



PHASE 3: SUSTAINABILITY

NO	FOCUS AREA	KEY ASSESSMENT FINDING (BASELINE)	KEY ACTIVITIES	RESOURCES REQUIRED	RESOURCES MOBILISED	RESPONSIBLE	START DATE	END DATE	KEY PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE	BUDGET PARAMETER/ REVENUE	MUNICIPAL PROGRESS REPORT			
												STEPS TAKEN	PROGRESS MADE	FINANCIAL IMPACT	OTHER NOTEWORTHY DEVELOPMENTS

PILLAR THREE: GOVERNANCE

To be informed by progress and achievements on Phase 2

PILLAR THREE: INSTITUTIONAL

To be informed by progress and achievements on Phase 2

PILLAR THREE: FINANCIAL MANAGEMENT

1	Budget Management (Funding Status, Policies, etc)	Unfunded Budget	Develop a Budget funding plan with clear activities and goals	In-house	PT Oversight and Support	CFO (Supported by PT)	01-Nov-23	30-Jun-23	3-Year Budget Funding Plan	Approved 2023/24 MTREF Budget	100% adherence to approved 3-Year Budget Funding Plan				
			Compile credible Budget 2023/24				01-Nov-22	30-Jun-23	Monthly BFP Progress Reports Credible 2023/24 MTREF Budget Adopted 2023/24 MTREF Budget	Approved Budget Funding Plan (BFP) BFP Progress Reports	BFP include MTREF Financial Targets Target cash flow improvement per				
2	Cost Containment and cash flow management	Weak Cash Flow position	Sustain functional cash flow committee	Inhouse	PT Oversight	CFO (PT Oversight)	01-Jan-24	Ongoing	Appointment Letters Weekly Minutes	Weekly Minutes	Targeted ratios: - Cash Coverage: 1.5 Months - Current Ratio: 0.9:1 (Norm = 1.5:2.1)				
			Sustain an active cash management system to enable it to maintain sound liquidity for sustainable service delivery	Inhouse			01-Jan-24	Ongoing	Cash Management Framework	Progress reports					
			Revenue enhancement strategy implemented with impact reporting	Inhouse			01-Jan-24	Ongoing	Revenue Enhancement Strategy Implementation Reports	Progress reports		88% Collection Rate			
			Improve capacity of BTO	Inhouse			01-Jan-24	Ongoing	Reduction of Consultants Expenditure	Contract register		Reduction of Consultants Expenditure			
3	Revenue Management	Metered Services and Vending : Incorrect billing and Prepaid Electricity not effectively managed	Establish customer base which classify customer category. i.e Business, Industry, residents, Government etc	Inhouse, Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Jul-22	30-Jun-24	Debtors Reconciliations	Debtors Reconciliations	Accurate Billing				
			Meter reading should be done on a monthly basis and variances be attended promptly	Inhouse, Munsoft			01-Sep-21	30-Jun-22	Debtors Billing Reconciliation	Debtors Billing Reconciliation	Accurate Billing				
			Review the list of vendors and supply codes, perform monthly reconciliation on a weekly basis	Inhouse					Prepaid Reconciliation	Prepaid Reconciliation	Increase revenue from Prepaid sales				
		Incorrect Property Rates tariffs applied	Reconcile tariffs approved by Council and tariffs captured on the financial Management System (Munsoft) and correct discrepancies	Inhouse, Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Sep-21	01-Oct-21	Tariff Reconciliation	Tariff File	Accurate Billing				

		Billing Co-ordination between BTO and Technical Services	Establish weekly formal meeting between Technical and Finance	Inhouse	NT MFIP & PT Oversight	CFO and Director Technical Services	01-Sep-21	01-Oct-21	Weekly Minutes	Weekly Minutes	Improved revenue management				
		No effective customer care management Unit and Policy	Establish a customer care unit and update a policy on customer care	Inhouse	NT MFIP & PT Oversight	CFO and Corporate Manager	01-Feb-22	30-Jun-22	Established Customer Care Unit Approved Custome Care Policy	Appointment Letters Council Resolution	Improved Customer Relations				
		Debtors book not reviewed to identify indigents and write offs of irrecoverable debts	Review the debtor's book and identify long outstanding debts, reconcile with the indigent register and recommend write offs	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Feb-22	30-Jun-22	Debtors Reconciliations	Debtors Reconciliations	Reduce outstanding debtors				
4	Financial Control environment	Utilisation of financial resources are not used effectively, efficiently, and economically.	Appointment and training of officials Review of SOP's, training of staff and support with implementation	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 eff	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 sytems implemented		Credible billing				
		Inadequate reconciliation control.	Training of officials on all reconciliation control	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	30-Jun-22	30-Jun-24	BTO Staff trained	Attendance registe	Improved Financial				
		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 manager	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 implemen	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 Managemt				
		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 gran 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	Inproved Project Management				
5	Asset Management	Asset Management Institutional													
		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-Dec-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-Dec-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 Development	01-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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-Dec-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 Development and implementing of Housing Strategy. Developed Integrated Human Settlement Plan	In-house	In-house	MM, Director: Development and Planning	01-Dec-23	End of Intervention	LED Strategy implementation Improved revenue Implementation of Human Settlements	N/A						