

NO	FOCUS AREA SUSTAINABILITY	KEY ASSESSMENT FINDING (BASELINE)	KEY ACTIVITIES	RESOURCES REQUIRED	RESOURCES MOBILISED	RESPONSIBLE	START DATE	END DATE	KEY PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE	BUDGET PARAMETER/ REVENUE TARGET/ SPENDING LIMIT/ FINANCIAL IMPACT	MUNICIPAL PROGRESS REPORT			
												STEPS TAKEN	PROGRESS MADE	FINANCIAL IMPACT	OTHER NOTEWOR THY DEVELOPM ENTS
PILLAR ONE: GOVERNANCE															
ACTIVITIES WILL BE INFORMED BY THE OUTPUTS OF THE FIRST 2 PHASES															
PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES															
1	Skills Audit and Training	Inadequate skills levels, Inadequate qualifications	All Senior Managers, other relevant managers, BTO and SCM officials to acquire the	In-house capacity MP COGTA	In-house capacity MP COGTA	Executive Manager:CS	01.07.2023	Ongoing	Enhanced performance Empowered employees Improved Service delivery	Training Reports	Use only the mobilised resources				
2	Performance Management	PMS is not cascaded to lower levels	Cascade performance management from post	In-house	In-house	MM Executive	01.10.2022	30.06.2024	Improved performance, service delivery,	Performance Management Reports	Use only the mobilised resources				
3	HR Development Strategy	Implementation of the HRDS	Address issues related to organizational culture, structure, effectiveness,	In-house capacity MP COGTA SALGA	In-house capacity MP COGTA SALGA	Executive Manager:CS	01.07.2022	Ongoing	Eliminated HR limitations Improved compliance environment	Labour Peace & Stability	Use only the mobilised resources				
4	Management of discipline	Lack of discipline	Enforcement of attendance and time management by supervisors & management	In-house capacity	In-house capacity	MM Executive Manager : CS All Senior Managers	01.07.2022	Ongoing	Management as well as employees being on their best behaviour.	Signed Attendance Registers	Use only the mobilised resources				
5	Labour Relations	Delays in concluding disciplinary matters. Local Labour Forum is functional.	Handle disciplinary matters as and when they arise. Strengthening working relationship between Council, Municipality and organised Labour.	In-house	In-house	Executive Manager:CS	01.07.2022	Ongoing	Sound Labour Relations Reduces number of disciplinary cases	Disciplinary case register Attendance register Minutes of the LLF meetings and Agenda.	Use only the mobilised resources				
6	Records Management	Poor record keeping	Implementation of the File plan and records management policy.	Internal capacity	Internal capacity	Executive Manager:CS	01.07.2023	Ongoing	Organised Filing System Improved record keeping Enhanced AG-SA process	Approved File plan	Use only the mobilised resources				
7	Employee Cost	Employee cost ratio for 2019/20 is at 25%	Continue with Phase 1 and 2 activities to contain employee cost	In-house MFRS Advisory Support	In-house MFRS Advisory Support	Executive Manager: CS CFO All Senior Managers	01.07.2022	Ongoing	Employee cost < 35% of OPEX	Monthly budget statements(S71& S72 of the MFMA)	Use only the mobilised resources				
8	Implementation of new Organisational Structure	Organisational Structure not implemented	Continue with Phase 1 and 2	In-house	In-house	MM Executive Manager : CS All Senior Managers	01.07.2022	Ongoing	Functions properly aligned to strategic objectives and legal mandate Achieved affordability	In line with approved Budget and Funding Plan	Use only the mobilised resources				
9	Employee Validation	Staff head count or validation has not been conducted	Continue with Phase 1 and 2	In-house	In-house	Executive Manager:CS	01.07.2022	Ongoing	Completeness of employee related costs.	Employee Validation Report	Use only the mobilised resources				
10	HR Policies, Procedures	HR Policies implemented	Continue with Phase 1 and 2 activities to ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.	In-house	In-house	Executive Manager:CS All Senior Managers	01.07.2023	ongoing	Compliance with Laws and regulations Provide guidance for decision-making, and streamline internal processes.	Council Resolutions Approved Policies LLF Minutes & Attendance Registers	Use only the mobilised resources				
PILLAR THREE: FINANCIAL MANAGEMENT															
1	Budget Management (Funding Status, Policies, etc)	Municipality developed and approved an unrealistic unfunded budget for 2021/2022. A8 Unfunded with R2,2 billion A7 Unfunded with R246 Million Provision for Repairs and maintenance below requirement of 8% Provision for Contracted services 2% above the norm of 5%.	Develop a Budget funding plan with clear activities and goals				01-Jun-21	30-Sep-21	3-Year Budget Funding Plan	Approved 2021/22 MTREF Budget	100% adherence to approved 3-Year Budget Funding Plan				
							01-Jun-21	28-Jun-24	Monthly BFP Progress Reports	Approved Budget Funding Plan (BFP)	BFP include MTREF Financial Targets				
							01-Feb-22	31-Mar-22	Draft 2022/23 MTREF Budget	BFP Progress Reports	Target cash flow improvement per annum (in line with BFP)				
						CFO (Supported			Adopted 2022/23 MTREF Budget	Cost-reflective tariff strategy					
					NT MFIP & PT				Plan for phasing in of cost-reflective tariffs						

		<p>Insufficient provision for debt impairment and depreciation.</p> <p>Revenue targets of 99,4% for Property Rates and 94,7% for services not realistic against performance of 45,2% for property rates and 58,8% for services.</p> <p>No provision for outstanding creditors and outstanding bulk purchases.</p>	Compile credible Budget 2022/23	In-house	Oversight	by NT MFIP, PT Oversight)	01-Feb-22	31-Mar-22	Revenue targets					
2	Cost Containment and cash flow management	<p>Cash flow committee not in place</p> <p>Excessive overtime and standby allowance due to non-filling of critical vacancies</p> <p>Municipality budgets for Internally generated funds (R9.8 million) whereas the budget is unfunded</p> <p>Over –reliance on consultants</p>	<p>Establish cash flow committee</p> <p>Review Overtime and Standby policy Monitor overtime its policy Identify and fill critical vacancies and finalise O & M plans</p> <p>Revenue enhancement strategy to be developed and implemented</p> <p>Improve capacity of BTO</p>	<p>Inhouse</p> <p>Inhouse</p> <p>Inhouse</p> <p>Inhouse</p>	<p>Oversight</p> <p>NT MFIP & PT Oversight</p>	<p>CFO (Supported by NT MFIP, PT Oversight)</p>	<p>01-Sep-21</p> <p>01-Jan-22</p> <p>01-Sep-21</p> <p>01-Sep-21</p>	<p>Ongoing</p> <p>30-Jun-24</p> <p>30-Jun-24</p> <p>30-Jun-24</p>	<p>Appointment Letters Weekly Minutes</p> <p>Reviewed Overtime and Standby Policy</p> <p>Approved Revenue Enhancement Strategy</p> <p>Reduction of Consultants Expenditure</p>	<p>Appointment Letters Weekly Minutes</p> <p>Council Resolution</p> <p>Council Resolution</p> <p>Contract register</p>	<p>Reduced overtime and standby</p> <p>Improved revenue</p> <p>Reduction of Consultants Expenditure</p>			
3	Revenue Management	<p>Metered Services and Vending : Incorrect billing and Prepaid Electricity not effectively managed</p> <p>Incorrect Property Rates tariffs applied</p> <p>Billing Co-ordination between BTO and Technical Services</p> <p>No effective customer care management Unit and Policy</p> <p>Debtors book not reviewed to identify indigents and write offs of irrecoverable debts</p>	<p>Establish customer base which classify customer category, i.e Business, Industry, residents, Government etc</p> <p>Meter reading should be done on a monthly basis and variances be attended promptly</p> <p>Review the list of vendors and supply codes, perform monthly reconciliation on a weekly basis</p> <p>Reconcile tariffs approved by Council and tariffs captured on the financial Management System (Munsoft) and correct discrepancies</p> <p>Establish weekly formal meeting between Technical and Finance</p> <p>Establish a customer care unit and update a policy on customer care</p> <p>Review the debtor's book and identify long outstanding debts, reconcile with the indigent register and recommend write offs</p>	<p>Inhouse, Munsoft</p> <p>Inhouse, Munsoft</p> <p>Inhouse</p> <p>Inhouse, Munsoft</p> <p>Inhouse</p> <p>Inhouse</p>	<p>Oversight</p> <p>NT MFIP & PT Oversight</p> <p>NT MFIP & PT Oversight</p> <p>NT MFIP & PT Oversight</p> <p>NT MFIP & PT Oversight</p> <p>NT MFIP & PT Oversight</p>	<p>CFO (Supported by NT MFIP, PT Oversight)</p> <p>CFO (Supported by NT MFIP, PT Oversight)</p> <p>CFO and Director Technical Services</p> <p>CFO and Corporate Manager</p> <p>CFO (Supported by NT MFIP, PT Oversight)</p>	<p>01-Jul-22</p> <p>01-Sep-21</p> <p>01-Sep-21</p> <p>01-Feb-22</p> <p>01-Feb-22</p>	<p>30-Jun-24</p> <p>30-Jun-22</p> <p>30-Jun-22</p> <p>30-Jun-22</p> <p>30-Jun-22</p>	<p>Debtors Reconciliations</p> <p>Debtors Billing Reconciliation</p> <p>Prepaid Reconciliation</p> <p>Tariff Reconciliation</p> <p>Weekly Minutes</p> <p>Established Customer Care Unit Approved Custome Care Policy</p> <p>Debtors Reconciliations</p>	<p>Debtors Reconciliations</p> <p>Debtors Billing Reconciliation</p> <p>Prepaid Reconciliation</p> <p>Tariff File</p> <p>Weekly Minutes</p> <p>Appointment Letters Council Resolution</p> <p>Debtors Reconciliations</p>	<p>Accurate Billing</p> <p>Accurate Billing</p> <p>Increase revenue from Prepaid sales</p> <p>Accurate Billing</p> <p>Improved revenue management</p> <p>Improved Customer Relations</p> <p>Reduce outstanding debtors</p>			
4	Financial Control environment	<p>Utilisation of financial resources are not used effectively, efficiently, and economically.</p>	<p>Appointment and training of officials</p> <p>Review of SOP's, training of staff and support with implementation</p>	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Reviewed SOP's adopted	SOP's				

Full and proper records of the financial affairs are not kept in accordance with prescripts	Develop records management procedure in line with regulations, train staff and support with implementation	Inhouse	NT MFIP & PT Oversight	CFO and Director Corporate Management	30-Jun-22	30-Jun-24	Record Management Procedure Manual	Record Management Procedure Manual						
Financial and risk management not adequately implemented	Train management on risk identification and mitigation	Inhouse	NT MFIP & PT Oversight	CEA	30-Jun-22	30-Jun-24								
Internal Audit not fully effective	Filling of Chief Audit Executive position	Inhouse	NT MFIP & PT Oversight	Municipal Manager	01-Jan-22	28-Feb-22	CEA Appointed	Appointment Letter						
	Escalate IA findings and recommendations to management level for oversight on implementation	Inhouse	NT MFIP & PT Oversight	CEA	30-Jun-22	30-Jun-24	Findings Escalated	Memorandum to MM						
UIF&W and other losses are not prevented	Develop UIF&W strategy	Inhouse	NT MFIP & PT Oversight	CFO and All Directors	30-Jun-22	30-Jun-24	UIF&W strategy approved	UIF&W Strategy	Reduced UIF&W					
The failure of the municipality to implement tariff policy	Audit on tariff structures	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Tariff Reconciliation	Tariff File	Credible billing					
Credit control and debt collection not effective	Review revenue management and control environment	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Control systems implemented		Credible billing					
Inadequate reconciliation control.	Training of officials on all reconciliation control requirements	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	BTO Staff trained	Attendance registers	Improved Financial Management Control					
Financial Management system not optimal utilised	Ensure full compliance to MSCOA regulations	Inhouse & Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	MSCOA Implemented in full							
Lack of proper Cash flow management.	Establish Cash Flow Management committee	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Cash Flow management committee establish	Appointment letters. Minutes	Improve cash flow management					
System of expenditure control	Review expenditure management	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Expenditure SOP's reviewed	SOP's	Improved Expenditure Management					
	Provide training on implementation	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Jan-22	31-Mar-22	Completed training on SOP's and Implemented	SOP's	Improve Financial Management					
Control over agency fees and conditional Grants.	Ring fence agency fees and conditional grants	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Agency fee ringfenced. Conditional Grants Ringfenced	Registers	Improved Agency fee and conditional grant management					
	Development of project plans	Inhouse	NT MFIP & PT Oversight	CFO and All Directors (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	Project Plans Developed	Project Plan	Improved Project Management					

		The current Staff within the Asset Management Unit was not trained on GRAP standards as they relate to assets in the previous two years	GRAP Training to Staff within the Asset Management Unit as they relate to assets	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Trained Asset Management staff	Training material and attendance registers for the training	Not applicable				
		The Municipality does not have a long term strategic plan in place to develop Asset Management Officials with the relevant capacity skills	Develop Long term strategic plan to develop Asset Management Officials with the relevant capacity skills	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Long term strategic plan to develop Asset Management Officials with the relevant capacity skills	Operational Long term strategic plan	Not applicable				
Asset Management Policy and Standard Operating Procedures															
		The Municipality does not have a planned maintenance schedule (manual or electronic) in place that is aligned to the Condition Assessment of its assets	Have a planned maintenance schedule (manual or electronic) in place that is aligned to the Condition Assessment of its assets	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Asset maintenance schedule (manual or electronic) in place that is aligned to the Condition Assessment of its assets	Asset maintenance schedule (manual or electronic)	Not applicable				
Service Delivery															
		Material electricity losses of R122 300 429 (2018-19: R111 837 480) were incurred, which represents 38% (2018-19: 32%) of the total electricity purchased.													
		Material water losses of R60 316 516 (2018-19: R62 564 444) were incurred, which represents 73% (2018-19: 93%) of the total water purchased.													
PILLAR FOUR: SERVICE DELIVERY															
1	Asset Management	Limited management of assets based on conditional assessments on asset register.	Implementation of Asset Management policy and strategy Implementation of a long-term asset management master plans Update and maintain the Asset Register	In-house	In-house	MM, CFO, Technical Director	01-Oct-23	End of Intervention	Improved maintenance of assets and infrastructure planning	Maintenance SOPs and GRAP Compliant Asset Register					
2	Roads and Stormwater	Poor roads and public infrastructure due to lack of funds for operation and a lack of maintenance Poor roads and public infrastructure due to lack of funds for operation and a lack of maintenance	Implement the roads and stormwater maintenance plan	In-house	In-house	MM, Director: Technical Services	01-Oct-23	End of Intervention	Repaired roads Rehabilitated roads Completed roads projects	Road Conditional Assessment Report					
3	Waste and Refuse Removal	Inappropriate vehicles and equipment for refuse removal	Implement Integrated Waste Management Plan Continually implement Refuse Removal Management Maintenance and Refurbishment Plan Annually review all waste and refuse removal tariffs. Design & Construction of new cells at landfill sites	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Developmen t	01-Oct-23	End of Intervention	Environmental compliance, improved waste and refuse removal service. Improve the quantity and quality of municipal infrastructure and services Safe and clean environment Improved Landfill Capacity	Increasing trend of recycled waste (waste diversion)					

4	Portable Water Supply and Bulk Water	Poor drinking water quality, Water Losses, Water Shortages, Lack of accounting, Revenue Collection	Implement the water master plan and the Water Infrastructure Maintenance plans Monitor Water Losses (municipal-wide) Continuously Replace malfunctioning meters Monitor Water quality management and compliance	In-house	In-house, Contracted Services Approach DBSA for WCWDM Support	MM, Director: Technical Services	01-Oct-23	End of Intervention	Provision of new water infrastructure while upgrading existing infrastructure Improved billing	WSIG and MIG to be fully utilised Reduced Water losses						
5	Sanitation Services	Treatment capacity is below demand requirements, Poor Maintenance	Implement the sanitation master plan Implement the sanitation Infrastructure Maintenance plan Continuously monitor effluent quality at WWTWs	In-house	In-house Approach MISA for capacity support	MM, Director: Technical Services	01-Oct-23	End of Intervention	Improve the quantity and quality of municipal infrastructure and services Enhanced lifespan of assets through proactive and preventative maintenance Quality wastewater and an environment not harmful to human health and wellbeing	MIG to be fully utilised						
6	Electricity Supply	Outstanding Eskom Electricity debt. May be insufficient electrical capacity to support proposed human settlement developments.	Implement Electricity Maintenance and Refurbishment plan Annual review of tariffs per policy.	In-house	In-house Approach MISA for capacity support	MM, Director: Technical Services	01-Oct-23	End of Intervention	Improve the quantity and quality of municipal infrastructure and services Achieve cost reflective tariffs	INEP to be fully utilised						
7	Recreational Facilities, Libraries, Parks and Cemeteries	Improved provision of recreational facilities, libraries, parks and cemeteries	Implement Recreational Facilities Maintenance Plan Annually review tariffs of Recreational Facilities, Parks and Cemeteries.	In-house	In-house	MM, Director: Community Services	01-Oct-23	End of Intervention	Improved Recreational Facilities Maintenance Plan Cost reflective tariffs	N/A						
8	Public Safety, Traffic and Licensing	Law enforcement activities is affected by inadequate equipment. Lack of Human resources Outdated By-Laws. Non-compliance with the validity period of permits. Non-compliance with the validity period of permits.	Law enforcement across divisions Fire, Traffic and Security. Renewal of trading permits	In-house	In-house	MM, Director: Community Services	01-Oct-23	End of Intervention	Intensive Law enforcement activities. Monthly operations. Intensify inspection of trading permits. Compliance	N/A						
9	Spatial Planning and Human Settlements	Housing Backlog. Limited spatial planning capacity in the municipality.	Implement the spatial development plan Annually review all development and land use tariffs. Spatial Planning; Demarcation of Sites and township establishment	In-house	In-house	MM, Director: Development and Planning	01-Oct-23	End of Intervention	Implemented spatial development plan Cost reflective tariffs Demarcated sites and new township establishment	N/A						
10	Fleet Management	Inadequate fleet to perform municipal functions optimally.	Implement Fleet Management Strategy and Plan Implementation of the vehicle maintenance plan and the fleet and fuel management system Implement vehicle replacement plan	In-house	In-house Provincial Support Package	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	01-Oct-23	End of Intervention	Improved Fleet Controlled and planned servicing and maintenance of vehicles Implemented functional Fleet and Fuel Management System	In line with approved Budget and Mobilised Funding						

11	Landfill Site	Lack of maintenance and operations at landfill sites, Licensing of the existing landfill site, Non-compliance with Environmental Legislations	Implement Integrated Waste Management Plan	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	01-Oct-23	End of Intervention	Approved and implemented Integrated Waste Management Plan Functional Plant and Equipment Revenue collected in line with usage	N/A				
12	Security Services	Municipal property must be protected from vandalism.	Implement the Security Policy that covers internal and outsources security services.	In-house	In-house	MM, Director: Community Services	01-Oct-23	End of Intervention	Secure municipal personnel and infrastructure	N/A				
13	Local Economic Development	Inadequate preparation of enabling environment for economic activities and investments, Lack of land for development	Implement the LED strategy and implementation plan Generate revenue by exploiting tourism and other readily available private development opportunities	In-house	In-house	MM, Director: Development and Planning	01-Oct-23	End of Intervention	LED Strategy implementation Improved revenue Implementation of Human Settlements	N/A				
14	Integrated Human Settlements	Uncontrolled mushrooming of shacks	Development and implementing of Housing Strategy. Developed Integrated Human Settlement Plan	In-house	In-house	MM, Director: Development and Planning	01-Oct-23	End of Intervention	Implementation of Human Settlements Strategy Improved control over 'shacks'	N/A				