 3.2% in bulk energy purchases. The overall energy sales analysed depicts the top twenty (20) customer decline with an average of 4.4 % as compared to the previous financial year.

Performance on Service Delivery and Budget Implementation Plan (SDBIP) was utilised to evaluate, monitor and report achieved and non-achieved targets. From this, the Entity saw an average increase of 0.91% in overall prepaid sales. This was achieved by revenue enhancement, which was enforced by prepaid meter audits and rotational meter conversion to prepaid meters. The Vending Systems was upgraded to a Standard Transfer Specification (STS) compliance version 2 for 2024 readiness.

The Entity implemented a project of inspecting an area of 474.89 kilometres of 132kV overhead lines in the Mangaung Metropolitan Municipality (MMM) area of supply. This project was mainly implemented to minimise power outages and to improve the quality of supply to all customers. CENTLEC (SOC) Ltd developed an energy reliable network that complied with NRS standards in that ten (10) high masts were erected and commissioned. Further to this, 348 DC Transformer Inspections were completed and 504 Distribution Centre Panels tested. The Entity had completed 2019/2020 back log of 1500 electrified household connections and 15 high mast in the first quarter of 2020/2021 financial year. The Entity revenue collection is at 75% due to the impact of COVID 19.

The Entity intends to implement the VUCA 2025 turnaround strategy, which will aim to ensure that the Entity is sustainable, customer-centric, keeps the light burning, ethical and accountable. This will instil a passion for efficiency, technology and innovation. The end results of this strategy will lead to an increase in service delivery, improve diversity, caring for the community and employee recognition.

1.7.6 Social and Metro Police Service

- 93 Inspections at High Risk Premises
- 216 Inspections at Moderate Risk Premises
- 1 552 Inspections at Low Risk Premises
- 10 out of 10 (161 out 161 Building Plans scrutinised for compliance with statutory fire safety measures within 5 working days)
- 8.95 out of 10 (1928 emergency calls received were dispatched within 3 minutes)
- 100% (1 Joint Operations Centre attendance)
- 10 out of 10 (68 Safety Grading Certificates were issued)
- Completion of contingency plans of 12 workplaces
- 2 Campaigns on disaster risk management education and awareness campaign conducted
- 10 out of 10 (381 Assessments conducted) disaster risk assessments within 48 hours after disaster or emergency incident occurred conducted)
- 133 days out of 365 days where the pm 2.5 levels exceeded the national standard of 25 µg/m3
- 168 days out of 365 days where the pm 10 levels exceeded the national standard of 40 µg/m3
- 0 Air Emission Licenses (AELs) received and processed within 60 days after all information being submitted
- 0 Municipal Air Emission Licenses (AEL) applications captured on the National Atmospheric Emissions Inventory System
- 63 Complaints received from households reporting noise pollution addressed.

- 15 Libraries Serving 771 745 people
- 636 Hours utilized and booked for 274 events.
- 19 220 People visited 8 MMM libraries
- 1093 Drinking water samples taken
- 6583 Food premises inspected
- 10 Training Programs on HIV/AIDS prevention conducted
- 236 Premises de-contaminated and disinfected during COVID 19 lockdown
- 1. Construction of ablution block is 90 % complete
- 12 Crime Prevention activities conducted targeting know hotspots
- 12 Street trading operations conducted
- 882 Notices issued to motorists driving un-roadworthy vehicles
- 807 x Notices issued to motorists driving without safety belts
- MMM Disaster Centre: 159 Accidents reported
- 276 Provincial EMS: Accidents reported
- MMM Disaster Centre: 28 Accidents reported
- 1885 Provincial Emergency Services (EMS) Accidents reported
- Project completed on Traffic Contravention system installed

Challenges

- 2 Construction of Regional Parks (Grassland and Tirflaagte) could not be realized due to budget cuts and funds moved to Nallisview Cemetery project
- Upgrading of Bloemfontein Zoo did not realize due to budget removed during Adjustment Budget

1.7.7 Human Settlement Department

In terms of the implementation of the Catalytic Projects of Vista Park 2 and 3, the Department targeted to complete the outstanding work on the bulk sewer, construct internal roads and stormwater, and provide internal basic services for subsidised households. Two Developers are already appointed for these developments however, due to challenges of payments they could not complete bulk work. The Metro has not finalised the agreements with the Developers to implement and resume construction for the internal roads and storm water and provision of internal basic services (water and sanitation). To ensure speedy and focused approach to the implementation of the Catalytic Projects, the Metro has signed an Implementation Protocol with the Housing Development Agency (HDA) to assist with project and programme management of the three (3) Catalytic Projects including the Hillside View Project.

There is satisfactory progress in the Hillside View project with houses already constructed and completed although there are a few challenges in terms of bulk sewer. One of the main challenges in Hillside View project is the outstanding matter of the Social Housing Institution (SHI) for the management of the social housing units. Upon the completion, Council had not concluded on the matter as a result, the Developer is managing these units outside the framework of the Social Housing Act. It is imperative that Council prioritise this matter and provide direction.

The Directorate is implementing the Upgrading of Informal Settlement Programme and had a target to upgrade 3500 households to phase 3 of the programme i.e. provision of individual access to basic services “water and sanitation”. A total of 1 119 households were provided with individual water connections and only 71 households with water and sanitation. We terminated contract with two (2) Contractors who were supposed to construct and provide water and sanitation to 425 households due to non-performance. This means that we need to re-advertise to appoint Contractors to complete the outstanding work. The Covid 19 pandemic has had negative impact in the implementation of most projects as the working conditions has affected the work of consultants to complete the designs in time to advertise for the appointment of contractors. Moreover, there has challenges with the sitting of the bid committees that delayed a lot of projects and their conclusion such as the “alternative sanitation solution” planned to provide sanitation to households in informal settlements where there are no existing connecting lines to connect to. We also encountered the community unrest led by community forums and causing delays in the projects under construction with one project targeting 182 households having had to be readvertised as the tender documents were vandalised on the day of the closure of the tender. The Directorate has however lined up two (2) projects in Adjudication to be accelerated for construction of water to 1799 households and 48 households for water and sanitation and **5916** households for advertisement to appoint contractors. The Directorate has however continuously done a lot of work in informal settlement to ensure that the basic services are accessible to the households by the provision of the communal water services

In terms of the provision of tenure security, we managed to issue 1097 households with Permission to Occupy (PTO's) and 1927 title deeds registered. These numbers are below the target and this can be attributed to Covid 19 protocols with many households not showing up to provide information and documentation for the processing of PTO's and title deeds. In dealing with this challenge, the directorate will investigate innovative ways to speed up the processes to ensure security of tenure to residents.

1.7.8 Office of the City Manager

The Office of the City Manager has continued to operate its functions effectively. This office comprises of the office responsible for IDP and Organisational Performance, Risk and Anti-Fraud unit, Internal Audit and Integrated Public Transport Network (IPTN).

For the financial year under review, the Unit has completed 35 internal audit reviews and issued reports with recommendations to Management on internal control deficiencies found.

The office is also responsible in ensuring that the overall performance of the Municipality is monitored, evaluated and reported according to Council, including the implementation of Circular 88. The Internal audit continues to audit all the information reported by department and other audit related matter as per their audit plan and the Risk office ensures that all risk identified are mitigated on time. The IPTN unit is performing at 50% of its planned target.

Challenges

The implementation on some programmes and projects was hampered largely by lack of resources and the disruption of the Pandemic (Covid 19).

Proposed Action

The Municipality in the new financial year has put in place measures to accelerate the programmes that were performing slowly.

1.7.9 Corporate Services Department

Committee Services

Committee Services is a sub-directorate within the Corporate Services Department responsible for coordination of Committees of Council. The function of Committees involves primarily setting operational standards and systems towards successful achievement of meetings. Due to the Covid 19 pandemic in the 2020/2021 financial year, restrictions on gatherings of people have thrown into disarray arrangements for general meetings of more than 50 people indoors and the need for social distancing. This means that the traditional method of holding Council & Council committee meetings at a venue to which all members are invited was either impracticable or impossible. With no clear visibility on when things will return to 'normal', the move to remote work due COVID-19 has sped up digitalization in the Municipality, and the committee secretariat staff had to organise efficient virtual meetings for Councillors to maintain the organization's success in rendering services to the communities. However below are challenges with coordinating virtual meetings

- Provision of laptops/electronic gadgets for employees when working from home coordinating meetings through virtual platforms.
- Provision of data for employees working from home coordinating meetings through virtual platforms.
- Printing machines for the Reprographic unit.
- Aging staff in the records division and transfer of skills must be addressed.
- Grievances from Councillors on technical reports which lack technical information that is adequate for decision making in Council meetings.
- Staff shortage in Committee Services to attend to all 23 committee meetings of Council.

Considering the above challenges there are however achievements with the Committee Secretariat during the 2020/2021 Financial year which are.

- **Adherence to the Program Schedule of Council** - The Municipality adopted a program schedule annually. That schedule stipulates schedule of meetings of all committees of Council including management, at this particular juncture, the Committee had managed to achieve at least 85% of that approved schedule.
- **Review of the Standing Rules and Orders** -The Standing Rules and Orders of Council had been reviewed as a result of input and contribution from Committee Services.
- **Disposal of obsolete and dormant files** - The dormant hard copy files had been disposed in line with our disposal authority measures about 265 linear meters was disposed during the period under review.
- **Adherence to service standards and quality secretarial support service** - Agenda and minutes formulation and crafting had been standardized all committee officers are at equal footing in ensuring that our service standards are achieved. Including the provision of technical support and advise to the political leadership.

Human Resource Management

The strategic objective of human resource management is to lead, manage and direct human resource within the Municipality. In the recent past the following strategic project has been completed:

- The Absorption of temporary employees on a permanent basis with effect from 01 September 2020.
- The contentious HR and Payroll matters are currently receiving attention.
- **IPTN Structure** – The Sub-Directorate structure of the Hauweng (IPTN) Unit has recently been approved and the positions have been created on the official Staff Establishment.
- **Metro Police** – Consultation is currently taking place to finalise and approve the Metro Police staff structure.
- Integration of Payroll
- **Workplace Rationalisation:** Covid 19 Alert Level 4 Lockdown – Employees are currently working on a rotation basis with the goal to still provide a proficient service to all employees and members of the community.
- **Vacancy Rate** – Municipality is currently experiencing a vacancy turnover percentage of 50.40% in relation to all approved positions on the Staff Establishment. The reducing of this figure remains a challenge amidst the budgetary constraints of the organisation.
- **Reducing of Overtime payments** – It is common knowledge that the monthly overtime payments have dramatically increased over the last twelve (12) months. Ongoing attempts are underway to manage and decrease the monthly overtime payments to an acceptable rate.
- **Reducing of Acting Allowances** – In relation to the above mentioned the payment of Acting allowances have also dramatically increased over the past twelve months and is receiving the urgent attention.
- **Electronic Leave Management system** - An electronic Leave Management system (My Focus) which is a comprehensive Employee Self Service (ESS) solution that enables personal details administration and selected workflow routing (Leave applications, Performance Management, and e-Recruitment) have been introduced.
 - The My Focus Self Service Module was successfully implemented in the Corporate Services Directorate. Information and Training Sessions then took place during March 2020 for employees in the Directorates of the Office of the City Manager, Economic and Rural Development and Strategic Projects and Service Delivery Regulations.
 - After training employees were provided with the live link to the system to apply for leave online and update their personal details. These employees have however not utilized the system given that shortly afterwards a National State of Disaster was declared, and the country was placed on a National Lockdown.
 - Employees will also be given the opportunity to attend individual training sessions should they feel the need. This can however only be implemented once proper resources are available such as computers, printers, and scanners.
 - Currently, the challenge with rolling out the module to all user Directorates is a lack of resources. The option is currently under investigation that provision is made for employees to apply for leave via the Municipal Intranet via their smartphones.

- **Individual Performance Management System** – Currently receiving Municipal support from SALGA National on best practice in terms of introducing and implementing the system. The intervention also covers HR capabilities optimization such as Talent Management; Succession Planning; Exit Management; Sourcing and Placing etc.

Human Resource Development

Even though there were challenges we faced throughout the year, a lot was achieved and it's only fair that we capture and celebrate our gains for the year.

What was planned for 2020/2021 could not easily be implemented because of limited number of employees to be accommodated by the employer during the Covid 19, and each level having its own set of regulations.

Classes could not take place as scheduled, because several contact sessions were cancelled, and others had to resort to virtual classes. Yet again the sub-directorate could not access the mandatory grants and a lot of planned programmes from that tender are still yet to be re-advertised. Several our SDBIP targets were not fully realized and will be carried over to the next financial year.

The following projects were achieved:

- WSP/ATR Submission for the year in question was realized, acknowledged, and approved by the SETA.
- For the first time in the history of Mangaung an online Skills Development Questionnaire was developed, piloted, pitched and accepted by the LLF HRD sub-committee to source information from different stakeholders (Sub-directorates) of the mMunicipality.
- The struggle to procure the services of Skills Development Providers (SDPs) was put to an end when the Bid Adjudication Committee appointed three companies to assist the sub directorate to execute training on the following programmes: (1) Municipal Finance Management L. 6 (2) Construction Road works L. 3 and (3) Waste Collection Disposal Non-Credit Bearing.
- Even though the year had its own hiccups, HRD Sub Directorate managed to meet its target as per SDIP targets for 2020/21 of implementing 6 learnerships.
- Of the six (6) learnerships implemented, one almost at the closing off stage as the service provider is busy with the summative assessments and afterwards learners POEs will be send for moderation.

Legal Services

Legal Services provide professional legal advice and assistance to the Municipality to ensure the proper protection of the Municipality's interest and compliance with its obligations. The sub-directorate consists of the By-laws, Contract and Performance Management as well as Litigation sections. The position of Manager Litigation and the Manager By-laws is currently vacant and must be filled urgently. The current structure of Legal Service is also in the process of being revised and this will improve the performance of Legal Services extensively.

Employees to fill in the "gaps" for the vacant positions. The General Manager of Labour Relations is currently acting in the position of Manager: By-laws to alleviate the pressure. The huge vacancy sometimes results in an increase in sick leave applications due to stress and related illnesses.

Challenges

- Committee Sitzings for consideration of draft by-laws for Council approval.

- Council sittings to consider and approve draft by-laws.
- Inability to conduct public participation process due COVID 19.
- Included as part of the litigation costs is also the cost of legal opinions acquired on behalf Directorates, Committees, Council etc., cost for drafting of By-laws, promulgation of By-laws and the drafting of Policies.

Despite the high vacancy rate, Legal Services has managed to

- Regularization of all By-laws within the Municipality's geographical jurisdiction.
- Secondment of Attorneys from Law firms.
- Establishment of the Municipal Legal Consultative Forum.
- Assisted Ngwathe Local Municipality with the establishment of their Legal Services.
- Develop Standard Operating Procedure (SOP) for Litigation.
- Contract & Performance Management SOP.
- Establishment of the Municipality's Legal Corner.
- Successfully hosting of Wills Week.
- Twenty-seven (27) by-laws revised for rationalization process.
- Nine (9) new by-laws developed.

Occupational Health and Wellness

The role of Employee Wellness is to ensure that organizational and employee needs are in sync to realize the organizational objectives. This is done through ensuring that all employee wellness dimensions (psychological, physical, spiritual, social, emotional, environmental and career) are assessed and analyzed on continual basis to detect any impediments that could have a detrimental effect on service delivery.

Achievements

- There has been a high rate programme utilization mostly by general workers.
- The establishment of an intervention team to minimize absenteeism and disciplinary cases.
- Policies development.

Challenges

- Under staffing (only 2 Practitioners).
- Budget constraints.
- Lack management support and buy-in.
- Responsibility without authority (Vacant Manager post).

Facilities Management

Facilities Management is responsible for the maintenance and upkeep of an organization's buildings, ensuring that they meet legal requirements and health and safety standards and the following projects for 2020/2021 were implemented:

- Fire Detection Systems in the MMM buildings.
- Passenger Lift at Gabriel Dichabe.
- Aircon Unit – Thaba Nchu Region.
- Passenger Lift at Thaba Nchu Regional Office.

- HVAC System at Bram Fischer Building.

During and over the period of the past two financial year's Facilities Management has since noticed a decrease in revenue of its venues. The burning of the City Hall as the Municipality's attraction and the Covid – 19 Pandemic also contributed to a further zero revenue.

Labour Relations

Labour Relations mandate is to manage and implement sound Labour Relations practices in accordance with the relevant legislation so that harmonious relations between the employer and employees are maintained, historically the role of Labour Relations has broadly been to advise both Management and Employees and to represent Council at the Bargaining Council.

Challenges

The above mandate has been blurred due to the need for Labour Relations Officers being employer representatives in disciplinary hearings due to the shortage of officials who can do this function. The unintended consequence of this practice is that employees may lose confidence in LR to give it advice. There is thus a need to clearly define the role of the sub-directorate.

Labour Relations Sub-Directorate has been without leadership for more than 3 years, with the General Manager seconded to Legal Services to deal with By Laws. The position of Manager Labour Relations has not been filled and it remains vacant. Non-compliance with legislation and or policies, e.g., Collective Agreement Disciplinary Procedure, Grievance Procedure, Acting, etc. This causes unnecessary disputes that ultimately lead to litigation. Labour laws evolve continuously, and Labour Relations Practitioners need to reskill to keep up with the changes in Labour Law. LRO's have not been able to obtain any form of development to better their performance because of lack of funds. The unit is not consulted on labour related issues by line function managers for advice, but only when disputes arise.

Achievements

During the last financial year, Labour Relations Officers were assigned various Directorates, to ensure prompt service. This has improved our ability to serve our internal clients and we hope to strengthen this strategy going forward. Also, the Sub Directorate had previously embarked on informational sessions with employees educating them on the various collective agreements, more than 700 employees were trained. Great progress was made, but the momentum was severely hampered by Covid-19. Labour Court Cases: Number of Labour Court cases have been reduced considerably.

Information Communication and Technology

ICT's priority is to enable the Municipality to function in an efficient manner, by means of providing tools of trade and granting access to application systems. It is also responsible to connect all municipal regions to create a metropolitan network for communication purposes.

Achievements

- Implemented and rolled out Microsoft Teams to all employees, including Councillors to host virtual meetings during the nationwide lockdown.

- Procured a backup server as a risk mitigation factor to ensure that the Municipality's information is backed up and replicated.
- A Service provider has recently been appointed for the completion and approval of the current Draft ICT Governance Policy by Council.
- Number of Municipality – Wide Projects and/or Programmes implemented that catapult Municipality in the direction of a SMART CITY
- A Workshop was held, and the draft 4th IR Roadmap developed for submission to the ICT Committee.

ICT Challenges are as follows

- High managerial vacancy in ICT.
- Lack of ICT skills provided for officials.
- No approved ICT policies.
- Inadequate allocation of ICT budget.
- No critical service providers appointed to provide critical IT services such as procurement of goods and services.

1.7.10 Financial Health Overview

Reduction of interim readings

Almost through the year, the Municipality have not managed to reduce interim readings below ten percent (10%). Failure to access properties, covered / hidden meters etc. are some factors, which led to interim readings. Ongoing Installation of pre-paid water meters has therefore substantially assisted in maintaining interim readings within the set target. Thus far the Municipality have successfully managed to install approximately thirty-five thousand (35 000) meters throughout the Municipality for both residential properties and businesses. Functional handheld meter reading devices have also positively contributed to the reduction thereof.

Consumer accounts issued to correct addresses

The Municipality must ensure that all revenue due to the Municipality is calculated on a monthly basis and collected. It is therefore of utmost importance that municipal accounts are issued to correct addresses. Approximately twenty-five (25%) percent of consumers have registered to receive their municipal accounts electronically. We are intending to register more consumers to receive e-statement which is rapid and cost effective. The Municipality has developed a municipal website account portal where consumers can look up outstanding municipal account balances for payment of accounts.

Improved collection rate

Implementation of the Council's credit control policy has impacted positively on the collection rate. At year end, the collection rate was over ninety (90%) percent. Although there has not been much success on collaborating with Centlec for collection initiatives, the exercise will still be pursued in the new financial year. The debt incentive scheme will also be re-introduced in the new financial year which aims to encourage all consumers to pay their municipal bill.

Defaulting businesses litigated

Two (2) companies have been appointed to assist the Municipality with the collection of debt from businesses that have failed to meet their obligations. To date, seven hundred and forty (740) businesses have been litigated and there has been substantial increase in collection of revenue from businesses.

Updating of fixed asset register

The Municipality's fixed asset registers have been successfully updated.

Compliance with SCM Policy and awarding of contracts in line with SCM regulations

As per Section 111 of the MFMA, each Municipality must have and implement Supply Chain Management policy, which gives effect to the legislative mandate. The objectives of the Policy, amongst other entails:

- Transform procurement provisioning practices in the Municipality into an integrated SCM function.
- Promote consistency in respect of the SCM Policy and other related policy initiatives in the Municipality.
- Ensure that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of MFMA.
- Ensure that any Treasury guidelines on procurement are properly taken into account.

The Municipality have fully complied with all SCM legislative requirements and ensured the following aspects were adhered to:

- Approval of the annual procurement plan of the Municipality by the Accounting Officer.
- Sourcing of quotations from different providers preferably, but not limited to providers whose names appear on the central supplier database as mandatory requirement of section 14(1)(b) of the Municipal SCM Regulations.
- Advertisement of bids on newspapers and Municipal website.
- Submission of quarterly reports as well as the annual report to Council on the implementation of the Municipal SCM Policy.

Fiscal Prudence

- The Municipality has ring-fenced all conditional grants to ensure timeous payment of all CAPEX creditors
- Reduction of debt to Bloemwater in line with payment arrangement
- Improved settlement of outstanding creditor

Chapter 2 – Governance

Components A: Introduction

Municipalities in South Africa are governed by Municipal Councils. Mangaung Council is therefore the governing body of the Municipality and the custodian of its powers, duties and functions are both legislative and administrative. Essentially, the Council performs a legislative and executive role. The Constitution of the Republic of South Africa, 1996, Chapter 7, Section 160 (1) defines the role of the Council as being:

- (making) decisions concerning the exercise of all the powers and the performance of all the functions of the Municipality;
- (electing) its chairperson;
- (electing) an executive committee and other committees, subject to national legislation;
- (Employing) personnel that are necessary for the effective performance of its functions.

Municipal Council comprises the governing and the decision-making body of the Municipality, whilst municipal officials focus on implementing the decisions made by the Council. Council determines the direction for the Municipality by setting the course and allocating the necessary resources. It further establishes the policies, and municipal staff ensures that those policies are implemented. Decisions made at Council or Committees levels are often the result of a lot of research, consultation and advice from staff, residents, business people, and interested parties. Often there are competing interests and financial constraints that must be considered.

Component B: Political and Administrative Governance

2.1 Political Governance

The Mangaung Metropolitan Municipality is governed by a Council led by an Executive Mayor. All major policy and administrative decisions are presented, resolved and implemented after the approval of Council. The political system in the Municipality is functioning well in that all major committees and participatory organs in the Metro are fully functional. There is a functional Audit Committee that periodically provide advice to Council. There is a Municipal Public Accounts Committee (MPAC) that continues to interrogate municipal performance and thus assist the Municipality to act in the manner that assist service delivery. The Annual Report is publicised for scrutiny and comment of the public as well.

2.1.1 Political Structure of MMM

- 1) Executive Mayor: Councillor Mxolisi A Siyonzana
- 2) Deputy Executive Mayor: Councillor Lebohang A Masoetsa
- 3) Speaker: Councillor Mapaseka Mothobi-Nkoane
- 4) Chief Whip: Councillor Zolile E Mangcotywa

Table 3: Members of the Mayoral Committee

Members of the Mayoral Committee	Responsible Councillor
Infrastructure and Public Works	Cllr Masoetsa Lebohang
SMME	Cllr Nkhabu Mafa
Community and Social Services	Cllr Mahase Mpolokeng
Transport & Public Safety	Cllr Monyakoane Patrick
Human Settlement	Cllr Thipenyane Gladys
Planning and Economic Development	Cllr Jonas-Malephane Vuyelwa
Rural Development	Cllr Nothnagel Jeanine
Environmental Management, Parks and Solid Waste	Cllr Pongolo Xolo
Corporate Services	Cllr Morake Molefi
Finance, IDP and Performance Management	Cllr Titi-Odili Lulama
Chairperson: Rules Committee	Cllr Mothibi-Nkoane Mapaseka
Chairperson: Motions and Petitions	Cllr Nkoe Matekane
Chairperson: Remunerations and Benefits Committee	Cllr Shounyana Motshidisi
Chairperson: MPAC	Cllr Tladi Motshewa
Chairperson: Geographical and Street Naming Committee	Cllr Seleke Puseletso

The Mangaung Council is constituted by 100 elected public representatives of which 50 are ward representatives and 50 represent their political parties on a proportional basis. The parties in Council are illustrated in the table below.

Table 4: Political Parties Represented in the Council

Political Parties in Council	Total Seats	Ward Seats	PR Seats
African National Congress	58	38	20
Democratic Alliance	27	12	15
Economic Freedom Fighters	9	-	9
African Independent Congress	2	-	2
Freedom Front Plus	2	-	2
Agency for New Agenda	1	-	1
Congress of the People	1	-	1

Table 5: The Governance Structure of Mangaung Metropolitan Municipality

Structure	Responsible for	Oversight Over	Accountable to
Council	Approve policies and budget	Executive Mayor, Mayoral Committee and Audit Committee	Community
Executive Mayor	Policies, budget, outcomes, management and oversight over City Manager	City Manager	Council
City Manager	Outputs and implementation	The administration	Executive Mayor
CFO & EMT	Outputs and implementation	Financial management and operational functions	City Manager

Political Decision Making

A routing system of matters reserved referred to the Council is followed, namely:

Reports are initiated by the Heads of Departments and submitted to the Corporate Secretariat Sub-Directorate. The reports are registered in the Council Item Register Book to indicate that the reports have been entered as an item into the system. The items are sent to the City Manager for scrutiny. The City Manager engages with the reports, indicates under comments whether the reports are recommended for consideration to the Executive Mayor, signs it and the items are then forwarded to the Executive Mayor for political engagement.

The Executive Mayor then under comments indicates whether s/he approves the items, whether the items should be served on an agenda of the relevant Section 80 Committee meeting or whether the items should go to Council. The items now fully completed with all the necessary comments and signatures, are then included in the agenda of the next ordinary/special agenda of the Mayoral Committee where all the approved items be placed on the agenda of the Council to serve before the Council for final approval.

Items on the agenda of the ordinary meetings of the Mayoral Committee and the Council are categorized as follows, namely:

- Section A - Items for Consideration
- Section B - Items in terms of Delegated Power
- Section C - Items for Information

Once the Council has decided on a report, it is then a resolution of the Council. The City Manager executes the decision/resolution taken by the Council by issuing execution letters to the relevant Departments.

2.2 Administrative Governance

The administration is led by the City Manager as the Chief Accounting Officer. The day-to-day management of the Municipality is done by staff under the direction of the City Manager and Heads of Departments. The City Manager and Heads of Departments have broad and general management responsibilities, such as ensuring that staff is kept informed on Council's direction and identifying gaps in service provision. Together with Council they must monitor progress on set goals and priorities.

Top administrative structure

The administration is made up of the following Departments headed by members of the Executive Management Team (EMT):

Table 6: Heads of Departments

Departments	HOD Responsible
<i>Acting City Manager</i>	Mr Sello More
<i>Corporate Services</i>	Mr David Nkaiseng
<i>Chief Financial Officer</i>	Mr Sabata Mofokeng

Departments	HOD Responsible
<i>Engineering Service</i>	Mr Mlondolozì Ndlovu
<i>Fleet and Solid Waste</i>	Mr Sello More
<i>Social Services</i>	Mr Mzingisi Nkungwana
<i>Metro Police Chief</i>	Mr Israel Kgamanyane
<i>Planning</i>	Mr Bheki Mthembu
<i>Human Settlement</i>	Adv. Jupiter Phaladi
<i>Economic and Rural Development</i>	Mr Teboho Maine
<i>CEO: Centlec (entity)</i>	Mr Malefane Sekoboto
<i>Acting Deputy Executive Director: Operations</i>	Mr Bennet Comakae

Component C: Intergovernmental Relations

2.3 Intergovernmental Relations in the Municipality

At the national and provincial levels of government, the Municipality participates in Intergovernmental Forums. At the provincial level, the Municipality actively participates in the Premier Co-ordinating Forum (PCF) and the Member of Executive Council and Local Government (MECLOGA) to raise issues affecting the Municipality with other municipalities, provincial government departments, and the Free State Provincial Chapter of the South African Local Government Association (SALGA). The province's Forum of Heads of Departments (FOHOD), Municipal Manager's Forum, Provincial IDP Manager's Forum, and Provincial Performance Manager's Forum all have active involvement. The latter two are administered by the Provincial Department of Cooperative Governance and Indigenous Peoples.

At the national level, the Municipality participates in the Ministers and Members of Executive Councils (MINMECs) for Human Settlements, Cooperative Governance, and Traditional Affairs, which serve as platforms for reporting on progress toward implementing the Urban Settlement Development Grant (USDG) and Back to Basics programs, as well as for analysing their impact and outcomes. Additionally, the Municipality participates in the Circular 88 metro forum, which is comprised of representatives from the National Treasury, the SA Cities Network, Stats SA, the DPME, and all metro municipalities.

The value of membership in these organizations is emphasized by the possibilities for the Municipality to use in establishing strategic relationships with government agencies.

Relationship with Municipal Entities

The Municipality has created Centlec as a municipal entity to offer electrical services to its citizens as well as administer and maintain public lighting on its behalf. Centlec's decisions are made by a legally constituted Board of Directors, and the entity accounts to the Municipality via the Executive Mayor and the authorized stakeholder representative through the Business Plan and Sale of Business Agreement.

Component D: Overview of Public Accountability and Participation

One of the main justifications given for participatory governance in the South African setting, especially at the level of local government, is that it broadens and deepens democracy by increasing the number of people involved in making or influencing local government decisions. The Municipality is no exception to this statement in this situation.

The Municipality had to react to the requirement of being “developmental institutions” in nature in order to eliminate poverty and improve the lives of its people. The developmental mandate, as stated in developmental policies and laws, notably the Municipal Systems Act, emphasizes community involvement as an essential mechanism for growth. Furthermore, this Act acknowledges ward Councillors and other democratized organizations as essential advisory mechanisms for ensuring public involvement in municipal governance.

The process of creating a legally valid IDP is seen to be supported by the community. This is explicitly stated in section 16(1)(a)(i) of the Municipal Systems Act, which states that “a Municipality must develop a culture of municipal governance...” and further that “a Municipality must encourage, and create conditions for, the local community to participate in the affairs of the Municipality, including in the preparation, implementation, and review of its Integrated Development Plan in terms of legislative requirement.

This Act also states that a Municipality must establish appropriate mechanisms, processes, and procedures to allow the local community to participate in municipal affairs, as well as initiate consultative sessions with locally recognized community organizations and, where appropriate, traditional authorities.

According to Chapter 5 of the Municipal System Act, 2000 (Act 32 of 2000), a municipal Council is expected to annually review its IDP in accordance with an assessment of its performance measures, and the Municipality may also amend its IDP in accordance with a prescribed process if changing circumstances so demand.

Annual reports detail the Municipality's performance against the performance measures specified in the SDBIP. The SDBIP mainly covers the Municipality's yearly delivery objective as outlined in the Integrated Development Plan and the budget. The context of the delivery during the time under evaluation was extremely participative, in keeping with the strongly established ethos of public engagement. Participation in the IDP as well as the budget included engagement in development planning and budget allocation, as well as the execution of programs and initiatives that need community involvement in order to be sustainable and have a long-term effect.

2.4 Public Meetings

The Municipality consulted with the public throughout the financial year on IDP and tariffs including annual reports and by-laws. The Municipality has 50 wards, because of the vast nature of our Municipality we cluster wards to be able to reach a wider audience as possible and consult with our public from November to April during the course of the financial year on the revised tariffs and IDP priorities. The Municipality publishes its public meetings in local newspapers and radio stations and also on municipal website.

The following is a list of documents published and made available to the public yearly:

- The annual and adjustments budgets and all budget-related documents;
- All budget related policies
- The Annual Report
- All Performance Agreements required in terms of section 56 of the Municipal Systems Act
- All municipal tenders
- All weekly quotations of the Municipality
- All quarterly reports tabled in the Council in terms of section 52 (d)
- All vacancies of the Municipality
- Information about tourism and places of interest in Mangaung
- Contact information for all Directorates and Sub-Directorates
- The Integrated Development Plan (IDP)
- The Service Delivery and Budget Implementation Plan (SDBIP)
- Spatial Development Framework (SDF); and

Ward Committees

Ward committees in the Municipality serves as an interface between the community and the Municipality. Because of its proximity to the residents of a particular Ward, the committee members listen to community concerns and they pick up on day to day service provision issues in their Wards and through the Ward Councillors, they advance those issues to the attention of the Council. Ward committees are a single most important institutional arrangement to ensure efficient and result based participatory system

Table 7: Public Meetings

Public meetings					
Nature and purpose of the meeting	Dates of event	No of participating Councillors	No of participating Municipal Councillors	Number of community members attending	Dates and manner of feedback given to community
IDP and budget consultative meetings SDF and the Sectoral Plans are discussed Annual report	Nov to April	All ward Councillors of the clusters involved	All ward Councillors of the clusters involved, the deputy mayor and the Speaker	Numbers vary from cluster to cluster	Feedback is provided during the first round of the consultations and after the first quarter in November
	Feb to March	All Councillors	All Councillors	Numbers vary from cluster to cluster	Feedback is provided during the second round of the consultations in February and March
By laws	As and when they are up for	Councillors affected	Councillors affected and	Numbers vary from	Feedback provided after consultations have been finalised

Tariffs	public consumption		the relevant MMC	cluster to cluster	and Council has resolved
	Nov to April	All ward Councillors of the clusters involved	Councillors affected and the relevant MMC	Numbers vary from cluster to cluster	Feedback is provided during the second round of the consultations in April and mid-May before final approval

Public engagements in the Municipality provide opportunities for the public to contribute, interrogate and engage municipal priorities. Furthermore, the Municipality organise feedback sessions to report back on what communities have been reflecting and how the Municipality is responding. The IDP of the Municipality also has a section that addresses issues raised by communities and municipal responses.

2.5 IDP Participation and Alignment

Table 8: IDP and Alignment

IDP Participation and alignment criteria	Yes/no
Does the Municipality have impact, outcome, input, output indicators	Yes
Does the IDP have priorities, objectives, KPI's development strategies?	Yes
Does the IDP have multiyear targets?	Yes
Are the above aligned and can they calculate to a score	Yes
Does the budget align directly to the KPI in the strategic plan?	Yes
Does the IDP KPI align to section 56 managers?	Yes
Do the IDP KPI lead to functional area KPI as per SDBIP	Yes
Were the indicators communicated to the public	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

Component E: Corporative Governance

Overview of Corporate Governance

The primary objectives underpinning the Municipality's governance, provision of municipal service and institutional transformation, which is also consistent with the spirit and purport of relevant statutes saw the Municipality prioritising systematic actions, programmes and/or interventions appropriately to capacitate and strengthen both the Audit and Risk Managements Committees. This was to enable the committees to execute their oversight role. To date, more than satisfactory progress is already being witnessed in this regard.

There is one approved house of Traditional Leadership in the Municipality's jurisdiction with whom we enjoy not only cordial, but also working relationship. The Municipality will not relent its efforts to continue building and further strengthening this sound working relationship.

As would be appreciated from our preceding reports, the obtaining Governance Model continues to respond fairly well to the Municipality's quest to deliver quality services in a cost-effective manner yet the need for a significant departure from the current system of a combined Model of Governance to a fundamentally new and different system of separation of powers between Governance (Legislature) and the Executive was previously expressed and to which the Municipality responded well.

2.6. Risk Management

The Municipality plays an important role in ensuring delivery of services to the communities and the IDP objectives are key in setting the context for an accelerated service delivery. It's imperative that the municipal resources are utilized adequately to be able to deliver effective service delivery to all the stakeholders, this requires that effective measures be put in place by conducting continuous risk assessment in order to address all threats facing the municipal processes.

In terms of MFMA Act 56 of 2003, section 62(1)(c)(i) "the Accounting Officer of a Municipality is responsible for managing the financial administration of the Municipality and must for this purpose take all reasonable steps to ensure the Municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".

The roles and responsibilities for the implementation of Risk Management in the public service are contained in the National Treasury Public Sector Risk Management Framework. Chapter 11 of the framework details the accounting officers' risk management functions and amongst others the following:

- *The Accounting Officer is the ultimate Chief Risk Officer of the institution and is accountable for the institution's overall governance of risk,*
- *Setting an appropriate tone by supporting and being seen to be supporting the Institution's aspirations for effective management of risks,*
- *Holding management accountable for designing, implementing, monitoring and integrating risk management into their day to day activities,*
- *Providing assurance to relevant stakeholders that key risks are properly identified, assessed and mitigated.*

The Municipality has established a Risk Management Committee and developed risk management strategic documents in order to enhance the systems of risk management to protect the Municipality against adverse outcomes and optimize opportunities.

Below is the list of the top 10 strategic risks as they were identified during the strategic risk assessments, these have been compared with the risk report surveyed for South Africa by the Institute of Risk Management South Africa (RMSA) and the World Economic Forum Global Risks Report (WEFGRR):

Table 9: Risk Assessment Comparison, MMM, RMSA and WEFGR

Mangaung Metro Municipality	Institute of Risk Management South Africa	World Economic Forum
1. Financial instability	1. Failure of governance-public	1. Extreme weather events
2. High unemployment rate	2. Inadequate and/or sub-standard education and skills development	2. Failure of climate-change mitigation and adaptation
3. Litigation	3. Cyber-attacks	3. Natural disasters
4. Climate change	4. Information security: data fraud and data theft	4. Data fraud or theft
5. Technical recession	5. Micro economic developments	5. Cyber-attacks
6. Unplanned infrastructure demand	6. Macro-economic development	6. Man-made environmental disasters
7. Inconducive environment to attract investments	7. National political uncertainty/instability	7. Large-scale involuntary migration
8. Damage to the brand	8. Disruptive technologies	8. Biodiversity loss and ecosystem collapse
9. Technological failure	9. Government policy, legislative and regulatory changes and uncertainty	9. Water crisis
10. Political instability	10. Labour unrest and strike action	10. Asset bubbles in a major economy

In accordance with the Municipality's governance architecture, risk management reporting plays an important role in ensuring that management and oversight structures have a handle on the risks the Municipality is facing and that mitigating strategies are carried to control the risks.

2.7 Anti-Fraud and Corruption

The Municipality has a Fraud Prevention Plan that outlines the Municipality's approach to curtailing the likelihood of fraud occurring, its prevention as well as the early detection thereof. Anti-Fraud and Corruption Unit conduct investigations and depending on the outcome of the investigations, other cases are further referred to South African Police Services, HAWKS and the South African Revenue Services (SARS), etc.

The Municipality takes a zero-tolerance stance towards fraud and corruption, and pursues a corruption-free administration. The Municipality encourages those who suspects acts of fraud or corruption to report such allegations through the National Anti-Corruption hotline (0800 701 701) and reporting mechanisms available through the municipal website.

The responsibilities of the Anti-Fraud and Corruption Unit includes:

- the implementation of proactive anti-fraud and corruption policies, initiatives and prevention measures across the Municipality,
- appropriate awareness, information and education in relation to fraud and corruption; and

- providing a reactive investigation service in respect of significant fraud, corruption, maladministration or negligence on the part of Municipality employees, contractors, suppliers or service providers.

Effective investigation and monitoring the implementation of recommendations emanating from completed investigations within the Municipality is usually hampered by inadequate staffing capacity within the Anti-Fraud and Corruption Unit. The Municipality continues to develop its staffing capacity to ensure speedy investigation processes and also implement fraud prevention mechanisms.

2.8 Internal Audit

Audit Committee

The Municipality has a functional Audit Committee that operates in terms of the Council approved Terms of Reference (ToR). For the period under review (2020/21), the Committee met seven (7) times to discuss matters relating to the Municipality's financial performance, risk management, ICT, Internal Audit, Service Delivery and Budget Implementation performance reports, Auditor-General findings, Management Audit Action plans to address Auditor-General findings and Internal controls and Governance matters in general. The Committee compiled three (3) Audit Committee reports with recommendations for submission to Council.

Internal Audit

The Municipality also has a functional Internal Audit Unit. This Unit is working in collaboration with both the Risk and Anti-Fraud Units to strengthen Municipality's efforts to manage risks and combat fraud and corruption. For the period under review (2020/21), the Unit completed all audit investigations planned for the year and the following are internal audit reports issued by the Unit during the period under review;

Table 10: Internal Audit Reports

Report number	Description of report
Internal Audit Report Number 01/2020-21	Compliance Checklist Q3 of 2019/20
Internal Audit Report Number 02/2020-21	Compliance Checklist Q4 of 2019/20
Internal Audit Report Number 03/2020-21	Review of 2019/20 Annual Financial Statements
Internal Audit Report Number 04/2020-21	Quarterly Review of Management Audit Action Plan - Q2 Report
Internal Audit Report Number 05/2020-21	MFMA Compliance Checklist - Q1 of 2020-2021
Internal Audit Report Number 06/2020-21	Audit of Performance Information - 2020/2021 SDBIP / IDP and Performance Agreements for Municipal Manager and Section 56 Employees)
Internal Audit Report Number 07/2020-21	Debt Collection
Internal Audit Report Number 08/2020-21	Controls Review of the ICT Environment
Internal Audit Report Number 09/2020-21	Audit of Billing – Water meter management
Internal Audit Report Number 10/2020-21	Facilities Maintenance Audit
Internal Audit Report Number 11/2020-21	Implementation and monitoring of Council resolutions
Internal Audit Report Number 12/2020-21	Quarterly reviews on risk management processes (1st and 2nd quarters)
Internal Audit Report Number 13/2020-21	Covid-19 Regulations and protocols
Internal Audit Report Number 14/2020-21	Traffic and law enforcement audit

Report number	Description of report
Internal Audit Report Number 15/2020-21	Supply Chain Management (Covid-19 procurement) and contract management
Internal Audit Report Number 16/2020-21	Audit of Performance Information: 1st Quarter SDBIP Progress Report 2020/21
Internal Audit Report Number 17/2020-21	Audit of Trade Waste removal
Internal Audit Report Number 18/2020-21	Fleet Management Audit
Internal Audit Report Number 19/2020-21	MFMA Compliance Checklist - Q2 of 2020-2021
Internal Audit Report Number 20/2020-21	Loss Control
Internal Audit Report Number 21/2020-21	Direct assistance to the Auditor-General: employee physical verification
Internal Audit Report Number 22/2020-21	Expanded Public Works Programme Audit
Internal Audit Report Number 23/2020-21	Audit of Performance Information – 2nd Quarter and Mid-Year 2020/21 SDBIP Progress Reports
Internal Audit Report Number 24/2020-21	Audit of Cash Management
Internal Audit Report Number 25/2020-21	IDP and Budget process
Internal Audit Report Number 26/2020-21	Audit Review of Unauthorised, Irregular, Fruitless and Wasteful Expenditure
Internal Audit Report Number 27/2020-21	MFMA Compliance Checklist Q3 2020/21
Internal Audit Report Number 28/2020-21	Payroll Management
Internal Audit Report Number 29/2020-21	Expenditure management and creditors control
Internal Audit Report Number 30/2020-21	Implementation and monitoring of Council resolutions
Internal Audit Report Number 31/2020-21	Audit of Performance Information Q3 SDBIP 2020-21
Internal Audit Report Number 32/2020-21	Report on Quarterly reviews on risk management processes (3rd and 4th quarters).
Internal Audit Report Number 33/2020-21	Outdoor Advertising
Internal Audit Report Number 34/2020-21	Property and land management audit
Internal Audit Report Number 35/2020-21	Building Control

2.9 Municipal Website: Content and Currency of Material

Please see the Live Website with all the Details & History available at www.mangaung.co.za

Table 11: Municipal Website: Content and Currency of Material 2020/2021

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents (2020/2021)	YES	6 July 2020 – Final Approved IDP 2020/2021 http://www.mangaung.co.za/2020/07/06/final-approved-idp-2020-2021/ 8 July 2020 - Annual Levy, Rates & Tax Increases for 2020/2021: Water Charges, Property Rates, Sewer & Refuse Removal Costs http://www.mangaung.co.za/2020/07/08/annual-levy-rates-tax-increases-for-2020-2021-water-charges-property-rates-sewer-refuse-removal-costs/

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		• 29 July 2020 - Draft IDP & Budget Process Plan 2021/2022 http://www.mangaung.co.za/2020/07/29/draft-integrated-development-plan-budget-and-performance-management-for-2021-2022-financial-year/ • 12 August 2020 - Service Delivery and Budget Implementation Plan (SDBIP) 2020 / 2021 http://www.mangaung.co.za/2020/08/12/service-delivery-and-budget-implementation-plan-sdbip-2020-2021/ • 1 October 2020 - Spatial Development Framework 2020 (SDF) Updated http://www.mangaung.co.za/2020/10/01/spatial-development-framework-2020-sdf-updated/ • 8 October 2020 - IDP & Budget Process Plan 2021 – 2022 http://www.mangaung.co.za/2020/10/08/idp-budget-process-plan-2021-2022/ • 13 October 2020 - Municipal Public Accounts Committee (MPAC) Oversight Report 2018/19 http://www.mangaung.co.za/2020/10/13/municipal-public-accounts-committee-mpac-oversight-report-2018-19/ • 18 November 2020 - Adjustment Budget 2020/2021 (Special) http://www.mangaung.co.za/2020/11/18/adjustment-budget-2020-2021-special/ • 4 December 2020 - Financial Recovery Plan http://www.mangaung.co.za/2020/12/04/financial-recovery-plan/ • 11 December 2020 - Public Participation on the Review of the IDP, SDBIP, SDF, Budget & MTREF documents

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		http://www.mangaung.co.za/2020/12/11/public-participation-on-the-review-of-the-idp-sdbip-sdf-budget-mtref/ • 23 February 2021 - SDBIP Mid-Year Reports (Ending 31 December 2020) http://www.mangaung.co.za/2021/02/23/sdbip-mid-year-reports-ending-31-december-2020/ • 26 February 2021 - Expanded Public Works Programme Projects (EPWP) – Implementation, Reporting, Documents & Procedures http://www.mangaung.co.za/2021/02/26/expanded-public-works-programme-projects-epwp-implementation-reporting-documents-procedures/ • 31 March 2021 - Annual Performance Reports 2019/2020 http://www.mangaung.co.za/2021/03/31/annual-performance-reports-2019-2020/ • 31 March 2021 - Integrated Development Plan 2021/22 (IDP), Sectoral Plans, SDF, MTREF Budget 2021/22 – 2023/24 & Budget Related Policies (Drafts) http://www.mangaung.co.za/2021/03/31/integrated-development-plan-2021-22-idp-sectoral-plans-sdf-mtref-budget-2021-22-2023-24-budget-related-policies-drafts/ • 2 June 2021 - 2021/2022 Approved IDP & Sectoral Plans http://www.mangaung.co.za/2021/06/02/2021-2022-approved-idp-sectoral-plans/ • 5 June 2021 - Annual Reports / Financial Statements / Audit Reports for 2019/2020 http://www.mangaung.co.za/2021/06/05/annual-reports-financial-statements-audit-reports-for-2019-2020/ • 10 June 2021 - Public Notice: Calling for Inspection of Supplementary Valuation Roll Number 9 and Lodging of Objections

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		http://www.mangaung.co.za/2021/06/10/public-notice-calling-for-inspection-of-supplementary-valuation-roll-number-9-and-lodging-of-objections-2/ • 30 June 2021 - SDBIP Report: 3rd Quarter Ending 31 March 2021 http://www.mangaung.co.za/2021/06/30/sdbip-report-3rd-quarter-ending-31-march-2021/ • 30 June 2021 - Service Delivery and Budget Implementation Plan (SDBIP) 2021 / 2022 http://www.mangaung.co.za/2021/06/30/service-delivery-and-budget-implementation-plan-sdbip-2021-2022/
All current budget-related policies	YES	• 31 March 2021 - Integrated Development Plan 2021/22 (IDP), Sectoral Plans, SDF, MTREF Budget 2021/22 – 2023/24 & Budget Related Policies (Drafts) http://www.mangaung.co.za/2021/03/31/integrated-development-plan-2021-22-idp-sectoral-plans-sdf-mtref-budget-2021-22-2023-24-budget-related-policies-drafts/
The previous annual report (2018/2019)	YES	• 31 January 2020 - Consolidated Annual Report 2018/2019 http://www.mangaung.co.za/2020/01/31/consolidated-annual-report-2018-2019/
The annual report (Year 2019/2020) published	YES	• 5 June 2021 - Annual Reports / Financial Statements / Audit Reports for 2019/2020 http://www.mangaung.co.za/2021/06/05/annual-reports-financial-statements-audit-reports-for-2019-2020/
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2020/2021) and resulting scorecards	YES	• 9 October 2020 - Performance Agreements: 2020/2021 http://www.mangaung.co.za/2020/10/09/performance-agreements-2020-2021/
All service delivery agreements (Year 2020/2021)	NO	

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
All long-term borrowing contracts (Year 2020/2021)	NO	
All supply chain management contracts above a prescribed value (give value) for Year 2020/2021	YES	Awarded Formal BIDS / Tenders / Quotations [Awarded Formal BIDS (above R 200 000)] http://www.mangaung.co.za/category/awarded-bids-tenders-quotations/ • 22 June 2020 http://www.mangaung.co.za/2020/06/22/awarded-formal-bids-tenders-quotations-43/ • 10 September 2020 http://www.mangaung.co.za/2020/09/10/awarded-formal-bids-tenders-quotations-44/ • 16 October 2020 http://www.mangaung.co.za/2020/10/16/awarded-formal-bids-tenders-quotations-45/ • 7 December 2020 http://www.mangaung.co.za/2020/12/07/awarded-formal-bids-tenders-quotations-46/ • 21 January 2021 http://www.mangaung.co.za/2021/01/21/awarded-formal-bids-tenders-quotations-47/ • 13 April 2021 http://www.mangaung.co.za/2021/04/13/awarded-formal-bids-tenders-quotations-48/ • 13 April 2021 http://www.mangaung.co.za/2021/04/13/awarded-formal-bids-tenders-quotations-49/ • 15 April 2021 http://www.mangaung.co.za/2021/04/15/awarded-formal-bids-tenders-quotations-50/ • 14 May 2021

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		http://www.mangaung.co.za/2021/05/14/awarded-formal-bids-tenders-quotations-51/ • 10 June 2021 http://www.mangaung.co.za/2021/06/10/awarded-formal-bids-tenders-quotations-52/
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2020/2021	NO	
Contracts agreed in 2020/2021 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	NO	
Public-private partnership agreements referred to in section 120 made in 2020/2021	NO	
All monthly reports tabled in the Council in terms of section 71 during 2020/2021	YES	All MFMA Monthly & Quarterly in Year Reports published: • 17 July 2020 http://www.mangaung.co.za/2020/07/17/mfma-mangaung-in-year-report-for-june-2020/ • 17 August 2020 http://www.mangaung.co.za/2020/08/17/mfma-mangaung-in-year-report-for-july-2020/ • 15 September 2020 http://www.mangaung.co.za/2020/09/15/mfma-mangaung-in-year-report-for-august-2020/ • 13 October 2020 http://www.mangaung.co.za/2020/10/13/municipal-public-accounts-committee-mpac-oversight-report-2018-19/

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		• 13 October 2020 http://www.mangaung.co.za/2020/10/13/mfma-quarterly-in-year-report-april-may-june-2020/ • 13 October 2020 http://www.mangaung.co.za/2020/10/13/mfma-mangaung-in-year-report-for-september-2020/ • 16 November 2020 http://www.mangaung.co.za/2020/11/16/mfma-mangaung-in-year-report-for-october-2020/ • 4 December 2020 http://www.mangaung.co.za/2020/12/04/financial-recovery-plan/ • 14 December 2020 http://www.mangaung.co.za/2020/12/14/mfma-mangaung-in-year-report-for-november-2020/ • 15 January 2021 http://www.mangaung.co.za/2021/01/15/mfma-quarterly-in-year-report-july-august-september-2020/ • 18 January 2021 http://www.mangaung.co.za/2021/01/18/mfma-mangaung-in-year-report-for-december-2020/ • 9 February 2021 http://www.mangaung.co.za/2021/02/09/budget-performance-assessment-report-six-6-months-ended-31-december-2020-mfma/ • 12 February 2021 http://www.mangaung.co.za/2021/02/12/mfma-mangaung-in-year-report-for-january-2021/ • 12 March 2021 http://www.mangaung.co.za/2021/03/12/mfma-mangaung-in-year-report-for-february-2021/ • 16 April 2021

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		http://www.mangaung.co.za/2021/04/16/mfma-mangaung-in-year-report-for-march-2021/ • 14 May 2021 http://www.mangaung.co.za/2021/05/14/mfma-mangaung-in-year-report-for-april-2021/ • 14 June 2021 http://www.mangaung.co.za/2021/06/14/mfma-mangaung-in-year-report-for-may-2021/

WEBSITE VISITOR TRAFFIC AND USAGE STATISTICS - WWW.MANGAUNG.CO.ZA

It may be noted that over **15 TERABYTES (15 398 GB)** of information has been transferred through the Mangaung Internet Website during this reported period (**July 2020 – June 2021**).

Hits	
Total Hits	16486430
Average Hits per Day	45168.301
Average Hits per Visitor	8.711
Visitors	
Total Visitors	1892569
Average Visitors per Day	5185.121
Average Time Spent (min: sec)	07:55
Total Unique IPs	219274
Resource Accessed	
Total Page Views	5765852
Average Page Views per Day	15796.855
Average Page Views per Visitor	3.047
Total File Downloads	829110
Average File Downloads per Day	2271.534
Average File Downloads per Visitor	0.438
Bandwidth	
Total Data Transferred	15398.192 GB
Average Data Transferred per Day	42.187 GB
Average Data Transferred per Hit	979.361 KB
Average Data Transferred per Visitor	8.331 MB

Chapter 3 - Service Delivery Performance

3.1 Introduction

Despite the challenges confronted by the Municipality and the impact of the Covid -19, there has been continues strides in extending access to water and sanitation services, facilitated access to housing and social housing opportunities, implemented a number of projects to support Small Medium and Micro Enterprises (SMME); ensured that indigent households had access to Free Basic Water, Electricity, Sanitation and Refuse removal services and promoted development through prompt processing of development applications, provided efficient environmental health and emergency services and rehabilitated social amenities. Effective maintenance of assets was carried out that included resurfacing roads, rehabilitation of roads, storm-water canals, catch pits and pedestrian paving and provision of connecting households in informal settlement to electricity and the upgrading of electricity service infrastructure (network and streetlights).

Below sections will be segmented into 5 Key Performance Areas (KPA's) that are also linked to the City Strategic Development Objectives (SDO):

Table 12: Linkage between KPA's and MMM SDO

Components	Key Performance Areas (KPA's)	MMM Strategic Development Objectives
A	Basic Service Delivery and Infrastructure Development	Service Delivery Improvement
B	Financial viability	Financial Health Improvement
C	Local Economic Development	Economic Growth
D	Good governance and Public participation	Organisational Strength
E	Institutional Development and Organisational Transformation	Spatial Transformation

Additionally, the tables that will follow programmes and projects will be financial expenditures both on Capital and Operational budget.

Component A: Basic Services Delivery

3.2 Roads and Stormwater

The Municipality had hoped to finish unsurfaced roads for a total length of 640km and 1167.13km were completed. Due to financial limitations and an unstable fleet, the goal was set. The 1167.13km accomplished represents just 52.4 % of the entire unsurfaced road network of 2227km.

The surfaced roads had a total length of 90km to maintain, and 10.38 km of surfaced road length was maintained.

3.3 Water and Sanitation Provision

The Municipality is both the Water Services Authority and Water Service Provider and therefore obliged to fulfil its mandate that of providing access to safe and reliable portable water to its consumers. The Mangaung Metropolitan Municipality currently serves a combined 96% (273 980) of all households with water inside the yard and those that receives piped water inside the house/dwelling and only 4% (11 415) of households that are using community stand that is approximately 200m to 500m from the dwellings.

Moreover, as far as sanitation is concerned, an estimated 84% (240 201) of households have access to sanitation facilities above RDP standard (VIP toilet and higher). An additional 10% (29 194) households have pit toilets without ventilation and 6% (16 000) households have bucket toilets/no facilities.

Table 13: Service Delivery Objectives on Roads/Stormwater and Water/Sanitation

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
ROADS AND STORMWATER										
T1527a: bochabela streets: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	0	Length of roads identified for upgrade.	2.6 Km	Length of roads identified for upgrade.	2,6km Complete	R 6 667 724	0km complete and only Construction stage	-2,6km Complete	Process claims related to delays.
T1428a: man rd 198, 199 & 200: bochabela (7 days); upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management.	0	Length of roads identified for upgrade.	1.4 Km	Length of roads identified for upgrade.	1,4km Complete	R 7 620 256	0km complete and only Construction stage	-1,4km Complete	Process claims relating to delays.
T1528: man rd 11388 & 11297: jb mafora: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	New	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	0.4 Km	R 3 810 128	0km complete and only Preliminary Designs	-0.4 Km	Undertake Traffic impact assessment.
Route 22: taxi routes bloemside ph 4, 6 & chris hani ph 3: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	4,616km	Length of roads identified for upgrade.	10 km	Length of roads identified for upgrade.	Completed	R 4 762 660	Completed	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
T1429b; man rd 11548: kagisanong: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	Finalisation of termination	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 13 811 714	Construction stage	None	None
T1538: upgrading intersection st george st & pres brand	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	0	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 6 667 724	Construction not started and only Design Complete	Construction	Resolve budget constraints
T1534: Vereeniging avenue extension: bridge over rail	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	BEC Stage	Provision of roads / bridges for catalytic development	Construction	Provision of roads / bridges for catalytic development	Construction	R 38 101 281	Construction Stage	None	None
T1534b: Vereeniging avenue extension: roads	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	BEC Stage	Provision of roads / bridges for catalytic development	Construction	Provision of roads / bridges for catalytic development	Construction	R 9 525 320	Construction stage	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
T1430c: 7th str: Botshabelo section h: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	0	Length of roads identified for upgrade.	1 Km	Length of roads identified for upgrade.	1 Km	R 1 428 798	0km complete and only Site Handover	-1 Km	Resolve budget constraints.
T1523: bot rd 304, 305, 308: section g: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	None	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 8 572 788	Construction not started and only Inception	Construction	Finalise the designs, resolve the budget constraints and procure the contractor.
T1530: bot rd b16 & 903: section t: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	None	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 7 620 256	Construction stage	None	None
T1524: bot rd 437: section a: upgrade	- Ensure that there is adequate project funding. - Improve Project cost management. - Improve project communication management	None	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 4 762 660	Construction not started and only Inception	Construction	Finalise the designs, resolve the budget constraints and procure the contractor.

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Replacement of obsolete and illegal signage and traffic signals	- Ensure that there is adequate project funding. - Improve project cost management. - Improve project communication management.	None	Compliance of traffic signs	Physical Replacement	Compliance of traffic signs	Physical Replacement	R 952 532	None	Physical Replacement	Procure PSP, resolve the budget constraints and procure the contractor.
Resealing of streets/ speed humps	- Ensure that there is adequate project funding. - Improve project cost management. - Improve project communication management.	0	resealing of streets/ speed humps	Construction	resealing of streets/ speed humps	5 Km Construction	R14 813 300	12.63 Km Construction	7.63km	None
T1539: upgrading of traffic intersections	- Ensure that there is adequate project funding. - Improve project cost management. - Improve project communication management.	None	Upgrading of traffic intersections.	Construction	Upgrading of traffic intersections.	Construction	R 3 810 128	Construction not started and only Inception	Construction	Finalise the designs, resolve the budget constraints and procure the contractor.
T1430b: bot rd 719&718 section 0	- Ensure that there is adequate project funding. - Improve project cost management. - Improve project communication management.	None	Length of roads identified for upgrade.	2.1 Km	Length of roads identified for upgrade.	2.1 Km	R 1 905 064	2,3km complete	+0.2km	None

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Batho roads: upgrading of roads and stormwater	- Ensure that there is adequate project funding. - Improve project cost management. - Improve project communication management.	Procurement request for a Consultant	Length of roads identified for upgrade.	Construction	Length of roads identified for upgrade.	Construction	R 9 049 054	Construction not started and only Design Complete	Construction	Resolve the budget constraints and procure the contractor.
T1537: heavy rehabilitation of nelson mandela street	- Improve Engineering Problem Identification. - Ensure that a design meets Engineering Standards. - Ensure Engineering design is relevant to the engineering problem.	None	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	Design Complete	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	Design Complete	R1 000 000	Construction not started and only Inception	Design complete	Finalise the designs and resolve the budget constraints.
Stormwater refurbishment	- Improve Engineering Problem Identification. - Ensure that a design meets Engineering Standards. - Ensure Engineering design is relevant to the engineering problem.	None	Upgrading of stormwater	Construction	Upgrading of stormwater	Construction	R1 000 000	Construction	None	None

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
T1532: Vista Park Bulk Roads & S/Water UPG	- Improve Engineering Problem Identification. - Ensure that a design meets Engineering Standards. - Ensure Engineering design is relevant to the engineering problem.	None (New)	Length of roads identified for upgrade.	Design Complete	Length of roads identified for upgrade.	Design Complete	R1000 000	None	Completion of Design	Appoint PSP, finalise and approve designs.
MAPANGWA NA STREET	- Improve Engineering Problem Identification. - Ensure that a design meets Engineering Standards. - Ensure Engineering design is relevant to the engineering problem.	None (New)	Length of roads identified for upgrade.	Design Complete	Length of roads identified for upgrade.	Design Complete	R 500 000.00	Design Complete	None	None

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
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WATER AND SANITATION										
Sterkwater wwtw phase 3 civil	Implementation of WSDP	0%	Percentage of households with access to basic sanitation	5%	Percentage of Sterkwater wwtw phase 3 civil	5%	R 9 525 320	10.5% (Review of designs and finalisation of scoping report)	+5.5%	None
Sterkwater wwtw phase 3 mechanical and electrical	Implementation of WSDP	0%	Percentage of households with access to basic sanitation	0.5% completion of mechanical and electrical work	Fully functional wwtw	0.5% completion of mechanical and electrical work	R 78 632	0.5% (Review of designs and finalisation of scoping report)	0	None
Refurbishment of sewer systems	Implementation of operations	0.6km	Percentage of households with access to basic sanitation	100% completion of all unplanned system failures	Percentage of households with access to basic sanitation	100% completion of all targeted unplanned system failures	R 28 575 961	100% Complete of all targeted unplanned system failures	None	None
Extension Thaba Nchu wwtw (selosesha) civil	Implementation of WSDP	PSPs appointed on panel	Percentage of households with access to basic sanitation	50% Completion of civil works at Thaba Nchu wwtw	Percentage of households with access to basic sanitation	50% Completion of targeted civil works at Thaba Nchu wwtw	R 28 575 961	10%	-40%	Appropriate adequate budget and effectively manage all project related risk to ensure seamless execution of the project.

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
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PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Extension Thaba Nchu wwtw (seloshesha) mechanical and electrical	Implementation of WSDP	0%	Percentage of households with access to basic sanitation	0.5% Complete mechanical and electrical works	Percentage of households with access to basic sanitation	0.5% Complete of targeted mechanical and electrical works	R 476 266	0%	-0.5% Complete of targeted mechanical and electrical works	Appropriate budget in the 2021_22 financial year for the implementation of the project
Waterborne sanitation Mangaung Ward 8	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation Mangaung Ward 17	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation Mangaung Ward 45	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Waterborne sanitation Mangaung Ward 46	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation Mangaung Ward 34	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation Mangaung Ward 35	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation Mangaung Ward 32	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Waterborne sanitation Mangaung Ward 28	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 2 381 330	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Waterborne sanitation and internal bulk services in Thaba Nchu	Implementation of WSDP	New	Number of new households with access to basic sanitation	38 Households	Number of new households with access to basic sanitation	38 House Holds	R 9 525 320	None	-38 House Holds	Consolidate the budget and prioritise the projects for a meaningful impact.
Botshabelo section K Pumpstation and rising main	Implementation of WSDP	New	% Complete pumpstation and rising main	100% Complete pumpstation and rising main	% Complete pumpstation and rising main	100% Complete pumpstation and rising main	R 12 859 182	0% Completed and only Draft Scoping Report Approved designs	-100% Construction	Appropriate adequate budget in the 2021/22 FY and Fasttrack the implementation of the project.

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Botshabelo main outfall sewer	Implementation of WSDP	New	% Percentage of length of pipeline completed	30% Percentage of length of pipeline completed	Percentage of length of pipeline completed	30% Percentage of length of pipeline completed	R 12 859 182	0% completed and only Preliminary design Reports	-30% Percentage of length of pipeline completed	Appropriate adequate budget in the 2021/22 FY and Fasttrack the implementation of the project.
Maselspoort water re-use (Gravity line to Mockesdam)	Implementation of WSDP	0	% land matters process	100% land matters process	% land matters process	100% land matters process	R 952 532	30%	-70%	Expedited appointment of land evaluator and appointment of Land Surveyor
Maselspoort water re-use (pump station and rising main)	Implementation of WSDP	PSPs appointed on panel	% land matters process	100% land matters process	% land matters process	100% land matters process	R 952 532	30%	-70%	Expedited appointment of land evaluator and appointment of Land Surveyor
Maselspoort water re-use (Bulkwater augmentation Mockesdam)	Implementation of WSDP	PSPs appointed on panel	% land matters process	100% land matters process	% land matters process	100% land matters process	R 952 532	0%	-100%	Improve project pipeline planning

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Maselspoort water re-use (Gravity to NE-WWTW)	Implementation of WSDP	0	% land matters process	100% land matters process	% land matters process	100% land matters process	R 952 532	5%	-95%	The EIA approval expired due to budget constraint that halted the project for a while. EIA Process to be restarted. Designs to be finalised.
Maselspoort WTW Upgrading (Masselspoort filters)	Implementation of WSDP	New	% land matters process	100% land matters process	% land matters process	100% land matters process	R 9 525 320	47%	-53%	Fasttrack the programme
Refurbishment of sewer systems in Soutpan	Implementation of WSDP	30%	Percentage of households with access to basic sanitation	100% completion of all unplanned system failures	Percentage of households with access to basic sanitation	100% completion of all targeted unplanned system failures	R 1 905 064	100%	0%	None

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Pressure and network zone management (including auditing of valves and PRV commissioning)	Implementation of Water Conservation and Demand Management Strategy	0	Number of PRVs commissioned and refurbished	28 existing PRVs refurbished 6 new PRVs installed	Number of PRVs commissioned and refurbished	28 existing PRVs refurbished 6 new PRVs installed	R 13 335 448	4 PRVs refurbished and commissioned. PRV Chamber Refurbishment Activities commenced. Boundary valve refurbishment has also commenced to aid zone discreteness. No new PRVs installed.	-24 existing PRVs refurbished -6 new PRVs installed	Expedite the programme once the materials have been successfully procured.
Hamilton Park pumpstation refurbishment	Implementation of WSDP	PSPs appointed on panel	To upgrade the pump station	To complete 25% of the project (pump station upgrade)	To complete 25% of the project ((pump station upgrade)	To complete 25% of the project (pump station upgrade)	R 4 762 660	13%	-12%	Expedited tender process for M&E Contractor
Kruger drift WTW	Implementation of WSDP	New	Percentage of households with access to basic water supply	100% completion of all unplanned system failures	Percentage of households with access to basic water supply	100% completion of all targeted unplanned system failures	R 1 905 064	58%	-42%	Accelerate the programme

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Pellissier Reservoir	Implementation of WSDP	New	A new water supply reservoir	100% Feasibility study	Feasibility study	100% Feasibility study report	R 952 532	83% Completion of the feasibility report (Draft report received from the PSP)	-17%	Review, amend if required and approve the final report.
Water Reticulation and internal bulk (Section F)	Implementation of WSDP	New	To provide water supply to the community	To complete 5% design	Completed design	To complete 5% design	R0	None	-5% To complete design	Avail budget and appoint PSP
Replace water meters and metering of unmetered sites	Implementation of Water Conservation and Demand Management Strategy	6 808	Total number of water meters replaced/installed	900	Total number of water meters replaced/installed	900	R 23 079 930	782 water meters installed/replaced	-118 water meters installed/replaced	Accelerate the programme by instructing the contractors to increase more teams to deal with the backlog.
Real loss reduction programme (water)	Implementation of Water Conservation and Demand Management Strategy	New	Upgraded and refurbished portions of Masselspoort to Bloemfontein bulk pipe, valves and chambers	100% Replace pipeline portions, valves, chambers and approval of EIA & WULA	Percentage of non-revenue water	100% Replace pipeline portions, valves, chambers and approval of EIA & WULA	R 14 287 980	100% Replacement of pipeline portions, valves, and chambers	EIA & WULA approval still outstanding	Continuously engage DESTEA and DWS to Fastrack the approval

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL SDG 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE	VARIANCE	CORRECTIVE ACTION
Bulk Supply, meters, location, replacement, calibration and installation of control meters	Implementation of Water Conservation and Demand Management Strategy	Preliminary Design report - Bulk supply Meter Audit	Percentage of non-revenue water	40 bulk meters replaced/installed	Number of bulk water meters replaced/installed	40 bulk meters replaced/installed	R 4 762 660	None	-40 bulk meters replaced/installed	Prioritise appropriate budget for the project.
Installation, refurbishment and upgrading of water supply systems: Automated meter reading and prepaid programme	Implementation of Water Conservation and Demand Management Strategy And Implementation of operations	6 808	Total number of prepaid water meters replaced/installed	To install/replace 9000 prepaid water meters	Total number of prepaid water meters replaced/installed	To install/replace 9000 prepaid water meters	R 16 117 585	2812 prepaid meters installed/replaced	-6188 prepaid meters installed/replaced	Order the meters in bulk and store them for installation during the year.

Table 14: Financial Performance Roads and Stormwater

Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	591 430	-	-	-	-
Expenditure:					
Employees	73 669 005	77 751 741	74 235 021	76 012 983	(1 777 962)
Repairs and Maintenance	50 957 547	69 222 924	49 442 808	50 236 095	(793 287)
Other	356 127 093	131 868 539	112 205 557	305 158 442	(192 952 885)
Total Operational Expenditure	480 753 645	278 843 204	235 883 386	431 407 520	(195 524 134)
Net Operational Expenditure	481 345 075	278 843 204	235 883 386	431 407 520	(195 524 134)

Table 15: Financial Performance Water Services

Financial Performance: Water Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(1 207 540 325)	(1 412 164 941)	(1 426 099 314)	(1 324 318 832)	(101 780 482)
Expenditure:					-
Employees	110 289 769	92 247 460	105 323 332	118 139 339	(12 816 007)
Repairs and Maintenance	122 953 930	83 519 677	117 474 676	111 671 280	5 803 396
Other	650 717 324	1 290 873 511	1 231 873 156	942 730 155	289 143 001
Total Operational Expenditure	883 961 023	1 466 640 648	1 454 671 164	1 172 540 774	282 130 390
Net Operational Expenditure	(323 579 302)	54 475 707	28 571 850	(151 778 058)	180 349 908

Table 16: Financial Performance Sanitation Services

R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(568 509 138)	(484 350 472)	(480 086 160)	(491 015 482)	10 929 322

Expenditure:					
Employees	98 881 260	86 033 249	94 008 916	104 690 057	(10 681 141)
Repairs and Maintenance	91 588 001	51 404 276	89 314 775	96 737 307	(7 422 532)
Other	284 841 928	207 415 188	219 678 405	256 890 639	(37 212 234)
Total Operational Expenditure	475 311 189	344 852 713	403 002 096	458 318 003	(55 315 907)
Net Operational Expenditure	(93 197 949)	(139 497 759)	(77 084 064)	(32 697 479)	(44 386 585)

3.4 Solid Waste and Fleet Management

The Department has increased access to refuse removal to known informal settlements to 97% compared to 91% of the previous financial. Due to a severe shortage of human and capital resources the Department was not able to service all the formal areas consistently according to the weekly door to door refuse removal schedule. Moreover, the unit responsible for municipal fleet is fairly progressing relatively despite challenges regarding aging fleet and budget constraint.

Table 17: Service Delivery Objectives on Waste Management Services

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Minimized Solid Waste	Tonnes of waste diverted from landfill sites	222 852 Tonnes	<u>ENV2.1 Tonnes of municipal solid waste sent to landfill per capita</u>	170 435 Tonnes	Tonnes of solid waste sent to landfill site.	170 435	OPEX	536 393,35	+365 958,35	None
		0	<u>ENV2.2 Tonnages of municipal solid waste diverted from landfill per capita</u>	2800 tons	Tonnes of waste diverted from landfill sites	2800 tons	OPEX	2001	-799	None
Increased access to reduce removal	Percentage of households receiving refuse removal services.	95%	Percentage of households with basic refuse removal services or better	95%	Percentage of households receiving basic refuse removal services	95%	OPEX	80%	-15%	Lack of adequate resources in terms of human and machinery. Municipality should finalize the process to appoint the SMMEs and Vehicle Leasing Contract.
Conduct clean up campaigns	Number of clean-up campaigns	469	Conduct clean up campaigns	240	No of clean up campaigns (illegal dumps conducted)	240	OPEX	348	+108	Mobilising of resources
Conduct awareness and education campaigns on waste management and Waste Management By-Laws	Number of Awareness and Education campaigns	80	Awareness and education sessions undertaken	90	Number of awareness and education sessions undertaken	90	OPEX	141	+51	None

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Ensuring a compliance with the MMM's Waste Management By-laws.	Number of notices issued	20	Compliance notices issued within 72 hours after identification of culprit/s	20	Number of compliance notices issued within 72 hours after identification of culprit /s	20	OPEX	26	+6	None
Auditing of the Landfill Sites to ensure compliance	Number of Environmental Audits	New	Conduct Environmental Audit at various MMM's Landfill Sites.	4	Number of Environmental Audit performed at various MMM's Landfill Sites	4	OPEX	2	-2	This function is also done by Environmental Management Unit which is better placed in terms of impartiality
% of the Upgraded and Refurbished permitted Landfill Sites	% of the Permitted Landfill Sites upgraded and Refurbished	Consultant appointed (for the design and implementation of the project)	Weighbridges Upgraded and Maintained	100%	Repair and maintenance of the Southern landfill weighbridges	100%	OPEX	0% and only Tender Evaluation Reports Submitted to SCM	-100% Repairs and maintenance not taking place as planned	BEC must Fast Track the Appointment of Contractors
				100%	Repair and maintenance of the Northern landfill weighbridge	100%	OPEX	0% and only Tender Evaluation Reports Submitted to SCM	-100% Repairs and maintenance not taking place as planned	BEC must Fast Track the Appointment of Contractors

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
				100%	Repair and maintenance of the Botshabelo landfill weighbridge	100%	OPEX	0% and only Tender Evaluation Reports Submitted to SCM	-100% Repairs and maintenance not taking place as planned	BEC must Fast Track the Appointment of Contractors
% of the Upgraded and Refurbished permitted Landfill Sites	% of the Permitted Landfill Sites upgraded and Refurbished	Consultant appointed (for the design and implementation of the project)	Landfill sites Upgraded and Maintained	100%	Upgrade and Refurbishment of the Northern landfill site	100%	R918 395	0% and only Tender Evaluation Reports Submitted to SCM	-100% Upgrade and Refurbishment not taking place as planned	BEC must Fast Track the Appointment of Contractors
				100%	Upgrade and Refurbishment of Southern Landfill site	100%	R918 395	0% and only Tender Evaluation Reports Submitted to SCM	-100% Upgrade and Refurbishment not taking place as planned	BEC must Fast Track the Appointment of Contractors
				100%	Upgrade and Refurbishment of Botshabelo Landfill site	100%	R918 395	0% and only Tender Evaluation Reports Submitted to SCM	-100% Upgrade and Refurbishment not taking place as planned	BEC must Fast Track the Appointment of Contractors
% of the Upgraded and Refurbished Transfer Station and permitted Landfill sites	% of the Transfer Station upgraded.	Consultant appointed (for the design and implementation of the project)	Weighbridges installed and Maintained	100%	Installation of One weighbridges at Thaba Nchu Transfer Station	100%	R918 395	0% and only Tender Evaluation Reports Submitted to SCM	-100% Installation of weighbridge not taking place as planned	BEC must Fast Track the Appointment of Contractors

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
	% of the Permitted Landfill Sites upgraded and Refurbished			100%	Installation of one Weighbridge at Wepener Landfill site	100%	R1 000 000	0% and only Tender Evaluation Reports Submitted to SCM	-100% Installation of weighbridge not taking place as planned	BEC must Fast Track the Appointment of Contractors
				100%	Installation of One weighbridge at Dewetsdorp Landfill site	100%	R1 000 000	0% and only Tender Evaluation Reports Submitted to SCM	-100% Installation of weighbridge not taking place as planned	BEC must Fast Track the Appointment of Contractors
% Development of a Transfer Station in Thaba Nchu	% of the Development of a Transfer Station.	Consultant appointed (for the design and implementation of the project)	% Development of a Transfer Station in Thaba Nchu	100%	Development of the second phase of the Transfer Station in Thaba Nchu	100%	R2 500 000	0% and only Tender Evaluation Reports Submitted to SCM	-100% Development of the second phase not taking place as planned	BEC must Fast Track the Appointment of Contractors
% of the construction of the Ablution Blocks at Landfill Site	% of the construction of the Ablution Blocks at Landfill Site	New	Construction of the Ablution Blocks at Wepener Landfill Site	100%	Construction of the Ablution Blocks at Wepener Landfill Site	100%	R800 000	0% and only Tender Evaluation Reports Submitted to SCM	-10% Construction of the Ablution Blocks not taking place as planned	BEC must Fast Track the Appointment of Contractors
% of the construction of a guardhouse at Wepener landfill site	% of the construction of a guardhouse at Wepener landfill site	New	Construction of a Guardhouse at Wepener landfill site	100%	Construction of a Guardhouse at Wepener landfill site	100%	R400 000	0% and only Tender Evaluation Reports Submitted to SCM	-100% Construction of Guardhouse not happening as planned	BEC must Fast Track the Appointment of Contractors

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
% of the construction of a Weighbridge office at Wepener landfill site	% of the construction of a Weighbridge office at Wepener landfill site	Consultant appointed (for the design and implementation of the project)	Construction of a Weighbridge office at Wepener landfill site	100%	Construction of a Weighbridge office at Wepener landfill site	100%	R1 551 037	0% and only Tender Evaluation Reports Submitted to SCM	-100% Construction of Weighbridge office not taking place as planned	BEC must Fast Track the Appointment of Contractors
The % of the efficient utilization of the MMM's fleet	% of the vehicles installed tracking system	New	Install tracking system in all Municipality's fleet to ensure better use of fleet	100%	Install tracking system in all identified Municipality's fleet to ensure better use of fleet	100%	OPEX	0% and only the technical report has been presented to BEC and accepted. We are awaiting BEC to generate a report for BAC for consideration and approval	-100% Installation of tracking system not taking place as planned	Follow-up with the Supply Chain Management on the progress made

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Procurement of vehicles for the city	% of the vehicles procured for city	New	Replacement of redundant/obsolete vehicles to reduce reliance on hired vehicles	30%	Replacement of old vehicles to reduce reliance on hired vehicles	30%	R85 179 220	0% and only the technical report has been presented to the BEC and BAC. The BAC has indicated that all bids received didn't meet the minimum requirements of the tender. The City Manager should write to the National Treasury requesting a re-advertisement of the bid	-30% Replacement of old vehicles not taking place as planned	Alternative processes have been sorted to ensure that the Municipality has more reliable vehicles. The process is still at an early stage of being presented as SCM-BSC.
Reduce turnaround time on minor maintenance for all vehicles	Number of days taken to repair vehicles for minor repairs	new	No. of days taken for routine minor maintenance on all vehicles of the MMM	5 days	No. of days taken for routine minor maintenance on all vehicles of the MMM	5 days	OPEX	354 Vehicles brought for minor repairs within 5 days	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			TRANSPORT AND ROADS WATER AND SANITATION							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Improve performance of fleet management	Number of vehicles serviced and inspected for roadworthiness	119 755	Number of vehicles serviced and maintained	800	Number of vehicles serviced and maintained	800	OPEX	235 vehicles have been serviced	-565	The spares contractors should be appointed as a matter of urgency to ensure that more vehicles are serviced as required and these services will also extend the lifespan of the vehicle.
			Number of vehicles inspected for roadworthiness	800	Number of vehicles inspected for roadworthiness	800	OPEX	791	-9	More vehicles should be inspected to ensure that they are roadworthy
% of Effective administration of accidents and losses of vehicles	% of the accidents reported and processed	100%	Percentage of accidents and losses incidents processed	100%	Percentage of accidents and losses incidents processed	100%	OPEX	100% reported accident and losses incidents processed	None	None

Table 18: Financial Performance: Solid Waste and Fleet Management Service

Financial Performance: Solid Waste Management Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(273 218 526)	(382 947 984)	(405 083 507)	(399 986 439)	(5 097 068)
Expenditure:					
Employees	238 383 781	188 026 896	215 518 117	249 944 597	(34 426 480)
Repairs and Maintenance	54 836 562	63 214 442	70 314 070	62 812 810	7 501 260
Other	167 876 462	146 669 500	142 237 549	149 124 836	(6 887 287)
Total Operational Expenditure	461 096 805	397 910 838	428 069 736	461 882 243	(33 812 507)
Net Operational Expenditure	187 878 279	14 962 854	22 986 229	61 895 804	(38 909 575)

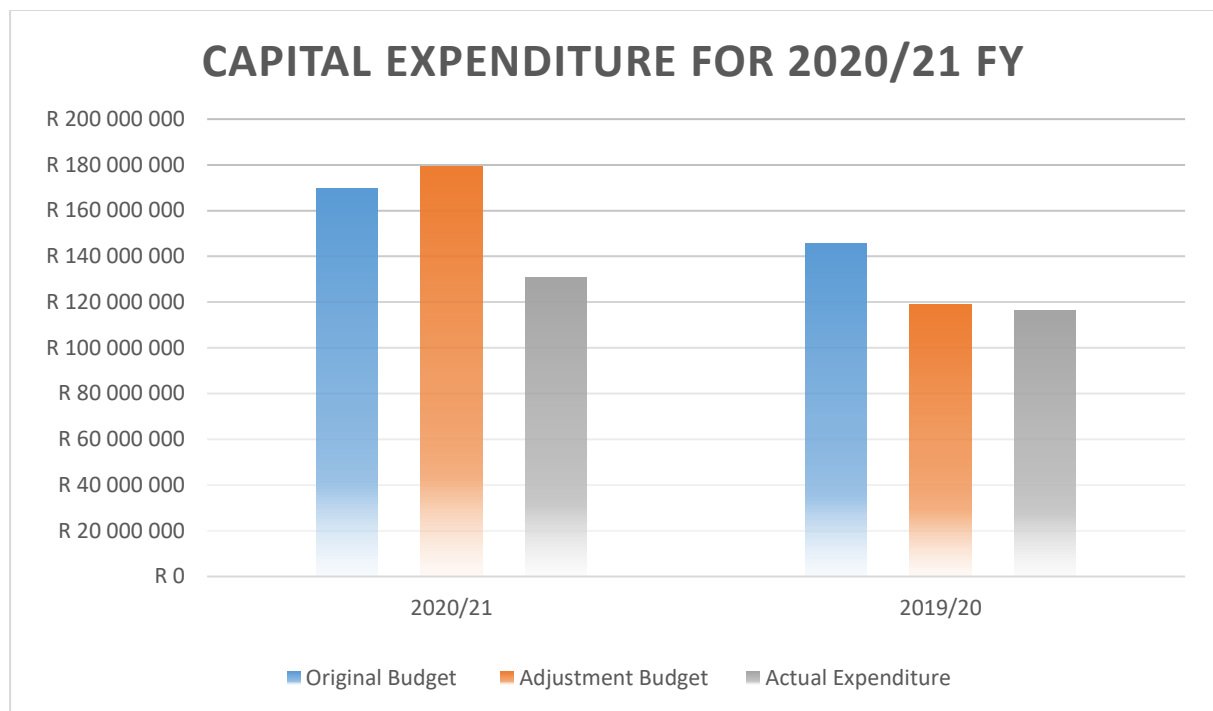
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Table 19: Service Delivery Objectives on Electricity Service

NATIONAL KEY PERFORMANCE AREA (NKPA):				BASIC SERVICE DELIVERY						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				ENERGY AND ELECTRICITY						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 7 – ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				SERVICE DELIVERY IMPROVEMENT						
ROGRAMME/PROJE CT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
To supply 3307 electricity connections in Matlarantlheng and Botshabelo R, Botshabelo Section L, Dewetsdorp (Riverside), Botshabelo section H	Access to electricity	0	Number of households electrified in Mangaung	3307 Electrifications completed in Mangaung	Complete 3307 household connections identified for electrification in the MMM area by 30 June 2021.	To supply 3307 electricity connections to identified households in the MMM area by 30 June 2021	64 499 976	Zero (0) household connections of 3307 not completed.	-3307 house connections not completed.	Fast tracking of project activities by coordinating with contractors, ward Councillors and communities on site.
Erection of 10 high mast lights in various wards within Mangaung	Public lighting	14	Number of public lighting installed	None	Erection of 10 high mast lights within Mangaung by 30 June 2021	10 erected and commissioned high mast lights within Mangaung by 30 June 2021	6 027 012	All ten (10) high mast lights are completed and energized	None	None
Installed capacity of embedded generators on the municipal distribution network.	To ensure that the public informs Centlec of installation of SSEG	Zero capacity installed on our network.			Number of applications received and approved for embedded generation on the Municipal Distribution Network by 30 June 2021.	Number of applications received and approved for embedded generation on the Municipal Distribution Network by 30 June 2021.	OPEX	Zero (0) Installed capacity of approved embedded generators on the municipal distribution network.	None	None
Short term maintenance on transformers	To reduce the probability of failure or the degradation of the functioning of transformer items	367			348 DC Transformer Inspections based on the maintenance plan to be completed from 1st of July 2020 to 30 June 2021.	348 DC Transformer Inspections based on the maintenance plan to be completed by 30 June 2021.	OPEX	348 DC Transformers Short term maintenance completed.	None	None

Table 20: Financial Performance Electricity Services

Details	Capital Expenditure	
	2020/21	2019/20
Original Budget	R 169,725,001	R 145,638,821
Adjustment Budget	R 179,285,774	R 119,158,821
Actual Expenditure	R 129 106 054	R 116,135,721



3.6 Human Settlement

The Directorate Human Settlements intended to provide sustainable human settlements with particular focus on implementation of the different programmes such as: Catalytic Projects, upgrading of informal settlements, rental/social housing development, and expanding tenure security to improve the quality life for the Mangaung households. At the beginning of the financial year, the Metro had set targets for the twelve (12) months of implementation. The Directorate did its best to achieve the set targets and there are instances where these targets were achieved and where they were not due to reasons to be outlined in the report.

Table 21: Service Delivery Objectives on Human Settlement Service

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
PTOs issued	Provide security of tenure	2194	Number of PTO's issued	2500	Number of PTO's issued	2500	OPEX	1079	-721	We have no photocopying machines, and as a result unable to copies for site permits for clients. Due to Covid-19- verified beneficiaries or clients they are afraid to come to our offices to collect their PTO's, they came in small numbers. To expedite the processes.
Title Deeds registration	Provide security of tenure	1566	Number of title deeds registration	1800	Number of title deed registration	1800	OPEX	1927	+127	None

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Vista Park Ext. (251) 2 Installation of water and sewer reticulation on subsidized units	Development of Sustainable and Integrated Human Settlements	20% finalisation of internal services contract	Percentage completion of installation of water and sewer reticulation on subsidized units	500% completion of (phase1) installation of water and sewer reticulation on subsidized units	Percentage completion of (Phase1) installation of water and sewer reticulation on subsidized unit	50% completion of (phase1) installation of water and sewer reticulation on subsidized units	R1,000,000	0	-50% completion of (phase1) installation of water and sewer reticulation on subsidized units	Avail funding to complete the project
Vista Park Ext. (251) 2 Installation of internal Roads and Stormwater on subsidized units	Development of Sustainable and Integrated Human Settlements	New	Percentage completion of installation of internal Roads and Stormwater on subsidized units	50% completion of (Phase 1) installation of internal Roads and Stormwater on subsidized units	Percentage completion of (Phase1) installation of internal Roads and Stormwater on subsidized units	50% completion of (Phase 1) installation of internal Roads and Stormwater on subsidized units	R1,000,000	0	-50% completion of (Phase 1) installation of internal Roads and Stormwater on subsidized units	Avail funding to complete the project
Vista Park Ext. (251) 2 Installation of bulk sewer	Development of Sustainable and Integrated Human Settlements	96%	Percentage completion of installation of bulk sewer	50% completion of (Phase1) installation of bulk sewer	Percentage completion of (Phase1) installation of bulk sewer	50% completion of (Phase1) installation of bulk sewer	R 4,000,000	0	-50% completion of (Phase1) installation of bulk sewer	Avail funding to complete the project

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Vista Park Ext. (251) 2 Installation of bulk Stormwater	Development of Sustainable and Integrated Human Settlements	New	Percentage completion of installation of bulk Stormwater	50% completion of (Phase1) installation of bulk Stormwater	Percentage completion of (Phase1) installation of bulk Stormwater	50% completion of (Phase1) installation of bulk Stormwater	R 8 000 000	0	-50% completion of (Phase1) installation of bulk sewer	Avail funding to complete the project
Vista Park Ext. (256,257,261) 3 Installation of (Phase 1) internal Civil engineering services (Roads, Stormwater, Water and Sewer) on subsidized units	Development of Sustainable and Integrated Human Settlements	20% finalisation of internal services contract	Percentage completion of installation of (Phase1) internal civil engineering services (Roads, Stormwater, Water and Sewer)	50% completion of (Phase1) installation of Civil Engineering Services (Roads, Stormwater, Water and Sewer)	Percentage completion of (Phase1) installation of Civil Engineering Services (Roads, Stormwater, Water and Sewer)	50% completion of (Phase1) installation of Civil Engineering Services (Roads, Stormwater, Water and Sewer)	R30,000,000	0	-50% completion of (Phase1) installation of Civil Engineering Services (Roads, Stormwater, Water and Sewer)	Avail funding to complete the project
Vista Park Ext. (256,257,261) 3 Installation of internal Electricity on subsidized units	Development of Sustainable and Integrated Human Settlements	0	Percentage completion of installation of internal electricity on subsidized units	50% completion of (Phase 1) installation of internal electricity on subsidized units	Percentage completion of (Phase1) installation of internal electricity on subsidized units	50% completion of (Phase 1) installation of internal electricity on subsidized units	R0	0	-50% completion of (Phase 1) installation of internal electricity on subsidized units	Avail funding to complete the project

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Botshabelo Sec D Installation of sewer	Provision of basic services	Preliminary designs	Number of households provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households provided with sewer	Zero household Only appointment of contractor	R6 000 000	Bid Specification to approve for advertisement	Contractor not appointed	Accelerate the appointment of Contractor for construction
Botshabelo Sec M Installation of sewer	Provision of basic services	Preliminary designs	Number of households provided with sewer	Appointment of Contractor for installation of water and sewer	Number of households provided with sewer	Zero household Only appointment of contractor	R6 000 000	Bid Specification to approve for advertisement	Contractor not appointed	Accelerate the appointment of Contractor for construction
Bloemside 9&10 Installation of water and sewer	Upgrading of Informal Settlements to Phase 3	Preliminary designs	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households provided with sewer	Zero household Only appointment of contractor	R7 000 000	Bid Specification to approve for advertisement	Contractor not appointed	Accelerate the appointment of Contractor for construction
Bloemside 7 Installation of water and sewer	Upgrading of Informal Settlements to Phase 3	0	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R7 000 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Grassland Phase 4 Installation of water reticulation	Upgrading of Informal Settlements to Phase 3	0	Number of households living in informal settlements provided with water	1000 households connected with water	Number of households living in informal settlements provided with water	1000	R17 000 000	841	-159	Accelerate progress on-site
Sonderwater Phase 2 installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	0	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R5 320 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor
Chris Hani 28747 installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	0	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R6 000 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor
F/Dom SQ 37321 ZUMA SQ installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	Preliminary designs	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R8 819 000	Bid Re-Advertised to appoint Contractor	No Contractor appointed	Documents were destroyed on the day of Bid closure 21/04/2021. Bid was re-advertised and closed 6 th July 2021

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Marikana SQ installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	Preliminary designs	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R5 320 000	Bid Re-Advertised to appoint Contractor	No Contractor appointed	Documents were destroyed on the day of Bid closure 21/04/2021. Bid was re-advertised and closed 6 th July 2021
Mkhonto SQ Erf 32109 - installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	Detailed designs submitted awaiting approval	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R6 400 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor
Saliva SQ Erf 35180 & 8323 - installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	Detailed designs submitted awaiting approval	Number of households living in informal settlements provided with water and sewer	Appointment of Contractor for installation of water and sewer	Number of households living in informal settlements provided with water and sewer	Zero household Only appointment of contractor	R7 450 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor
Botshabelo Section C and E - installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water and sewer	138 households connected with water alternative sanitation toilets	Number of households living in informal settlements provided with water and sewer	138	R900 000	0	-138	Finalize the appointment of Service Provider to construct the toilets

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Botshabelo West installation of water reticulation	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water	1000 households connected with water and sewer	Number of households living in informal settlements provided with water	1000	R17 000 000	0	-1000	1000 households are completed awaiting commissioning of reservoir. Put pressure on Engineering Services to complete the reservoir project
Botshabelo Sec R installation of water reticulation (1 000 U)	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water	1000 households connected with water and sewer	Number of households living in informal settlements provided with water	1000	R9 000 000	0	-1000	Accelerate appointment of Contractor for construction
Thabo Mbeki SQ installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	Bid to appoint Contractor advertised	Number of households living in informal settlements provided with water and sewer	48 households connected with water and sewer	Number of households living in informal settlements provided with water and sewer	48	R6 250 000	0	-48	Accelerate appointment of Contractor for construction
Kgatelopele SQ installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	0	Number of households living in informal settlements provided with water and sewer	80 households connected with water and sewer	Number of households living in informal settlements provided with water and sewer	80	R9 260 000	71	-9	All households were connected. The number of households to be corrected from 80 to 71

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Soutpan installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water and sewer	22 households connected with water and sewer	Number of households living in informal settlements provided with water and sewer	22	R1 590 000	0	-22	Accelerate appointment of Contractor for construction
Ratau Ext. 40 installation of water reticulation	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water	100 households connected with water and sewer	Number of households living in informal settlements provided with water	100	R2 450 000	0	-100	Advertise for appointment of Contractor
Tambo SQ installation of water and sewer reticulation	Upgrading of Informal Settlements to Phase 3	New	Number of households living in informal settlements provided with water and sewer	23 households connected with water and sewer	Number of households living in informal settlements provided with water and sewer	23	R2 160 000	0	-23	Accelerate appointment of Contractor for construction
Dewetsdorp Installation of water and sewer	Reduce the housing backlog	New	Number of erven installed with water and sewer	Appointment of Contractor for installation of water and sewer	Number of erven installed with water and sewer	Zero household Only appointment of contractor	R3 800 000	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			01 – SPATIAL INTEGRATION							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Fleurdal Infill Installation of water and sewer	Reduce the housing backlog	New	Number of erven installed with water and sewer	Appointment of Contractor for installation of water and sewer	Number of erven installed with water and sewer	Zero household Only appointment of contractor	R2 076 982	None	No Contractor appointed	Expedite approval of design and advertise to appoint contractor
Bloemside Erf 4510 Installation of water and sewer	Reduce the housing backlog	New	Number of erven installed with water and sewer	Designs	Number of erven installed with water and sewer	Zero households Detailed designs submitted for approval	R7 469 500	Detailed designs submitted for approval	-	Accelerate approvals of designs appoint contractor
Botshabelo Sect H2873 and G1011 Installation of water and sewer	Reduce the housing backlog	New	Number of erven installed with water and sewer	Designs	Number of erven installed with water and sewer	Zero households Detailed designs submitted for approval	R2 000 000	None	Detailed designs not submitted for approval	Expedite approval of design and advertise to appoint contractor
Acquisition of Land for Informal Settlements Relocations	Upgrading of Informal Settlements to Phase 1	New	Hectares of land acquired for the relocation of informal settlements	Hectares of land acquired	Hectares of land acquired	Hectares of land acquired	R20 000 000	0	0 hectares acquired	Finalize the negotiations for the acquisition of land

Table 22: Financial Performance: Housing Service

Financial Performance: Housing Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment
					Budget
Total Operational Revenue	(43 392 463)	(46 607 691)	(44 674 492)	(31 315 023)	(13 359 469)
Expenditure:					
Employees	87 088 179	107 850 537	91 933 405	90 649 000	1 284 405
Repairs and Maintenance	2 255 376	2 016 101	1 885 186	514 140	1 371 046
Other	21 805 320	35 916 335	29 509 775	19 924 053	9 585 722
Total Operational Expenditure	111 148 875	145 782 973	123 328 366	111 087 193	12 241 173
Net Operational Expenditure	67 756 412	99 175 282	78 653 874	79 772 170	(1 118 296)

Component B: Financial viability

3.7 Finance Department

The Office coordinates all the functions such as budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management. Moreover, since the Municipality is under section 139 of the Constitution, a lot of work is being done more on the implementation of the financial recovery plan.



Table 23: Service Delivery Objectives on Finance

NATIONAL KEY PERFORMANCE AREA (NKPA):				FINANCIAL VIABILITY						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				01 – SPATIAL INTEGRATION						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION						
CIRCULAR 88 REPORTING REFORMS				CITY TRANSFORMATIONAL INDICATORS (BEPP)						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				FINANCIAL HEALTH IMPROVEMENTS						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Percentage increase on number of customers receiving accurate bills	Installation of prepaid water meters Repairs of broken meter reading devices to cover a greater area	12.80%	Reduce the interim meter readings	Reduce the interim meter readings to %	Reduce the interim meter readings	10%	OPEX	18,38%	+8.38%	Corrective measures such as installation of pre-paid water meters and repairs of broken handheld meter reading devices are in place.
	Implementation of a web platform for consumers to get their statements Further discussions with the post office to increase effective rate Converting more consumers to email statements or by app/sms	New	Issue consumer accounts to correct addresses	% of consumer accounts are issued to correct addresses	Issue consumer accounts to correct addresses	5%	OPEX	5%	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):				FINANCIAL VIABILITY						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				01 – SPATIAL INTEGRATION						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION						
CIRCULAR 88 REPORTING REFORMS				CITY TRANSFORMATIONAL INDICATORS (BEPP)						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				FINANCIAL HEALTH IMPROVEMENTS						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Improve collection rate	Better collaboration with Centlec (electricity) for collection initiatives Debt incentive scheme re-introduction	95%	Improve collection rate	Improve collection rate	Improve collection rate	87%	OPEX	97.21	+10,21	None
Number of defaulting businesses litigated	2 debt collectors appointed to assist litigation Additional handover of accounts	128	Defaulting businesses litigated	Number of defaulting businesses litigated	Number of businesses litigated	400	OPEX	740	+340	None
Fixed asset register is compiled and updated monthly	Continued enhancement of the asset management system Building internal capacity to comply with legislative requirements	New	Updating of fixed asset register	Fixed asset register	Updated fixed asset register	12 FAR UPDATES	OPEX	12 registers were successfully updated on a monthly basis	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):				FINANCIAL VIABILITY						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				01 – SPATIAL INTEGRATION						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION						
CIRCULAR 88 REPORTING REFORMS				CITY TRANSFORMATIONAL INDICATORS (BEPP)						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				FINANCIAL HEALTH IMPROVEMENTS						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Number of interim valuation roll prepared and implemented bi-annually	New valuer to be appointed Monthly supplementary valuations to be performed (although updated at least bi-annually)	New	1 interim valuation roll implemented	Interim valuation rolls implemented bi-annually	Supplementary valuation rolls implemented	2	OPEX	1	-1	Expedite in the new financial year.
All risks of awarding tenders to employees of state are eliminated	Verification done on DBSA and NT website to ensure the recommended bidder is not a public servant	100% compliance with legislative framework	100% compliance	All risks of awarding tenders to employees of state are eliminated	100% compliance	100%	OPEX	100% compliance	None	None
All contracting is done in accordance with scm policy	Bid processes done in line with the scm policy	100% compliance with legislative framework	100% of awarded contracts in line with scm regulations	All contracting is done in accordance with scm policy	100% compliance	100%	OPEX	100% compliance	None	None
Fiscal prudence	Section 71 & 52 reports	New	% operation and capital expenditures against the budget (from 80%)	95% operation and capital expenditures against the budget	% operation and capital expenditures against the budget (from 80%)	95% operation and capital expenditures against the budget	OPEX	76%	-19%	Ensure capital projects are implemented of at the beginning of the financial year
	Section 71 reports	New	Debt coverage	26%	Debt coverage	26%	OPEX	11%	-15%	To improve

NATIONAL KEY PERFORMANCE AREA (NKPA):				FINANCIAL VIABILITY						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				01 – SPATIAL INTEGRATION						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION						
CIRCULAR 88 REPORTING REFORMS				CITY TRANSFORMATIONAL INDICATORS (BEPP)						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				FINANCIAL HEALTH IMPROVEMENTS						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
	Section 71 reports	New	Outstanding service debtors to revenue	87%	Outstanding service debtors to revenue	87%	OPEX	97.21	+10.21	None
	Section 71 reports	New	Cost coverage	0,2 months	Cost coverage	0,2 months	OPEX	0.27 Months	-0.07	None

Table 24: Financial Performance Finance

Financial Performance: Financial Services					
R'000					
Financial Performance: Financial Services	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(1 521 211 883)	(1 626 219 522)	(1 452 509 295)	(1 397 888 136)	(54 621 159)
Expenditure:					
Employees	130 653 356	159 399 893	141 708 104	140 542 382	1 165 722
Repairs and Maintenance	34 802	31 022	29 933	24 167	5 766
Other	104 131 281	129 146 841	147 019 768	103 452 811	43 566 957
Total Operational Expenditure	234 819 439	288 577 756	288 757 805	244 019 360	44 738 445
Net Operational Expenditure	(1 286 392 444)	(1 337 641 766)	(1 163 751 490)	(1 153 868 776)	(9 882 714)

Component C: Local Economic Development

3.8 Economic and Rural Development

The Municipality will enable environment for local economic and rural development to stimulate competitive, inclusive and sustainable. Furthermore, the Municipality's RDP will be linked to certain segments which are arranged to meeting basic needs, infrastructure development, emerging rural industrial and credit financial sectors driven by micro to macro scale enterprise markets (economic activities) and land reform.

An important developmental principle underlying economic development is the broadening of the local economic base. This includes the introduction of new activities to Mangaung (e.g., introducing new industrial activities), exploiting latent resources identified through beneficiation, and the consequent establishment of SMMEs.

Table 25: Service Delivery Objectives on Economic and Rural Development

NATIONAL KEY PERFORMANCE AREA (NKPA):			LOCAL ECONOMIC DEVELOPMENT							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS 03 – GROWTH							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			ECONOMIC GROWTH							
ROGRAMME/ PROJECT	STRATEGIE S	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Hawking Stalls Botshabelo CBD	Construction of informal trading stalls	108 Hawking Stalls at the roof level	Number of hawking stalls completed	222 hawking stalls built	Number of hawking stalls completed	25 hawking stalls built	3 450 000	No stalls built.	-25 hawking stalls not built (Tender document submitted for advertising and appointment of contractor due to Contract termination delayed the completion of the hawking stalls that was not completed as a result of contractor that abandoned the project.)	Appointment of the new contractor will take place in 21/2022.
Container Park Thaba Nchu	Construction of informal trading stalls	Design of the Container Park completed as the service provider was appointed	Number of Container Parks built	Construction of 2 Container Parks	Number of Container Parks built	Construction of 1 Container Parks	3 000 000	TOR and/or specifications developed	-1 Construction of Container Parks	Expedite SCM processes
Waaihoek Precinct Development	Precinct development	Completion of pedestrian walkways	Number of Precinct Development built	1 Precinct Development built	Number of Precinct Development built	Construction Fan Mile and Bloemspruit greening	10 000 000	Construction for block 1 to 4 completed	Construction Fan Mile and Bloemspruit greening (Project progress delayed due to	Completion of the remainder of the project, which consists of blocks 5 and 6 to be completed in the 2021/2022.

NATIONAL KEY PERFORMANCE AREA (NKPA):			LOCAL ECONOMIC DEVELOPMENT							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS 03 – GROWTH							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			ECONOMIC GROWTH							
ROGRAMME/ PROJECT	STRATEGIE S	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
									insufficient grant funding).	
Naval Hill Parking Area	Appointment of service provider	2 350 m ² of parking area paved	Square meters of municipally owned or maintained public outdoor recreation space per capita	4 000 m ² of parking area paved	Square meters of municipally owned or maintained public outdoor recreation space per capita	2 000 m ² of parking area paved	2 000 000	2 000 m ² parking area completed	None.	None.
Pig Farming Unit	Appointment of panel of civil contractors	Incomplete pig farming unit	Number of pig farming units constructed	1 pig farm unit constructed	Number of pig farming units constructed	1 pig farm unit constructed	1 700 000	Detailed designs and tender specifications completed	-1 pig farm unit not constructed	Expedite designs and SCM processes
Fencing of Farms and Commonages	Appointment of service provider	10.4 km fence installed	Length of fence installed	20 km fencing of farms and commonages	Length of fence installed	Fencing of 20 km of farms and commonages	1 800 000	None	-20 km of Fencing of farms and commonages	SCM to appoint panel system Appointment of Panel System outstanding
Municipal Pound - Botshabelo	Appointment of panel of civil contractors	Site for municipal pound identified	Number of pounds built	Construction of municipal pound	Number of pounds built	Design of municipal pound	500 000	None	Design of municipal pound outstanding.	Municipal Site to be finalised
Groundwater Augmentation (Boreholes and Windmills)	Appointment of service provider	New indicator	Number of boreholes and windmills installed or rehabilitated	Installation or rehabilitation of 12 boreholes and 12 windmills	Number of boreholes and windmills installed or rehabilitated	Installation or rehabilitation of 6 boreholes and 6 windmills	2 000 000	Tender for panel system appointment submitted but not approved in 20/2021	Appointment of service provider outstanding Installation or rehabilitation of 6 boreholes and 6	Tender to be readvertised and panel system to be appointed in 21/2022

NATIONAL KEY PERFORMANCE AREA (NKPA):			LOCAL ECONOMIC DEVELOPMENT							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			02 – INCLUSION AND ACCESS 03 – GROWTH							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION							
CIRCULAR 88 REPORTING REFORMS			HOUSING AND COMMUNITY FACILITIES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			ECONOMIC GROWTH							
ROGRAMME/ PROJECT	STRATEGIE S	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
									windmills outstanding	
Agro- Processing (Agri-Park)	Appointment of service provider	New indicator	Number of Agri-hubs built	1 Agri-hub completed	Number of Agri- hubs built	Construction of animal holding pen and paved road	4 000 000	Construction completed	None	None
Botshabelo ICT Digital Incubation Hub	Appointment of service provider	New indicator	Number of incubation hub built	1 incubation hub completed	Number of incubation hub built	Planning, design and construction completed	3 000 000	Planning, design and construction completed	None.	None.
Funicular	Appointment of service provider	New indicator	Number of funiculars built	Design completed	Design of funicular completed	Detailed design and BOQ completed	1 500 000	Detailed design and BOQ completed	None.	None.

Table 26: Financial Performance Economic and Rural Development

Financial Performance: Economic and Rural Development					
Details	Actual 30/06/2020	30/06/2021			
		Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(247 266)	(311 120)	(311 120)	(654 732)	343 612
Expenditure:					
Employees	20 320 217	30 878 539	21 090 955	20 247 252	843 703
Repairs and Maintenance	361 509	-	-	-	-
Other	3 287 718	2 985 661	1 949 858	100 849	1 849 009
Total Operational Expenditure	23 969 444	33 864 200	23 040 813	20 348 101	2 692 712
Net Operational Expenditure	23 722 178	33 553 080	22 729 693	19 693 369	3 036 324

Component D: Good Governance and Public Participation

3.9 Office of the City Manager

Internal Audit

The Municipality has established a functional Internal Audit Unit in terms of section 165(1) of the Municipal Finance Management Act, 56 of 2003 (MFMA). To this end, the unit has carried out its functions as outlined in its Charter and section 165(2) of the MFMA.

Risk Management

The Municipal Finance Management Act (MFMA), Act 56 of 2003 stipulates that the Municipality must maintain an effective, efficient, transparent and accountable system of Risk Management.

Organisational Planning and Performance Management

- To ensure that the Municipality's Integrated Development Plan (IDP) and budget agreed with all stakeholders, and in which communities have participated, which addresses the challenges of growth and redistribution.
- To ensure that residents are aware of the policies, services and activities of the Municipality.

Table 27: Service Delivery Objectives on Office of the City Manager

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
RISK OFFICE										
Forensic/Compliance Investigations	Zero tolerance to Fraud and Corruption	0	Number of alleged fraud and corruption cases reported per 100 000 population	12 investigations	Number of forensic investigations instituted in the quarter	12 investigations	OPEX	14	+2	None
Risk registers developed	Reduce and manage Risks to acceptable appetite	1	Number of risk registers developed	1 risk register	Number of risk registers developed	1 risk register	OPEX	1	None	None
Risk management reports developed.	Reduce and manage Risks to acceptable appetite	3	Number of risk management reports developed	4 reports	Number of risk management reports developed.	4 reports	OPEX	3	-1	Combined 1 st and 2 nd quarters' report
Awareness sessions held	Reduce and manage Risks to acceptable appetite	4	Number of awareness sessions held	4 sessions	Number of Risk Management, Anti-Fraud and Corruption awareness sessions held.	4 sessions	OPEX	8	+4	None
INTERNAL AUDIT										

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Functional Audit Committee	Council appoints qualified, experienced, skilled and knowledgeable persons to serve as Audit Committee members. Adhere to the developed and adopted annual schedule of meetings.	3 Meetings	Number of meetings successfully held	4 Meetings held	Number of meetings successfully held	4 Meetings held	OPEX	7	+3	N/a
Functional Audit Committee	Council appoints qualified, experienced, skilled and knowledgeable persons to serve as Audit Committee members. Adhere to the developed and adopted annual schedule of meetings.	0 (The Audit Committee's functionality during 2019/20 was negatively affected by the delays in the finalization of appointment of Audit Committee members and the Government implementation of Covid 19 lockdown.)	Number of reports compiled and submitted to Council	4 Reports issued	Number of reports compiled and submitted to Council	4 Reports issued	OPEX	3	-1	Audit Committee to sit according to the approved schedule of meetings so that it is able to discuss management reports in order to compile its reports to Council.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Functional Internal Audit Unit	Appointment of qualified, experienced, skilled and knowledgeable persons to the Internal Audit Unit of the Municipality as internal auditors. Continuous skilling, reskilling, upskilling; and training of the Municipality's internal auditors Conduct internal audit reviews according to the approved risk based annual internal audit plan and Institute of Internal Auditors' Standards.	26 Reports issued	Number of audit reviews completed, and reports issued	30 internal audit reviews completed, and reports issued	Number of audit reviews completed, and reports issued	30 internal audit reviews completed, and reports issued	OPEX	35	+5	None
IPTN										
Botshabelo Phase 2 – Non- Motorised Transport	None	2.65 km of Universally Accessible Non- Motorized Transport Network	Number of Kilometers Constructed	1 km	3km of Universally Accessible Non- Motorized Transport Network	1 km	4 000 000	0km	-1km	Project deferred to 2022/2023 financial year due to budget constraints

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Thaba Nchu Phase 2 – Non- Motorised Transport	0	3 km of Universally Accessible Non- Motorized Transport Network	Number of Kilometers Constructed	1 km	3km of Universally Accessible Non- Motorized Transport Network	1 km	3 500 000	0km	-1km	Project deferred to 2022/2023 financial year due to budget constraints
Bloemfontein Phase 2 – Non- Motorised Transport	0	19.5km of Universally Accessible Non- Motorized Transport Network	Number of Kilometers Constructed	0.5km	3.5km of Universally Accessible Non- Motorized Transport Network	0.5 km	2 000 000	0km	-0.5km	Project deferred to 2022/2023 financial year due to budget constraints
Fort Hare Trunk Route – Part A	Provision of functional and compliant IPTN trunk route road infrastructure	66% percent behind set 100% (Both contractors are behind schedule on Programmed works & the impacts of Lock down (Covid 19 Pandemic)	Number of Kilometers Constructed	1.5km	1.5km of fully functional and compliant Trunk Route	1.5 km	8 500 000	1.15km	-0.35km The variance is as a result of project disruptions by community/b usiness Forum unrests. This is to be completed in 2021/2022	Contractor was delayed due to community unrests. Contractor is working during the weekends to expedite the construction progress.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Fort Hare Trunk Route – Part B	Provision of functional and compliant iptn trunk route road infrastructure		Number of Kilometers Constructed	1.1km	1.1km of fully functional and compliant Trunk Route	1 km	5 000 000	0.75km	-0.25km The variance is as a result of project disruptions by community/b usiness Forum unrests. This is to be completed in 2021/2022	Contractor was delayed due to community unrests. Contractor is working during the weekends to expedite the construction progress.
Moshoeshoe Trunk Route – Part A	Provision of functional and compliant iptn trunk route road infrastructure	66% percent behind set 100% (Both contractors are behind schedule on Programmed works & the impacts of Lock down (Covid 19 Pandemic)	Number of Kilometers Constructed	1.1km	1.1km of fully functional and compliant Trunk Route	1.1km	3 500 000	0.55 km	-0.55 km The variance is as a result of project disruptions by community/b usiness Forum unrests. This is to be completed in 2021/2022	Contractor was delayed due to community unrests. Internal Meetings to resolve disputes with the Business Forum have been carried out.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Moshoeshoe Trunk Route – Part B	Provision of functional and compliant iptn trunk route road infrastructure		Number of Kilometers Constructed	2.2km	2.2km of fully functional and compliant Trunk Route	2.2km	5 000 000	1.2 km	-1.0 km The variance is as a result of project disruptions by community/b usiness Forum unrests. This is to be completed in 2021/2022	Contractor was delayed due to community unrests. Contractor is working during the weekends to expedite the construction progress. There are also additional teams employed to increase resources on site.
Chief Moroka Crescent Trunk Route	Provision of functional and compliant iptn trunk route road infrastructure	0	Number of Kilometers Constructed	2.6km	2.6km of fully functional and compliant Trunk Route	2.6km	3 500 000	2.5 km	-0.1 km This variance will be completed mid-august 2021	Contractor is back on track following disruptions by the community unrests.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
IPTN Bus Depot – Civil Works	Functional and Compliant Civil Works	Total Physical Progress is at 50%	Percentage Completion of Earthworks	100% Completion of Phase 1 Civil Works	Completed Phase1 Bus Depot Civil Works	100% Completion of Phase 1 Civil Works	9 525 000	70%	-30%	Contractor was delayed due to community unrests. Contractor is back on track following community unrests, the contractor has also committed to working during weekends to complete works.
IPTN Bus Depot – Building Works	Bus Depot fully compliant to Universal Access Requirements	0	Percentage Completion of Building Works	Contractor Appointed	Completion of Procurement Process	Appointment of Contractor	1 000 000	0	Appointment of Contractor	Bid to be advertised in the 3 rd Quarter of 2021/2022 to allow for overlap to 2022/2023 financial year. This is due the budget shift and reduction.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				- ORGANISATIONAL STRENGTH - SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
IPTN Transfer Facilities	Transfer Facilities fully compliant to Universal Access Requirements	0	Percentage Completion of Construction Works	Contractor Appointed	Percentage Completion of Construction Works	35% of Construction Works Complete	20 000 000	35% of Construction Works Complete	None	Due to budget shortfall and reprioritization, the project will only be implemented in the 3 rd Quarter of 2021/2022 and will overlap to the 2022/2023 financial year.
Open Bus Stations (Bus Stop with Shelter)	Universally accessible bus station	None (New Project)	No. of Bus Stations Completed	4 Sheltered Bus Stations Completed	4 Sheltered Stations	4 Sheltered Bus Stations	2 500 000	4 Sheltered Bus Stations	-4 Sheltered Bus Stations	Awaiting appointment of contractor. Technical Evaluation Report has been tabled before Bid Evaluation Committee.
Bus Stops (With Poles)	Universally accessible bus stop	None (New Project)	No. of Pole Stops Erected	28 Pole Stations Erected	28 Pole Stations	28 Pole Stations	1 010 000	0	-28 Pole Station	Awaiting appointment of contractor. Technical Evaluation Report has been tabled before Bid Evaluation Committee.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				▪ ORGANISATIONAL STRENGTH ▪ SPATIAL TRANSFORMATION						
PROGRAMME/P ROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Intelligent Transport System	Development of intelligent transport system for iptn	0	Starter Services Ticketing System	Starter Services Ticketing System	Starter Services Ticketing System	Starter Services Ticketing System	4 650 000	Starter Services Ticketing System	None	None

3.10 Corporate Service

Corporate Policy Offices

The role of the unit is to provide the following services:

- To ensure effective management of the Municipality addressing agreed political priorities.
- To ensure that the operation of the Municipality is restructured to deliver effectively.
- To ensure that citizens are given sufficient information, opportunity and encouragement to participate in and influence the affairs of the Municipality.
- To ensure that the Municipality will use information and communication technology effectively to assist in decision making, in working efficiently, and in delivering services more effectively to clients.
- To promote the overall wellness of Municipality's staff and provide support systems to maintain such.

Information Communication Technology

The ICT Sub Directorate serves as the focal point for technology advancement in the institution. The ICT Sub Directorate provides control in areas of planning, operation, and maintenance of technology infrastructure, systems, and applications, provide value-added ICT services and solutions to all of the Mangaung Metropolitan Municipality that enhances service delivery to the Municipality. Furthermore, the ICT Sub Directorate is responsible for the institution's communications and computer systems, which include voice, and computer-based technologies. These services and technologies provide the Municipality with the tools essential to effectively carry out day to day operations to support the overall Municipality mission and goals.

The ICT Sub Directorate operates in a collaborative relationship with user departments by facilitating the identification of the appropriate technology and assisting users and management with the implementation of that technology. Although management should have the final say in application-specific decision, the ICT Sub Directorate should guide the selection process by defining standards. These standards are not hard and fast rules; rather a framework within which range of solutions are feasible, both from the functional perspective as well as ICT Sub Directorate technical support capabilities.

Human Resource Management

The strategic objective of human resource management is to lead, manage and direct human resource functions within the Municipality through the following:

- a) Labour relations;
- b) Occupational health and wellness;
- c) HR benefits;
- d) Work study;
- e) Job evaluation;
- f) Payroll Management;
- g) Safety and loss control;

- h) HR Systems;
- i) Individual performance Management; and
- j) Employment.

Legal Services

The Legal Services Sub-Directorate's main purpose is to provide a professional legal advice and assistance service to the Municipality to ensure the proper protection of the Municipality's interests and compliance with its obligations.

Table 28: Service Delivery Objectives on Corporate Services

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
ICT Governance	Maintain Sound ICT Governance Policy. Appointing a Service Provider to assist with the drafting of a Comprehensive ICT Governance Framework and Security.	None	100% completion and approval of the current Draft ICT Governance Policy by Council.	ICT Governance Policy approved by Council.	100% completion and approval of the current Draft ICT Governance Policy by Council.	ICT Governance Policy approved by Council.	262 239	Target Partially Achieved, service provider has been appointed and started the initiating process of reviewing the draft Policies.	ICT Governance Policy approved by Council.	Approval of the Draft ICT Governance Policy by Council.
Digital Platform	Integrate MMM Call Centers, ICT Systems and Automation of processes for efficiency and effectiveness in rendering services while reducing time and costs. Appointing a Service Provider to assist with the Enterprise Resource Planning (ERP) that will integrated and Automate our current fragmented Systems.	0	100% completion of Integration and Automation of targeted ICT Systems in MMM.	Targeted MMM ICT Systems Integrated and Automated	100% completion of Integration and Automation of targeted ICT Systems in MMM.	Targeted MMM ICT Systems Integrated and Automated	262 239	Target Partially Achieved, service provider has been appointed and started the initiating process of analyzing the current Targeted Systems and Infrastructure for integration.	Targeted MMM ICT Systems Integrated and Automated.	Targeted Systems are currently running separately without integration.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Positioning MMM in line with the 4IR	Propel MMM towards a SMART CITY	Concept Paper and Roadmap (Implementation Plan in place	Number of Municipality – Wide Projects and/or Programmes implemented that catapult MMM in the direction of a SMART CITY.	Revised Concept Paper and Roadmap (Implementation Plan) in place and number of Municipality – Wide Projects and/or Programmes implemented that catapult MMM in the direction of a SMART CITY.	Number of Municipality – Wide Projects and/or Programmes implemented that catapult MMM in the direction of a SMART CITY.	Revised Concept Paper and Roadmap (Implementation Plan) in place and number of Municipality – Wide Projects and/or Programmes implemented that catapult MMM in the direction of a SMART CITY.	262 239	Target Partially Achieved. A Workshop was held, and the draft 4thIR Roadmap developed for submission to the ICT Committee	Current Draft 4thIR Roadmap not approved by Council.	Approval of the Current Draft 4thIR Roadmap by Council.
Procurement of desktops and laptops	Maintain a Sound Demand Mngt Plan i.r.o the tools of trade for the organisation. Appointing a Service Provider to supply MMM in line with the DMP.	None	Sound On – Demand Supply of Tools of Trade / Replacement of aging and dysfunctional desktops and laptops.	Provide officials of Mangaung Metropolitan Municipality with adequate ICT equipment for day to day operations	A Service Provider is appointed and supplies MMM in line with the DMP.	A Service Provider is appointed and supplies MMM in line with the DMP.	2 000 000	Target not Achieved. Technical report has been presented to the Bid Evaluation Committee for further recommendations	A Service Provider is appointed and supplies MMM in line with the DMP.	The Bid Adjudication Committee needs to urgently conclude the SCM process in order to meet the high demand of tools of trade in MMM

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
ICT Telecom Infrastructure Equipment	Replacement of Telephone Systems that have reached end of life for efficient communication services across MMM. Appointing a Service Provider to help migrate from old analogue to VoIP telephones system.	Service provider appointed	% achievement in the way MMM is migrating from old analogue to VoIP telephones system	ICT telecom equipment in MMM upgraded and replaced from analogue to Voice over Internet Protocol (VoIP)	% achievement in the way MMM is migrating from old analogue to VoIP telephones system	ICT telecom equipment in MMM upgraded and replaced from analogue to Voice over Internet Protocol (VoIP)	2 000 000	Target not Achieved.	ICT telecom equipment in MMM upgraded and replaced from analogue to Voice over Internet Protocol (VoIP)	ICT is engaging with Legal Services in order to obtain contractual advice on the implementation of VoIP solutions
ICT Network Equipment	Replacement old/aged Network Equipment and enhancing network security across MMM. Appointing a Service Provider to supply MMM in line with approved Upgrading/Replacement Plan.	0	% achievement in the Upgrading/Replacing project from unmanageable switches to PoE (Power over Ethernet) switches	Aging MMM ICT Network Infrastructure upgraded and replaced.	% achievement in the Upgrading/Replacing project from unmanageable switches to PoE (Power over Ethernet) switches	Aging MMM ICT Network Infrastructure upgraded and replaced.	2 000 000	Target not Achieved. Technical report has been submitted and presented to the Bid Evaluation Committee for further recommendation	Aging MMM ICT Network Infrastructure upgraded and replaced.	SCM processes needs to be expedited in order to meet the high demands of MMM

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Procurement and maintenance of ICT Data Centre Infrastructure	Replacement old/aged Data Center Infrastructure. Appointing a Service Provider to supply MMM in line with approved Upgrading/Replacement Plan.	0	% achievement in the Upgrading/Replacing project of the old/aged Data Center Infrastructure to a hyper converged environment.	Old/Aged Data Center Infrastructure upgraded/replaced by a hyper converged environment.	% achievement in the Upgrading/Replacing project of the old/aged Data Center Infrastructure to a hyper converged environment over the MTREF period.	Old/Aged Data Center Infrastructure upgraded/replaced by a hyper converged environment.	8 000 000	Target not Achieved.	Old/Aged Data Center Infrastructure upgraded/replaced by a hyper converged environment.	An assessment is currently conducted to ensure that the specifications are well aligned with current ICT data center infrastructure trends
Procurement of Wi-Fi Equipment	Replacement old/aged Network infrastructure. Appointing a Service Provider to supply MMM in line with approved Upgrading/Replacement Plan	0	% achievement in the Upgrading/Replacing of the old/aged Network infrastructure project.	Aging MMM ICT Network Infrastructure upgraded and replaced.	% achievement in the Upgrading/Replacing of the old/aged Network infrastructure project.	Aging MMM ICT Network Infrastructure upgraded and replaced.	500 000	Target not Achieved. Technical report has been submitted and presented to the Bid Evaluation Committee for further recommendation	Aging MMM ICT Network Infrastructure upgraded and replaced.	SCM processes needs to be expedited in order to meet the high demands of MMM

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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Procurement and installation of a Radio Links	Maintain a Sound Demand Mngt Plan i.r.o HIGH SITES and REPEATERS for effective Two – Way Radio Communication. Appointing a Service Provider to obtain a Two – Way Radio Communication in line with the approved DMP.	0	% achievement in the HIGH SITES and REPEATERS building project.	HIGH SITES and REPEATERS built in line with the city's DMP.	% achievement in the HIGH SITES and REPEATERS building project.	HIGH SITES and REPEATER S built in line with the city's DMP.	1 500 000	Target not Achieved.	HIGH SITES and REPEATERS built in line with the city's DMP.	Technical specifications have been presented and approved by the Bid Specification Committee and waiting for the tender to be advertised.
Construction of community hall per agreed upon cluster of wards (4)	Construction of community facilities within the area of Mangaung to cater for the demand.	None	1 Community hall over MTREF	1 community hall over MTREF	Complete Design phase	Complete approved designs, land / site approval for construction and costing.	0	Target not Achieved	Complete approved designs, land / site approval for construction and costing.	Financial constraints
Maximise occupancy rate	Percentage utilisation rate of community halls.	50% due to Covid 19 regulations	Percentage utilisation rate of community halls	60%	80% utilisation	Maximize occupancy of municipal halls.	0	Target not Achieved	Maximize occupancy of municipal halls.	Due to extensions of lock down regulations
Fire Detection system for MMM Buildings	Installation of firefighting equipment to the building in compliance with the Act and SANS.	2 x Building	Number of buildings complying to SANS regulations	Complete installation of fire detection system	Number of buildings installed with fire detection system	1 x building complying to SANS regulations.	1 836 790	Target Achieved in Quarter two (2)	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
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INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Refurbishment of HVAC system: Bram Fischer	Minimising uncontrollable infiltration ventilation and maximising healthy doses of controllable ventilation.	0	100% working HVAC system with a computerized system	Complete refurbished HVAC and computerized system	1 x building: working HVAC system with a computerized system	1 x building: working HVAC system with a computerized system	2 755 185	Target not Achieved	-1 x building: working HVAC system with a computerized system	Financial constraints
Passenger Carrier/ lift: Gabriel Dichabe	Implementing necessary statutory requirements in meeting the Health and Safety Act - in line with Accessibility of buildings.	Contractor on site. Old lift has been stripped off	100% Compliance	Complete installation of the lift	1 x building with a passenger lift for the disabled	1 x building with a passenger lift for the disabled	551 037	Target Achieved in Quarter two (2)	None	None
Air-con units: Thaba Nchu Regional Office	Minimising uncontrollable infiltration ventilation and maximizing healthy doses of controllable ventilation.	0	100% working air-con units	Complete installation of Air-con unit at Thaba Nchu Regional	1 x building: Complete installation of air-con units	1 x building: Complete installation of air-con units	826 556	Target Achieved	None	None
Passenger carrier/ lift Thaba Nchu Regional Office	Implementing necessary statutory requirements in meeting the Health and Safety Act - in line with Accessibility of buildings	0	100% Compliance	Complete installation of the lift	1 x building with a passenger lift for the disabled	1 x building with a passenger lift for the disabled	1 377 593	Target not Achieved	-1 x building with a passenger lift for the disabled	Improved financial viability of the Municipality

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Refurbishment of refrigeration's at Fresh Produce Market	Refrigeration equipment that is electronically controlled.	0	Producing fresh fruits and vegetables that last long	1 x Complete overhaul of the refrigeration system	Producing fresh fruits and vegetables that last long	1 x Complete overhaul of the refrigeration system	1 836 790	Target not Achieved	-1 x Complete overhaul of the refrigeration system	Improved financial viability of the Municipality
Water reservoir for Bram Fischer Building	Increasing the water supply to Bram Fischer Building.	New	Storing enough water to run the building	Provide employees with uninterrupted water supply	1 x water storage tank commissioned and operational	1 x water storage tank commissioned and operational	734 716	Target not Achieved	-1 x water storage tank commissioned and operational	Improved financial viability of the Municipality
Fencing of Fresh Produce Market	Demarcate resource rich areas and exclude threats/ intruders	Partial fencing completed	Complete fencing of the Fresh Produce Market property	Provide barriers for safe keeping of municipal property	Complete fencing of the Fresh Produce Market property	Appointment of the service provider through the panel to complete the fencing of the Market	Opex	Target not Achieved	Appointment of the service provider through the panel to complete the fencing of the Market	Improved financial viability of the Municipality
Upgrading of the roof at the Fresh Produce Market	Increase the utility of the building	New	Repairing and replacing the section of the roof in accordance with the financial availability	Provide protection to the inside structures from elements	Repairing and replacing the section of the roof in accordance with the financial availability	Provide protection to the inside structures from elements	Opex	Target not Achieved	Provide protection to the inside structures from elements	Improved financial viability of the Municipality

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Institutional Transformation and service delivery	Rationalize the organizational structure to meet Municipality's service delivery needs.	3665 filled posts and 3618 vacant posts. (49,68 %) vacancies	Total number of employees as per staff establishment	20 % reduction of the current vacancy rate through approval of the new structure, abolishing and filling of critical vacancies	Number of permanent employees employed at the end of the quarter.	20 % reduction of the current vacancy rate	Opex	Target not Achieved. The process to finalize a list of critical vacancies have not been finalized and is still underway.	-20 % reduction of the current vacancy rate	The process to compile a list of critical vacancies, and the approval thereof, must be expedited.
Legislative compliance	Conversion, in terms of relevant legislation, of all qualifying non-permanent employee types to fulltime employees.	220 Non-permanent employees.	Full compliance to legislation to phase out temporary and other qualifying non-permanent staff.	100% reduction in the current temporary and non-permanent staff who qualify in terms of legislation.	Number of non-permanent employees employed at the end of the quarter:	100% reduction in the current temporary and non-permanent staff who qualify in terms of legislation.	Opex	Target Achieved. All qualifying employee categories have been converted to permanent.	None	None
Legislative compliance (Approved WSP)	Leverage on SETA Funding to accelerate Career Dev in line with the approved WSP.	(36 % skills levy)	Number of Learnership Programs Implemented.	6 Learnership Programs.	Number of Learnership Programs Implemented.	6 Learnership Programs.	Opex	6	None	None
		(Mandatory grant) = 20 % = R 1 473 806.00 (Discretionary grant) = 49.5 % = R 3 647 669.80 Total grant =	Number of Internship Programs Implemented.	5 Internship Programs	Number of Internship Programs Implemented.	5 Internship Programs	Opex	4	-1	Increased numbers on the online WSP/ATR 2021/22 submission

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
		R 5 121 475.85 Received = R 1 473 806.00 + 362 000.00 for additional courses from directorates = R5 121 475.85 / 1 845 806.00. = R 1 845 806.00.	Number of Skills Programs Implemented.	8 Skills Programs	Number of Skills Programs Implemented.	8 Skills Programs	Opex	3	-5	Increased numbers on the online WSP/ATR 2021/22 submission
			Percentage of municipal skills development levy recovered	50%	Percentage of municipal skills development levy recovered	50%	Opex	Target Achieved 100% skills development levy recovered R 2 228 829.70	+50%	ALLOCATION DG Application for 2020/21 will supplement mandatory grant amount
Employee Capacity building	Promote a culture of Lifelong Learning and Career Dev through Effective Bursary Programme.	50	Number of municipal officials who completed training in this FY	100	Number of municipal officials who are MMM Bursary Holders in this FY.	50	Opex	37	-13	Budget limitations and impact of Covid 19.
				50	Number of municipal officials who completed training in this FY.	50	Opex	24	-26	Postponement /Extension of programme due to impact of Covid 19.

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Ensuring healthy and productive workforce.	Maintain Statutory Compliance, Effective Vaccination Program, Effective Employee Wellness Program and Implement "I Love My City, I Love My Job Campaign.	22410 days Sick Leave Taken. Good intend to reduce to an acceptable norm, however such a norm does not exist in LG (No proposed outcome indicator at this stage).	Number of days of sick leave taken by employees in the FY.	10% reduction.	Number of days of sick leave taken by employees in the FY.	10% reduction	Opex	Target Achieved. 13 443 days – The days taken reduced by much more than the target of 3%	Positive variance 6726 less days taken	None
Sound employee relations and Labour peace	Advocating for Mngt respect for LLF Schedule of meetings and Regular Training sessions with the LLF	Zero	Number of work stoppages occurring in the quarter:	Zero	Zero occurrence of industrial action.	Zero	Opex	Target achieved. Zero occurrence of industrial action 2 LLF Meeting	None	None
Broadening participation and institutionalizing traditional leadership (Attendance)	20% of Council seats represented by traditional leadership Authority	Traditional Authority represented in Council	20% Traditional Leadership represented in Council	20% Traditional Leadership represented in Council	Finalize meeting allowance policy for the Traditional Authority	Approval of the Allowance policy for Traditional Authority	Opex	Target Partially Achieved. The draft policy Is still pending due to Covid 19 current situation and restrictions	Approval of the Allowance policy for Traditional Authority	Due to covid-19 related restriction

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Broadening participation and institutionalizing traditional leadership (Full participation)	20% of Council seats represented by traditional leadership Authority	Traditional Authority represented in Council	20% Traditional Leadership represented in Council	20% Traditional Leadership represented in Council	Traditional Authority participating fully in the Council	Full participation in Council	Opex	Target achieved: 95% attendance of Councilors at Council meetings	None: Councilor engagements successfully achieved	N/A
Legislative compliance and quality leadership (% of Cllr attendance as well as (% of agenda items deferred))	100% Attendance rate in Council	75% attendance rate achieved	Average percentage of Councillors attending Council meetings	Target depends on engagements in Council	Target depends on engagements in Council	95% attendance rate	Opex	Target Partially Achieved. During the 4 th quarter five (5) Council meetings were held through virtual platforms, an average of 85% attendance threshold achieved	The meeting is conducted virtually, Due to covid-19 related restriction that should be adhered to	Impact of covid-19
Legislative compliance and quality leadership (% of Council Committees that are functional)	5 Council Committees exist	50% Average performance achieved	Develop Action plan for Council committees	Efficient committee management system	Full legislative compliance regarding committee meetings	16 meetings scheduled for Council committees	Opex	Target achieved: 16 meetings	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Legislative compliance and quality leadership (% of Mayoral Committees that are functional)	10 mayoral committees established	65% performance achieved	Develop Action plan for each Mayoral committee	Efficient Mayoral committee management system	Full legislative compliance regarding committee management system	40 meetings scheduled for Mayoral Committees	Opex	Target Achieved: 40 meetings were successfully convened	None	None
Promotion of the SMART CITY Concept at the Political Leadership Level (Leadership Buy Inn is paramount here)	Introduce and promote Institutional Efforts around the SMART CITY Concepts and Principles in interaction with Councilors.	Council Agenda distributed electronically, and modern Tools of Trade and Gargets provided to Councilors.	Number of Councilor Training / Capacity Building Programs and/or sessions / workshops completed.	4 Cllr Training / Capacity Building Programs and/or sessions / workshops conducted.	100 Cllrs underwent Training / Capacity Building Programs and/or sessions / workshops.	4 Cllr Training / Capacity Building Programs and/or sessions / workshops conducted.	Opex	Target not Achieved: No Councilors training have been conducted due to Covid 19 restrictions	-4 Councilor training/ Capacity building	Due to Covid 19 restrictions contact trainings have been suspended, considerations are underway for virtual workshops based on the needs and requirements of the incoming new Councilors post the elections

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
To protect the interest of the Municipality	Institutionalise a culture of respect for matters with legal cost implications and contribute to MMM FRP by creating general awareness and assisting line function on how to handle matters legally served on MMM and promoting a culture of consequence Mngt.	58	Number of litigation cases instituted against the Municipality in the FY.	50% reduction in litigation cases instituted against the Municipality.	Number of litigation cases instituted against the Municipality in the FY.	04 interventions	Opex	Target Achieved. 5 Workshops and 9 Legal Opinions	+ 10 Interventions	N/A
To protect the interest of the Municipality	Institutionalise a culture of respect for Municipal By – Laws and contribute to MMM FRP by assisting line function in enforcing and promoting a culture of consequence Mngt.	29	Number of litigation cases instituted by the Municipality in the FY.	95%	Number of litigation cases instituted by the Municipality in the FY.	Number of letters of demands on cases referred for litigation by relevant user directorates.	Opex	10 Litigation cases were instituted and 29 letters of demands were issued	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA):				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE						
CIRCULAR 88 REPORTING REFORMS				GOOD GOVERNANCE HOUSING AND COMMUNITY FACILITIES						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. SDG 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				ORGANISATIONAL STRENGTH						
PROGRAMME/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Establish a Legal Corner on MMM Website.	Establish and Institutionalise Legal Corner on MMM Website in consultation with ICT. Legal Corner ed on MMM Website and provides legal advice and info to all MMM users	None	Prompt On – Demand, on – Line Legal Assistance (including specific /relevant case law and/or general case law updates) and advise is provided to all MMM users on deserving cases.	A Legal Corner is fully functional / operational on MMM Website.	Prompt On – Demand, on – Line Legal Assistance (including specific /relevant case law and/or general case law updates) and advise is provided to a MMM users on deserving cases.	Legal Corner on MMM Website	Opex	Legal Corner Established	None	None
Promoting Good Governance.	Conduct Regular Workshops on legislation and/or relevant case law as a means of creating general awareness and promoting legal compliance.	3 Workshops	Good Governance promoted through regular workshops providing sound legal advice and promoting legal adherence/compliance.	Good Governance Workshops Institutionalise d.	Number of workshops held.	4 workshops	Opex	5 Workshops and 9 Legal Opinions	+ 10 Interventions	N/A

Table 29: Financial Performances Corporate Services

Financial Performance: Human Resource Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(4 520 935)	(10 895 267)	(10 895 267)	(765 473)	(10 129 794)
Expenditure:					
Employees	134 119 114	144 571 792	138 963 988	136 483 585	2 480 403
Repairs and Maintenance	48 631 514	49 890 693	55 164 505	50 841 948	4 322 557
Other	228 447 961	48 037 477	64 084 034	85 874 444	(21 790 410)
Total Operational Expenditure	411 198 589	242 499 962	258 212 527	273 199 977	(14 987 450)
Net Operational Expenditure	406 677 654	231 604 695	247 317 260	272 434 504	(25 117 244)
Financial Performance: ICT Services					
Details	Financial Performance: ICT Services				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-	(5 000)	(5 000)	(798 180)	793 180
Expenditure:					
Employees	33 580 180	38 221 911	35 572 841	35 659 921	(87 080)
Repairs and Maintenance	-	-	-	-	-
Other	28 157 137	27 294 033	35 294 440	29 943 039	5 351 401
Total Operational Expenditure	61 737 317	65 515 944	70 867 281	65 602 960	5 264 321
Net Operational Expenditure	61 737 317	65 510 944	70 862 281	64 804 780	6 057 501

Component E: Institutional Development and Organisational Transformation

3.11 Planning Services

The Department aims to establish new and formalise townships and other strategic investment nodes in the Municipality. Fundamental to the planning process is the Implementation of the Spatial Planning Land Use Management Act (Act 16 of 2013). Through this process the Municipality has established a development tribunal to fast track land use applications.

Key priorities should address the following:

- Densification of the Municipality through infill planning and group housing schemes;
- Elimination of informal settlements and facilitating access to proper community services;
- Creation of liveable urban spaces;
- Integration of the Municipality through the creation of economically viable urban transport corridors; and
- Creating economic and social opportunities for all the residents of the Municipality to benefit .

Table 30: Service Delivery Objectives on Planning Services

NATIONAL KEY PERFORMANCE AREA (NKPA):				MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):				PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT						
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):				01 – SPATIAL INTEGRATION						
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)				INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION						
CIRCULAR 88 REPORTING REFORMS				CITY TRANSFORMATIONAL INDICATORS (BEPP)						
SUSTAINABLE DEVELOPMENT GOAL (SDG)				SDG 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE						
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES				SPATIAL TRANSFORMATION						
PROGRAMM E/PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANC E 2020/2021	VARIANCE	CORRECTIVE ACTION
Land use management scheme	align all land use scheme with SPLUMA	Service provider appointed. Definitions of town planning scheme in draft form submitted	% of Development of Lums	100 % completion of LUMS	100 % completion of LUMS	100 % completion of LUMS	OPEX	Data collection and analysis done, Draft LUMS completed, public participation and Final draft LUMS completed	-100% Council approval on LUMS outstanding	Expedite Council approval
Township establishment farm Klipfontein	Follow all township establishment process e.g., conduct specialized studies etc.	MPT approval not obtained	Number of township establishment completed	1 township establishment processes completed	Number of township establishment completed	1 township establishment processes completed	2 601 655	Specialists' studies were circulated to different stakeholders and considered; comments were received	-1 township establishment MPT approval outstanding due to outstanding Council approval	Engage Desteas to expedite approval of EIA
Township establishment Botshabelo Sepane farms	Follow all township establishment process e.g., conduct specialized studies	MPT approval not obtained	Number of township establishment completed	1 township establishment processes completed	Number of township establishment completed	1 township establishment processes completed	Nil	Specialists' studies were circulated to different stakeholders and considered; comments were received	-1 township establishment MPT approval outstanding due to outstanding Council approval	Engage Desteas to expedite approval of EIA

Formalization of infill planning all wards	Follow all township establishment process e.g., conduct specialized studies	0	Number of township establishment completed	% of completed formalization of infill	Number of township establishment completed	% of completed formalization of infill	2 002 569	Specialists' studies were circulated to different stakeholders and considered; comments were received	MPT approval outstanding due to outstanding Council approval	Follow up to make sure that Council approval is obtained
Number of meetings (MPT)	Develop meeting schedule	New	Number of MPT meetings	10 MPT meeting	Number of MPT meetings	10 MPT meeting	OPEX	6 Meetings	-4 MPT meetings	None
Decisions processed by the MPT	Record and issue decisions letter to the applicant	New	Number of Decision letters processed	Number of Decision letters processed	Number of Decision letters processed	Number of Decision letters processed	OPEX	110 Applications processed	None	None
Construction of a new community centre in Thaba Nchu	Follow SCM processes	Still waiting for scm process	80% progress with compilation of tender documentation	Commence construction of community hall	100% complete construction of community hall	Construction to be 20% complete	5 983 978	Revision of Stage 4 and tender documents	Construction to be 20% complete	SCM process for appointment of contractor to be concluded before the end of quarter 2 of 2020/2021
Rehabilitation of Arthur Nathan swimming pool	Follow SCM processes	Design documentation completed	progress with compilation of tender documentation	100% habitation of Arthur Nathan swimming pool	100% habitation of Arthur Nathan swimming pool	100% habitation of Arthur Nathan swimming pool	4 047 603	Stage 4 and tender documents in progress	100% habitation of Arthur Nathan swimming pool	SCM process for appointment of contractor to be concluded before the end of quarter 2 of 2020/2021
Construction of New Fire Station, Botshabelo	Follow SCM processes	Still waiting for scm process	90% progress with compilation of tender documentation	Commence construction of Fire Station	100% complete construction of Fire Station	Construction to be 30% complete	5 602 183	SCM process in progress	Construction to be 30% complete	SCM process for appointment of contractor to be concluded before the end of quarter 2 of 2020/2021
Educational and awareness programmes	Develop educational materials, conduct visits and organize workshop	8 educational awareness	Educational and awareness programmes	100% educational and awareness programmes complete	Number of educational and awareness programmes 00% complete	4 educational and awareness programmes 00% complete	OPEX	4 Education and awareness programs conducted Educational materials sourced from provincial and National offices.	None	None
Environmental compliance	Develop a compliance audit plan	4 Audits conducted	Compliance audit conducted	Compliance audit conducted	Compliance audit conducted	Number of audits conducted	OPEX	Conduct 10 Audits (4 landfill sites, plus	Positive variance	None. Performed

								Climate Change, Market, Drinking water, Fleet, Wastewater, Hazardous Substances)		above the adopted plan
Metropolitan open space systems	Development of a moss policy	Service provider appointed	Compilation of Moss policy document	100% development of metropolitan open space system	development of metropolitan open space system	100% development of metropolitan open space system	OPEX	Moss Policy Completed and adopted by Council	N/A	N/A
Financial report done once a month	Keep records of financial statements	3 financial reports	3 financial reports	Number of financial reports	3 financial reports	Number of financial reports	OPEX	3 Financial reports	Positive variance	None
Health inspection done once a month	Develop a schedule for inspections	12 health inspection	Identify health inspections to be done	Number of health inspection conducted	Number of health inspection conducted	Number of health inspection conducted	OPEX	3 Health inspection Conducted	Positive variance	None

Table 31: Financial Performance Planning

Financial Performance: Planning Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(8 716 557)	(20 630 940)	(20 630 940)	(13 114 898)	(7 516 042)
Expenditure:					
Employees	48 733 089	55 200 656	53 728 684	51 997 113	1 731 571
Repairs and Maintenance	-	-	-	-	-
Other	28 114 023	29 449 632	24 676 546	24 527 961	148 585
Total Operational Expenditure	76 847 111	84 650 288	78 405 230	76 525 074	1 880 156
Net Operational Expenditure	68 130 554	64 019 348	57 774 290	63 410 176	(5 635 886)
Financial Performance: Fresh Produce Market					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(27 465 879)	(29 865 011)	(29 865 011)	(28 566 648)	(1 298 363)
Expenditure:					
Employees	8 743 211	10 476 437	11 228 251	10 509 118	719 133
Repairs and Maintenance	240 797	395 719	307 093	115 359	191 734
Other	3 228 413	1 924 816	2 383 370	2 976 123	(592 753)
Total Operational Expenditure	12 212 421	12 796 972	13 918 714	13 600 600	318 114
Net Operational Expenditure	(15 253 458)	(17 068 039)	(15 946 297)	(14 966 048)	(980 249)

3.12 Social and Metro Police Services

The Municipality is doing very well in meeting all its set targets in relation to the promotion of literacy in communities through ensuring access to new library materials, marketing of the library services and implementing library outreach programmes to communities. Improve services to ameliorate the plight of vulnerable groups such as street children, people with disability, the elderly and children. Alleviate poverty through community projects and promote arts and cultural programmes. The Municipality has succeeded in supporting the vulnerable groups in our society. The main objective of the park's division is to provide a clean, green and healthy environment to the residents of Mangaung. It is responsible for the horticultural maintenance and development of open spaces, parks, traffic islands, buffer zones, sports fields, street trees, Municipality gardens and fire belts. The main objective of natural resource management is to conserve the natural resources of Municipality, which consist of 28, 000 hectares. Pollution control initiatives within the Municipality are implemented and managed by an integrated approach (waste management, environmental management, environmental health, parks, etc.). With regards to the 2 indicators listed we can report that water quality and air pollution programmes are in place.

Environmental health practitioners take water samples on a daily basis from the 2 main reservoirs (*Brandkop and Maselspoort*) and on a monthly basis at household points evenly spread amongst all suburbs, our current compliance status is well within the parameters of SANS 241.

We also monitor the quality of air by means of one (1) air quality stations, with the main focus on sulphur dioxide emissions. We can safely report that no Incidences in this regard were recorded during this reporting period. The function of provision of environmental health services within the Municipality includes all activities associated with the provision of municipal health services in terms of the National Health Act (No 61 of 2003). Service delivery provision here includes:

Water Quality Monitoring in accordance to Water Services Act and SANS 241 for water quality has been carried out successfully.

To ensure consumer protection in accordance to (Cosmetic and Disinfectants Act no 54 of 1972) a food safety programme has been carried out. This has been achieved by regular inspections (including special events), monitoring, rendering microbiological laboratory services for the analysis of food stuffs as per legislative (sampling,) and compliance (by fulfilling functions of the local trading authority by enforcing the Business Act No 71 of 1991) thus ensuring sustainable health and well-being of citizens.

Surveillance of premises (built environment) has been done in accordance to the National Building Regulations.

The Municipality continued to provide effective health services in relation to inspection of mortuaries to ensure compliance. Furthermore, it has continued to carry out its responsibility in ensuring safe disposal of unidentified bodies in collaboration with Forensic Pathology, in accordance with CHAPTER 10 (Unclaimed bodies or unidentified human Remains) of Regulations relating to Rendering of Forensic Pathology Services in the Government Notice No.636 of July 2007

The **Law enforcement** sub directorate is to enhance order and enforce compliance with road traffic rules in the road network of the Municipality and to ensure that Mangaung is a safe and secure place

to live in, visit and do business. To achieve this, the division aims to prevent and minimize all security risks and threats to municipal property, services and people, crime prevention, enforcement of municipal by-laws and other applicable legislation and the investigation of municipal related crime. Mangaung Metropolitan Municipality targeting the hotspots as identified by law enforcement agencies (SAPS, etc.). This will in future be utilised for traffic violations supplemented by, **speed law enforcement cameras**. The implementation of such measures has resulted in a decline of motor accidents and behavioural change of motorists.

With the deployment of Traffic Wardens in the regions that are working on two shifts system, doing speed enforcement, execution of warrants of arrest, general law enforcement, attending to complaints, escorts of funerals and VIP's, attending to accidents and community complaints, escorting of political and non-political marches and re-routing of traffic during events e.g., road races, soccer and rugby.

These units work on a four-shift system. Units comprises of the following: - Operational unit; Shifts; Reaction group; Dog unit; Investigation unit; Administration unit and Social crime prevention unit

The Fire and Rescue Services aims to prevent fires. Focus is thus placed on fire prevention and public education / awareness with emergency response being the last line of defence.

The Disaster Management sub-directorate is performing its functions and duties in accordance with the Disaster Management Act 2005 (57/2002). The Municipality established a Disaster Management Centre that is the focal point for all disaster related management activities. It effectively renders a critical service to the community relating to call receiving and dispatching emergency resources to all types of emergency and disaster incidents. The centre is making use of an Intelligence Information Management System (IIMS) to capture all information. Call Centre Operators are deployed 24/7 on a shift system. The top 3 service delivery priorities are:

- a) Enhance emergency preparedness.
- b) Ensure prompt and appropriate response to emergency incidents; and
- c) Ensure prompt and appropriate post incident recovery.

Disaster Management encompasses a continuous, integrated, multi-sectoral and multi-disciplinary process of planning and implementation measures incorporating strategies for pre disaster risk reduction as well as post disaster recovery, aimed at:

- preventing or reducing the risk of disasters.
- mitigating the severity or consequences of disaster.
- emergency preparedness.
- rapid and effective response to disasters; and
- post disaster recovery and rehabilitation.

Checklists and measurements were implemented to ensure compliance with standards set to ensure service delivery. Disaster Management staff are involved in public education programmes to enhance community resilience against disasters and negative effects thereof. The Municipality is in its strides to comply with National Legislation relating to risk reduction and response and has complied and completed the following:

- Disaster Management Plan.
- Disaster Management Framework; and
- Risk and Vulnerability Assessment.

Table 32: Service Delivery Objectives on Social and Metro Police Services

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Preventing fire related deaths in fires involving habitable structures	Inspections at High-Risk premises	89 Inspections conducted at High-risk premises	Number of inspections at High-risk premises	90 Inspections at High-Risk premises	90 Inspections at High-Risk premises	90 Inspections at High-Risk premises	OPEX	93 Inspections at High-Risk Premises	+3 Positive	None Required
Preventing fire related deaths in fires involving habitable structures	Inspections at Moderate Risk premises	270 Inspections conducted at Moderate Risk premises	Number of inspections at Moderate risk premises	250 Inspections at Moderate Risk premises	250 Inspections at Moderate Risk premises	250 Inspections at Moderate Risk premises	OPEX	216 Inspections at Moderate Risk Premises	-34 Negative	Lockdown regulations and staff isolation impacting negatively on performance due to Covid 19 pandemic
Preventing fire related deaths in fires involving habitable structures	Inspections at Low-Risk premises	1812 Inspections conducted at Low-Risk premises	Number of inspections at Low-risk premises	1 800 Inspections at Low-Risk premises	1 800 Inspections at Low-Risk premises	1 800 Inspections at Low-Risk premises	OPEX	1 552 Inspections at Low-Risk Premises	-248 Negative	Lockdown regulations and staff isolation impacting negatively on performance due to Covid 19 pandemic
Preventing fire related deaths in fires involving habitable structures	Building plans submitted scrutinized for compliance with statutory fire safety measures within 5 working days	10 out of 10 Building Plans scrutinized for compliance with statutory fire safety measures within 5 working days	Number of building plans submitted scrutinized for compliance with statutory fire safety measures within 5 working days	8 out of 10 Building Plans scrutinized for compliance with statutory fire safety measures within 5 working days	8 out of 10 Building Plans scrutinized for compliance with statutory fire safety measures within 5 working days	8 out of 10 Building Plans scrutinized for compliance with statutory fire safety measures within 5 working days	OPEX	10 out of 10 (161 out of 161 Building Plans scrutinised for compliance with statutory fire safety measures within 5 working days)	+2 Positive	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Dispatching of emergency related distress calls	Fire and rescue calls to which resources are dispatched within 3 minutes	9.85 out of 10	Number of fire and rescue calls to which resources are dispatched within 3 minutes	(8 out of 10) emergency calls received are dispatched within 3 minutes	(8 out of 10) emergency calls received are dispatched within 3 minutes	(8 out of 10) emergency calls received are dispatched within 3 minutes	OPEX	8.95 out of 10 [1928 emergency calls received were dispatched within 3 minutes	+0.95 Positive	None Required
Attending JOC at public events	Percentage of JOC attendance at public events	100% JOC attendance	Percentage of JOC attendance at public events	90% JOC attendance at public events	90% JOC attendance at public events	90% JOC attendance at public events	OPEX	100% [1 Joint Operations Centre attendance]	+10% Positive	None Required
Conducting safety and grading assessments	Safety and grading certificates assessments executed within 7 days after applications received.	10 out of 10	Number of safety and grading certificates assessments executed within 7 days after applications received.	10 out of 10 Safety and grading certificates issued	10 out of 10 Safety and grading certificates issued –	10 out of 10 Safety and grading certificates issued	OPEX	10 out of 10 [68 Safety Grading Certificates were issued]	None	None Required
Municipal workspace contingency plans	Municipal workplaces with completed contingency plans	Contingency plans for 10 workplaces	Number of municipal workplaces with completed contingency plans	Completion of contingency plans of ten (10) workplaces	Completion of contingency plans of ten (10) workplaces	Completion of contingency plans of ten (10) workplaces	OPEX	Completion of contingency plans of 12 workplaces	+2 Positive	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Conducting education and awareness program relating to disaster risk management	Disaster risk management education and awareness campaigns conducted	7 Education and Awareness campaigns conducted	Number of disaster risk management education and awareness campaigns conducted	Five (5) campaigns on disaster risk management education and awareness campaigns conducted	Five (5) campaigns on disaster risk management education and awareness campaigns conducted	Five (5) campaigns on disaster risk management education and awareness campaigns conducted	OPEX	2 Campaigns on disaster risk management education and awareness campaign conducted	-3 Negative	No campaigns conducted due to the COVID 19 regulations
Conducting disaster risk management assessment after incidents and or disasters	Disaster risk assessments conducted within 48 hours after disaster or emergency incident occurred	10 out of 10 Disaster Risk Assessments within 48 hours conducted [388 Assessments]	Number of disaster risk assessments conducted within 48 hours after disaster or emergency incident occurred	9 out of 10 disaster risk assessments within 48 hours after disaster or emergency incident occurred	9 out of 10 disaster risk assessments within 48 hours after disaster or emergency incident occurred	9 out of 10 disaster risk assessments within 48 hours after disaster or emergency incident occurred	OPEX	10 out of 10 [381 Assessments conducted]	+1 Positive	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Emergency response to disasters by reservists and volunteers	0 (zero) natural disaster related deaths per 1000 population (pop: 787 929)	17 Volunteers were recruited	Number of natural disaster related deaths per 1000 population	0 (zero) natural disaster related deaths per 1 000 population registered	Number of reservists and volunteer responders per 1000 population 0.101 volunteers per 1000 population registered. (80 volunteers)	Number of reservists and volunteer responders per 1000 population 0.101 volunteers per 1000 population registered. (80 volunteers)	OPEX	Nil	Nil	No recruitment due to COVID 19 regulations
Air Pollution	Number of days where PM2.5 levels exceeded guideline levels	199 Days out of 366 days compliance to the pm 2.5 NAAQ standard	Number of days where PM2.5 levels exceeded guideline levels	Number of days where the pm2.5 levels exceeded the national standard of 25 µg/m3	Percentage of atmospheric emissions (AELs) processed within guideline timeframes	Number of days where the pm2.5 levels exceeded the national standard of 25 µg/m3	OPEX	133 days out of 365 days where the pm 2.5 levels exceeded the national standard of 25 µg/m3	None	None Required
Air Pollution	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes adhered to	157 Days out of 366 days compliance to the pm 10 NAAQ standard	Number of days where PM10 levels exceeded guideline levels	Annual average pm 10 NAAQ standard not in exceedance of ambient concentration of 40 µg/m3	Percentage of atmospheric emissions (AELs) processed within guideline timeframes	Number of days where the pm 10 levels exceeded the national standard of 10 µg/m3	OPEX.	168 days out of 365 days where the pm 10 levels exceeded the national standard of 40 µg/m3 —	None	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Air Emission Licenses (AELs) processed	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes	1 Application received and processed for compliance and enforcement	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes	All AEL's received and processed within 60 days after all information being submitted	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes	All AEL's received and processed within 60 days after all information being submitted	OPEX	0 AEL's received and processed within 60 days after all information being submitted	None	None Required
Air Emission Licenses (AELs) captured on National Atmospheric Emission Inventory system (NAEIS)	Report on nr. of AEL's issued per quarter. Adhering to the baseline target.	15 Enterprises captured on the system.	Municipal AEL applications captured on the National Atmospheric Emissions Inventory System	All AELs issued by the Municipality which information are available on the NAEIS	Municipal AEL applications captured on the National Atmospheric Emissions Inventory System	All AELs issued by the Municipality which information to be available on the NAEIS	OPEX	0 Municipal AEL applications captured on the National Atmospheric Emissions Inventory System	None	None Required
Noise Pollution	Percentage of households experiencing a problem with noise pollution	74 Complaints received from households reporting noise pollution addressed	Percentage of households experiencing a problem with noise pollution	All complaints received regarding households experiencing problems with noise pollution	Percentage of complaints addressed from total number of complaints received from households experiencing problems with noise pollution	All (10 out of 10) complaints received from households reporting noise pollution addressed	OPEX	63 Complaints received from households reporting noise pollution addressed.	None	None Required
Number of public libraries per 100 000 population	1 Library to serve 100 000 people	1.9 Libraries per 100 000 people (current 9 libraries)	Number of public libraries per 100 000 population	1 Library to serve 100 000 people	Number of public libraries per 100 000 population	1 Library to serve 100 000 people	OPEX	15 Libraries Serving 771 745 people	None	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Utilization rate of sports fields	100% Utilization of Sport Fields	3050 hours utilized and booked for 670 events	Percentage utilization rate of sports fields	Percentage of available hours across all sports facilities that are booked in a year	Average Utilization rate of sports facilities annually	Percentage of hours of sport facility bookings	OPEX	636 hours utilized and booked for 274 events. Demand based	None	None Required
Library visits per library	Average Number of visits per library	139 757 people visited the 9 MMM libraries	Average number of library visits per library	The average number of library visits per library per year	Average Utilization rate of libraries per library annually	Number of visits per library	OPEX	19 220 people visited 8 MMM libraries	None	None Required
Drinking water samples taken	Number of drinking water samples taken	1005 Drinking water samples taken	Number of drinking water samples taken	1032 Drinking water samples to be taken	1032 Drinking water samples to be taken	1032 Drinking water samples taken	OPEX	1093 Drinking Water Samples taken	+61 Positive	None Required
Food premise inspections conducted as per provision of the foodstuffs, cosmetic and disinfectant act 54 1972	Number of food premise inspections conducted as per provision of the foodstuffs, cosmetic and disinfectant act 54 1972	9754 Food premises inspected	Number of food premise inspections conducted as per provision of the foodstuffs, cosmetic and disinfectant act 54 1972	6000 Food premises to be inspected	6000 Food premises to be inspected	6000 Food premises inspected	OPEX	6583 Food premises inspected	+583 Positive	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Library programs to communities Training	Number of library programs to communities	735 Library program activities to communities	Number of library programs to communities	100 Library program activities to communities to be conducted	100 Library program activities to communities to be conducted	100 Library program activities to communities	OPEX	0 Library programmes were conducted due to Covid 19 restrictions.	-100 Negative	The LIS Division will only host outreach programmes to the community once the state of disaster has been lifted (Covid 19 restrictions)
Training programs on HIV/Aids	12 Training programs on HIV/AIDS prevention to be conducted	13 Training programs on HIV/Aids prevention	Number of training programs on HIV/AIDS	12 Training programs on HIV/AIDS prevention to be conducted	12 Training programs on HIV/AIDS prevention to be conducted	12 Training programs on HIV/AIDS prevention conducted	OPEX	10 Training Programs on HIV/AIDS prevention conducted	-2 Negative	The AIDS Unit will conduct training outreach programmes to the community once Level 4 Lockdowns has been lifted on group activities (Covid 19 restrictions)
De-contamination and disinfection of Offices and premises due to COVID 19 pandemic New – COVID 19 Impact	Number of premises de-contaminated and disinfected during COVID 19 lockdown	New Program 151 Premises de-contaminated and is infected during the COVID 19 lockdown	Number of premises de-contaminated and disinfected during COVID 19 lockdown	Number of premises de-contaminated and disinfected during COVID 19 lockdown	Number of premises de-contaminated and disinfected during COVID 19 lockdown	Number of premises de-contaminated and disinfected during COVID 19 lockdown	OPEX	236 premises de-contaminated and disinfected during COVID 19 lockdown	None	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Nallis view Cemetery Developed USDG funded – request will be submitted for roll-over of unspent funding for 2019/20 to 2020/2021	Service Delivery	None	Nallis view Cemetery Developed	Development of Nallis view Cemetery	Nallis view Cemetery Developed	Development of Nallis view Cemetery: 2 Phases: 1.Construction of ablution block 2.Grading of an internal road 1.65 km from T102 to the demarcated burial blocks.	CAPEX R3 000 000	1.Construction of ablution block is 90 % complete 2.Construction could not be realized due to budget cuts.	Negative - 10% Negative	1.Outstanding work to be completed before 15.07.2021: Roof Trimmings, finishing of walls around plumbing fixtures, Clearing of the site. 2.None Required
Regional Park development in (Grassland Mangaung)	Service Delivery	Regional Park development in grassland Mangaung)	Regional Park development in (Grassland Mangaung)	Regional Park development in Grassland (Mangaung)	Regional Park development in(Grassland Mangaung	Regional Park development in Grassland Mangaung	CAPEX Budget was reduced to R0 (zero) during special adjustment budget 22 October 2020	Project cancelled and funds moved to Nallisview Cemetery project	Negative	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Regional Park development in (Turflaagte Mangaung)	Service Delivery	Regional Park development in Turflaagte Mangaung)	Regional Park development in (Turflaagte Mangaung)	Regional Park development in Turflaagte (Mangaung)	Regional Park development in (Turflaagte Mangaung)	Regional Park development in Turflaagte Mangaung	CAPEX Budget was reduced to R0 (zero) during special adjustment budget 22 October 2020	Project cancelled and funds moved to Nalisview Cemetery project	Negative	None Required
Park Wepener USDG funded – request will be submitted for roll-over of unspent funding for 2019/20 to 2020/2021	Service Delivery	Park Development in Wepener	Park Development in Wepener	Park Development in Wepener	Park Development in Wepener	Park Development in Wepener	R1 082 000	100% Completion	None	None Required
Park Soutpan USDG funded – request will be submitted for roll-over of unspent funding for 2019/20 to 2020/2021	Service Delivery	Park Development in Soutpan	Park Development in Soutpan	Park Development in Soutpan	Park Development in Soutpan	Park Development in Soutpan	R 1 000 000	90% Completion	Negative	The contractor agreed to attend to the outstanding issues.

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Speed Law Enforcement Cameras – Handheld (On Capital Budget)	Procurement of Speed law enforcement cameras – Handheld	0	Number of Speed Law Enforcement Cameras – Handheld Cameras procured	Speed Law Enforcement Cameras – Handheld cameras procured	Number of Speed Law Enforcement Cameras – Handheld Cameras procured	Procurement of speed law enforcement Cameras – Handheld Cameras	CAPEX R1 200 000	Project complete Speed Law enforcement cameras procured and delivered. Awaits payment of service provider	Positive	None
Wheel Clamps (On Capital Budget)	Procurement of Wheel clamps	0	Wheel clamps procured	Wheel clamps procured	Wheel clamps procured	Procurement of Wheel clamps	CAPEX R200 000 Adjusted Budget	Project complete. Wheel clamps delivered. Awaits the payment of service provider (ONKHAHLILE PALESA GENERAL TRADING)	Positive	None
Upgrading of Bloemfontein Zoo (On Capital Budget)	Reporting on upgrading of Bloemfontein Zoo	Project did not realize – project removed during Special Adjustment budget 28.11.2019	Bloemfontein Zoo upgraded	Bloemfontein Zoo upgraded	Upgrading of Bloemfontein Zoo	Upgrading of Bloemfontein Zoo	CAPEX	Project did not realize Budget removed during Adjustment Budget	Negative	None Required
Crime prevention projects	Conduction of crime prevention operations	12 Crime prevention operations conducted	Number of crime prevention activities targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	OPEX	12 Crime Prevention activities conducted targeting known hotspots	None	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Street Trading By-Law enforcement	Conduction of street trading operations	12 Street Trading Operations conducted	Number of Street trading operations to enforce by-laws	12 Street trading operations to be conducted	12 Street trading operations to be conducted	12 Street trading operations to be conducted	OPEX	12 street trading operations conducted	None	None Required
Un-roadworthy vehicle Road Safety project	Issuing of notices for un- roadworthy vehicles	1 515 Notices issued for un- roadworthy vehicles	Number of notices issued to motorists driving un-roadworthy vehicles	1000 Notices to be issued to motorists driving un- roadworthy vehicles	1000 Notices to be issued to motorists driving un-roadworth vehicles	1000 Notices to be issued to motorists driving un- roadworthy vehicles	OPEX	882 Notices issued to motorists driving un-roadworthy vehicles	-118 Negative	Traffic Officers attended Metro Police training and it caused shortage of staff to enforce the law
Driver fitness Road Safety project	Issuing of notices for driving without safety belts	2 771 Notices issued for driving without safety belts	Number of notices issued to motorists driving without safety belts	1000 Notices to be issued to motorists driving without safety belts	1000 Notices to be issued to motorists driving without safety belts	1000 Notices to be issued to motorists driving without safety belts	OPEX	807 x Notices issued to motorists driving without safety belts	-193 Negative	Traffic Officers attended Metro Police training and it caused shortage of staff to enforce the law
Road Traffic Fatalities	Reporting of accidents at MMM Disaster Centre and Provincial EMS	61 Accidents reported at MMM Disaster Centre & 471 Road Traffic fatalities reported to Provincial EMS	Road traffic fatalities per 100 000 population	Number of road traffic fatalities per 100 000 population	Number of road traffi fatalities per 100 000 population	Number of Road Traffic fatalities	OPEX	MMM Disaster Centre: 159 Accidents reported 276 Provincial EMS: Accidents reported	None	None Required

NATIONAL KEY PERFORMANCE AREA (NKPA):			MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES							
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			INCLUSION AND ACCESS							
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION							
CIRCULAR 88 REPORTING REFORMS			ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES							
SUSTAINABLE DEVELOPMENT GOAL (SDG)			SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS. 16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.							
MANGAUNG STRATEGIC DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT							
PROGRAMME/ PROJECT	STRATEGIES	2019/2020 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2020/2021	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2020/2021	BUDGET 2020/2021	ACTUAL PERFORMANCE 2020/2021	VARIANCE	CORRECTIVE ACTION
Road Fatal Crash Fatalities	Reporting of fatal crash fatalities at MMM Disaster Centre and Provincial EMS	176 Accidents reported at MMM Disaster Centre & 685 Road Traffic fatalities reported to Provincial EMS	Average of number of fatalities per fatal crash	Number of road fatalities per crash	Number of road fatalities per crash	Average number of road fatalities per fatal crash	OPEX	MMM Disaster Centre: 28 Accidents reported 1885 Provincial EMS: Accidents reported	None	None Required
Parking Meters	Procurement of Parking Meter system	0	Parking Meter system procured and installed	Parking Meter system procured and installed	Parking Meter system procured and installed	Installation and procurement of Parking Meter system	OPEX	Submitted tender specifications and this item served before Specifications committee on 28 June 2021.	Negative	The specifications were submitted several times but got lost. The SCM process started afresh in April 2021
Contravention Management System	Installation of Traffic Contravention Management System	0	Traffic Contravention Management System installed	Traffic Contravention Management System installed	Traffic Contravention Management System installed	Installation of Traffic Contravention Management System	OPEX	Project complete. Traffic Contravention system installed	Positive	None

Table 33: Financial Performance Social and Metro Police Services

Financial Performance: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(2 039 695)	(3 764 735)	(3 384 770)	(1 933 701)	(1 451 069)
Expenditure:					
Employees	66 230 803	70 583 273	65 984 743	5 837 015	60 147 728
Repairs and Maintenance	17 804 727	13 595 501	16 780 605	1 646 448	15 134 157
Other	41 537 323	16 684 497	21 051 146	3 478 694	17 572 452
Total Operational Expenditure	125 572 853	100 863 271	103 816 494	10 962 157	92 854 337
Net Operational Expenditure	123 533 158	97 098 536	100 431 724	9 028 456	91 403 268
Financial Performance: Health Inspection and etc.					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(308 728)	(387 972)	(107 025)	(374 279)	267 254
Expenditure:					
Employees	16 197 382	17 194 761	16 910 091	1 309 369	15 600 722
Repairs and Maintenance	-	5 196	304 033	1 587	302 446
Other	340 087	212 801	854 902	272 205	582 697
Total Operational Expenditure	16 537 469	17 412 758	18 069 026	1 583 161	16 485 865
Net Operational Expenditure	16 228 741	17 024 786	17 962 001	1 208 882	16 753 119

Financial Performance: Police/Traffic and Security					
Operational Budget	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue,	(18 205 029)	(23 071 483)	(5 871 483)	(2 525 962)	(3 345 521)
Expenditure:					
Employees	124 271 867	121 094 282	143 800 652	137 881 794	5 918 858
Repairs and Maintenance	-	6 288 534	4 036 105	1 839 899	2 196 206
Other	115 916 068	51 286 499	88 003 506	66 998 193	21 005 313
Total Operational Expenditure	240 187 935	178 669 315	235 840 263	206 719 886	29 120 377
Net Operational Expenditure	221 982 906	155 597 832	229 968 780	204 193 924	25 774 856
Financial Performance Year: Fire Services					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(857 349)	(1 089 754)	(1 089 754)	(523 033)	(566 721)
Expenditure:					
Fire fighters	65 067 810	72 863 998	67 075 250	66 441 563	633 687
Repairs and Maintenance	6 153	38 053	441 169	135 568	305 601
Other	10 783 040	2 588 561	15 357 191	12 539 193	2 817 998
Total Operational Expenditure	75 857 003	75 490 612	82 873 610	79 116 324	3 757 286
Net Operational Expenditure	74 999 654	74 400 858	81 783 856	78 593 291	3 190 565
Financial Performance: Disaster Management, Animal Licensing and Control, Control of Public Nuisances, Etc.					
R'000					

Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(15 890)	(21 924)	(21 924)	(12 395)	(9 529)
Expenditure:					
Employees	11 074 882	11 284 059	12 399 406	12 166 572	232 834
Repairs and Maintenance	-	-	-	-	-
Other	167 944	233 907	177 457	82 706	94 751
Total Operational Expenditure	11 242 826	11 517 966	12 576 863	12 249 278	327 585
Net Operational Expenditure	11 226 936	11 496 042	12 554 939	12 236 883	318 056
Financial Performance: Sport and Recreation					
R'000					
Details	30/06/2020	30/06/2021			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	(4 105 149)	(9 097 645)	(8 940 295)	(5 381 073)	(3 559 222)
Expenditure:					
Employees	60 739 467	65 350 023	64 259 240	62 974 331	1 284 909
Repairs and Maintenance	1 419 312	3 410 155	1 689 081	1 105 150	583 931
Other	26 219 063	25 994 525	25 598 618	19 339 605	6 259 013
Total Operational Expenditure	88 377 842	94 754 703	91 546 939	83 419 086	8 127 853
Net Operational Expenditure	84 272 693	85 657 058	82 606 644	78 038 013	4 568 631

3.13 MFMA Circular 88 Outcome and Output Indicators as reported to National Treasury

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
C88 OUTPUT INDICATORS FOR ANNUAL REPORTING											
EE4.12		Installed capacity of approved embedded generators on the municipal distribution network	97,00	100,00	0,00	-100,00	It is purely based on applications made by the public and business within the period under review and only 8180 applications received	More consumer awareness with regards to renewable energy connections to the grid			
	EE4.12(1)	(1) Sum of all SSEG installation capacities among municipal customer base			0,00						
ENV1.12		Percentage of AQ monitoring stations providing adequate data over a reporting year	Received data from 1 Air station that is functional. Pelonomi	100,00%	33%	-67%	None	improvement of other monitoring stations by the provincial departments			
	ENV1.12(1)	(1) Number of fully operational AQ monitoring stations			1,00						
	ENV1.12(2)	(2) Total number of government owned (all spheres) monitoring stations within municipal area			3,00						
ENV3.11		Percentage of known informal settlements receiving integrated waste handling services	91%	97,00%	100,00%	3,00%	Lack of resources	The reporting of the indicator, will be improved to minimise the			

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
								discrepancies and improve the performance.			
		ENV3.11(1)	(1) The number of recognised informal settlements receiving basic waste services		47,00						
		ENV3.11(2)	(2) The total number of recognised informal settlements		47,00						
ENV4.11			Percentage of biodiversity priority area within the metro	28,00%	100%	15%	-85%	None	Additional Resources Required		
		ENV4.11(1)	(1) Total area of biodiversity priority areas		2869,00						
		ENV4.11(2)	(2) Total municipal area		9899,00						
ENV4.21			Percentage of biodiversity priority areas protected	5,00%	100%	20%	-80%	Shortage of Resources	Additional Resources Required		
		ENV4.21(1)	(1) Area of priority biodiversity area which is protected		152,00						
		ENV4.21(2)	(2) Total area identified as a priority biodiversity area		2869,00						
HS1.11			Number of subsidised housing units completed	0,00	0,00	0,00	0,00	The Municipality is not yet accredited for building of Houses	The Municipality is not yet accredited for building of Houses	The Municipality is not yet accredited for building of Houses	
		HS1.11(1)	(1) Number of subsidised housing units		0,00						

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
			completed by the metro									
HS1.12	Number of formal sites serviced			391,00	5215,00	1424,00	-3791,00	Contractor not appointed	Accelerate the appointment of Contractor for construction			
		HS1.12(1)	(1) Number of sites serviced			1424,00						
HS1.31	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)			47,00	47,00	47,00	0,00	None	None			
		HS1.31(1)	(1) Number of informal settlements enumerated and classified according to the UISP categorisation, or equivalent.			47,00						
HS1.32	Percentage of informal settlements using a participatory approach to planning or implementing upgrading			100,00%	100,00%	2448,94%	2348,94%	Shortage of resources	Mobilising for more resource to expedite this process			
		HS1.32(1)	(1) Count of informal settlements in the process of upgrading using participatory planning			24,00						
		HS1.32(2)	(2) A simple count of informal settlements that have been identified for upgrading through participatory planning processes and which have been allocated a budget for this			23,00						

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
			process in the medium-term review and expenditure framework.									
		HS1.32(3)	(3) Count of all discrete informal settlements in the Municipality			47,00						
HS2.21	Number of rateables residential properties in the subsidy housing market entering the municipal valuation roll			0,00	0,00	0,00	0,00	None	None	Information to be provided by the finance department		2021/2022
		HS2.21(1)	(1) Number of new subsidised residential properties completed by the metro entering the municipal valuation roll			0,00						
TR1.12	Number of scheduled public transport access points added			0,00	4 Shelters Bus Stations and 28 Pole Stations.	0,00	-4 Shelters Bus Stations and -28 Pole Stations.	Awaiting appointment of contractor.	Technical Evaluation Report has been tabled before Bid Evaluation Committee.	The Municipality is still in the process of construction for IPTN		
		TR1.12(1)	(1) Scheduled public transport service access points added			0,00						
TR3.11	Number of weekdays scheduled municipal bus passenger trips			0,00	0,00	0,00	0,00	Systems is non-operational.	The fleet is non-operational yet.	The Municipality is still in the process of construction for IPTN		
		TR3.11(1)	(1) The number of bus			0,00						

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
			passenger trips on scheduled municipal bus services on weekdays									
TR4.21	Percentage of scheduled municipal bus services 'on time'			0,0%	0,0%	0,00%	0,00%	Systems is non-operational.	The fleet is non-operational yet.	The Municipality is still in the process of construction for IPTN		
		TR4.21(1)	(1) Scheduled bus arrivals on time			0,00						
		TR4.21(2)	(2) Total scheduled bus arrivals			0,00						
TR5.21	Percentage of scheduled municipal buses that are low entry			Municipal bus services not yet ready	0%	100,0%	0,00%	Systems is non-operational.	The fleet is non-operational yet.	The Municipality is still in the process of construction for IPTN		
		TR5.21(1)	(1) Number of buses that have low floor entry			10,00						
		TR5.21(2)	(2) Total number of buses in the municipal fleet			10,00						
TR6.11	Percentage of unsurfaced road graded			34,8%	100,0%	52,44%	-47,56%	Budget constraints	Funding of roads maintenance through fuel levy.			
		TR6.11(1)	(1) Kilometers of municipal road graded			1167,77						
		TR6.11(2)	(2) Kilometers of unsurfaced road network			2227,00						
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed			4,4%	100,0%	0,27%	-99,73%	Budget constraints	Funding of roads maintenance through fuel levy.			

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		TR6.12(1)	(1) Kilometers of municipal road lanes resurfaced and resealed			10,38							
		TR6.12(2)	(2) Kilometers of surfaced municipal road lanes			3831,00							
WS3.11	Percentage of complaints/callouts responded to within 24 hours (sanitation/wastewater)			98,0%	100,0%	47.0%		-53,00%	Records not kept in some regions due to printing challenges in the Municipality	Urgent prioritization of printing services	Job cards could not be generated	Advertisement for purchase of printers	
		WS3.11(1)	(1) Number of callouts/complaints responded to within 24 hours (sanitation/wastewater)			2559,00							
		WS3.11(2)	(2) Total number of complaints/callouts (sanitation/wastewater)			5478,00							
WS3.21	Percentage of complaints/callouts responded to within 24 hours (water)			92,6%	100,0%	47.0%		-53,00%	Records not kept in some regions due to printing challenges in the Municipality	Urgent prioritisation of printing services	Job cards could not be generated	Advertisement for purchase of printers	
		WS3.21(1)	(1) Number of callouts/complaints responded to within 24 hours (water)			2559,00							
		WS3.21(2)	(2) Total water service complaints/callouts			5478,00							

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target 2020/21 for	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
WS5.31	Percentage of total water connections metered			65,0%	100,0%	157,60%		57,60%	Budget constraints	Consolidate the budget and prioritise the projects for a meaningful impact.			
		WS5.31(1)	(1) Number of water service connections - metered			164074							
		WS5.31(2)	(2) Number of water service connections - unmetered			104105							
GG 1.21	Staff vacancy rate			100%	Zero vacancy rate maintained	List of critical vacancies has been compiled and not yet advertised due to budget considerations .		none	none	none			
GG 2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward Councilor)			70%	100%	70%		-30%	To engage the speaker on the matter	To engage the speaker on the matter			
GG 2.12	Percentage of wards where at least one Councilor-convened community meeting was held			60%	100	30%	-	-70%	Covid -19 Restrictions				
GG 3.11 Number of repeat audit findings	Improved audit finding from qualified to Unqualified			Qualified audit opinion 2018/2019	Unqualified audit opinion 2019/2020	Unqualified audit opinion 2019/2020		none	none	none			
GG3.12	Percentage of Councilors who have declared their financial interests			100,0%	100,0%	100,00%		0,00%	none	none			
		GG3.12(1)	(1) Number of Councilors that have declared their financial interests			100,00							
		GG3.12(2)	(2) Total number of municipal Councilors			100,00							
GG4.11	Number of agenda items deferred to the next Council meeting			12 Items deferred	Zero	Zero							

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
GG5.11	Number of active suspensions longer than three months			3 Suspensions	Zero	3 Suspensions	3		Expedite the finalising of cases			
GG5.12	Quarterly salary bill of suspended officials			R412 204,35	Zero	R412 204,35	R412 204,35		Expedite the finalising of cases			
GG6.11	Percentage of the Municipality's operating budget spent on free basic services to indigent households			3.8%	6%	7.2%	1.2%	none	none			
GG6.12	Number of work opportunities created through EPWP, CWP and other related			1166	5473	570	-4903	Lack of reporting from provincial departments	Provincial departments to provide information			
C88 OUTCOME INDICATORS FOR ANNUAL REPORTING												
EE3.1	System Average Interruption Duration Index			33,95	Unplanned interruptions of the supply should be restored as per NERSA license requirements in terms of NRS 048 by 30 June 2021.	44,82		Shortage of resources	Replacement of decrepit cable together with regular planned and preventative maintenance.			
		EE3.1(1)	(1) Restoration time for customers per incident x logged			3,01						
		EE3.1(2)	(2) Number of customers affected by sustained supply interruption incident x			17985217,00						
		EE3.1(3)	(3) Total number of electricity customers			1207892,00						
EE3.2	Customer Average Interruption Duration Index			3,00	Customer average interruption time is estimated to be 4 hours	3,01	1	Shortage of resources	Replacement of decrepit cable together with regular planned and preventative maintenance.			

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		EE3.2(1)	(1) Restoration time for customers per incident x logged			3,01						
		EE3.2(2)	(2) Number of customers affected by sustained supply interruption incident x			17985217,00						
		EE3.2(3)	(3) Total number of electricity customers affected by any sustained supply interruption incident			17985217,00						
EE3.3	System Average Interruption Frequency Index			11,32	Planned scheduled interruptions of the supply should be restored as per NERSA license requirements in terms of NRS 048 requirements by 30 June 2021.	14.09	none	Shortage of resources	Replacement of decrepit cable together with regular planned and preventative maintenance.			
		EE3.3(1)	(1) Number of electricity customers affected by the sustained incident x			17985217,00						
		EE3.3(2)	(2) Total number of electricity customers			1207892,00						
EE3.4	Customer Average Interruption Frequency Index			0,00	Reduce 0,0005 of the number of sustained supply	0,00	None	None	None			

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
				interruptions over the number of transformers kVA affected representing the number of distinct customers affected							
	EE3.4(1)	(1) Total number of sustained supply interruption incidents that affected customers			934,00						
	EE3.4(2)	(2) Total number of distinct electricity customers interrupted			17985217,00						
EE4.4	Percentage total electricity losses		8,41%	Number of applications received from the IPPs approved by both Municipality and NERSA including our own internal generation	10.05%						
	EE4.4(1)	(1) Electricity Purchases									
	EE4.4(2)	(2) Electricity Sales									
ENV1.2	Number of days where PM2.5 levels exceeded guideline levels		0	Number of days where the pm2.5 levels exceeded the national standard of 25 µg/m3	0,00	none	none	none			

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		ENV1.2(1)	(1) Average daily concentrations of PM2.5			157,00							
		ENV1.2(2)	(2) Standard for the concentration of PM2.5 over a 24-hour averaging period			0,00							
		ENV1.2(3)	(3) Count of the number of days where the 24-hour mean > guideline of 40 µg/m3			0,00							
ENV5.1	Recreational water quality			0,00%	All Municipal amenities maintained	0,00%		none	none	none	The Municipality is an Inland and don't have coastal waters		
		ENV5.1(1)	(1) Number of water samples classified as "sufficient"			0,00							
		ENV5.1(2)	(2) Total number of recreational coastal water quality samples taken annually			0,00							
HS1.3	Percentage of households in informal settlements targeted for upgrading			1,26%	100%	5,17%		-94.83%	Budget Constraints	Source More Funding			
		HS1.3(1)	(1) Number of households living in informal settlements targeted for upgrading			1611,00							
		HS1.3(2)	(2) Number of households living in informal settlements			31149,00							

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
HS2.22	Average number of days taken to process residential building plan applications			90,0	30,0	0,1	29,9	Shortage of human resources	Appointment of Building Inspectors to expedite approval of building plans within statutory timelines			
HS3.5	Percentage utilisation rate of community halls			75,00%	100% of utilisation for increasead revenue collection	46,32%		Covid 19 Restrictions	better utilisation will be seen once the Covid 19 restrictions is lifted			
		HS3.5(1)	(1) Sum of hours booked across all community halls in the period of assessment			32458,00						
		HS3.5(2)	(2) Sum of available hours for all community halls in the period of assessment.			70080,00						
HS3.6	Average number of library visits per library			9317,13	The average number of library visits per library per year	5385,93		Covid 19 Restrictions	better utilisation will be seen once the Covid 19 restrictions is lifted			
		HS3.6(1)	(1) Total number of library visits			80789,00						
		HS3.6(2)	(2) Count of libraries			15,00						
WS1.11	Number of new sewer connections meeting minimum standards			0	342	0,00	-342	Planned for the outer year	expedite the appointment of PSP			
WS2.11	Number of new water connections meeting minimum standards			0	342	0,00	-342	Planned for the outer year	expedite the appointment of PSP			
WS3.1	Frequency of sewer blockages			98,03	Complaints received and resolved on time	0,00	0,00	Records not kept in some regions due to printing	Urgent prioritisation of printing services	Job cards could not be generated	Advertiseme nt for purchase of printers	

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
							challenges in the Municipality				
	WS3.1(1)	(1) Number of sewer blockages (wastewater)			0,00						
	WS3.1(2)	(2) Total sewer length (wastewater) in KMs			6920,00						
WS3.2	Frequency of water mains failures		41,15	Complaints received and resolved on time	0,00		Records not kept in some regions due to printing challenges in the Municipality	Urgent prioritisation of printing services	Job cards could not be generated	Advertisement for purchase of printers	
	WS3.2(1)	(1) Number of mains pipes' failures (water)			0,00						
	WS3.2(2)	(2) Total mains length (water) in KMs			3538,00						
WS3.3	Frequency of unplanned water service interruptions		0,93	Complaints received and resolved on time	0,00		Records not kept in some regions due to printing challenges in the Municipality	Urgent prioritisation of printing services	Job cards could not be generated	Advertisement for purchase of printers	
	WS3.3(1)	(1) Number of water service interruptions			0,00						
	WS3.3(2)	(2) Total number of water service connections			0,00						
WS4.1	Percentage of Drinking Water Compliance to SANS 241		89,62%	100% of water compliance to SANS241	68,33%	-31.67%	Lack of resources	Require more resources			
	WS4.1(1)	(1) Number of water sample tests complying with SANS 241 requirements			41,00						

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target 2020/21 for	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		WS4.1(2)	(2) Total number of water samples tested			60,00							
WS4.2	Wastewater quality compliance according to the water use license			100,00	100% inspections	68,33%		-31.67%	Lack of resources	Require more resources			
		WS4.2(1)	(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements			41,00							
		WS4.2(2)	(2) Total wastewater samples tested for all determinants over the municipal financial year			60,00							
WS5.1	Percentage of non-revenue water			46,11%	100%	45%		-55%	Budget not sufficient to reduce volumes of water purchased	Avail adequate Capex and Opex budget for projects related to leak repairs and new infrastructure			
		WS5.1(1)	(1) Number of Kiloliters Water Purchased or Purified			78 528 374,69							
		WS5.1(2)	(2) Number of kiloliters of water sold			43 297 816,01							
WS5.2	Total water losses			62,00	0	420,96		420.96	Budget not sufficient to reduce volumes of water purchased	Avail adequate Capex and Opex budget for projects related to leak repairs and new infrastructure			

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		WS5.2(1)	(1) Total system input volume			78 528 374,69							
		WS5.2(2)	(2) Total authorised consumption			43 297 816,01							
		WS5.2(3)	(3) Service connections (water)			229 292,18							
WS5.4	Percentage of water reused			0,00%	100%	0,00%		-100%	Budget not sufficient	Source adequate Capex and Opex budget for projects related to recycling of water and new infrastructure			
		WS5.4(1)	(1) Volume of water recycled and reused (VRR)			0,24							
		WS5.4(2)	(2) Total freshwater withdrawal [TWW] (reflects as WS5.4(4) in the TID with WS5.4(2) and WS5.4(3) excluded from template]			75634309,00							
GG1.1	Percentage of municipal skills development levy recovered			36,00%	50%	43,52%		-6.48%	none	none			
		GG1.1(1)	(1) R-value of municipal skills development levy recovered			R 2 228 829,00							
		GG1.1(2)	(2) R-value of the total qualifying value of the municipal skills development levy			R 5 121 475,00							
GG1.2	Top management stability			100,00%	100%	100,00%		none	none	none			

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target for 2020/21	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		GG1.2(1)	(1) Total sum of standard working days, in the reporting period, that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement)			260,00							
		GG1.2(2)	(2) Aggregate working days for all S56 and S57 Posts in the reporting period			260,00							
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)			98,00%	100%	88,00%		-12%	shortage of ward committees	New Council to appoint new ward committees			
		GG2.1(1)	(1) Functional ward committees			44,00							
		GG2.1(2)	(2) Total number of wards			50,00							
GG2.2	Attendance rate of municipal Council meetings by all identified Traditional Leaders			58,33%	100%	50,00%		-50%		encourage attendance of the traditional leaders			
		GG2.2(1)	(1) Sum of the total number of Traditional Leaders in attendance at Council meetings			7,00							
		GG2.2(2)	(2) The total number of Traditional Leaders within the Municipality			1,00							

Performance indicator		Ref No.	Data element	Baseline (Annual Performance of 2019/20 estimated)	Annual Target 2020/21	for	Annual Actual output		Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
		GG2.2(3)	(3) Total number of Council meetings				14,00							
GG4.1	Average percentage of Councilors attending Council meetings			0,08	100%		7,14%		-92.86%	none	none			
		GG4.1(1)	(1) The sum total of Councilor attendance of all Council meetings				100,00							
		GG4.1(2)	(2) The total number of Council meetings				14,00							
		GG4.1(3)	(3) The total number of Councilors in the Municipality				100,00							
C88 'SHARED' INDICATORS FOR ANNUAL REPORTING OF MUNICIPAL DATA ELEMENTS ONLY														
ENV2.1	Tonnes of municipal solid waste sent to landfill per capita			0,08	170 435		0,61		none	none	none			
		ENV2.1(1)	(1) Tonnes of municipal solid waste disposed of in sanitary/licensed landfills				536393,00							
	National responsibility		(2) Total population of the Municipality				878834,00							
ENV2.2	Tonnes of municipal solid waste diverted from landfill per capita			0,07	2800		2001,00		-799	none	none			
		ENV2.2(1)	(1) Tonnes of municipal waste accepted at recycling or material recovery centers											
	National responsibility		(2) Total population of the Municipality				878834,00							

Chapter 4 - Organisational Development Performance

Component A: Introduction to Municipal Personnel

The attainment of a capable and developmental state as envisioned in the National Development Plan (NDP) hinges amongst others on the right quality and quantity of human resources. The delivery of quality enhanced services in a sustainable manner to the broader population of Mangaung is also influenced by the creation of an adequately balanced and skilled workforce that promotes the ideals of Batho Pele. The Municipality continually strives for establishing an “appropriately sized” institutions with a balance of skills related to our core functions and administrative support.

4.1 Employee Totals, Staff Turnover and Vacancies 2020/2021

Table 34: Employees

Departments	Year 2020/2021	
	Employees	Vacancies
	No.	No.
Corporate Services	392	265
Economic and Rural Development	25	39
Engineering Services	770	1193
Finance	263	216
Human Settlements and Housing	119	144
Office of the City Manager	356	196
Planning	87	187
Social Services	906	850
Strategic Programmes and Service Delivery Monitoring	59	81
Waste and Fleet Management	612	470
Municipal Police Services	1	7
Totals	3590	3648

Table 35: Vacancy Rate

Designations	Total Approved Posts	No Vacancies
Municipal Manager	1	0
CFO	1	0
Other S57 Managers (excluding Finance Posts)	9	1
Other S57 Managers (Finance posts)	0	0
Traffic officers	198	109
Fire fighters	169	76
Senior management: Levels 002-003 (excluding Finance Posts)	174	52

Designations	Total Approved Posts	No Vacancies
Senior management: Levels 002-003 (Finance posts)	32	17
Highly skilled supervision: levels 004-006 (excluding Finance posts)	335	243
Highly skilled supervision: levels 004-006 (Finance posts)	83	51

Staff Turnover across the Municipality relates to all terminations (dismissals, resignations, retirements, medical terminations etc.) for the period under review.

Table 36: Staff Turn-Over Rate

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year – 2020/2021	3590	264	7.35%

Component B: Managing Workforce

Note: MSA 2000 S67 Requires Municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

Work force management within the Municipality is compliant with all legislative requirements governing the workplace together with collective agreements concluded by the parties at the SALGBC. There is an extensive consultation process with organized labour on issues of mutual interest at the Local Labour Forum.

This is done through management of the recruitment process, selection and placement of staff; so that the best suitably qualified candidates are employed.

Employee benefits including sick leave are administered in terms of applicable labour legislation, Conditions of Service, Collective Agreements and policies by means of an integrated Electronic Human Resource Management System.

The Directorate Corporate Services is tasked with the responsibility of ensuring that the Human Resources Management, Labour Relations, and Human Resource Development Sub-Directorates develop and implement internal Human Resources Policies, which are compliant to legislation and that ensures that the Municipality achieves its vision and developmental objectives

The HR Policies Unit obtains its mandate from section 67 of the MSA and therefore strives to develop and implement cutting-edge internal Human Resources Policies, which are compliant to legislation and ensures that the Municipality achieves its vision and developmental objectives as set out in the Municipality's Integrated Development Plan (IDP).

The policies and procedures supplement the conditions of employment of every employee, the workplace rules issued from time to time by the Municipality, and the code of conduct for staff members of municipalities contained in Schedule 2 of the Municipal Systems Act. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing human resources management in the Municipality

HR Policies contributes to improving compliance in terms of workplace legislation and collective agreements and provides an improved state of corporate governance. It gives direction and guidance to employees to do their work and provide workplace structure and support in the way that a Municipality defines roles and responsibilities and explain the consequences of actions and behaviours.

The Human Resource Management Sub-Directorate established an internal HR Policy Forum and has as a result developed a number of policies that have been referred to discussion and consultative forums such as the EMT, Section 80 Committee for Corporate Services and the Local Labour Forum (LLF). The policies are finally referred to Council for approval.

Table 37: HR Policies and Plans (01 JULY 2020 – 30 JUNE 2021)

HR Policies and Plans			
Name of Policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
Employment Equity Policy	2017/18	Pending	
Employment Equity Report	2017/18	Pending	
Career Management Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
HRM&D Strategy	2017/18	Feb 2020	Council adopted this policy on the 17 th November 2017
Succession Planning Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Internship and Work Integrated Learning Policy	2017/18	Feb 2020	Council adopted this policy on the 17 th November 2017
Recognition of Prior Learning (RPL)	2017/18	Feb 2020	Council adopted this policy on the 17 th November 2017
Occupational Health and Safety Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Employee Wellness Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions

HR Policies and Plans			
Name of Policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
Personal Protective Equipment Policy (PPE)	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Bereavement Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Control of Official Firearm Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Workplace Skills Plan	2019/20	April 2020	Submitted to LG SETA for approval.
HIV Aids STI and TB Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Disability Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Overtime Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Placement Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Employee Study Assistance Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions
Skills Development Policy	2017/18	Feb 2020	Council adopted this policy on the 17th November 2017
Workplace Discrimination and Harassment Policy	2017/18	Feb 2020	Council preferred to refer all these policies back to the LLF plenary for further consultative discussions

Table 38: Number and Cost of Injuries on Duty 2020/2021

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R
Required basic medical attention only	300	33	-	14.4	R55 033.28
Approved Section 24 Cases	174	7	-	29	R86 566.90
Temporary total disablement	-	-	-	-	-
Permanent Disablement	-	-	-	-	-
Fatal	1	-	-	-	-
Total	475	40	-	43.4	R141 600.18

Injuries: Cognisance should be taken that although the statistics represent all cases reported to the Safety and Loss Control Sub-directorate, there is cases which to date have not been approved by the Compensation Commissioner. Medical expenses inquired will be incorrect as it only reflects expenses paid for approved cases, therefore the estimated costs only refer to the salary cost for the leave taken.

The **total estimated cost** not only includes the injury on duty cases, but also the sundry payments for injury on duty pensioners. Furthermore, cognisance should be taken that an injury on duty case run over a two-year period and whilst the injury on duty date was not in the financial year, cost can still be payable in the next year.

Injuries: The **classification** under type of injury does not clearly make provision to capture serious injury on duty cases, where the injured was of duty 14 days or longer some up to 6 months, but the employee returned to his work after rehabilitation. Therefore, we added another classification namely, **approved Section 24 cases**.

Examination of injury on duty cases

Examination of injury on duty cases are done by a doctor, who treated the patient as determined /required by the Compensation for Occupational Injuries and Diseases act, If the injured was treated by the Doctor at our clinic, then that doctor will be responsible for all follow-ups.

Table 39: Number of Days and Cost of Sick Leave 2020/2021

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave Days	Proportion of sick leave without medical certification %	Employees using sick leave No.	Total employees in post No.	Average sick leave per Employee Days	Estimated cost R' 000
Lower skilled (Levels 016-018)	5743	14.91	550	1562	10.44	R3,714,862.85
Skilled (Levels 013-015)	268	18.28	39	106	6.87	R190,393.36
Highly skilled production (levels 007-012)	8828	24.01	707	1358	12.49	R9,895,122.55
Highly skilled supervision (levels 004-006)	888	25.23	102	298	8.71	R1,862,799.45
Senior management (Levels 002-003)	641	17.78	51	165	12.57	R2,545,475.21
MM and S57	19	10.53	1	10	19.00	R139,994.36
Total	16387	20.53	1450	3499	11.30	R18,348,647.78

Table 40: Number and Period of Suspensions

Number and Period of Suspensions						
NO	Personal Details		Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken, Status of Case and Reasons why not Finalised	Date Finalised
		Position				
1.		General Worker	Disruption of the CM's meeting in a violent manner and threatens him.	21 July 2020	Still on suspension. Covid interrupted the case	N/A
2		General Worker	Being intoxicated while on duty	Feb 2020	The suspension was withdrawn. Case Finalized	12 February 2021
3		Manager IDP & LED	Participation in unlawful March to Municipal Offices-Dewetsdorp	March 2020	Still on suspension. Covid interrupted the case	N/A

4	Chief Accountin g Clerk	Alleged insubordination	06 April 2021	The suspension was withdrawn. Case finalized	22 June 2021
5	Accountin g Clerk	Alleged insubordination	06 April 2021	The suspension was withdrawn. Case Finalized	22 June 2021
6	Fire Fighter	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
7	Fire Fighter	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
8	General Worker	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
9	Assistant PMS Officer	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
10	General Worker	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
11	General Worker	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
12	General Worker	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
13	General Worker	Participation in unlawful March	15 April 2021	The suspension was withdrawn. Case Finalized	01 June 2021
14	Traffic Officer	Fraud-Found guilty on criminal offence of fraud	18 January 2021	Still on suspension. Case set twice (2)	Not Finalized
15	Traffic Officer	Fraud-Found guilty on criminal offence of fraud	18 January 2021	Still on suspension. Case set twice (2)	Not Finalized
16	Traffic Officer	Fraud-Found guilty on criminal offence of fraud	18 January 2021	Still on suspension. Case set twice (2)	Not Finalized

Component C: Capacitating the Workforce

One of the key challenges around an integrated process of skills development within the Municipality has been a lack of a comprehensive, holistic and integrated framework for human capital development that will guide and integrate key processes such as training needs analysis, career pathing and planning, succession planning, management and leadership development, knowledge exchange and innovation.

The following programmes were implemented during 2020/2021 financial year

Table 41: Programmes Implemented on capacity workforce

Funding Source	Name of Learning Programmes	LGSETA Supporting Interventions	No of 18.1 Beneficiaries	Status Quote
Discretionary Grant	NC: Local Economic Development Plan NQF L.6	Learnership	13	Halted by national lockdown regulations (To resume soon)
Discretionary Grant	NC: Water and Wastewater Process Control NQF L.4	Learnership	10	Halted by national lockdown regulations (To resume soon)
Discretionary Grant	NC: Local Economic Development Plan NQF L.6	Learnership	4	Halted by national lockdown regulations. However, it was hosted virtually sessions from 05 Oct 2020)
Discretionary Grant	NC: Local Economic Development Plan NQF L.4	Learnership	20	Halted by national lockdown regulations (To resume soon)
Mangaung	Introduction to Computer	In-house training	43	Completed, second intake to start in the near future
Mangaung	My Focus	In-house training	340	Halted by national lockdown regulations
Mangaung	Introduction: Traffic Learnership	In-house training	81	Completed
Mangaung	Introduction: WIL Learners	In-house training	08	Completed
Funding Source	Name of Learning Programmes	Supporting Interventions	No of 18.2 Beneficiaries	Status Quote
Premier's Office	Electrical Engineering	Work Integrated Learning (WIL)	2	Halted by national lockdown

				regulations (To resume soon)
Mangaung Training Vote	Chemical Engineering	Internship	2	On going
Mangaung	N6: Office Administration	WIL	5	Completed
Bank SETA/CUT	ND. Office Management Technology	Internship	10	Completed
TETA/CUT	ND. HRM	Internship	7	Completed
Mangaung	NC. Water and Wastewater (Bulk Water).	WIL	4	Ongoing

Study Assistance Scheme

Admission – 32

Completion – 20

Table 42: Financial Competency Development

Description	A. Total number of officials employed by Municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreement complies with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Accounting officer	1	1	1	1		1
Chief financial officer	0	0	0	0		0
Senior managers	8	8	8	8		8
Any other financial officials	192	192	192	95	95	95
Supply Chain Management Officials	31	31	31	31		20
Heads of supply	1	1	1	1		1

chain management units						
Supply chain management managers	2	2	2	2		2
TOTAL	235	235	235	138	95	127

Financial competency development programmes could not be implemented for financial year 2020-2021. Municipal Finance Management Development Programme was identified as an intervention to address finance competency shortage in the Municipality and so listed in the WSP as one of those interventions in addressing deficit in skills competency.

Two processes un-folded, the first one was application for Discretionary Grants, which was approved by LGSETA and Service Provider appointed, awaits first tranche payment to get the project going.

EMPLOYEE EXPENDITURE

It is extremely important to control workforce expenditure since it is one of the largest single expenditure items on the operational budget of the Municipality. Spending is controlled by means of the approved staff establishment and budget control. Expenditure on overtime is limited according to the “Collective Agreement”.

CHAPTER 5 - FINANCIAL PERFORMANCE

5.1 Statement of Financial Performance

The table 43 below gives an overview of municipal performance against the budget.

Table 43: *Reconciliation of Table A1 Budget Summary*

Description R thousands	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<u>Financial Performance</u>									
Property rates	1 334 854	1 376 320	1 189 321	113 169	1 190 391	1 189 321	1 070	0%	1 189 321
Service charges	4 044 678	4 220 888	4 196 180	216 573	4 104 280	4 196 180	(91 900)	-2%	4 196 180
Investment revenue	15 142	22 915	23 585	836	18 874	23 585	(4 712)	-20%	23 585
Transfers and subsidies	740 646	910 524	1 016 381	2 000	741 725	1 016 381	(274 656)	-27%	1 016 381
Other own revenue	954 507	881 780	835 029	64 550	795 569	835 029	(39 461)	-5%	835 029
Total Revenue (excluding capital transfers and contributions)	7 089 827	7 412 427	7 260 496	397 128	6 850 839	7 260 496	(409 659)	-6%	7 260 496
Employee costs	2 056 606	2 103 205	2 095 425	185 114	2 183 116	2 095 425	87 691	4%	2 095 425
Remuneration of Councillors	67 202	71 976	71 466	5 468	64 850	71 466	(6 616)	-9%	71 466
Depreciation & asset impairment	948 115	325 234	295 296	77 118	912 338	295 296	617 042	209%	295 296

Description R thousands	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Finance charges	131 721	222 333	223 333	19 822	108 356	223 333	(114 977)	-51%	223 333
Materials and bulk purchases	2 148 994	2 264 734	2 353 590	506 324	2 782 235	2 353 590	428 645	18%	2 353 590
Transfers and subsidies	5 548	2 241	2 241	1 470	6 431	2 241	4 190	187%	2 241
Other expenditure	2 058 571	1 885 602	1 754 686	(117 222)	1 454 172	1 754 686	(300 514)	-17%	1 754 686
Total Expenditure	7 416 757	6 875 325	6 796 037	678 094	7 511 498	6 796 037	715 461	11%	6 796 037
Surplus/(Deficit)	(326 930)	537 102	464 459	(280 966)	(660 659)	464 459	305 802	-242%	464 459
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	526 806	911	634	13	31	634		-95%	634 715
		532	715	454	331	715			
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	16 133	11 933	11 933	822	5 207	11 933	(6 726)	-56%	11 933

Description R thousands	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Surplus/(Deficit) after capital transfers & contributions	216 009	550 478	477 741	(279 677)	(655 090)	477 741	299 076	-156%	1 111 107
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—		—
Surplus/ (Deficit) for the year	216 009	550 478	477 741	(279 677)	(655 090)	477 741	299 076	-156%	1 111 107
<u>Capital expenditure & funds sources</u>									
Capital expenditure	419 996	1 136 562	1 034 404	220 911	824 839	1 034 404	(209 565)	-20%	1 034 404
Capital transfers recognised	286 015	923 464	764 577	158 912	608 001	764 577	(156 576)	-20%	764 577
Borrowing	48 745	85 179	43 611	5 998	74 964	43 611	31 353	72%	43 611
Internally generated funds	85 236	127 919	226 216	56 001	141 874	226 216	(84 342)	-37%	226 216
Total sources of capital funds	419 996	1 136 562	1 034 404	220 911	824 839	1 034 404	(209 565)	-20%	1 034 404
<u>Financial position</u>									
Total current assets	7 639 154	3 188 258	3 188 058		8 365 110				3 188 058
Total non current assets	22 888 576	20 725 428	20 773 385		22 921 085				20 773 385
Total current liabilities	8 715 371	2 153 568	2 153 568		10 230 067				2 153 568
Total non-current liabilities	3 003 786	2 984 149	2 984 149		2 899 194				2 984 149

Description	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Community wealth/Equity	18 808 573	18 808 573	18 808 573		18 156 934				18 808 573
<u>Cash flows</u>									
Net cash from (used) operating	–	2 381 809	2 612 130	43 739	1 281 609	2 612 130		51%	2 612 130
Net cash from (used) investing	(0)	(1 120 515)	(1 022 472)	(220 945)	(468 293)	(1 022 472)	(554 178)	54%	(1 022 472)
Net cash from (used) financing	(13 071)	42 799	–	(117)	(168 401)	(122 642)	45 759	-37%	(122 642)
Cash/cash equivalents at the month/year end	114 915	1 198 778	1 484 344	–	1 072 539	1 467 017	394 478	27%	1 467 017

The Budget Summary Table is divided into three components namely:

- A. Statement of Financial Performance
- B. Spending against Capital Budget
- C. Other Financial Matters.

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

A. Total Revenue

The Municipality out of its original budget of (7 412 billion) performed at 94% of its adjusted revenue budget of R 7 260 billion for the year. The main variance on the final budget can be attributed to the following:

- Investment revenue was less than the target by 20% (4.7 million);
- Service charges less performed by -2% (R91 million)
- Other own revenue underperformed by 5% (R39 million) of the Adjustment Budget.

B. Total Expenditure

The Municipality's actual expenditure stood at R 7 511 billion, of the adjusted expenditure budget of R 6, 796 which is 11% more.

C. Surplus / (Deficit)

The deficit was R624 million.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

At end of the financial year 2020/2021 the actual spending on the capital expenditure is R 824 million (80%) of the final Budget R1 034 billion with a variance of R (209million).

COMPONENT C: CASH FLOWS MANAGEMENT AND INVESTMENTS

At the end of the financial year 2020/2021 the municipal cash and investments balances stood at 73%.

5.2 Grants

A. Operating Grants

Table 44: Operating Grants

GRANT EXPENDITURE				
DESCRIPTION	Adjustment Budget 2020/21	June 2021 Actual	Balance	Percentage Spent
Neighbourhood Development Partnership Grant	4 405 000	4 405 000	-	100,00%
Public Transport Infrastructure & Systems Grant	228 849 681	186 479 419	42 370 262	81,49%
USDG Grant	513 016 213	399 107 972	113 908 241	77,80%
Integrated City Development Grant	6 450 000	3 224 242	3 148 758	49,99%
TOTAL FINANCING	752 720 894	593 216 633	159 427 261	78,81%

The Municipality is a recipient of the Operating Grants and Subsidies from the National and Provincial Government's respectively. For the reporting period the actual spending was R593 million.

B. Capital Grants

The capital expenditure budget stood at **R 824 million** by the end of the 2020/2021 financial year.

Table 45: Conditional Grants Received: Excluding MIG

Grants Received	Budget
Public Transport Infrastructure & Systems Grant	163 126 292
USDG Grant	730 955 210
Informal Settlement Upgrading Partnership	-
Integrated City Development Grant	6 450 000
Draught Recovery Grant	-
National Electrification Programme	-
Neighbourhood Development Partnership Grant	10 000 000
Total	910 531 502

5.3 Repairs and Maintenance

Table 46: Repairs and Maintenance

Repair and Maintenance Expenditure: Year 2020/2021				
R' 000				
	Original Budget	Adjustment Budget	Actual	Percentage
Repairs and Maintenance Expenditure	475 851	545 833	558 763	97.6%

Repairs and Maintenance Budget spending was at **R 558 million (97.6%)** by the end of the 2020/2021 financial year.

5.4 Spending Against Capital Budget

Table 47: Capital Expenditure

R'000	Original Budget	Adjustment Budget	Actual
Capital Expenditure	1 136 562 239	1 034 404 409	824 838 384
Operating Expenditure	6 875 325 000	6 796 037 000	6 780 950 000
Total expenditure	8 011 887 239	7 830 441 409	7 605 788 384

Table 48: Capital Expenditure Funding Sources

CAPITAL EXPENDITURE FUNDING PER SOURCE	Approved Budget	Adjusted Budget	Curr Mth Exp	YTD Movement	Balance	% on Approved Budget
External Loans	85 179 220	43 611 300	5 998 057	74 963 723	-31 352 423	171,89%
Capital Replacement Reserve (Own funds)	127 918 668	226 216 364	56 001 255	141 873 713	84 342 651	62,72%
Public Contributions and donations	11 932 851	11 932 851	2 182 680	13 934 314	-2 001 463	116,77%
National Government	911 531 500	752 643 894	156 729 530	594 066 633	158 577 261	78,93%
TOTAL	1 136 562 239	1 034 404 409	220 911 522	824 838 383	209 566 026	79,74%

B. Projects Funded.

Funds earmarked for capital expenditure programmes are used mainly to address basic community service delivery expectation of water and sanitation, electricity, roads and storm-water.

C. Capital Spending on 4 Largest Projects

Table 49: Capital Expenditure of 4 Largest Projects

Capital Expenditure of 4 largest projects*			
R' 000			
Name of Project	Current: Year 2020/2021		
	Original Budget	Adjustment Budget	Actual Expenditure
PURCHASE VEHICLES/EQUIPMENT	-	41 567 920	19 251 992
VEHICLES LEASING	85 179 220	43 611 300	74 963 723
RESEALING OF STREETS	14 813 300	38 385 300	36 861 283
BOTS WEST EXT 1 1000 WAT INTER SEW RET	17 000 000	32 042 640	31 733 271
TOTAL	116 992 520	155 607 160	162 810 269

5.5 Cashflow Management and Investments

Table 50: Cash Flow Outcomes

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		–	1 101 056	1 101 056	124 349	237 319	1 101 056	(863 737)	-78%	1 101 056
Service charges		–	4 418 062	4 421 062	418 223	2 179 336	4 421 062	(2 241 726)	-51%	4 421 062
Other revenue		–	116 946	113 946	107 821	124 590	113 946	10 645	9%	113 946
Transfers and Subsidies - Operational		–	363 675	562 463	–	–	562 463	(562 463)	-100%	562 463
Transfers and Subsidies - Capital		–	911 532	952 065	(4 893)	412 440	952 065	(539 624)	-57%	952 065
Interest		–	76 915	76 915	836	5 413	76 915	(71 502)	-93%	76 915
Dividends		–	1	1	–	–	1	(1)	-100%	1
Payments										
Suppliers and employees		–	(4 384 043)	(4 392 043)	(602 598)	(1 677 490)	(4 392 043)	2 714 553	62%	(4 392 043)
Finance charges		–	(222 333)	(223 333)	–	–	(223 333)	(223 333)	100%	(223 333)
Transfers and Grants		–	–	–	–	–	–	–		–
NET CASH FROM/(USED)		–	2 381 811	2 612 131	43 738	1 281 608	2 612 132	(2 250 015)	51%	2 612 132

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
OPERATING ACTIVITIES										
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		–	11 933	11 933	–	–	11 933	(11 933)	-100%	11 933
Decrease (increase) in non-current receivables	-	(0)	4 219	–	(34)	(4 210)	–	(4 210)		–
Decrease (increase) in non-current investments		(0)	(104)	–	–	104	–	104		–
Payments										
Capital assets		–	(1 136 562)	(1 034 404)	(220 912)	(464 187)	(1 034 404)	(570 217)	55%	(1 034 404)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(0)	(1 120 514)	(1 022 471)	(220 946)	(468 293)	(1 022 471)	(586 256)	54%	(1 022 471)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits		(13 071)	42 799	–	(117)	(168 401)	(122 642)	(45 759)	-37%	(122 642)
Payments										
Repayment of borrowing		–	–	–	–	–	–	–		–
NET CASH FROM/(USED) FINANCING ACTIVITIES		(13 071)	42 799	–	(117)	(168 401)	(122 642)	(45 759)	-37%	(122 642)
NET INCREASE/(DECREASE) IN CASH HELD		(13 071)	1 304 093	1 589 659	(177 323)	644 915	1 467 017	(822 102)	-56%	1 467 017
Cash/cash equivalents at beginning:		127 986	(105 315)	(105 315)		427 625				
Cash/cash equivalents at month/year end:		114 915	1 198 778	1 484 344	(177 323)	1 072 540	1 467 017	(394 477)	-27%	1 467 017

5.6 Borrowing and Investments

A. Actual Borrowings and Investment

Table 51: Actual Borrowings and Investments –Year 2019/20 – 2020/2021

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
<u>ASSETS</u>						
Current assets						
Cash		75 249	193 429	193 229	671 321	193 229
Call investment deposits		352 375	–	–	(199 273)	–
Consumer debtors		2 746 812	2 249 620	2 249 620	3 090 675	2 249 620
Other debtors		3 061 345	128 062	128 062	3 419 450	128 062
Current portion of long-term receivables		782 870	–	–	776 670	–
Inventory		620 502	617 147	617 147	606 267	617 147
Total current assets		7 639 153	3 188 258	3 188 058	8 365 110	3 188 058
Non-current assets						
Long-term receivables		860 425	4 070	4 070	980 433	4 070
Investments		104	–	–	104	–
Investment property		1 571 238	1 570 114	1 570 114	1 571 238	1 570 114
Investments in Associate		1 124	–	–	1 124	–
Property, plant and equipment		18 791 934	18 321 522	18 369 078	18 714 423	18 369 078
Biological		–	–	–	–	–
Intangible		87 283	95 306	95 706	77 295	95 706
Other non-current assets		1 576 467	734 417	734 417	1 576 467	734 417
Total non-current assets		22 888 575	20 725 429	20 773 385	22 921 084	20 773 385
TOTAL ASSETS		30 527 728	23 913 687	23 961 443	31 286 194	23 961 443
<u>LIABILITIES</u>						
Current liabilities	-					
Bank overdraft		–	–	–	–	–
Borrowing		299 619	–	–	299 619	–
Consumer deposits		165 440	122 642	122 642	168 401	122 642

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
Trade and other payables		7 346 203	1 571 485	1 571 485	8 857 938	1 571 485
Provisions		904 109	459 442	459 442	904 109	459 442
Total current liabilities		8 715 371	2 153 569	2 153 569	10 230 067	2 153 569
Non-current liabilities						
Borrowing		1 252 866	987 952	987 952	1 134 540	987 952
Provisions		1 750 920	1 996 198	1 996 198	1 764 654	1 996 198
Total non-current liabilities		3 003 786	2 984 150	2 984 150	2 899 194	2 984 150
TOTAL LIABILITIES		11 719 157	5 137 719	5 137 719	13 129 261	5 137 719
NET ASSETS	2	18 808 571	18 775 968	18 823 724	18 156 933	18 823 724
<u>COMMUNITY WEALTH/EQUITY</u>						
Accumulated Surplus/(Deficit)		13 353 982	16 282 808	16 680 024	13 148 391	16 680 024
Reserves		5 275 075	2 493 161	2 493 161	5 275 075	2 493 161
TOTAL COMMUNITY WEALTH/EQUITY	2	18 629 057	18 775 969	19 173 185	18 423 466	19 173 185

Chapter 6 – Auditor General Reports 2020/2021

Component A: Auditor – General Opinion of Mangaung Metropolitan Municipality Consolidated Financial Statements

Report of the auditor-general to the Free State Legislature and the Council on Mangaung Metropolitan Municipality

Opinion

1. I have audited the consolidated financial statements of the Mangaung Metropolitan Municipality and its municipal entity (the group) set out on Appendix L, which comprise the consolidated statement of financial position as at 30 June 2021, the consolidated statement of financial performance, statement of changes in net assets, cash flow statement, and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the consolidated financial statements, including a summary of significant accounting policies.
2. In my opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the group as at 30 June 2021, and their financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 10 of 2020 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the consolidated financial statements section of my report.
4. I am independent of the group in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material uncertainty relating to going concern

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.
7. Note 60 to the consolidated financial statements indicates that the average repayment term of suppliers was 164 days and that the Municipality owed R765 303 349 (2020:

R765 030 409) to the water board, as at 30 June 2021, which was long overdue. These events or conditions, along with other matters as set forth in note 60, indicate that a material uncertainty exists that may cast significant doubt on the group's ability to continue as a going concern.

Emphasis of matters

8. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unauthorised expenditure

9. As disclosed in note 62 to the consolidated financial statements, unauthorised expenditure of R757 143 501 (2020: R1 475 175 240) was incurred, due to overspending of the budget.

Irregular expenditure

10. As disclosed in note 64 to the consolidated financial statement, irregular expenditure of R222 865 051 (2020: R1 601 748 845) was incurred, due to non-compliance with supply chain management (SCM) requirements.

Material impairment

11. As disclosed in notes 4, 5, 6, and 7 to the consolidated financial statements, consumer and other receivables were impaired by R5 382 972 836 (2020: R4 485 984 072).

Material losses

12. As disclosed in note 65 to the consolidated financial statements, material water distribution losses of R337 156 445 (2020: R221 045 754) were incurred mainly due to burst water pipes, leakages, and unmetered sites.
13. As disclosed in note 65 to the consolidated financial statements, material electricity distribution losses of R127 757 457 (2020: R138 776 833) were incurred mainly due to line losses, tampering, theft, and variances due to monthly consumption estimates.

Material uncertainty relating to claims against the group

14. With reference to note 54 to the consolidated financial statements, the group is the defendant in various claims. The group is opposing these claims. The ultimate outcome of these matters could not be determined and no provision for any liabilities that may result was made in the consolidated financial statements.

Restatement of corresponding figures

15. As disclosed in note 57 to the consolidated financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the group at, and for the year ended, 30 June 2021.

Events after the reporting date

16. We draw attention to note 61 in the consolidated financial statements, which deals with a Council resolution passed on 4 June 2021 for a new sale-of-business agreement between the Municipality and its entity, Centlec (SOC) Limited to be implemented within 21 days. Due to legal and accounting implications, Council resolved to defer the implementation of the agreement from the 2020-21 financial period to the 2022-23 financial period.

Other matter

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

Unaudited disclosure notes

18. In terms of section 125(2)(e) of the MFMA, the Municipality is required to disclose particulars of non-compliance with the MFMA in the consolidated financial statements. This disclosure requirement did not form part of the audit of the consolidated financial statements and accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the consolidated financial statements

19. The accounting officer is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
20. In preparing the consolidated financial statements, the accounting officer is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the group or cease operations or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the consolidated financial statements

21. My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate,

they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

22. A further description of my responsibilities for the audit of the consolidated financial statements is included in the annexure to this auditor's report.

Report on the audit of the consolidated annual performance report

Introduction and scope

23. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected key performance area (KPA) presented in the annual performance report. I was engaged to perform procedures to identify findings but not to gather evidence to express assurance.
24. I was engaged to evaluate the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the group's annual performance report for the year ended 30 June 2021:

KPA	Pages in the annual performance report
KPA – basic service delivery	MMM: 62 – 98 C88: 159 – 175 (basic service delivery targets)

25. The material findings on the usefulness and reliability of the performance information of the selected KPA are as follows:

KPA – basic service delivery

WS3.3 – frequency of unplanned water service interruptions

26. The achievement of zero was reported against the target of "Complaints received and resolved on time" in the annual performance report. However, some supporting evidence provided differed materially from the reported achievement, while in other instances I was unable to obtain sufficient appropriate audit evidence. This was due to the lack of accurate and complete records. I was unable to further confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.

Various indicators

27. I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 10 of the 39 listed indicators relating to this KPA. This was due to the lack of accurate and complete records. I was unable to confirm the reported

achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below:

Indicator descriptions	Planned targets	Reported achievements
Percentage of households with access to basic sanitation (Refurbishment of sewer systems)	100% completion of all targeted unplanned system failures	100% completion of all targeted unplanned system failures
Percentage of households with access to basic sanitation (Extension Thaba Nchu WWTW (Selossha) civil)	50% completion of targeted civil works at Thaba Nchu WWTW	10%
Number of bulk water meters replaced/installed (bulk supply, meters, location, replacement, calibration and installation of control meters)	40 bulk meters replaced/installed	None
WS3.21 – Percentage of complaints/callouts responded to within 24 hours (water)	100,0%	47,0%
WS3.11 – Percentage of complaints/callouts responded to within 24 hours (sanitation/wastewater)	100,0%	47,0%
WS3.1 – Frequency of sewer blockages	Complaints received and resolved on time	0
WS3.2 – Frequency of water mains failures	Complaints received and resolved on time	0
WS4.2 – Wastewater quality compliance according to the water use licence	100% inspections	68,33%
WS5.31 – Percentage of total water connections metered	100,0%	157,60%

Indicator descriptions	Planned targets	Reported achievements
WS5.4 – Percentage of water reused	100%	0%

Various indicators

28. I was unable to obtain sufficient appropriate audit evidence that systems and processes were established to enable consistent measurement and reliable reporting of performance against the predetermined indicator definitions for the indicators listed below. This was due to insufficient measurement definitions and processes. As a result, I was also unable to obtain sufficient appropriate audit evidence for the achievements reported in the annual performance report. I was unable to validate the existence of the systems and the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Indicator descriptions	Planned targets	Reported achievements
Percentage of households with access to basic sanitation (Refurbishment of sewer systems in Soutpan)	100% completion of all targeted unplanned system failures	100%
To complete 25% of the project (pump station upgrade) (Hamilton Park pump station refurbishment)	To complete 25% of the project (pump station upgrade)	13%
Percentage of households with access to basic water supply (Krugersdrift WTW)	100% completion of all targeted unplanned system failures	58%
Percentage of non-revenue water (Real loss reduction programme (water))	100% replace pipeline portions, valves, chambers and approval of EIA & WULA	100% replacement of pipeline portions, valves, and chambers

Various indicators

29. I was unable to obtain sufficient appropriate audit evidence that clearly defined the predetermined source information and method of collection or that related systems and processes were established to enable consistent measurement and reliable reporting of the actual achievement of the indicators listed below. This was due to a lack of measurement definitions and processes. I was unable to confirm that the indicator is well-

defined and verifiable by alternative means. As a result, I was unable to audit the reliability of the achievements reported in the annual performance report of the listed indicators.

Indicator descriptions	Planned targets	Reported achievements
Percentage of Sterkwater WWTW phase 3 civil	5%	10,5% (Review of designs and finalisation of scoping report)
Fully functional WWTW (Sterkwater WWTW phase 3 mechanical and electrical)	0,5% completion of mechanical and electrical work	0,5% (Review of designs and finalisation of scoping report)
% land matters process (Maselspoort water re-use (Gravity line to Mockesdam))	100% land matters process	30%
% land matters process (Maselspoort water re-use pump station and rising main))	100% land matters process	30%
% land matters process (Maselspoort water re-use (Bulkwater augmentation Mockesdam))	100% land matters process	0%
% land matters process (Maselspoort water re-use (Gravity to NE-WWTW))	100% land matters process	5%
% land matters process (Maselspoort WTW upgrading (Maselspoort filters))	100% land matters process	47%

Other matters

30. I draw attention to the matters below.

Achievement of planned targets

31. Refer to the annual performance report on pages 62 to 98 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 26 to 29 of this report.

Adjustment of material misstatements

32. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA – basic service delivery. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

33. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the Municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
34. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

35. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of current assets, liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and/or the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

36. Reasonable steps were not taken to prevent irregular expenditure of R222 865 051 as disclosed in note 64 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with SCM requirements and recurring expenditure from contracts that were reported as irregular in prior financial years.
37. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R757 143 501 as disclosed in note 62 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending the approved budget.
38. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R31 613 197 as disclosed in note 63 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was due to the extension of time and additional costs incurred on projects.

Strategic planning and performance management

39. The performance management system and related controls were not adequate as required by municipal planning and performance management regulation 7(1) due to the significant internal control deficiencies identified.

Procurement and contract management

40. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis as required by section 116(2) of the MFMA. Similar non-compliance was also reported in the prior year.

41. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management as required by section 116(2)(c)(ii) of the MFMA. Similar non-compliance was also reported in the prior year.

Consequence management

42. Unauthorised expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.
43. Irregular expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.
44. Fruitless and wasteful expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Other information

45. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated financial statements, the auditor's report, and the KPA presented in the annual performance report that has been specifically reported in this auditor's report.
46. My opinion on the consolidated financial statements and findings on the reported performance information and compliance with legislation does not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
47. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements and the selected KPA in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
48. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

49. I considered internal control relevant to my audit of the consolidated financial statements, reported performance information, and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below

are limited to the significant internal control deficiencies the findings on the annual performance report and the findings on compliance with legislation included in this report.

50. There was a slow response from leadership to implement and monitor the audit action plan to address prior year findings on the financial, performance management, compliance with legislation, and internal control deficiencies identified in the previous audit which resulted in repeat findings reported as well as material corrections processed.
51. Leadership failed repeatedly to take effective steps to ensure that there were consequences for poor performance and transgressions, as Council did not investigate unauthorised, irregular and, fruitless and wasteful expenditure incurred in the prior financial years.
52. Management's insufficient emphasis on performance information and lack of adequate planning resulted in multiple targets included in the strategic documents and reported on in the annual performance plan, not being verifiable. It further resulted in no achievement being reported for some targets developed while in other instances, some achievements reported in the annual performance report were not supported by accurate, complete, and reliable information. Furthermore, the Municipality did not develop standard operating procedures for indicators and targets for the financial year.

Material irregularities

53. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit. The material irregularity identified is as follows:

Under-declaration of employee taxes

54. For the month of July 2019, the Municipality withheld pay-as-you-earn (PAYE) from its employees' salaries but under-declared the amount paid to the South African Revenue Service (Sars) in contravention of section 2(1) of the fourth schedule of the Income Tax Act 58 of 1962. Under-declaration of these amounts resulted in a material financial loss for the Municipality in respect of a penalty of R1 070 034 and interest of R627 282 being charged by Sars. The penalty and interest formed part of the prior year amount disclosed as fruitless and wasteful expenditure in note 63 to the consolidated financial statements.
55. The accounting officer was notified of this material irregularity on 8 March 2021 and was invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer has responded as follows:
 - Disciplinary action against the official responsible has commenced. An acknowledgement of receipt of the notice of misconduct was signed by the responsible official on 22 November 2021.
 - A permanent project leader has been appointed to process Sars submissions to prevent such non-compliance from recurring.

- A process has been initiated to engage with Sars regarding the possibility of refunding the interest and penalties. A written submission was made on 29 October 2021 in this regard.

56. I will follow up on the investigation and implementation of the planned actions during my next audit.

Other reports

57. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the groups consolidated financial statements, reported performance information, compliance with applicable legislation, and other related matters. These reports did not form part of my opinion on the consolidated financial statements or my findings on the reported performance information or compliance with legislation.
58. The Directorate for Priority Crime Investigation (Hawks) was investigating an allegation of overtime payments to VIP bodyguards employed in the offices of the political office bearers. The outcome was unknown as the investigation report was in progress at the date of this auditor's report.
59. The Hawks were investigating allegations of irregularities in the Municipality's procurement processes regarding a security service tender awarded for the period 1 March 2019 to 28 February 2021. The outcome was unknown as the investigation report was in progress at the date of this auditor's report.
60. An independent investigation panel investigated allegations of financial misconduct and maladministration against the previous city manager of the Municipality at the request of the Council on 1 April 2021, for the duration of his term of office. The investigation was concluded on 25 June 2021 and the investigation report was tabled in Council on 28 July 2021 where Council resolved that pursuing disciplinary steps were unnecessary as the previous city manager had resigned from the Municipality.

Auditor-General

Cape Town
27 January 2022



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Component B: Auditor General Opinion of Mangaung Metropolitan Stand Alone Financial Statement 2020/2021

Report of the auditor-general to the Free State Legislature and the Council on Mangaung Metropolitan Municipality

Opinion

1. I have audited the financial statements of the Mangaung Metropolitan Municipality set out on Appendix M, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement, and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Mangaung Metropolitan Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 10 of 2020 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the Municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material uncertainty relating to going concern

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.
7. Note 60 to the financial statements indicates that the average repayment term of suppliers was 280 days and that the Municipality owed R765 303 349 (2020: R765 030 409) to the water board, which was long overdue. These events or conditions, along with other matters as set forth in note 60, indicate that a material uncertainty exists that may cast significant doubt on the Municipality's ability to continue as a going concern.

Emphasis of matters

8. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unauthorised expenditure

9. As disclosed in note 62 to the financial statements, unauthorised expenditure of R570 024 938 (2020: R1 165 090 884) was incurred, due to overspending of the budget.

Irregular expenditure

10. As disclosed in note 64 to the financial statement, irregular expenditure of R190 844 856 (2020: R1 600 359 586) was incurred, due to non-compliance with supply chain management (SCM) requirements.

Material impairment

11. As disclosed in notes 4, 5, 6, and 7 to the financial statements, consumer and other receivables were impaired by R4 771 098 115 (2020: R3 892 218 850).

Material losses

12. As disclosed in note 65 to the financial statements, material water distribution losses of R337 156 446 (2020: R221 045 754) were incurred by the Municipality mainly due to burst water pipes, leakages, and unmetered sites.

Material uncertainty relating to claims against the Municipality

13. With reference to note 54 to the financial statements, the Municipality is the defendant in various claims. The Municipality is opposing these claims. The ultimate outcome of these matters could not be determined and no provision for any liabilities that may result was made in the financial statements.

Restatement of corresponding figures

14. As disclosed in note 57 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the Municipality at, and for the year ended, 30 June 2021.

Events after the reporting date

15. We draw attention to note 61 in the financial statements, which deals with a Council resolution passed on 4 June 2021 for a new sale-of-business agreement between the Municipality and its entity, Centlec (SOC) Limited to be implemented within 21 days. Due to legal and accounting implications, Council resolved to defer the implementation of the agreement from the 2020-21 financial period to the 2022-23 financial period.

Other matter

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

Unaudited disclosure notes

17. In terms of section 125(2)(e) of the MFMA, the Municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the financial statements

18. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and DORA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
19. In preparing the financial statements, the accounting officer is responsible for assessing the Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the Municipality or cease operations or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

20. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
21. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

22. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected key performance area (KPA) presented in the annual performance report. I was engaged to perform procedures to identify findings but not to gather evidence to express assurance.

23. I was engaged to evaluate the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the Municipality's annual performance report for the year ended 30 June 2021:

KPA	Pages in the annual performance report
KPA – basic service delivery	MMM: 62 – 98 C88: 159 – 175 (basic service delivery targets)

24. The material findings on the usefulness and reliability of the performance information of the selected KPA are as follows:

KPA – basic service delivery

WS3.3 – frequency of unplanned water service interruptions

25. The achievement of zero was reported against the target of "Complaints received and resolved on time" in the annual performance report. However, some supporting evidence provided differed materially from the reported achievement, while in other instances I was unable to obtain sufficient appropriate audit evidence. This was due to the lack of accurate and complete records. I was unable to further confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.

Various indicators

26. I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 10 of the 39 listed indicators relating to this KPA. This was due to the lack of accurate and complete records. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below:

Indicator descriptions	Planned targets	Reported achievements
Percentage of households with access to basic sanitation (Refurbishment of sewer systems)	100% completion of all targeted unplanned system failures	100% completion of all targeted unplanned system failures

Indicator descriptions	Planned targets	Reported achievements
Percentage of households with access to basic sanitation (Extension Thaba Nchu WWTW (Selosesha) civil)	50% completion of targeted civil works at Thaba Nchu WWTW	10%
Number of bulk water meters replaced/installed (bulk supply, meters, location, replacement, calibration and installation of control meters)	40 bulk meters replaced/installed	None
WS3.21 – Percentage of complaints/callouts responded to within 24 hours (water)	100,0%	47,0%
WS3.11 – Percentage of complaints/callouts responded to within 24 hours (sanitation/wastewater)	100,0%	47,0%
WS3.1 – Frequency of sewer blockages	Complaints received and resolved on time	0
WS3.2 – Frequency of water mains failures	Complaints received and resolved on time	0
WS.4.2 – Wastewater quality compliance according to the water use licence	100% inspections	68,33%
WS5.31 – Percentage of total water connections metered	100,0%	157,60%
WS5.4 – Percentage of water reused	100%	0%

Various indicators

27. I was unable to obtain sufficient appropriate audit evidence that systems and processes were established to enable consistent measurement and reliable reporting of performance against the predetermined indicator definitions for the indicators listed below. This was due to insufficient measurement definitions and processes. As a result,

I was also unable to obtain sufficient appropriate audit evidence for the achievements reported in the annual performance report. I was unable to validate the existence of the systems and the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Indicator descriptions	Planned targets	Reported achievements
Percentage of households with access to basic sanitation (Refurbishment of sewer systems in Soutpan)	100% completion of all targeted unplanned system failures	100%
To complete 25% of the project (pump station upgrade) (Hamilton Park pump station refurbishment)	To complete 25% of the project (pump station upgrade)	13%
Percentage of households with access to basic water supply (Krugersdrift WTW)	100% completion of all targeted unplanned system failures	58%
Percentage of non-revenue water (Real loss reduction programme (water))	100% replace pipeline portions, valves, chambers and approval of EIA & WULA	100% replacement of pipeline portions, valves, and chambers

Various indicators

28. I was unable to obtain sufficient appropriate audit evidence that clearly defined the predetermined source information and method of collection or that related systems and processes were established to enable consistent measurement and reliable reporting of the actual achievement of the indicators listed below. This was due to a lack of measurement definitions and processes. I was unable to confirm that the indicator is well-defined and verifiable by alternative means. As a result, I was unable to audit the reliability of the achievements reported in the annual performance report of the listed indicators.

Indicator descriptions	Planned targets	Reported achievements
Percentage of Sterkwater WWTW phase 3 civil	5%	10,5% (Review of designs and finalisation of scoping report)
Fully functional WWTW (Sterkwater WWTW phase 3 mechanical and electrical)	0.5% completion of mechanical and electrical work	0,5% (Review of designs and finalisation of scoping report)

Indicator descriptions	Planned targets	Reported achievements
% land matters process (Maselspoort water re-use (Gravity line to Mockesdam))	100% land matters process	30%
% land matters process (Maselspoort water re-use pump station and rising main))	100% land matters process	30%
% land matters process (Maselspoort water re-use (Bulkwater augmentation Mockesdam))	100% land matters process	0%
% land matters process (Maselspoort water re-use (Gravity to NE-WWTW))	100% land matters process	5%
% land matters process (Maselspoort WTW upgrading (Maselspoort filters))	100% land matters process	47%

Other matters

29. I draw attention to the matters below.

Achievement of planned targets

30. Refer to the annual performance report on pages 62 to 98 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 25 to 28 of this report.

Adjustment of material misstatements

31. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA – basic service delivery. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

32. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the Municipality's compliance with specific

matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

33. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

34. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of current assets, liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and/or the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

35. Reasonable steps were not taken to prevent irregular expenditure of R190 844 856 as disclosed in note 64 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with SCM requirements and recurring expenditure from contracts that were reported as irregular in prior financial years.
36. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R570 024 938, as disclosed in note 62 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending the approved budget.
37. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R19 694 896 as disclosed in note 63 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was due to the extension of time and additional costs incurred on projects.

Strategic planning and performance management

38. The performance management system and related controls were not adequate as required by municipal planning and performance management regulation 7(1) due to the significant internal control deficiencies identified.

Procurement and contract management

39. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis as required by section 116(2) of the MFMA. Similar non-compliance was also reported in the prior year.
40. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management as

required by section 116(2)(c)(ii) of the MFMA. Similar non-compliance was also reported in the prior year.

Consequence management

41. Unauthorised expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.
42. Irregular expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.
43. Fruitless and wasteful expenditure incurred by the Municipality was not investigated to determine whether any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Other information

44. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those KPA presented in the annual performance report that have been specifically reported in this auditor's report.
45. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
46. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected KPA in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
47. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

48. I considered internal control relevant to my audit of the financial statements, reported performance information, and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies the findings on the annual performance report and the findings on compliance with legislation included in this report.

49. There was a slow response from leadership to implement and monitor the audit action plan to address prior year findings on the financial, performance management, compliance with legislation, and internal control deficiencies identified in the previous audit which resulted in repeat findings reported as well as material corrections processed.
50. Leadership failed repeatedly to take effective steps to ensure that there were consequences for poor performance and transgressions, as Council did not investigate unauthorised, irregular and fruitless and wasteful expenditure incurred in the prior financial years.
51. Management's insufficient emphasis on performance information and lack of adequate planning resulted in multiple targets included in the strategic documents and reported on in the annual performance plan, not being verifiable. It further resulted in no achievement being reported for some targets developed while in other instances, some achievements reported in the annual performance report were not supported by accurate, complete, and reliable information. Furthermore, the Municipality did not develop standard operating procedures for indicators and targets for the financial year.

Material irregularities

52. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit. The material irregularity identified is as follows:

Under-declaration of employee taxes

53. For the month of July 2019, the Municipality withheld pay-as-you-earn (PAYE) from its employees' salaries but under-declared the amount paid to the South African Revenue Service (Sars) in contravention of section 2(1) of the fourth schedule of the Income Tax Act 58 of 1962. Under-declaration of these amounts resulted in a material financial loss for the Municipality in respect of a penalty of R1 070 034 and interest of R627 282 being charged by Sars. The penalty and interest formed part of the prior year amount disclosed as fruitless and wasteful expenditure in note 63 to the financial statements.
54. The accounting officer was notified of this material irregularity on 8 March 2021 and was invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer has responded as follows:
 - Disciplinary action against the official responsible has commenced. An acknowledgement of receipt of the notice of misconduct was signed by the responsible official on 22 November 2021.
 - A permanent project leader has been appointed to process Sars submissions to prevent such non-compliance from recurring.

- A process has been initiated to engage with Sars regarding the possibility of refunding the interest and penalties. A written submission was made on 29 October 2021 in this regard.

55. I will follow up on the investigation and implementation of the planned actions during my next audit.

Other reports

56. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the Municipality's financial statements, reported performance information, compliance with applicable legislation, and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
57. The Directorate for Priority Crime Investigation (Hawks) was investigating an allegation of overtime payments to VIP bodyguards employed in the offices of the political office bearers. The outcome was unknown as the investigation report was in progress at the date of this auditor's report.
58. The Hawks were investigating allegations of irregularities in the Municipality's procurement processes regarding a security service tender awarded for the period 1 March 2019 to 28 February 2021. The outcome was unknown as the investigation report was in progress at the date of this auditor's report.
59. An independent investigation panel investigated allegations of financial misconduct and maladministration against the previous city manager of the Municipality at the request of the Council on 1 April 2021, for the duration of his term of office. The investigation was concluded on 25 June 2021 and the investigation report was tabled in Council on 28 July 2021 where Council resolved that pursuing disciplinary steps were unnecessary as the previous city manager had resigned from the Municipality.

Auditor-General

Cape Town
30 November 2021



Auditing to build public confidence

Component C: Auditor General Opinion of Centlec (Soc) Limited Financial Statements 2020/2021

Report of the auditor-general to the Free State Legislature and Council of the parent Municipality on Centlec (SOC) Limited

Report on the audit of the financial statements
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Opinion

1. I have audited the financial statements of the Centlec (SOC) Limited set out on Appendix N, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement, statement of comparison of budget and actual amounts and appropriation statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Centlec (SOC) Limited as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP), the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Companies Act 71 of 2008 (Companies Act).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the municipal entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material uncertainty relating to going concern

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.
7. Note 42 to the financial statements indicates that the municipality incurred a net loss of R22 057 548 during the year ended 30 June 2021 and that, as of that date, the entity's current liabilities exceeded its current assets by R62 398 721. These events or conditions,

along with other matters as set forth in note 42, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

Emphasis of matters

8. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material impairment

9. As disclosed in note 4 to the financial statements, consumer receivables from exchange transactions were impaired by R611 874 721 (2020: R593 765 222).

Material uncertainty relating to claims against the municipal entity

10. With reference to note 38 to the financial statements, the municipal entity is the defendant in various claims. The municipal entity is opposing these claims. The ultimate outcome of these matters could not be determined and no provision for any liabilities that may result was made in the financial statements.

Restatement of corresponding figures

11. As disclosed in note 40 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of an error in the financial statements of the municipal entity at, and for the year ended, 30 June 2021.

Irregular expenditure

12. As disclosed in note 46 to the financial statements, the municipality incurred irregular expenditure of R219 138 757 (2020: R311 230 313), due to over-spending on the budget. In addition, the full extent of irregular is in process of being determined.

Material losses

13. As disclosed in note 47 to the financial statements, electricity distribution losses of R182 694 562 (2020: R138 776 833) were incurred by the entity mainly due to line losses, tampering, theft and variances due to monthly consumption estimates.

Other matters

14. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited disclosure notes

15. In terms of section 125(2)(e) of the MFMA and section 9 of Companies Act, the municipal entity is required to disclose particulars of non-compliance with these legislations in the

financial statements. This disclosure requirement did not form part of the audit of the financial statements and accordingly, I do not express an opinion thereon.

Unaudited supplementary schedules

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

Responsibilities of the accounting authority for the financial statements

17. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and the Companies Act and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
18. In preparing the financial statements, the accounting authority is responsible for assessing the municipal entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipal entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

19. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
20. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

21. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance areas (KPA) presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
22. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipal entity's approved performance

planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipal entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

23. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the municipal entity's annual performance report for the year ended 30 June 2021:

KPA	Pages in the annual performance report
Programme 5 - engineering wires	MMM: 87 C88: 159, 166 – 168

24. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
25. The material findings on the usefulness and reliability of the performance information of the selected KPA are as follows:

Programme 5 - engineering wires

Unplanned interruptions of the supply should be restored as per NERSA licence requirement in terms of NRS 048 by 30 June 2021

26. The achievement listed below was reported against target as listed below in the annual performance report. However, the supporting evidence provided materially differed from the reported achievement indicated below.

Indicator description	Planned target	Reported achievement
Unplanned interruptions of the supply should be restored as per NERSA licence requirement in	Unplanned interruptions of the supply should be restored as per NERSA license requirements in terms of NRS 048 by 30 June 2021.	a) Calls within 1,5 hours 9,39%
		b) Calls within 3,5 hours 31.67%
		c) Calls within 7,5 hours 64,62%

Indicator description	Planned target	Reported achievement
terms of NRS 048 by 30 June 2021.		d) Calls within 24 hours 95,57%
		e) Calls within a week 100,00%

Other matters

27. I draw attention to the matters below.

Achievement of planned targets

28. Refer to the annual performance report on page 87 for information on the achievement of planned targets for the year. This information should be considered in the context of the material finding on reliability of the reported performance information in paragraph 26 of this report.

Adjustment of material misstatements

29. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of programme 5 - engineering wires. As management subsequently corrected only some of the misstatements, I raised material findings on reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

30. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipal entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

31. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

32. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, and disclosure items identified by the auditors in the submitted financial statements were corrected and the supporting

records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

33. Reasonable steps were not taken to prevent irregular expenditure amounting R219 138 757, as disclosed in note 46 to the annual financial statements, in contravention of section 95(d) of the MFMA. In addition, the full extent of irregular expenditure is still in the process of being determined.
34. Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R11 918 301 disclosed in note 45 to the annual financial statements, in contravention of section 95(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest charged on overdue accounts.
35. Expenditure was incurred in excess of the approved budget, in contravention of section 87(8) of the MFMA.

Procurement and contract management

36. Some of the invitation to tender for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).

Other information

37. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the KPA presented in the annual performance report that have been specifically reported in this auditor's report.
38. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
39. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected KPA presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
40. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I

may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

41. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.
42. Management did not prepare regular, accurate, and complete financial and performance reports that are supported and evidenced by reliable information, which resulted in material adjustments being processed to correct the financial statements and performance reports
43. Management did not in all instances exercise oversight on financial and performance reporting and compliance and related internal controls.

Auditor-General

Bloemfontein
30 November 2021



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the consolidated financial statements and the procedures performed on reported performance information for selected KPA and on the Municipality’s compliance with respect to the selected subject matters.

Consolidated Financial statements

2. In addition to my responsibility for the audit of the consolidated financial statements as described in this auditor’s report, I also:
 - identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality’s internal control.
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the consolidated financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Mangaung Metropolitan Municipality and its municipal entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a Municipality to cease operating as a going concern.
 - evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
 - obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Component D: Management Comments and Corrective Actions on matters raised by the Auditor General

During the audit process by the auditor General the following matters were identified and as such the details thereof will be provided on the municipal consolidated audit action plan:

- Annual financial statements
- Expenditure management
- Strategic planning and performance management
- Procurement and contract management
- Utilisation of conditional grants
- Consequence management
- Other matters

Chapter 7: Reports of Municipal Public Accounts Committee 2020/2021

Component A: Municipal Public Accounts Committee on the Annual Report 2020/2021

APPENDICES

APPENDIX A: COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE

2020/2021 Virtual Meetings

#	NAME & SURNAME	% Attendance	% Absent with leave	% Absent without leave
1	<u>SPEAKER</u> CLR SIYONZANA MA	100%		
2	<u>ACTING EXECUTIVE MAYOR</u> CLR MORAKE MA	100%		
3	<u>DEPUTY EXECUTIVE MAYOR</u> CLR MASOETSA LA	75%	25%	
4	<u>CHIEF WHIP</u> CLR MANGCOTYWA ZE	80%	20%	
5	CLR JONAS VE	100%		
6	CLR MAHASE MM	71%	29%	
7	CLR MONYAKOANA NP	100%		
8	CLR MORAKE MA	100%		
9	CLR NKHABU M	44%	56%	
10	CLR NOTHNAGEL J	100%		
11	CLR PONGOLO XD	100%		
12	CLR THIPENYANE G	100%		
13	CLR TITI-ODILI LM	86%	14%	
14	CLR MOTHIBI-NKOANE MM	100%		
15	CLR NKOE MJ	86%		14%
16	CLR RATSU NA	71%	14.5%	14.5%
17	CLR SHOUNYANA MM	100%		
18	CLR TLADI MM	100%		
19	CLR BOLT W	86%	14%	
20	CLR BOTES FR	100%		
21	CLR BRITZ JF	86%	14%	
22	CLR NB CEZULA	100%		
23	CLR CHAKA NS	86%	14%	
24	CLR DAVIES M	71%	29%	
25	CLR DE BRUIN JM			
26	CLR DENNIS ME	100%		
27	CLR DYOSIBA S	57%	29%	14%
28	CLR FERREIRA TI	86%	14%	
29	CLR GAILELE IL	57%		43%
30	CLR GOLIATH EK	29%	14%	57%
31	CLR KALIYA SG	86%		14%
32	CLR KHOLOMBA KJ	57%		43%
33	CLR KHUNOU LM	100%		
34	CLR KLAASEN RS	86%	14%	
35	CLR KOTZE GDP	100%		
36	CLR LEBITSA GG			
37	CLR LEBONA NJ	100%		

#	NAME & SURNAME	% Attendance	% Absent with leave	% Absent without leave
38	CLR LEECH D	86%	14%	
39	CLR LITABE TK	71%	29%	
40	CLR LOTRIET PA	86%	14%	
41	CLR MAJARA LJ	86%		14%
42	CLR MAKHALANYANE TS	100%		
43	CLR MALELEKA PT	100%		
44	CLR MAPHATHE LM	100%		
45	CLR MAPITSE TK	100%		
46	CLR MAPOTA A	100%		
47	CLR MARAIS P	100%		
48	CLR MASOEU TD	100%		
49	CLR MATETHA NR	100%		
50	CLR MCKAY DMC	100%		
51	CLR MICHAELS SO	86%	14%	
52	CLR MOFOKENG MJ	100%		
53	CLR MOGAPI KT	100%		
54	CLR MOHAPI TD	86%		14%
55	CLR MOHIBIDU PM	100%		
56	CLR MOHLABANE RJ	100%		
57	CLR MOHLOKI MM	100%		
58	CLR MOHULATSI MM	86%		14%
59	CLR MOKOAKOA MI	57%		43%
60	CLR MOKOENA JI	43%	57%	
61	CLR MOKOLOKO PR	71%		29%
62	CLR MONONYANE MB	86%	14%	
63	CLR MOOPELO TM	100%		
64	CLR MORURI MM	100%		
65	CLR MOTHUPI ML	86%	14%	
66	CLR MOTLOUNG MV	100%		
67	CLR MPAKATHE TS	71%	29%	
68	CLR MVALA-MAJOLA DS	86%	14%	
69	CLR NAILE TJ	100%		
70	CLR NDZUZO T	86%	14%	
71	CLR OLIVIER GJ	86%		14%
72	CLR PETERSEN JE	86%		14%
73	CLR POONE-RANKHOLO PP	100%		
74	CLR PRETORIUS JC	86%	14%	
75	CLR PRETORIUS S	86%	14%	
76	CLR RAMABOLU MJ	100%		
77	CLR RAMAINOANE TD	100%		
78	CLR RAMPAI CF	100%		
79	CLR RANCHOBE T	100%		
80	CLR RANTAI JH	57%	43%	
81	CLR RASILE MM	100%		
82	CLR RASOEU LE	100%		
83	CLR SEBOLAO JE	86%	14%	
84	CLR SEFUME NR	71%	29%	
85	CLR SEFUTHI NM	100%		

#	NAME & SURNAME	% Attendance	% Absent with leave	% Absent without leave
86	CLR SEKAKANYO DM	100%		
87	CLR SELEBELI MG	86%		14%
88	CLR SELEKE PL	71%		29%
89	CLR SEWISA OP	71%	14.5	14.5
90	CLR SMIT D	86%	14%	
91	CLR SNYMAN VAN DEVENTER			
92	CLR TERBLANCHE AP	86%	14%	
93	CLR THATHO MV	29%	29%	42%
94	CLR THWALA ZJ	100%		
95	CLR TLALE ME	100%		
96	CLR VAN DER MERWE R	71%	29%	
97	CLR VAN DER WALT TB	86%	14%	
98	CLR VAN NIEKERK HJC	100%		
99	CLR VIVIERS BJ	100%		
100	CLR QWEMA MB	100%		

APPENDIX B: COMMITTEE AND COMMITTEE PURPOSE

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Section 79 Committee	Committees are established by the Council from among its members. Council determines the functions of the committee and may delegate powers and duties to it. The Committees report directly to Council.
Section 80	Committees are established by the Council from its members to assist the Executive Mayor. The Executive Mayor appoints a chairperson for each committee from the Mayoral Committee and may delegate powers and duties. The various committees consider and approve the reports and policies. These reports and policies are forwarded to the Mayoral Committee for consideration. It is then referred to Council for approval. They are advisory committees to the Executive Mayor.
Audit Committee	Committee is appointed by Council in terms of the Municipal Finance Management Act No. 56 of 2003 ("the Act"), Section 166, to assist Council, in discharging its oversight responsibilities. It is an independent advisory body to Council.
Budget steering committee	The Mayor of a Municipality establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities as set out in section 168 of the MFMA.
IDP Steering Committee	The Mayor of a Municipality establish IDP steering committee to provide technical assistance to the mayor in discharging the responsibilities as set out in section 30 of the Municipal Systems Act.
Ward Committees	They are committees meant to encourage participation by the community – their job is to make municipal Council aware of the needs and concerns of residents and keep people informed of the activities of municipal Council.
LLF	Section 2.8.11 of the Main Collective Agreement of the SALGBC dictates that every employer must establish a Local Labour Forum with equal representation from the trade unions (SAMWU and IMATU) and the employer to strengthen the relationship between the two.

APPENDIX C: TWO TIER STRUCTURE

Departments	HOD Responsible
Acting City Manager	Mr Sello More
Corporate Services	Mr David Nkaiseng
Chief Financial Officer	Mr Sabata Mofokeng
Engineering service	Mr Mlondolozu Ndlovu
Fleet and Solid Waste	Mr Sello More
Social Services	Mr Mzingisi Nkungwana
Metro Police Chief	Mr Israel Kgamanyane
Planning	Mr Bheki Mthembu
Human Settlement	Me Jupiter Phaladi
Economic and Rural Development	Mr Teboho Maine
CEO: Centlec (entity)	Mr Malefane Sekoboto
Acting Deputy Executive Director: Operations	Mr Bennet Comakae

APPENDIX D: FUNCTIONS OF THE MUNICIPALITY/ ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	Yes	No
Building regulations	Yes	No
Childcare facilities	Yes	No
Electricity and gas reticulation	No	Yes (Centlec)
Firefighting services	Yes	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	No
Municipal health services	Yes	No
Municipal public transport	Yes	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Stormwater management systems in built-up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes	No
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	No
Control of public nuisances	Yes	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	No	No
Licensing of dogs	No	No
Licensing and control of undertakings that sell food to the public	Yes	No
Local amenities	Yes	No
Local sport facilities	Yes	No
Markets	Yes	No
Municipal abattoirs	Yes	No
Municipal parks and recreation	Yes	No

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Municipal roads	Yes	No
Noise pollution	Yes	No
Pounds	Yes	No
Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	No	Yes (Centile)
Traffic and parking	Yes	No

APPENDIX E: LARGEST PROJECTS INFORMATION

Capital Expenditure of 4 largest projects*			
R' 000			
Name of Project	Current: Year 2020/2021		
	Original Budget	Adjustment Budget	Actual Expenditure
PURCHASE VEHICLES/EQUIPMENT	-	41 567 920	19 251 992
VEHICLES LEASING	85 179 220	43 611 300	74 963 723
RESEALING OF STREETS	14 813 300	38 385 300	36 861 283
BOTS WEST EXT 1 1000 WAT INTER SEW RET	17 000 000	32 042 640	31 733 271
TOTAL	116 992 520	155 607 160	162 810 269

APPENDIX F: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
01/2020-21/64 20 July 2020	The Audit Committee then resolved that the list of matter arising/resolutions is approved for implementation. The General Manager: Internal Audit (CAE) should distribute the list of matter arising/resolutions to the Municipality's management.	Yes
01/2020-21/64 20 July 2020	The Audit Committee also takes note that the progress report on the implementation of the list of resolutions will be submitted by the Municipality's management to the Audit Committee by Wednesday, 22 July 2020.	Yes
01/2020-21/64 20 July 2020	The Audit Committee resolved that the Chief Financial Officer's office should interact with the office of the General Manager: Internal Audit (CAE) in order to establish what National Treasury's conclusion is on the submission date of the Annual Financial Statements in order to establish when the Audit Committee meeting for the review of the Municipality's Annual Financial Statements should be held.	Yes
01/2020-21/64 20 July 2020	The Audit Committee then resolved that the 2020/2021 Audit Committee Schedule of meetings is approved considering that the Municipality's 2019/2020 financial statements might not be submitted by end of August 2020.	Yes
01/2020-21/64 20 July 2020	The Audit Committee will determine when to convene a meeting for the review of the financial statements once National Treasury have communicated its decisions on whether to move the initial submission date of the financial statements to the Auditor-General of 31 August 2020 or not.	Yes
01/2020-21/64 20 July 2020	The scheduled Audit Committee meeting date of the 28 August 2020 will remain to discuss the Audit Action Plan.	Yes
01/2020-21/64 20 July 2020	The Audit Committee Chairperson stated that the Audit Committee will consider adjusting the Audit Committee Charter to ensure it talks to the appointment of the Audit Committee, particularly in terms of the extension of the term of the Audit Committee in the absence of new appointments.	Yes
01/2020-21/64 20 July 2020	The Audit Committee then resolved that the revised Internal Audit Charter is approved as presented with the changes / amendments	Yes
01/2020-21/64 20 July 2020	The Audit Committee Chairperson deferred the discussion on the functionality of Internal Audit under Lockdown Regulations to the next Audit Committee meeting. However, any developments / progress on state of readiness to ensure full functionality of the Internal Audit unit, before the next Audit Committee meeting, should immediately be reported to the Audit Committee.	Yes
01/2020-21/64 20 July 2020	The Audit Committee noted the following commitments from the Municipality's Executive Management on the following risks identified <u>Internal Audit function not sitting on EMT meetings</u>	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
	The Audit Committee reiterated that management should allow Internal Audit to attend Executive Management Team meetings, as recommended by the Audit Committee previously, to ensure management receive the necessary support / advice from Internal Audit to deal with challenges that the Municipality is faced with. The City Manager noted the Audit Committee's advice/ resolution and will act accordingly. <u>Head of Departments do not respond to the risk management reports</u> The Covid 19 pandemic has resulted in a breakdown in responses as not all employees have been empowered by tools of trade to accommodate them working remotely. This issue is receiving attention to ensure that matters such as the risk management reports are responded to timeously <u>Risk Management Committee failed to convene any meetings</u> Management will ensure Risk Management Committee convene meetings	
01/2020-21/64 20 July 2020	The Audit Committee Chairperson indicated that the Audit Committee Secretariat should draft a memo on this matter for approval by the Audit Committee, in response to the Executive Mayor's request on reason as to why 2019/2020 Audit Committee minutes have not been approved thus far.	Yes
02/2020-21/65 28 August 2020	The City Manager proposed that a special meeting be scheduled with the Audit Committee, before the next Audit Committee meeting, to provide feedback on the workshop held by National Treasury recently on matters such as the compilation and submission of the Annual Financial Statements. The Audit Committee then <u>resolve</u> that a special meeting will be held to discuss / deliberate on the outcomes of the meetings / workshops held by National Treasury with the Municipality.	Yes
02/2020-21/65 28 August 2020	The Audit Committee noted the progress reported on the list of matters arising/resolutions and resolved the following; (i) A consolidated report on the investigations of Irregular Expenditure (ii) A Report on the outcome of the workshops / discussions held with National Treasury recently (iii) A holistic report on the management of Overtime. (iv) A report on the Roll Over Application Grants that were declined (i.e. a reflection on the impact and implications thereof)	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
	(v) A report on the Supply Chain Management (SCM) function matter (since the GM: SCM was removed / placed on special leave); <i>A report to clarify the following regarding the General Manager: Supply Chain Management (GM: SCM) who was transferred to the Institutional Compliance Unit within the Office of the City Manager;</i> - Did the GM: SCM stay at home for 2 years whilst earning a full salary as alleged? - What prompted the decision to transfer the GM: SCM to the Office of the City Manager? (vi) Recommendation will be made to Council for the strengthening / creation of additional capacity for the Audit Committee (vii) Detailed report is to be submitted to Council on the Airport / N8 Development (National Treasury is supporting Municipality to ensure the projects implement successfully) and this report will also be shared with the Audit Committee (viii) Report of the IPTN reflecting on progress, challenges and future plans.	
02/2020-21/65 28 August 2020	The Audit Committee resolved as follows on the qualification matters; <u>Traffic fines</u> The Municipality should ensure that all requirements as prescribed by National Treasury are complied with to ensure an appropriate traffic fine system is procured which will be able to integrate with the Municipality's financial system <u>HR Issues</u> - Audit Committee observed that either no proper plan was in place during the transitioning process of the old leave system to the new leave system or the plan was poorly executed. - In relation to the 602 employees who did not take any leave as per the leave schedule, the Municipality Executive Management did not ensure that leave information for their directorates is accurate and complete and therefore, consequence management should be applied.	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
	- The rand value for the leave days of the 602 employees, should be submitted to the Audit Committee to determine the financial implication for the Municipality. - Standard Operation Procedures should be in place with regards to the processing of leave to guide employees. - In relation to leave balances that are not correct, management should present to the Audit Committee how this matter will be resolved. - The new leave system should be implemented urgently - Employees with excess leave days should be notified that leave days in excess will be forfeited if not taken within a certain date. Furthermore, measures should be put in place to ensure leave days more than the approved number of leave days threshold are forfeited and not accumulated going forward. - Reconciliations should be conducted on a regular basis between the attendance registers and HR system as part of corrective action and monitoring. <u>Contract management</u> Contract register should be submitted to the Audit Committee reflecting the following information; - services rendered - expiry date - contract terminated (yes/no) - if no, why has the contract not been terminated - responsible person for monitoring the contract register Remedial action should also be reflected where responsible person/s did not ensure contract/s are terminated at expiry date/s. The Audit Committee resolved that the Municipality management should submit reports / progress on these matters within 2 weeks to the Audit Committee to allow the Audit Committee to deliberate and possibly schedule a special meeting to address any concerns with the Municipality Executive Management before the next scheduled Audit Committee meeting.	
02/2020-21/65 28 August 2020	The Audit Committee resolved to approve the 2020/2021 Internal Audit Plan for implementation.	Yes
02/2020-21/65 28 August 2020	The Audit Committee resolved to approve the Audit Committee Report to Council (Report Number 1 of 2020/21).	Yes
02/2020-21/65	The Audit Committee resolved to approve Auditor-General's	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
28 August 2020	request for Internal Audit to assist on the Audit of Covid-19 Expenditure.	
02/2020-21/65 28 August 2020	The Audit Committee resolved that the Municipality Executive Management should determine how the Municipality can improve on performance management assessment, how the program will be funded if considered or whether an in-house performance management system will be developed. Feedback on this matter should be provided to the Audit Committee in the next 2 Audit Committee meetings.	Yes
02/2020-21/65 28 August 2020	The Audit Committee noted with appreciation the commitment of the City Manager to submit the AFS to Internal Audit by the 9th of October for review.	Yes
02/2020-21/65 28 August 2020	<u>The Audit Committee Chairperson</u> requested the City Manager to brief the Audit Committee on the outcomes of Council sitting regarding the motion of no confidence against the Executive Mayor. The City Manager indicated that Council sat on 07 and 14 August 2020 regarding a motion of no confidence against the Executive Mayor and the motion was passed. Subsequently, the Deputy Executive Mayor was appointed as the Acting Executive Mayor. An official statement will be issued and submitted to the Audit Committee on this matter.	Yes
03-2020/21/66 23 October 2020	The Audit Committee noted with concern that many projects have under-performed during Quarter 1 and further indicated if most of these projects are funded through Conditional Grants, the Municipality runs the risk of losing funds towards the financial year-end. Therefore, management should ensure that <u>legality issues for the affected projects are addressed</u> urgently and that <u>an action plan should be developed for those projects which do not have legality issues</u>, which should reflect on how these projects are going to be fast-track.	Yes
03-2020/21/66 20 November 2020 (Continuation of meeting dated October 2020)	(a) The Audit Committee noted with concern that EMT does not monitor the implementation of the Audit Action Plan on a regular basis as this plan is the responsibility of EMT and not that of the CFO alone. Therefore, the Audit Committee recommends that this <u>Audit Action Plan should be a standing agenda item on EMT meetings</u> and should be adequately dealt with. (b) Furthermore, Mr Kaota indicated that some of the progress that was reported, and which have been rated "in progress" are not supposed to be rated as "in progress" as no progress has been made. For example, the progress status for AC 36 ("A meeting is scheduled with the Information and Technology	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
	Division to finalise the process for the development of this capturing module.”) was rated “in progress” whereas no progress has been made (i.e., no meeting has occurred) Therefore, the Audit Committee recommends to management that activities that needs to address the problems / findings should be <u>re-actioned</u>.	
03-2020/21/66 20 November 2020 (Continuation of meeting dated October 2020)	Internal Audit should add a column for each action as per the Audit Action Plan that will indicate verification and rating by Internal Audit to ensure that progress on the actions are read together with the observations of Internal Audit	Yes
03-2020/21/66 20 November 2020 (Continuation of meeting dated October 2020)	Me Kaota (Acting Audit Committee Chairperson) noted with concern that no performance evaluations are been performed for the City Manager and HODs and therefore urged management to ensure performance evaluations are performed to ensure compliance with legislations and as a learning curve for individual performance evaluations	Yes
04-2020/21/67 09 February 2021	The Committee requested management to submit further details on the following items in the next Audit Committee meeting; (a) Progress report on the compilation of definitive agreements for the interrelation between the Municipality and Centlec, for approval by Council. (b) Settlement report between the Municipality and Bloemwater on arrears owed to Bloemwater. (c) Progress report on filling of critical vacancies to ensure service delivery is improved and which will subsequently also eradicate or reduce excessive overtime. (d) A draft performance assessment tool for the Audit Committee.	Yes
04-2020/21/67 09 February 2021	The Acting Audit Committee Chairperson noted with concern that there is slow progress in resolving findings raised by Auditor General and therefore urged management to ensure ICT policies gets approved urgently by Council for implementation The Acting Audit Committee Chairperson took note of the GM: Internal Audit’s commitment to ensure that the ICT Audit Action Plan is validated by Internal Audit and that the review outcome will be presented to the Audit Committee.	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Audit Committee recommendations during Year 2020/21	Recommendations adopted (enter Yes) If not adopted provide explanation
	The Audit Committee resolved that the tracking of the filling of the vacant position of the CTO should be reported on until such time that the position has been filled	
04-2020/21/67 09 February 2021	The Acting Audit Committee Chairperson then urged management to ensure that the risk management policy and strategy are submitted to Council for approval.	Yes
04-2020/21/67 09 February 2021	Me Kaota (Audit Committee Member) noted with concern that EMT has not yet processed an updated Audit Action Plan for submission to the Audit Committee for deliberation / assessment at today's meeting. Management must ensure that the updated Audit Action Plan is submitted to the Audit Committee meetings for deliberation.	Yes
05-2020/21/68 19 March 2021	The Acting Executive Mayor (Chairperson) noted that the Audit Committee Report no. 02 – 2020/21 will be submitted by the Audit Committee to the Speaker for submission to Council for deliberation.	Yes
06-2020/21/69 19 March 2021	The Committee is concerned that conditional grants are still not been utilised for the intended purposes. A report on this matter should be submitted to Audit Committee for deliberation.	Yes
06-2020/21/69 19 March 2021	The Committee recommends that a plan should be developed to deal with the material adjustment on both the Annual Financial Statements and the Performance Report.	Yes
06-2020/21/69 19 March 2021	Management should develop a strategy to ensure that contract management within the Municipality is improved.	Yes
06-2020/21/69 19 March 2021	The Audit Action Plan should immediately be developed for the 2019/20 Auditor-General findings, for implementation and monitoring	Ye

APPENDIX G: CENTLEC MUNICIPAL ENTITY'S PERFORMANCE SCHEDULE

MUNICIPAL ENTITY SCHEDULE 2020/2021			
Programme Strategies	Service Indicators	Target	Actual
Access to electricity	Complete 3307 household connections identified for electrification in the MMM area by 30 June 2021.	To supply 3307 electricity connections to identified households in the MMM area by 30 June 2021	Zero (0) household connections of 3307 not completed.
Public lighting	Erection of 10 high mast lights within Mangaung by 30 June 2021	10 erected and commissioned high mast lights within Mangaung by 30 June 2021	All ten (10) high mast lights are completed and energized
To ensure that the public informs Centlec of installation of SSEG	Number of applications received and approved for embedded generation on the Municipal Distribution Network by 30 June 2021.	Number of applications received and approved for embedded generation on the Municipal Distribution Network by 30 June 2021.	Zero (0) Installed capacity of approved embedded generators on the municipal distribution network.
To reduce the probability of failure or the degradation of the functioning of transformer items	348 DC Transformer Inspections based on the maintenance plan to be completed from 1st of July 2020 to 30 June 2021.	348 DC Transformer Inspections based on the maintenance plan to be completed by 30 June 2021.	348 DC Transformers Short term maintenance completed.

APPENDIX H: DISCLOSURE OF FINANCIAL INTERESTS

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST	DIRECTORSHIP PARTNERSHIP	INTEREST PROPERTY	IN
1	Clr Siyonzana (Mxolisi Ashford) 05 January 1967	<u>Speaker</u>	11741 Daniel Letshabo Street, Bloemanda, Bloemfontein	082 821 9300 Mxolisi.Siyonzana@mangaung.co.za	No declaration form			
3	Clr Masoetsa (Lebohang Albert) 29 May 1958	<u>Deputy Executive Mayor</u> Infrastructure and Public Works	2 Eksteen Street, Fichardt Park, Bloemfontein	071 688 9000 lebohang.masoetsa@mangaung.co.za	No declaration form			
4	Clr Mangcotywa (Zolile Emmanuel) 31 May 1971	<u>Chief Whip</u>	3070 Section H2, Botshabelo	082 538 8563 zolile.mancotywa@mangaung.co.za	No declaration form			
5	Clr Jonas-Malephane (Vuyelwa Eunice) 18 October 1972	Member of Mayoral Committee (i.e. MMC): Planning and Economic Development	818 Section H Botshabelo	072 589 8037 vuyelwa.jonas@mangaung.co.za	No declaration form			
6	Clr Mahase (Mpolokeng Margaret)	MMC: Community and Social Services	57 Khaile Street Wepener	073 334 2557 mpolokeng.mahase	None None	None None		

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST	DIRECTORSHIP PARTNERSHIP	INTEREST PROPERTY	IN
	27 April 1983			@mangaung.co.za				
7	Clr Monyakoane (Ntwa Patrick) 01 January 1973	MMC: Transport & Public Safety	531 Kipersol Thaba Nchu	073 856 2424 patrick.monyakoane@mangaung.co.za	No declaration form			
8	Clr Morake (Molefi Andries) 09 March 1975	MMC: Corporate Services	Vonk Street No 6 Fleurdal Bloemfontein	079 399 7809 molefimrk045@gmail.com molefi.morake@mangaung.co.za	No declaration form			
9	Clr Nkhabu (Mafa) 18 December 1976	MMC: SMME	1971 Section C Botshabelo	071 797 4489 mafa.nkhabu47@gmail.com mafa.nkhabu@mangaung.co.za	No declaration form			
10	Clr Nothnagel (Jeanine) 26 April 1963	MMC: Rural Development	Blueberry Hills 13 Woodland Hills, Wild life Estate, Bloemfontein	079 900 9945 jeanine.nothnagel@mangaung.co.za jeanine.nogel@gmail.com	No declaration form			
11	Clr Pongolo (Xolo David) 01 April 1955	MMC: Environmental Management, Parks and Solid Waste	55875 Silver City, Phahameng Bloemfontein	082 852 6562 xolo.pongolo@mangaung.co.za	No declaration form			

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST	DIRECTORSHIP PARTNERSHIP	INTEREST PROPERTY	IN
1 2	Clr Thipenyane (Gladys) 06 May 1952	MMC: Human Settlement	14 Diedricks Street, Elichpark Bloemfontei n	079 886 5081 gladys.thipenya@mangaung.co.za gladys.may4585@gmail.com	No declaration form			
1 3	Clr Titi-Odili (Lulama Magdeline) 18 February 1976	MMC: Finance, IDP and Performance Management	2566 Hillside View, Phase 2 Bloemfontei n	076 266 0414 lulama.titi@mangaung.co.za	No declaration form			
1 4	Clr Mothibi-Nkoane (Maria Mapaseka) 09 April 1966	Section 79 Chairperson: Rules	48 Amie Pretorius Road, Fichardt Park Bloemfontei n	083 481 0789 mapaseka.nkoane@mangaung.co.za	No declaration form			
1 5	Clr Nkoe (Matekane Johannes) 04 November 1964	Section Chairperson: Petitions and Motions	79 38879 Freedom Square, Bloemfontei n	0714222158 matekane.nkoe@mangaung.co.za	No declaration form			
1 6	Clr Shounyana (Motshidisi Marrian) 15 September 1967	Section 79 Chairperson: Remunerations	7711 Mokwena Location Thaba Nchu	083 350 4797 motshidiso.shounyana@mangaung.co.za	No declaration form			

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST	DIRECTORSHIP PARTNERSHIP	INTEREST PROPERTY	IN
17	Clr Tladi (Motshewa Martha) 21 October 1976	Section 79 Chairperson: Municipal Oversight and Public Accounts (MPAC)	20634 Letswele Street, Rocklands Bloemfontein	081 598 5456 tladim2@gmail.co.za	No declaration form			
18	Clr Ratsiu (Ntenne Augustina) 13 February 1963	Section 79 Chairperson: Public Places and Street Naming	657 Section K Botshabelo	ntenne.ratsiu@mangaung.co.za	No declaration form			

PR COUNCILLORS

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
1	Clr Bolt (William) 01 July 1976	DA	675 Section C1, Botshabelo	079 894 2841 williambolt76@gmail.com	None	None	None	R150 000.00

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
2	Clr Britz (Johannes Frederik) 21 July 1946	DA	33 Rorich Crescent, Fichardt Park Bloemfont ein	082 576 2210 jfbritz@mweb.co.za	Bloemmed Fitchard park Health trust Cresecent 33	None	None	Ipanema 7 Rorich Fitchard park
3	Clr Campher (Zaandre) 13 June 1988	DA	7 Barnes Street, Bloemfont ein	083 423 3887 zaandre.mystore@gmail.com	None	None	Superhinds SA	None
4	Clr Davies (Maryke) 26 April 1983	DA	3 Chris Olivier Street, Groenvlei, Bloemfont ein	071 549 7564 maryke@da.fs.org.za	Marias Family Trust: Beneficiary M&M Property Trust:Trustee	None	Husband:Morgan Davies in Properties we own	
5	Clr De Bruyn (Michiel Adriaan Petrus) 07 November 1984	FFP	2 Jurgens Potgieter street, Uitsig, Bloemfont ein	064 847 1560	None	None	None	None
6	Clr Dennis (Magdalene Elizabeth)	DA	23 Mayo Street, Hospital Park,	082 773 1116 Dalenadenniss@telkomsa.net	None House	None	None	Husband own

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
7	16 September 1953		Bloemfont ein					
	Clr Ferreira (Thomas Ignatius) 01 February 1985	DA	6 Clegg Street, Universita s, Bloemfont ein	082 631 3808 <a href="mailto:thomas.crusa
der@gmail.com">thomas.crusa der@gmail.com	None	None	None	Vest@haldon Animal Hospital
	8							
8	Clr Gailele (Ikanyeng Lazarus) 28 October 1985	EFF	10429 Zone 4, Thaba Nchu	073 045 3512 <a href="mailto:Gailele1028@
saymail.com">Gailele1028@ saymail.com	None	Top value Transport and Logistics	None	26 Villa Verron
#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
9		EFF	75 Heathedal e Road , Heidedal, Bloemfont ein	071 527 6337 063 699 5035 <a href="mailto:e.goliath12@
gmail.com">e.goliath12@ gmail.com	None	None	None	None
								Clr Goliath (Eddie Kollie) 05 September 1966

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
10	Clr Kaliya (Sipho Gift) 29 September 1970	ANC	1052 Hanise Street, Rocklands , Bloemfont ein	060 974 2506 siphokaliya@gmail.com sipho.kaliya@mangaung.co.za	No declaration form			
11	Clr Klaasen (Raynie Sarah) 21 January 1972	DA	9023 Ratau Ext, Thaba Nchu	062 244 3735 rayniek2@gmail.com	None	None	None	R320 000.00
12	Clr Litabe (Tshele Kingsley) 18 October 1968	DA	E1636 Ratau Location , Thaba Nchu	082 579 8288 litabetshele@gmail.com	No declaration form			
13	Clr Makhalany ane (Thabo Salmon) 15 May 1975	AIC	3942 Section F, Botshabel o	083 552 9811 Thabomakhalan@yane@hotmail.com	Tsebola legal Advice centre	None	None	None
14	Clr Mapitse (Tumo Khauhel o) 20		EFF 72838 Mokoloko Street, Rocklands, Bloemfontein	079 622 3599 tkmapit@gmail.com	None	None	None	None

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
	October 1965							
15	Clr Marais (Paulnita) 27 September 1967	EFF	4 Murison Street, Heidedal, Bloemfontein	078 286 8288 mpaulnita@gmail.com	None	None	None	None
16	Clr Masoeu (Thapelo David) 04 October 1959	DA	9 Dias Crescent, Dan Pienaar, Bloemfontein	083 707 0284 tdmasoeu@gmail.com	None	None	None	None
17	Clr Mokhoanatse (Edward Mahlomola) 01 August 1960	ANA	94 Jim Fouche Avenue, Universitas Bloemfontein	072 587 3460 vukatsoha@gmail.com	No declaration form			
18	Clr Mononyane (Molahlehi Barnard) 03 October 1958	COPE	Plot 165, Meadows Road Grassland, Bloemfontein	076 779 7942 Mbmononyane@gmail.com	MB Mononyane Trust	Plot 165 Grassland	None	None
19	Clr Motloung (Mampe Victoria) 16 July 1974	EFF	56 Section H, Botshabelo	078 722 6635 vicki@vodamail.co.za	None	None	None	None
20	Clr Mpakath e (Tseko Samuel) 08	DA	591 Section C, Botshabelo	072 510 3228 079 513 3999 Tsmpakathe@gmail.com	None	None	None	None

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
21	February 1953 Clr Mvala-Majola (Deliwe Sinah) 03 November 1967	DA	2419 Motshabi, Bloemfontein	Caleb 079 232 1240 Dsmvalamajola@gmail.com		None	None	Documents None
22	Clr Olivier (Gerhardus Johannes) 12 March 1969	ANC	9 Sedan Street, Bayswater, Bloemfontein	076 0169 499 thabo.olivier1@gmail.com		No declaration form		
23	Clr Petersen (Joan Esmelia) 04 February 1953	ANC	23 Murison Street, Heidedal, Bloemfontein	072 653 5843 082 652 2849 joan.petersen@mangaung.co.za		None	None	None 23 Murison Strt Heidedal
24	Clr Poone-Rankholo (Paballo Portia) 28 April 1990	EFF	1408 Revonia Location, Dewetsdorp	0781279067 Pooneportia@webmail.co.za		None	None	None None
25	Clr Ranchobe (Tsholo) 26 March 1988	EFF	29341 Hani Park, Bloemfontein	Chris 060 385 2236 078 256 1140 tsholo.ranchobe@gmail.com		None	None	None None

#	SURNAME (NAME/S)	PAR TY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN	
26	Clr (Joalane Hiecksonia) 24 November 1968	Rantai	DA	5530 Mancoe Street, Rocklands, Bloemfontein	083 532 2115 Joalanerantai@gmail.com	No declaration form			
27	Clr (Lempe Ernest) 19 January 1980	Rasoeu	DA	Unit 29 Igitur, LP Hoogenhout Street Langenhoven Park	073 777 7349 063 220 1730 eddierasoeu@yahoo.com	None	Agatha Sand stone properties	None	None
28	Clr (Jankie Elisha) 11 October 1960	Sebolao	EFF	155 Memoriam Road, Uitsig, Bloemfontein	078 286 7252 je.sebolao@gmail.com	None	None	None	None
29	Clr Sefume (Nkahiseng Reginah) 18 September 1977		EFF	7570 Mokoena Location, Thaba Nchu	079 111 4776 nkagisengs@gmail.com	None	None	None	None
30	Clr (Malefetsane Godfrey) 20 August 1986	Selebeli	ANC	2011 Section C1, Botshabelo	073 711 6421	None	None	None	None
31	Clr (Puseletso Leticia) 04 June 1981	Seleke	ANC	2864 Kanana Location Wepener	081 496 5896 065 812 1384 pseleke3@gmail.com	No declaration form			
32	Clr Snyman van Deventer (Elizabeth)		FFP	81 Waverley Road, Waverley	082 305 1540 snymane@	No declaration form			

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN	
	13December1967				ufs.ac.za				
33	Clr Thatho(Matsau Vincent) 13 September 1978	AIC	461 Section C, Botshabelo	078 866 5909 Mattsauthatho@gmail.com	No declaration form				
34	Clr Thwala (Zwelinjane Jonathan) 04 April 1964	DA	E 6546 Zone1, Thaba Nchu	079 220 2299 063 699 2967 thwala.jonathan@gmail.com	Vuyo trust	Managing Director	Owner 50%	None	
35	Clr Viviers (Benhardus Jacobus) 03 November 1973	DA	95A Aliwal Street, Arboretum, Bloemfontein	083 399 0230 hardie@goodfrank.co.za hardie@hvrprok.co.za	Only as Independent Trustee	None	None	None	

WARD COUNCILLORS

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN
1	Clr Sekakanyo (Diphoko Moses) 27 January 1971	ANC 1	54767 Monyatsi Street, Batho Location, Bloemfontein	079 628 2243 moses.sekakanyo@mangaung.co.za	No declaration form

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN				
2	Clr Michaels (Sekgopi Oscar) 21 December 1970	ANC 2	3768 Morakile Street, Bochabela Location, Bloemfontein	063 699 3518 oscarmichaels70@gmail.com	Paul Moruri Family trust	None	None	None	None
3	Clr Mogapi (Thabita) 24 May 1982	ANC 3	55346 Kagisho Square, Phahameng, Bloemfontein	063 699 3100 Thabita.Mogapi@mangaung.co.za	None	None	None	None	None
4	Clr Rasile (Motsamai Manase) 03 July 1962	ANC 4	8447 Joe Slovo, Bloemfontein	063 699 3055	No declaration form				
5	Clr Chaka (Nomhle Sylvia) 22 September 1972	ANC 5	870 Nazo Street, Rocklands, Bloemfontein	073 255 3305 063 699 2977 nomhle.chaka@mangaung.co.za	No declaration form				
6	Clr Nkoe (Matekane Johannes) 04 November 1964	ANC 6(Chair of Section 79)	38879 Freedom Square, Bloemfontein	071 422 2158 matekane.nkoe@mangaung.co.za	No declaration form				
7	Clr Rampai (Chabeli Frank) 22	ANC 7	03 Mkhonto Square,	083 591 0512 063 699 3527 Chabeli.Rampai	No declaration form				

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN
8	February 1973 Clr Qwema (Ma-Sabatha Babies)	ANC 8	Turflaagte, Bloemfontein 8268 Peter Swart, Bloemfontein	@mangaung.co.za 082 738 5347/ 063 699 2973	None None None None
9	Clr Dyosiba (Sebenzile) 06 June 1972	ANC 9	22915 Mosimane Street, Hillside View, Bloemfontein	076 422 1506 sebenzile.dyosiba@mangaung.co.za	No declaration form
10	Clr Majara (Lekgowa Johannes) 31 January 1972	ANC 10	2471 Caleb Motshabi, Bloemfontein	083 497 7826 063 699 3521 Johannes.Majara@mangaung.co.za	No declaration form
11	Clr (Amanda) 11 11 1958	ANC 11	29283 Chris Hani, Bloemfontein	083 534 1107/ 063 699 2030	None None None None
12	Clr Mohulatsi (Mamoorosi Margaret) 09 September 1976	ANC 12	53282 Phase 3, Bloemfontein	073 488 4969/ 063 699 2030 Mantsane.Mohulatsi@mangaung.co.za	None None None None

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN				
13	ClrMatetha (Nozimanga Rosin) 22 September 1952	ANC 13	10822 Singonzo Street, Bloemfontein	060 354 5284 051 434 1382	No declaration form				
14	Clr Tiale (Maleho Elias) 16 June 1972	ANC 14	6702 Sedikelo Street , Kagisanong, Bloemfontein	076 391 6408 Tiale8maleho@gmail.com Tlalemoleho27@gmail.com	None	My store Convenient	Bloemfontein Brake& Clutch Revolution	None	
15	Clr Mohibidu (Pulane Martha)	ANC	11836 Lebona Motsoeneng Street, Bloemanda,	0748601310	None	None	None	None	
17	Clr Maphathe (Lerato Matapo) 05 April 1959	ANC 17	20890 Grassland Phase 3, Bloemfontein	079 584 3680 lpmaphathe@gmail.com					
18	Clr Mckay (David Mark Campbell) 31 March 1969	DA 18	7 Borkenhagen Crescent, Westdene, Bloemfontein	082 414 7491 Macdesigns@worldonline.co.za					
19	Clr Maleleka (Patrick Tshebeletso) 12April1985	ANC 19	7 Parkhof, Parkroad	063 699 2021 Papimaleleka@gmail.com					

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN
				Street, Bloemfontein	
20	Clr van der Merwe (Rulhof) 8 January 1949	DA 20		No 11 Waverley Park, 106A Waverley Road, Bloemfontein	082 921 5891 <u>Fiefvdm</u> <u>@nashuaisp.co.za</u>
21	Clr Lotriet (Pieter Adam) 30 June V1958	DA 21		92 Witstinkhout, Bewarea Retirement Village, Pentagon Street, Bloemfontein	082 412 5261 <u>palotriet</u> <u>@telkomsa.net</u>
22	Clr Leech (Dulandi) 16 December 1984	DA 22		7AAG Visser Street, Langenhoven Park, Bloemfontein	082 341 4879 <u>dulandi@</u> <u>da.fs.org.za</u>
#	SURNAME (NAME/S)				
23	Clr van der Walt (Tjaart Botha) 28 July 1986	DA 23		9B Tibbie Viseer Avenue, Estoire, Bloemfontein	074 100 6808 <u>tjaart1000@</u> <u>gmail.com</u>

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST DIRECTORSHIP PARTNERSHIP INTEREST IN
24	Clr Kotze (Gerhardus Dirk Petrus) 25 August 1975	DA 24	7 Eksteen Street, Fichardt Park, Bloemfontein	078 458 8994 ward24.incidents@gmail.com	
25	Clr Botes (Francois Rossouw) 01 December 1957	DA 25	Lilyvale Estate No. 26, Heuwelsig, Bloemfontein	083 653 2287 rossouw@lantic.net	
26	Clr van Niekerk (Hendrik Johannes Christiaan) 25 November 1962	DA 26	15 Akkoorde Crescent, Pellissier, Bloemfontein	082 416 9623 hvn1@vodamail.co.za	
27	Clr Kholomba (Kedamile Jacob) 28 August 1970	ANC 27	1272 Section F, Botshabelo	083 887 1415 k.kolomba@gmail.com	
28	Clr Ratsiu (Ntenne Augustina) 13 February 1963	ANC 28(Chair of Section 79)	657 Section K, Botshabelo	082 334 4616 ntenne.ratsiu@mangaung.co.za	
29	Clr Mokoakoa (Mpho Isaac) 06 May 1978	ANC 29	2556 Section J, Botshabelo	073 352 1862 Mphomokoakoa@gmail.com	

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
30	Clr Moopelo (Tselane Morin) 15 January 1972	ANC 30	1169 Section H3, Botshabelo	072 275 9787 tselane.moopelo@mangaung.co.za	No declaration form			
31	Clr Nkhabu (Mafa) 18 December 1976	ANC 31(MMC as well)	1971 Section C, Botshabelo	071 797 4489 mafa.nkhabu47@gmail.com Mafa.Nkhabu@mangaung.co.za	No declaration form			
32	Clr Mohloki (Mamopa Meriam) 18 July 1970	ANC 32	218 Section K, Botshabelo	060 381 9899				
33	Clr Mohlabane (Ramakatsa Janie) 26 August 1968	ANC 33	224 Section B, Botshabelo	071 969 6158 ramakatsa.mohlabane@gmail.com	None	None	None	None

#	SURNAME (NAME/S)	PA RT Y	ADDRES S	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
34	Clr Mokoloko ANC (Pitso 34 Richmond) 09 November 1968	1034 Section N, Botshab elo	072 578 2837 Pitso.Moloko@mangau.ng.co.za	None	None	None	None	
35	Clr Sefuthi ANC (Nomalanga 35 Maria) 27December1968	1225 Section L, Botshab elo	082 728 1146 063 699 1614 maria.sefuthi@mangau.ng.co.za mabereng01@gmail.com	None	None	None	None	
36	Clr Mohapi ANC (Teboho 36 David) 01 October 1975	309 Section W, Botshab elo	071 406 5290 063 699 2979 hapz91448@gmail.com	None	Yes	None	None	
37	Clr Lebona ANC (Nkhahle 37 Joseph) 07 November 1988	3351 Section U,	083 546 5169	None	None	None	None	

#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
38	Clr Naile ANC (Tshokolo 38 Julias) 13 November 1977	ANC 38	Botshabelo 958 Section M, Botshabelo	079 625 None 6663 tshokolo.naile@mangau.ng.co.za	None	None	None	None
#	SURNAME (NAME/S)	PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
39	Clr Cezula (Nozenza Betty) 10 September 1980	ANC 39	E3709 Moroka Location, Thaba Nchu	076 791 9138 nbcezula@gmail.com	None	None	None	None
40	Clr Khunou (Leburu Matthews) 14 June 1969	ANC 40	5273 Seloselaha Ext 3, Thaba Nchu	063 2033 Kabelo.Leserwane@mangau.ng.co.za	None	None	None	None

#	SURNAME (NAME/S)		PARTY	ADDRESSES	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
41	Clr Moruri (Moruri Michael) 13 December 1970	ANC 41	81 Moroto Village, Thaba Nchu	083 938 8529 moruri.moruri@mangau.ng.co.za		No declaration form			
42	Clr Mothupi (Maqoma Lazarus) 16 September 1965	ANC 42	11927 Zone 5, Thaba Nchu	073 0252 063 3520	859 699	No declaration form			
43	Clr Ramainoane (Thete David) 10 June 1983	ANC 43	67 Kommis sie drift Trust, Thaba Nchu	063 9599	699	No declaration form			
44	Clr Pretorius (Selmé) 04 January 1973	D A 44	5 Vilonel Street, Dan Pienaar, Bloemfontein	082 2047 selpret@gmail.com	824	50 Nell Pretorius Family Trust	None	None	Versailks str 6 Versailks str 5 16 Geril Fick str All bonded , other Properties in trust 3 cc
45	Clr Ndzuzo (Thembisa) 29 September 1968	ANC 45	7438 Phase4, Bloemside,	082 4488/063 3502	350 699	No declaration form			

#	SURNAME (NAME/S)		PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
			Bloemfontein		Thembisandzuzo@gmail.com				
46	Clr Ramabolu (Moferefere Joseph) 08 August 1977	ANC 46	13868 Phase 6, Bloemfontein	071 900 2293	No declaration form				
				Gombheoes@gmail.com					
47	Clr Kganakga (Mokgadi) 02 April 1986	D A 47	No 23 Jorihan Zastron street, Bloemfontein	083886949 4 mokgadikganakga99@gmail.com	None	Xgrafies Pty Ltd	None	Dias Crescent R2.2 m	
#	SURNAME (NAME/S)		PARTY	ADDRESS	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
48	Clr Pretorius (Johannes Christiaan)	D A 48	7 Dias Crescent, Dan Pienaar, Bloemfontein	072 226 0222	No declaration form				
				xgrafies@gmail.com					

#	SURNAME (NAME/S)		PARTY	ADDRESSES	CONTACT DETAILS	TRUST PROPERTY	DIRECTORSHIP	PARTNERSHIP	INTEREST IN
49	Clr Mofokeng (Motsekoa Johannes) 05 January 1979	ANC 49	13030 Zone 4 Ext, Thaba Nchu	072 406 8419 motsekoa.mofokeng@mangaung.co.za	None	None	None	None	
50	Clr Sewisa (Olga Prime-Rose) 16 August 1969	ANC 50	2460 Kanana Location Wepener	063 2959/ 556 6866 Olga.Phala.tse@mangaung.co.za	No declaration form				

APPENDIX I: REVENUE COLLECTION PERFORMANCE BY VOTE 2020/2021

Vote Description		2019/2020	2020/2021						
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
<u>Revenue by Vote</u>	1								
Vote 01 - Office of The City Manager		0	12 301	12 301	0	12 301	(12 300)	-100,0%	12 301
Vote 02 - Office of The Executive Mayor		–	–	–	–	–	–		–
Vote 03 - Corporate Services		4 521	10 900	10 900	1 564	10 900	(9 337)	-85,7%	10 900
Vote 04 - Finance		1 521 736	1 626 220	1 452 509	1 397 896	1 452 509	(54 613)	-3,8%	1 452 509
Vote 05 - Social Services		25 755	37 434	19 415	10 750	19 415	(8 665)	-44,6%	19 415
Vote 06 - Planning		36 182	50 496	50 496	41 682	50 496	(8 814)	-17,5%	50 496
Vote 07 - Human Settlement and Housing		44 521	46 608	44 674	31 315	44 674	(13 359)	-29,9%	44 674
Vote 08 - Economic and Rural Development		317	311	311	655	311	344	110,4%	311
Vote 09 - Engineering		579 053	484 350	480 086	491 020	480 086	10 934	2,3%	480 086
Vote 10 - Water		1 207 540	1 412 165	1 426 099	1 324 319	1 426 099	(101 780)	-7,1%	1 426 099
Vote 11 - Waste and Fleet Management		273 219	382 948	405 084	399 986	405 084	(5 097)	-1,3%	405 084
Vote 12 - Miscellaneous		1 141 198	1 437 122	1 164 283	475 737	1 164 283	(688 546)	-59,1%	1 164 283
Vote 13 - Metro Police		–	–	–	–	–	–		–
Vote 14 - Naledi And Soutpan		–	–	–	–	–	–		–
Vote 15 - Other		2 798 725	2 835 037	2 840 985	2 712 452	2 840 985	(128 533)	-4,5%	2 840 985
Total Revenue by Vote	2	7 632 767	8 335 892	7 907 143	6 887 376	7 907 143	(1 019 766)	-12,9%	7 907 143

APPENDIX J: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

CAPITAL EXPENDITURE FUNDING PER SOURCE	Approved Budget	Adjusted Budget	Curr Mth Exp	YTD Movement	Balance	% on Approved Budget
External Loans	85 179 220	43 611 300	5 998 057	74 963 723	-31 352 423	171,89%
Capital Replacement Reserve (Own funds)	127 918 668	226 216 364	56 001 255	141 873 713	84 342 651	62,72%
Public Contributions and donations	11 932 851	11 932 851	2 182 680	13 934 314	-2 001 463	116,77%
National Government	911 531 500	752 643 894	156 729 530	594 066 633	158 577 261	78,93%
TOTAL	1 136 562 239	1 034 404 409	220 911 522	824 838 383	209 566 026	79,74%

APPENDIX K: CAPITAL PROGRAMME BY PROJECT (2020/2021)

Capital Expenditure		Approved	Adjusted	Current	YTD		% on
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Adjustment Budget
CENTLEC							
13056473520CFQX3ZZ11	TRAINING & DEVELOPMENT	519 155	519 155	-	269 609	249 546	51,93
14066456020CFQY4ZZ11	DIGITAL RADIO SYSTEM	604 397	1 000 000	-	-	1 000 000	0
14066470020CFQX2ZZ11	COMPUTER EQUIPMENT (COVID-19)	-	-	-	724 950	(724 950)	0
14066470020CFQX6ZZ11	IMPLEM BUSINESS CONT DISASTER RECOV INF	1 990 207	1 990 207	-	-	1 990 207	0
14066471020CFQY3ZZ11	UPGRADE & REFURB COMPUTER NETWORK	3 252 697	3 252 697	269 504	754 558	2 498 139	23,19
14066522420CFP49ZZ11	BULK METER REFURBISHMENT	741 650	741 650	-	349 732	391 918	47,15
14066523020CFP33ZZ11	METER PROJECT	6 321 995	8 549 085	7 983 430	20 045 209	(11 496 124)	234,47
1442643302081P16ZZ11	ELECTRIFICATION (USDG GRANT)	57 499 976	50 492 049	11 579 320	41 549 976	8 942 073	82,29
14426520420CFP09ZZ11	SECURITY EQUIPMENT (CCTV)	15 109 930	15 109 930	-	110 066	14 999 864	0,72
1442652242077P47ZZ11	BOTSHABELO: ESTABLISHMENT OF 132KV CONNE	-	-	850 000	850 000	(850 000)	0
14426522420CFP50ZZ11	ELECTRIFICATION INTERNAL PROJECTS	8 850 792	8 850 792	4 157 024	10 586 441	(1 735 649)	119,61
14426522420CFP53ZZ11	EXTENSION AND UPGRADING OF THE 11KV NETW	3 021 986	3 021 986	752 422	1 465 592	1 556 394	48,49
1442652302095P28ZZ11	PUBLIC ELECTRICITY CONNECTIONS	11 932 851	11 932 851	615 366	11 718 999	213 852	98,2
14426523020CFP26ZZ11	UPGRADING AND EXTENTION OF LV NETWORK	1 813 192	1 813 192	63 778	235 459	1 577 733	12,98
14426523020CFP29ZZ11	SERVITUDES LAND (INCL INVEST REMUNE REG	351 493	351 493	22 014	30 514	320 979	8,68
14426523020CFP35ZZ11	INSTALLATION OF PUBLIC LIGHTING	6 027 012	6 027 012	195 590	4 496 158	1 530 854	74,6
14426523020CFP72ZZ11	INSTALL PREPAID METERS	37 024	37 024	-	61 194	(24 170)	165,28
14436521020CFP15ZZ11	REMEDIAL WORK 132KV SOUTHERN LINES	604 397	604 397	-	-	604 397	0
14436523020CFP25ZZ11	SHIFTING OF CONNECTION AND REPLACEMENT S	361 008	361 008	10 670	529 490	(168 482)	146,66

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
14436523020CFP27ZZ11	REFURBISHMENT OF HIGH MAST LIGHTS	3 626 383	3 626 383	-	641 829	2 984 554	17,69
14436523020CFP30ZZ11	REP LOW VOLT DECREPIT 2/4/8 WAY BOXES	906 596	906 596	380 035	439 949	466 647	48,52
14436523020CFP34ZZ11	REP BRITTLE OVERHEAD CONNECTIONS	453 298	453 298	32 031	123 664	329 634	27,28
14446523020CFP36ZZ11	S/LIGHTS REPLACE POLE TRNS POLES SECTION	2 115 390	2 115 390	745 600	2 245 019	(129 629)	106,12
14456520420CFP04ZZ11	REPLACEMENT OF 110V BATTERIES	906 596	906 596	-	151 656	754 940	16,72
14456521420CFP60ZZ11	REPLACEMENT OF 11KV SWITCHGEARS	906 596	906 596	343 692	1 762 846	(856 250)	194,44
14456521420CFP61ZZ11	REPLACEMENT OF 32V BATTERIES	60 440	60 440	-	-	60 440	0
14456522420CFP45ZZ11	REFUR PROTEC & SCADA SYSTEMS DIST CENTR	3 021 986	3 021 986	-	154 712	2 867 274	5,11
14456522420CFP52ZZ11	TRANSFORMER REPLACE & OTHER RELATED EQUI	3 021 986	3 021 986	763 034	3 880 878	(858 892)	128,42
14456523020CFP31ZZ11	REP 2 &4 WAY FIBREGLAS BOX (BOTS % TBAN)	604 397	604 397	-	-	604 397	0
14456524020CFP80ZZ11	REPLACEMENT OF OIL PLANT	315 201	315 201	-	-	315 201	0
14456563520CFQH6ZZ11	REPAIR MMM DIST DIST CENTRE	11 785 745	11 785 745	305 405	11 211 630	574 115	95,12
14456563520CFQH7ZZ11	REPAIR VISTA DIST DIST CENTRE	12 087 944	12 087 944	-	10 465 466	1 622 478	86,57
15036421420CFQX8ZZ11	VEHICLES	6 071 774	21 071 774	1 152 306	1 377 586	19 694 188	6,53
15036520420CFP08ZZ11	INTER COMPANY - INTEGRATED NAT. ELEC (M	1 224 638	1 224 638	1 328 465	1 328 465	(103 827)	108,47
15056460020CFQX1ZZ11	FURNITURE AND OFFICE EQUIPMENT	132 361	132 361	22 400	22 400	109 961	16,92
15056523420CFP70ZZ11	SOLAR FARM GENERATION PLANT	1 813 192	1 813 192	-	-	1 813 192	0
15066563520CFQY2ZZ11	VAN STADENSUS - NEW MULTIPURPOSE CENTRE	1 338 543	1 338 543	116 450	996 275	342 268	74,42
1801652242095W04ZZ11	PUBLIC CONNECTIONS	-	-	25 079	158 608	(158 608)	0

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
18016522420CFW05ZZ11	METER PROJECTS	-	-	151 250	1 062 900	(1 062 900)	0
18016522420CFW06ZZ11	REFURBISHMENT PROJECTS	-	-	318 205	354 184	(354 184)	0
1803652242095W07ZZ11	PUBLIC CONNECTIONS	-	-	1 542 235	2 056 707	(2 056 707)	0
18036522420CFW08ZZ11	METER PROJECTS	-	-	63 500	185 036	(185 036)	0
18046522420CFW03ZZ11	REFURBISHMENT PROJECTS/NETWORK CATALYST	-	-	-	1 387 475	(1 387 475)	0
18046523020CFP04ZZ11	REPLACEMENT OF 110V BATTERIES	-	-	-	21 587	(21 587)	0
	SUB TOTAL	169 432 828	180 047 594	33 788 805	133 806 820	46 240 774	74,32%
OFFICE OF THE CITY MANAGER - IPTN							
2205642042062QS6ZZ40	BOTSHABELO - NON-MOTORIZED TRANSPORT	4 000 000	-	-	-	-	0
2205642042062QS7ZZ30	THABA-NCHU NON-MOTORIZED TRANSPORT	3 500 000	-	-	-	-	0
2205642042062QT2ZZ11	MOSHOESHOE TRUNK PARTA (RO)	3 500 000	25 274 185	2 907 399	21 991 191	3 282 994	87,01
2205642042062QT4ZZ11	MOSHOESHOE TRUNK PARTB (RO)	5 000 000	17 103 922	(336 890)	12 935 613	4 168 309	75,62
2205642042062QT5ZZ11	CHIEF MOROKA CRESCENT TRUNK (RO)	3 500 000	9 174 868	(18 028 988)	7 603 162	1 571 706	82,86
2205642042062QT6ZZ11	IPTN BUS DEPOT - CIVIL (RO)	9 525 000	18 607 742	(10 138 821)	12 226 685	6 381 057	65,7
2205642042062QT7ZZ11	IPTN BUS DEPOT - BUILDING WORKS	1 000 000	-	-	-	-	0
2205642042062QU1ZZ11	OPEN BUS STATIONS (BUS STOP SHELTER)	2 500 000	2 500 000	-	1 701 907	798 093	68,07
2205642042062QU2ZZ11	BUS STOPS (WITH POLES)	1 010 000	1 010 000	-	-	1 010 000	0
2205642042062QU3ZZ11	INTELLIGENT TRANSPORT SYSTEM	4 650 000	3 000 000	-	-	3 000 000	0
2205642042062QW1ZZ11	FORTHARE CONTRACT1 (RO)	8 500 000	17 099 990	(7 516 509)	14 985 465	2 114 525	87,63
2205642042062QW2ZZ11	FORTHARE CONTRACT2 (RO)	5 000 000	12 829 089	(19 520 579)	9 724 568	3 104 521	75,8
2205642042062QW7ZZ11	MANGAUNG - NMT PHASE 2	2 000 000	-	-	-	-	0
2205642042062QW8ZZ11	IPTN TRANSFER FACILITIES	20 000 000	-	-	-	-	0

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
2205642042062RQ7ZZ11	INDUSTRY TRANSFORMATION (RO)	63 641 292	-	-	-	-	0
2205642042062RQ8ZZ11	INDIRECT OPERATING EXPENDITURE (RO)	25 800 000	-	-	-	-	0
2205642042062WQ1ZZ11	MOSHOESHOE TRUNK PARTA	-	638 932	638 932	638 932	(0)	100
2205642042062WQ2ZZ11	MOSHOESHOE TRUNK PARTB	-	5 286 903	5 286 903	5 286 903	(0)	100
2205642042062WQ3ZZ11	CHIEF MOROKA CRESCENT TRUNK	-	21 463 736	21 463 736	21 463 736	(0)	100
2205642042062WQ4ZZ11	IPTN BUS DEPOT - CIVIL	-	11 806 624	11 806 624	11 806 624	0	99,99
2205642042062WQ5ZZ11	FORTHARE CONTRACT1	-	15 562 774	15 562 774	15 562 774	(0)	100
2205642042062WQ6ZZ11	FORTHARE CONTRACT2	-	24 544 212	24 544 212	24 544 212	(0)	100
2205642042062WQ7ZZ11	INDUSTRY TRANSFORMATION	-	16 439 058	-	-	16 439 058	0
2205642042062Y03ZZ11	IPTN BUS FLEET	-	26 507 646	26 007 646	26 007 646	500 000	98,11
	SUB TOTAL	163 126 292	228 849 681	52 676 440	186 479 419	42 370 262	81,49%
CORPORATE SERVICES							
32026456020CFQH9ZZ11	FIREARMS TRAINING	-	176 592	176 592	176 592	0	99,99
37036445020CFC03ZZ20	WATER RESERVOIR BRAM FISCHER BUILDING	734 716	-	-	-	-	0
37036456020CFC61ZZ20	AIRCON UNITS: THABA NCHU REG OFFICE	326 556	862 703	861 558	861 558	1 145	99,86
37036456020CFY04ZZ20	NEW PASSENGER CAR/LIFT: GABRIEL DICHABE	551 037	472 637	471 994	471 994	643	99,86
37036456020CFY05ZZ20	PASSENGER CARRIE/LIFT: T/NCHU REG OFFICE	1 227 593	-	-	-	-	0
37036456020CFY06ZZ20	FIRE DETECTION SYSTEM FOR MMM BUILDINGS	836 790	1 840 271	207 150	1 480 669	359 602	80,45
37036473520CFC62ZZ20	REFURB OF REFRIGE FRESH PRODUCE MARKET	1 836 790	-	-	-	-	0
37036474020CFC60ZZ20	REFRURB OF HVAC SYSTEM: BRAM FISHER	2 255 185	-	-	-	-	0
39016456020CFY08ZZ11	HARDWARE EQUIPMENT	2 000 000	51 930	-	51 930	-	100
39016471020CFR63ZZ11	P-CNIN COM F FIRE/AMBUL	8 000 000	3 300 000	-	1 835 419	1 464 581	55,61
39016471020CFR65ZZ11	P-CNIN COMPUTER EQUIP	2 000 000	-	-	-	-	0

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
39016471020CFR66ZZ11	P-CNIN COMPUTER EQUIP	2 500 000	-	-	-	-	0
39016471020CFR67ZZ11	P-CNIN COMPUTER EQUIP	2 000 000	-	-	-	-	0
39016471020CFR68ZZ11	P-CNIN COMPUTER EQUIP	1 500 000	-	-	-	-	0
39316191420CFST1ZZ11	PURCHASE FOCUS SYSTEM - PAYDAY	-	400 000	341 250	341 250	58 750	85,31
	SUB TOTAL	25 768 667	7 104 133	2 058 543	5 219 411	1 884 722	73,47%
FINANCE							
45026460020CFQP1ZZ11	PROCUREMENT OF OFFICE FURNITURE AS PER U	-	130 000	-	-	130 000	0
	SUB TOTAL	-	130 000	-	-	130 000	0,00%
SOCIAL SERVICES							
55116456020CFQ62ZZ11	SPEED LAW ENFORCE CAMERAS-HANDHELD CAM	1 200 000	1 450 000	1 279 505	1 279 505	170 495	88,24
55116456020CFQ64ZZ11	WHEEL CLAMPS	450 000	200 000	200 000	200 000	-	100
55416456020CFQ41ZZ11	CCTV	-	1 728 630	-	1 728 630	-	100
56216473520CFQU5ZZ11	UPGRADING OF BLOEMFONTEIN ZOO	500 000	-	-	-	-	0
56316473520CFC80ZZ11	DEVELOPMENT OF NALISVIEW CEMETERY	-	500 000	-	-	500 000	0
5651647352081RN5ZZ11	NALLIES VIEW CEMETERIES PROJECT	3 000 000	2 802 134	742 329	2 572 034	230 100	91,78
5661647352081WP8ZZ50	PARK - WEPENER (RO)	-	1 037 923	117 214	897 014	140 909	86,42
5661647352081WP9ZZ60	PARK - SOUTPAN (RO)	-	974 063	-	613 049	361 014	62,93
5666647352081Q11ZZ11	REGIONAL PARK DEVELOPMENT IN GRASSLAND	459 198	-	-	-	-	0
5667647352081Q14ZZ11	REGIONAL PARK DEV- BLOEM (MANG TLAAGTE)	459 198	-	-	-	-	0
	SUB TOTAL	6 068 396	8 692 750	2 339 048	7 290 232	1 402 518	83,87%
PLANNING							
6212647352081Q69ZZ11	FORMALISATION INFILL PLANNING	7 117 562	2 007 590	1 250 048	2 006 073	1 517	99,92
6212647352081WR1ZZ11	FORMALISATION INFILL PLANNING (RO)	-	2 678 750	-	2 678 750	-	100

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
6212647352081Y09ZZ20	TOWNSHIP ESTABLISHMENT FARM KLIPFONTIEN	3 443 982	2 601 655	-	2 601 655	-	100
6212647352081Y15ZZ40	TOWN ESTABLISHMENT BOTSH SEPANE FARMS	1 285 753	-	-	-	-	0
6231647352081QH5ZZ20	FIRE STATION BOTSHABELO	14 418 803	5 602 184	-	5 602 184	0	99,99
6231647352081QV1ZZ30	CONSTRUCTION OF A NEW COMMUNITY CENTRE I	9 505 389	5 983 979	93 750	5 983 979	0	99,99
6231647352081QV3ZZ20	REHABILITATION OF ARTHUR NATHAN SWIMMING	1 354 633	4 047 604	-	4 047 603	1	99,99
	SUB TOTAL	37 126 122	22 921 762	1 343 798	22 920 244	1 518	99,99%
HUMAN SETTLEMENT							
6571643302081C17ZZ11	VISTA PARK 2: ELECTRICITY	1 000 000	-	-	-	-	0
6571644502081C47ZZ11	KGOTSONG INSTA W&S	-	210 902	-	-	210 902	0
6571644502081C48ZZ11	VISTAPARK 2 - REALIGN BULK WAT PIPE	-	652 372	-	342 916	309 456	52,56
6571644502081WA5ZZ11	INST WAT & SEWER RETIC KGOTSONG (RO)	-	2 877 790	-	-	2 877 790	0
6571644502081Y27ZZ20	SONDERWAT PH 2 80/INST WATER INT SEW RET	5 320 000	622 572	288 741	579 261	43 311	93,04
6571644502081Y29ZZ20	VISTAP 2&3 REALIG REROUT BULK WATER PIPE	-	1 248 543	-	1 248 543	0	99,99
6571644602081Q80ZZ20	CHRIS HANI 28747 - INSTALL RETIC (50 U)	6 000 000	256 365	207 398	225 255	31 110	87,86
6571644602081Q82ZZ11	FLEURDAL INFILL - SERVICES (21 U)	2 076 982	-	-	-	-	0
6571644602081Q83ZZ11	F/DOM SQ 37321 (ZUMA- INSTAL RET (117 U)	8 819 000	941 375	-	869 601	71 774	92,37
6571644602081Q86ZZ11	MARIKANA - INSTALL RETIC (80 U)	5 320 000	589 849	-	239 849	350 000	40,66
6571644602081Q87ZZ11	MKHONTO ERF 32109 - INS RETIC (111 U)	6 400 000	544 379	-	544 378	1	99,99
6571644602081Q88ZZ11	SALIVA 35180 & 8323 - INSTAL RETIC124 U)	7 450 000	619 186	-	619 186	0	99,99

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
6571644602081Q89ZZ11	VISTAPARK 2 - INSTAL RETIC (CATALYTIC)	1 000 000	-	-	-	-	0
6571644942081C10ZZ40	SECTION C & E -INST WATER SEW 138 UNITS	900 000	-	-	-	-	0
6571644942081C16ZZ11	VISTA PARK 2-BULK SEWER	4 000 000	-	-	-	-	0
6571644942081V14ZZ30	THABA INT SEWER RETICU (RO)	-	6 330 681	4 436 791	6 074 804	255 877	95,95
6571647242081C18ZZ11	VISTA PARK 2-ROADS & STORM WATER	1 000 000	-	-	-	-	0
6571647242081C19ZZ11	VISTA PARK 2-BULK STORM WATER	8 000 000	-	-	-	-	0
6571647242081C20ZZ11	VISTA PARK 3 CIVIL INFRASTRUCTURE	30 000 000	-	-	-	-	0
6572644502081C15ZZ11	BOTSH SEC H2873 G1011 INST WATER SEW	2 000 000	530 789	-	461 556	69 233	86,95
6572644502081Y26ZZ20	BLOEMSIDE PH 7/1128 -INSTA WATER/SEW RET	7 000 000	154 008	-	-	154 008	0
6572644502081Y28ZZ20	BLOEMS PH 9 &10/500 INST WAT INT SEW RET	7 000 000	2 907 059	-	2 907 059	-	100
6572644602081Q98ZZ50	DEWETSDORP - INTERNAL RETIC (100 U)	3 800 000	1 346 248	-	1 346 247	1	99,99
6572644602081Q99ZZ11	GRASSL& PH 4 - INSTALL RETIC (1000 U)	17 000 000	21 831 519	52 482	17 228 469	4 603 050	78,91
6572644602081W10ZZ60	SOUTPAN - INSTALL RETIC (22 U)	1 590 000	916 118	373 625	860 043	56 075	93,87
6572644942081C46ZZ11	SECTION T - INSTAL OF SEWER	-	769 318	(465 957)	273 299	496 019	35,52
65726449420CFQR1ZZ11	PRE-PLANNING VISTA PARK 2	-	19 587 073	17 032 237	17 032 237	2 554 836	86,95
6572647242081W29ZZ11	BLOEMSIDE ERF 4510 - INTERNAL ROADS	7 469 500	-	-	-	-	0
6573644502081C45ZZ11	T/NCHU EXT 27 INSTAL W&S (390 H)	-	38 013	-	-	38 013	0
6573644502081R55ZZ30	INTERNAL WATER RETICULATION RATAU	2 450 000	-	-	-	-	0
6573644602081C11ZZ11	TAMBO SQUARE - INSTAL WATER AND SEWER	2 160 000	234 053	203 524	203 524	30 529	86,95

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
6573644602081C12ZZ11	ACQUIS LAND INFORMAL SETTLEME RELOCATE	20 000 000	-	-	-	-	0
6574644502081Z02ZZ40	BOTS WEST EXT 1 1000 WAT INTER SEW RET	17 000 000	32 042 640	3 295 495	31 733 271	309 369	99,03
6574644602081W14ZZ40	BOTSHB SEC L1124 -INSTALL RETIC (RO)	-	3 339 238	3 339 238	3 339 238	-	100
6574644602081W16ZZ40	BOTSHB SEC R - INSTALL WATER (1000 U)	9 000 000	2 815 170	445 617	1 935 564	879 606	68,75
6574644942081RK5ZZ20	THABO MBEKI SQUARE (48 HOUSEHOLDS) - INT	6 250 000	-	-	-	-	0
6574644942081RK6ZZ20	KGATELOPELE SQUARE (HOUSEHOLDS.) - INTE	9 260 000	4 433 854	(4 433 852)	1	4 433 853	0
6574644942081W13ZZ40	BOTSHB SEC D - INSTALL SEWER RETIC	6 000 000	1 404 610	-	1 404 610	1	99,99
6574644942081W15ZZ40	BOTSHB SEC M - INSTALL SEWER RETIC	6 000 000	46 529	-	-	46 529	0
6574644942081WR2ZZ40	BOTSHB SEC D - INSTALL SEWER RETIC(RO)	-	431 668	431 668	431 668	-	100
6574644942081WR3ZZ40	BOTSHB SEC M - INSTALL SEWER RETIC(RO)	-	10 024 301	1 127 524	1 528 661	8 495 640	15,24
	SUB TOTAL	211 265 482	117 746 222	26 334 531	91 429 240	26 316 982	77,65%
ECONOMIC AND RURAL DEVELOPMENT							
6701645002079Z01ZZ11	WAAIHOEK PRECINCT REDEVELOPMENT	10 000 000	4 405 000	(1 520 863)	4 405 000	-	100
67016450020CFZ01ZZ11	WAAIHOEK PRECINCT REDEVELOPMENT	-	5 595 000	1 520 863	1 520 863	4 074 137	27,18
67416473520CFZ07ZZ11	NAVAL HILL PARKING AREA	-	2 000 000	1 439 835	1 798 068	201 932	89,9
67616473520CFZ11ZZ11	PIG FARMING UNIT	-	1 700 000	-	98 430	1 601 570	5,78
67616473520CFZ12ZZ11	FENCING OF FARMS AND COMMONAGES	-	800 000	-	-	800 000	0
67616473520CFZ14ZZ11	GROUNDWATER AUGMENT (BOREHOLE WINDMILLS)	-	68 141	68 141	68 141	0	99,99

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
6781647352083Q16ZZ40	HAWKING STALLS BOTSHABELO CBD PHASE 2	3 450 000	3 373 000	282 142	282 142	3 090 858	8,36
6781647352083Y30ZZ50	CONTAINER PARK THABA NCHU	3 000 000	3 000 000	-	2 942 100	57 900	98,06
67816473520CFC42ZZ40	ESTAB ICT DIG INCU HUB BOTS	-	3 000 000	-	3 000 000	-	100
67816473520CFC53ZZ11	NAVAL HILL FURNICULAR	-	1 200 000	-	1 053 971	146 029	87,83
67816473520CFQ79ZZ11	AGRO-PROCESSING (AGRI-PARK)	-	4 000 000	1 756 691	3 370 843	629 157	84,27
	SUB TOTAL	16 450 000	29 141 141	3 546 809	18 539 557	10 601 584	63,62%
ENGINEERING							
ROADS AND STORMWATER							
7327647242081R81ZZ40	BOT RD 719 & 718	1 905 064	2 181 803	438 307	2 030 110	151 693	93,04
7327647242081RD4ZZ20	MAPANGWANA STREET	500 000	519 398	193 885	490 315	29 083	94,4
7327647242081RH1ZZ40	REHABILITATION OF ROAD B3 BOTSHABELO	1 000 000	1 178 102	-	1 178 101	1	99,99
7327647242081RN9ZZ11	REPLACE OBSOLETE ILLEGAL SIGNAGE & TRAFF	952 532	-	-	-	-	0
7327647242081RR5ZZ11	RESEALING OF STREETS	14 813 300	38 385 300	8 896 342	36 861 283	1 524 017	96,02
7327647242081RR5ZZ20	RESEALING OF STREETS (RO)	-	22 835 428	3 372 118	19 666 618	3 168 810	86,12
7327647242081RR7ZZ40	BOT RD 719 & 718	1 000 000	-	-	-	-	0
7327647242081RT4ZZ20	ROAD 6 (PHASE2) UPGRADING OF STREET & S	1 000 000	-	-	-	-	0
7327647242081W18ZZ20	R 22 TAXI R BLOEMS PH 3 4 6 & C HANI	4 762 660	-	-	-	-	0
7327647242081W19ZZ20	T1428A MAN RD 198 199&200 BOCH	7 620 256	2 589 345	2 517 897	2 517 897	71 448	97,24
7327647242081W35ZZ20	T1429B MAN RD 11548 KAGISANONG	13 811 714	14 184 904	3 903 205	11 882 255	2 302 649	83,76
7327647242081W36ZZ20	T1430C 7TH STR BOTSHB SECTION H	1 428 798	-	-	-	-	0
7327647242081W37ZZ20	T1432 MAN 10786 BERGMAN SQUARE	1 000 000	-	-	-	-	0
7327647242081W41ZZ40	T1523 BOT RD 304 305 308 SECTION G UPG	8 572 788	-	-	-	-	0

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
7327647242081W43ZZ40	T1524 BOT RD 437 SECTION A UPG	4 762 660	-	-	-	-	0
7327647242081W46ZZ20	T1527A BOCHABELA STS	6 667 724	12 854 675	2 859 697	12 425 721	428 954	96,66
7327647242081W49ZZ20	T1528 MAN RD 11388 & 11297 JB MAFORA UPG	3 810 128	-	-	-	-	0
7327647242081W51ZZ40	T1530 BOT RD B16 & 903 SECTION T UPG	7 620 256	2 473 798	998 236	2 436 790	37 008	98,5
7327647242081W52ZZ40	T1531 SEROKI RD SECTION M BOTSHB (RO)	-	308 218	-	308 218	0	99,99
7327647242081W53ZZ20	T1532 VISTA PARK BULK ROAD & S/WATER UPG	1 000 000	-	-	-	-	0
7327647242081W55ZZ20	T1534 VERENIGING AV EXT BRIDGE OVER RAIL	38 101 281	20 042 378	7 876 979	18 600 937	1 441 441	92,8
7327647242081W56ZZ20	T1534B VERENIGING AVENUE EXT ROADS	9 525 320	8 323 111	2 589 856	8 225 364	97 747	98,82
7327647242081W58ZZ20	T1537 HEAVY REHAB NELSON M&ELA ST	1 000 000	-	-	-	-	0
7327647242081W59ZZ20	T1538 UPG INTERS ST GEORGE ST & PRES BR&	6 667 724	-	-	-	-	0
7327647242081W60ZZ20	T1539 UPGRADE TRAFFIC INTERSECTIONS	3 810 128	-	-	-	-	0
7327647242081WR4ZZ20	R 22 TAXI R BLOEMS PH 3 4 6 & C HANI(RO)	-	8 200 122	-	8 200 122	0	99,99
7327647242081WR5ZZ20	T1428A MAN RD 198 199&200 BOCH (RO)	-	840 505	795 704	840 504	1	99,99
7327647242081WR6ZZ20	T1429B MAN RD 11548 KAGISANONG (RO)	-	1 285 337	-	1 285 336	1	99,99
7327647242081WR8ZZ20	T1432 MAN 10786 BERGMAN SQUARE (RO)	-	3 705 454	2 219 994	3 475 949	229 505	93,8
7327647242081WR9ZZ20	T1527A BOCHABELA STS (RO)	-	999 056	-	999 056	0	99,99
7327647242081Y36ZZ40	BATHO UPGRADING OF ROADS AND STORMWATER	9 049 054	754 516	350 937	350 937	403 579	46,51
7327647242081Y52ZZ20	STORMWATER REFURBISHMENT	1 000 000	4 995 717	3 693 532	4 796 171	199 546	96

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
	SUB TOTAL	151 381 387	146 657 167	40 706 691	136 571 685	10 085 482	93,12%
SANITATION							
7502644502081C44ZZ11	DEVELOP MASTERPLAN: W&S	-	2 850 269	2 090 959	2 090 959	759 310	73,36
7502644942081C22ZZ11	WATER BORNE SANITATION MANGAUNG WARD 8	2 381 330	-	-	-	-	0
7502644942081C23ZZ11	WATER BORNE SANITATION MANGAUNG WARD 17	2 381 330	-	-	-	-	0
7502644942081C24ZZ11	WATER BORNE SANITATION MANGAUNG WARD 45	2 381 330	-	-	-	-	0
7502644942081C25ZZ11	WATER BORNE SANITATION MANGAUNG WARD 46	2 381 330	-	-	-	-	0
7502644942081C26ZZ11	WATER BORNE SANITATION MANGAUNG WARD 34	2 381 330	-	-	-	-	0
7502644942081C27ZZ11	WATER BORNE SANITATION MANGAUNG WARD 35	2 381 330	-	-	-	-	0
7502644942081C28ZZ11	WATER BORNE SANITATION MANGAUNG WARD 32	2 381 330	-	-	-	-	0
7502644942081C29ZZ11	WATER BORNE SANITATION MANGAUNG WARD 28	2 381 330	-	-	-	-	0
7502644942081C32ZZ40	BOTSH SECTION K P/STATION RISING MAIN	12 859 182	-	-	-	-	0
7502644942081C33ZZ40	BOTSHABELO MAIN OUTFALL SEWER	12 859 182	2 774 000	2 765 151	2 765 151	8 849	99,68
7502644942081C41ZZ11	UPGRADE OF WILCOCKS RAYTON SAN ^L PIPELINE	5 715 192	1 213 573	480 155	1 141 549	72 024	94,06
7502644942081C87ZZ11	SEWER CONNECTIONS	1 000 000	-	-	-	-	0
7502644942081C89ZZ40	ERAD BUCKETS BOT(COV)(RO)	-	23 724 617	19 579 342	19 579 342	4 145 275	82,52
7502644942081C90ZZ20	ERAD BUCKETS BLOEM(COV)(RO)	-	21 134 608	20 907 773	20 907 773	226 835	98,92
7502644942081R11ZZ11	REFUR OF SEWER SYSTEMS	28 575 961	27 218 083	(23 055 873)	-	27 218 083	0
7502644942081W63ZZ30	EXTE THABA NCHU WWTW (SELOSESHA)	28 575 961	1 001 486	-	1 001 486	0	99,99

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
7502644942081W64ZZ60	REFUR SEWER SYSTEMS SOUTPAN (RO)	-	1 616 194	1 087 393	1 266 112	350 082	78,33
7502644942081W66ZZ50	REFUR SEWER SYSTEMS WEPENER (RO)	-	132 323	-	-	132 323	0
7502644942081WP1ZZ11	REFUR OF SEWER SYSTEMS (RO)	-	4 726 181	-	3 954 523	771 658	83,67
7502644942081WP2ZZ30	EXTE THABA NCHU WWTW (SELOSESHA) (RO)	-	2 885 723	-	2 885 723	-	100
7502644942081Y68ZZ20	STERKWATER WWTW PHASE 3 CIVIL	9 525 320	917 712	-	-	917 712	0
7502644942081Y69ZZ20	STERKWATER WWTW PHASE 3 MECH AND ELECT	78 632	2 275 945	-	-	2 275 945	0
7502644942081Y73ZZ30	WATERBORN SANIT INTER BULK SERV IN THABA	9 525 320	-	-	-	-	0
7502644942081Y79ZZ60	SOUTPAN: REFURBISHMENT OF SEWER SYSTEMS	1 905 064	1 547 627	(1 547 625)	-	1 547 627	0
7502644942081Y80ZZ11	REFURBISHMENT MANAGEMENT SYSTEM	-	2 144 341	769 443	769 443	1 374 898	35,88
7502644942081Y82ZZ11	EXTEN THABA N WWTW SELOSESHA MECH ELECTR	476 266	-	-	-	-	0
75026449420CFR11ZZ11	REFURBISHMENT OF SEWER SYSTEMS	-	2 000 000	331 336	331 336	1 668 664	16,56
	SUB TOTAL	130 146 720	98 162 682	23 408 056	56 693 398	41 469 284	57,75%
WATER							
7612644502081C34ZZ11	M/POORT WTW UPGRADING (M/POORT FILTERS)	9 525 320	9 420	-	-	9 420	0
7612644502081C36ZZ30	NEW RESERVOIR IN THABA NCHU (20ML)	476 266	-	-	-	-	0
7612644502081R36ZZ11	REFUR OF WATER SUPPLY SYSTEMS	35 243 685	26 096 692	3 539 227	17 286 728	8 809 964	66,24
7612644502081R38ZZ20	MASELSPOORT WATER RECYCLING (RO)	-	39 651	-	-	39 651	0
7612644502081R61ZZ20	MASELSPOORT WTW REFURBISHMENT	952 532	556 630	-	110 573	446 057	19,86

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
7612644502081WP3ZZ11	REFUR OF WATER SUPPLY SYSTEMS (RO)	-	5 219 438	1 708 126	2 986 050	2 233 389	57,21
7612644502081Y84ZZ20	MASELSP WAT RE-USE PUMP STAT RISING MAIN	952 532	1 008 228	34 312	34 312	973 916	3,4
76126445020CFR36ZZ11	REFURBISHMENT OF WATER SUPPLY SYSTEMS	-	3 000 000	-	-	3 000 000	0
7612644602081C88ZZ11	MAKURUNG INTERNAL WATER RETIC	500 000	-	-	-	-	0
7612644602081W67ZZ11	M/POORT WAT RE-USE (B/W AUGMENT)	952 532	-	-	-	-	0
7612644602081W68ZZ11	M/POORT WATER RE-USE (GRAV LINE)	952 532	39 459	-	-	39 459	0
7612644602081W69ZZ11	M/P WATER RE-USE (GRAVITY TO NEWWTW)	952 532	-	-	-	-	0
7612644602081W70ZZ11	M/P WATER RE-USE (PUMP STAT) (RO)	-	676 476	-	676 475	1	99,99
7612644602081W71ZZ11	FILTER & CLAR REFURB (CONW1515 MP	-	343 238	30 791	30 791	312 447	8,97
7612644602081W75ZZ11	HAMILTON PARK PUMP ST@ION REFURBISHMENT	-	716 787	58 661	208 381	508 406	29,07
7612644602081WP4ZZ11	M/POORT WAT RE-USE (B/W AUGMENT) (RO)	-	523 412	-	523 412	1	99,99
7612644602081WP5ZZ11	M/POORT WATER RE-USE (GRAV LINE) (RO)	-	52 912	-	-	52 912	0
7614644502081C38ZZ11	PELLISSIER RESERVOIR	952 532	-	-	-	-	0
7614644502081C39ZZ11	KRUGERDRIFT DAM WTW	1 905 064	-	-	-	-	0
7614644502081C40ZZ11	REAL LOSS REDUCTION PROGRAMME (WATER)	14 287 980	-	-	-	-	0
7614644502081R37ZZ11	REFUR OF WATER SUPPLY SYSTEMS (RO)	-	1 326 385	-	1 326 385	-	100
7614644502081R45ZZ11	METERING OF UNMETERED SITES	23 079 930	14 256 687	4 736 662	14 082 969	173 718	98,78

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
7614644502081R49ZZ11	REPLACEMENT/REFURBISHMENT OF VALVES IN B	-	-	-	(1 292 374)	1 292 374	0
7614644502081R70ZZ11	PREPAID PROG (AUTOMATED METERS)	16 117 585	14 044 654	3 938 084	13 494 356	550 298	96,08
7614644502081R71ZZ11	REPLACE WATER METERS (RO)	-	7 661 323	2 349 171	6 575 827	1 085 496	85,83
76146445020CFR70ZZ11	PREPAID PROG (AUTOMATED METERS)	-	12 962 773	8 447 756	8 447 756	4 515 017	65,16
7614644602081W71ZZ11	FILTER & CLAR REFURB (CONW1515 MP	4 762 660	-	-	-	-	0
7614644602081W72ZZ20	BULK S M AUDIT VERI STUDY CALIB (RO)	-	310 529	310 528	310 528	1	99,99
7614644602081W77ZZ11	OLD/ NEW ARBORETUM RESERVOIR LEAK REPAIR	1 905 064	-	-	-	-	0
7614644602081W79ZZ11	PRES& N/WORK ZON MAN (AUD VAL)	13 335 448	4 830 598	436 205	3 765 167	1 065 431	77,94
7614644602081W81ZZ11	WATER SYS MAN INTEGR - TEL & SCADA (RO)	-	1 822 118	257 929	257 929	1 564 189	14,15
7614644602081WP6ZZ11	PRES& N/WORK ZON MAN (AUD VAL) (RO)	-	1 199 369	-	1 199 368	1	99,99
7614644602085W75ZZ11	HAMILTON PARK PUMP ST@ION REFURBISHMENT	4 762 660	-	-	-	-	0
	SUB TOTAL	131 616 854	96 696 779	25 847 451	70 024 632	26 672 147	72,42%
WASTE AND FLEET							
7711645002081Y93ZZ20	UPGR UPLIFT EX W/R OFF AT S/HERN L/SITE	1 102 074	-	-	-	-	0
7711645002081Y94ZZ20	UPGRADE REFURB NORTHERN LANDFILL SITES	918 395	94 770	(94 770)	-	94 770	0
Capital Expenditure		Approved	Adjusted	Current	YTD		n Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
CENTLEC							
13056473520CFQX3ZZ12	TRAINING & DEVELOPMENT	31 313	959 086	(169 324)	234 880	724 206	25,46450317
14066456020CFQY4ZZ12	DIGITAL RADIO SYSTEM	(138 439)	819 846	(210 979)	110 161	709 685	24,52900634

Capital Expenditure		Approved	Adjusted	Current	YTD		% on Adjustment
Line-Item Number	Description	Budget	Budget	Mth Exp	Movement	Balance	Budget
14066470020CFQX2ZZ12	COMPUTER EQUIPMENT (COVID-19)	(308 192)	680 606	(252 635)	(14 559)	695 164	23,59350951
14066470020CFQX6ZZ12	IMPLEM BUSINESS CONT DISASTER RECOV INF	(477 944)	541 366	(294 290)	(139 278)	680 644	22,65801268
14066471020CFQY3ZZ12	UPGRADE & REFURB COMPUTER NETWORK	(647 697)	402 125	(335 946)	(263 997)	666 123	21,72251586
14066522420CFP49ZZ12	BULK METER REFURBISHMENT	(817 449)	262 885	(377 602)	(388 717)	651 602	20,78701903
14066523020CFP33ZZ12	METER PROJECT	(987 202)	123 645	(419 257)	(513 436)	637 081	19,8515222
1442643302081P16ZZ12	ELECTRIFICATION (USDG GRANT)	(1 156 955)	(15 595)	(460 913)	(638 155)	622 560	18,91602537
14426520420CFP09ZZ12	SECURITY EQUIPMENT (CCTV)	(1 326 707)	(154 835)	(502 568)	(762 874)	608 039	17,98052854
1442652242077P47ZZ12	BOTSHABELO: ESTABLISHMENT OF 132KV CONNE	(1 496 460)	(294 076)	(544 224)	(887 594)	593 518	17,04503171
14426522420CFP50ZZ12	ELECTRIFICATION INTERNAL PROJECTS	(1 666 212)	(433 316)	(585 880)	(1 012 313)	578 997	16,10953488
14426522420CFP53ZZ12	EXTENSION AND UPGRADING OF THE 11KV NETW	(1 835 965)	(572 556)	(627 535)	(1 137 032)	564 476	15,17403805
1442652302095P28ZZ12	PUBLIC ELECTRICITY CONNECTIONS	(2 005 717)	(711 796)	(669 191)	(1 261 752)	549 955	14,23854123
14426523020CFP26ZZ12	UPGRADING AND EXTENTION OF LV NETWORK	(2 175 470)	(851 037)	(710 846)	(1 386 471)	535 434	13,3030444
14426523020CFP29ZZ12	SERVITUDES LAND (INCL INVEST REMUNE REG	(2 345 223)	(990 277)	(752 502)	(1 511 190)	520 914	12,36754757
14426523020CFP35ZZ12	INSTALLATION OF PUBLIC LIGHTING	(2 514 975)	(1 129 517)	(794 158)	(1 635 910)	506 393	11,43205074
14426523020CFP72ZZ12	INSTALL PREPAID METERS	(2 684 728)	(1 268 757)	(835 813)	(1 760 629)	491 872	10,49655391

APPENDIX L: MANGAUNG CONSOLIDATED FINANCIAL STATEMENTS

APPENDIX M: MANGAUNG STAND ALONE FINANCIAL STATEMENTS

APPENDIX N: CENTLEC STAND ALONE FINANCIAL STATEMENTS