

NO	FOCUS AREA STABILISATION	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 NOTEWORTHY DEVELOPMENTS	
PILLAR ONE: GOVERNANCE																
1	Unauthorised, Irregular, Fruitless and Wasteful expenditure	No UIFW expenditure policy, no consequence management, overspending on budget, late payment of creditors, section 32 investigation not done, non-compliance with supply chain policy and processes, allegations of financial misconduct not investigated, disclosed expenditure not true reflection, no internal controls for recognition and record of expenditure.	Implement UIF&W expenditure reduction plan. Implement measures to prevent and address unauthorised, irregular, fruitless and wasteful expenditure Identify, and report on irregular, unauthorised, fruitless and wasteful expenditure as per legislation Implement Consequence management	In-house and NT-MFMA unit In-house In-house	In-house and NT-MFMA unit In-house In-house	Chief Finance Officer MM, CFO, Directors Council, MPAC, Disciplinary Board Disciplinary Board, Executive Mayor and MM	30.10.2021 01.12.2021 01.12.2021 01.12.2021	Monthly Monthly Quarterly Quarterly	UIF&W expenditure reduction plan implementation and percentage reduction in historical expenditure Percentage reduction in current UIF&W expenditure Quarterly reports on UIF&W expenditure and investigations Transgressors disciplined	Quarterly Council reports on progress on implementation of the reduction plan AG Audit report and internal audit reports Council approved quarterly reports, MPAC oversight reports, Disciplinary Board's reports and related resolutions Written outcome of disciplinary hearings						
2	System of Delegations	Inadequate system of delegations; No sub-delegations below Executive managers, inadequate delegations register	Update delegations register	In-house	In-house	Executive Director: Corporate Services	Quarterly	Quarterly	Sub-delegations emanating from approved System of delegations signed-off by MM and Heads of Directorates	Approved system of delegations, signed-off sub-delegations. Updated delegations register						
3	Contract Management	Outdated Contract register, payments for services not done within thirty days, irregularly awarded contracts and poor contract management, no monthly performance monitoring reports	Maintain an updated contract register Monitor deviations to identify other goods and services required on an ongoing basis and appoint service providers on three year contracts Submission of monthly performance monitoring reports on contracts Implementation of contract management framework Monitor implementation of approved annual procurement plan	In-house In-house In-house	In-house In-house In-house and COGTA/SALGA In-house	Executive Director: Corporate Services and CFO CFO CFO CFO/Executive Director: Corporate Services CFO	31.12.2021 01.12.2021 Monthly 01.10.2021 31.12.2021	Monthly Monthly Monthly Monthly Monthly	No irregular, unnecessary or expired contracts, and contracts register in place Reduction in operational costs, Reduction in irregular deviations, compliance with legislation value for money, compliance with legislation Effective contract management and compliance with legislation. Reduction in operational costs related to procurement	Updated contract register Reduction in procurement costs as per procurement plan, and appointment letters Monthly performance monitoring reports AG audit reports and quarterly internal audit reports Approved reviewed procurement plan and Council resolution for 2022/23 financial year						
4	Litigation and Contingent liability	Contingent liability at R1 394 142 652.00, high Risk financial exposure, material non-compliance with legislation, Contractual issues, non-compliance with legislation, supply chain processes, inadequate tools of trade, infrastructure maintenance, poor service delivery, land sales, failure to pay for services rendered, failure to pay for overpayments on client's accounts, veld fire damages.	Monthly update litigation register Implementation of Council resolutions on diagnostic analysis of root causes of litigations and claims Conduct a legal assessment on reasonable prospects of success on new litigation matters Implementation of MFMA Legal compliance matrix	In-house In-house In-house	In-house In-house In-house and NT-MFMA unit	Executive Director: corporate Services Executive Director: corporate Services Executive Director: corporate Services Executive Director: corporate Services	Monthly 31.01.2022 Monthly Monthly	Monthly Monthly Monthly	Reduction in legal costs, updated litigation register in place Mitigation against identified root causes. Reduction of contingent liability and financial exposure. Reduction in contingent liability Legislative compliance	Monthly updated litigation register Annual financial statements and AG audit reports, and quarterly Internal Audit reports Assessment reports on new litigation matters. Proof of settlement of matters AG annual audit reports and quarterly internal audit reports						
5	Risk and Internal Audit	Disclaimer of opinion for 2019/20 FY, incomplete, Chief Risk Officer appointed, ineffective Risk management, poor internal controls, recommendations of Audit committee not adequately implemented, risk and audit management documents approved for FY2021/22, inadequate implementation of risk and audit	Maintain an updated risk register Quarterly reports on internal audit and risk management Quarterly progress reports on implementation of remedial actions to mitigate against corporate risks and annual audit plan	In-house In-house In-house	In-house In-house In-house	Manager: Internal Audit Manager: Internal Audit Manager: Internal Audit	Monthly Quarterly Quarterly	Monthly Quarterly Quarterly	Effective management of corporate risks Effective management of identified risks	Updated risk register Quarterly reports and Council resolutions Quarterly reports and Council resolutions						

		strategies and plans, internal audit and risk management not institutionalized.	Approval of annual audit plan and risk management documents for 2022/23 financial year			Manager: Internal Audit	01.05.2022	31.05.2022	Policies and plans in place	Approved annual audit plan and risk management documents, and related Council resolutions				
6	By-laws and Enforcement	Ineffective enforcement of by-laws, by-laws promulgated in 2018, enforcement unit established and capacitated but staff doing something else, no reporting on revenue generated	Enforcement of By-laws	In-house	In-house, NPA and Department of Justice	Director: Community safety	01.10.2021	Monthly	Effective enforcement of by-laws. Reduction in electricity and water losses.	Quarterly audited reports on revenue generated from enforcement of by-laws.				
			Report on revenue generated	In-house	In-house	Director: Community safety	01.10.2021	Monthly	Increase in revenue	Quarterly audited reports on revenue generated from enforcement of by-laws.				
7	Governance Matters and Oversight	Ineffective governance structures and oversight role by Council - Political and administrative instability - Council failing to meet due lack of quorum - Poor interface between Council and administration - Lack of accountability and bad governance practices - Reported allegations of financial misconduct not investigated - Recommendations of forensic investigations not implemented - No clear terms of reference for section 79 and 80 committees - No Go areas - MPAC dysfunctional - Unprotected strikes - Section 106 investigations	Development of annual schedule of meetings and adherence for council and committees for 2022/23 financial year	In-house	In-house	Director: Corporate Services	01.05.2022	31.05.2022	Schedule of meetings in place and adhered to.	Approved schedule of meetings and Council resolution				
			Review terms of reference for MPAC to add more oversight responsibilities	In-house	In-house and COGTA	Director: Corporate Services	01.10.2021	28.02.2022	Increased oversight by Council and its committees over the Executive and administration.	Approved reviewed terms of reference and Council resolution.				
			Increase and monitor frequency of meetings for MPAC for 2022/23 financial year	In-house	In-house	Director: Corporate Services	01.12.2021	Quarterly	Increased oversight by Council and its committees over the Executive and administration.	Approved annual schedule of Council and committee meetings and Council resolution				
			Convene meetings of TROIKA	In-house	In-house and COGTA/SALGA	MM/Director: Corporate Services	01.12.2021	Monthly	Effective political and administrative interface	Minutes of meetings				
			Maintain annual schedule of TROIKA meetings	In-house	In-house	Director: Corporate Services	01.10.2021	Monthly	Organised and focused TROIKA	Approved schedule of meetings and Council resolution				
			Enforcement and monitoring of the code of conduct for councillors	In-House	In-house	Speaker of Council	01.10.2021	Monthly	Disciplined councillors and adherence to legal prescripts	Quarterly reports on compliance with code of conduct by Councillors				
			Section 32 Investigation and financial misconduct investigation reports to Council	In house	In house	Disciplinary Board, Executive Mayor and MM	Quarterly	Quarterly	Effective Consequence management	Council approved section 32 investigation reports				
			Develop schedule and implementation of meetings for Executive management meetings	In-house	In-house	MM	01.05.2022	30.05.2022, Monthly	Effective and efficient co-ordination of administration and service delivery	Approved schedule of meetings and Council resolution				
			Develop and implement training programme for councillors on governance, financial management and oversight	In-house	In-house	Director: Corporate Services	01.04.2022	30.04.2022	Empowered Councillors to execute their responsibilities	Council approved training programme and resolution, and attendance register.				
8	Information and Communication Technology	Lack of ICT general controls, non-compliant server room, non monitoring of service providers, insufficient Off-site backups, inadequate human resources and vacancies, inadequate restriction of access to internet, insufficient maintenance of ICT infrastructure, ineffective ICT security management	Implementation of ICT Governance framework more specifically general controls	In-house	In-house	Director: ICT	01.04.2022	Monthly	Effective ICT general controls, assurance on confidentiality and integrity of data.	AG Audit report and internal quarterly audit reports				
			Monitor recruitment processes to maintain conduct cost-benefit analysis outcome and implementation	In-house	In-house	Director: ICT	01.04.2022	31.03.2023	Reduction in operational expenditure and elimination of duplication between technology and available human resources	Annual financial statements and AG audit reports, and quarterly Internal Audit reports on employee related costs				
			Report on Back office Turnaround times in resolving help desk queries	In house	In house COGTA	All Heads of Directorates	Monthly	Monthly	Satisfied customers Increased revenue. 95 % of work orders completed	Customer satisfaction survey and Monthly work order reports				
			Update the website	In house	In house COGTA	ICT Manager	Monthly	Monthly	Updated website	Updated website				
9	Immovable Property Portfolio	Loss of revenue, no approved alienation policy, ineffective management, ineffective collection of revenue on leased properties, illegal occupation of properties, market related rentals needs updating, inadequate institutional arrangements	Disposal of strategic land parcels for economic development	In house	In house	MM	28.02.2022	30.04.2023	Facilitate economic development, Increased revenue(rates and taxes, and electricity and watersales)	Deeds of Transfer				
			Collection of market related rentals from tenants	In house	In house	CFO	Monthly	Monthly	Increase in revenue	Financial report				
			Non paying tenants be ejected from the properties	In house	In house	MM Executive Director: Corporate services	Monthly	Monthly	Increase in revenue	Tenant management report				
PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES														
1	Change Management	Low Staff Morale Limited buy-in and support for critical	Initiating and implementing the change management initiatives	Inhouse	Inhouse	Executive Manager: Corporate	01.07.2022	30.06.2023	Buy-in Improved performance & service delivery	Reports Attendance registers	Only use mobilised resources.			
2	Skills Audit	A Skills Audit exercise has not been conducted except for the Work Skills Plans (WSP) which is consistently developed and submitted to LGSETA as per the requirements.	Conduct a Skills Audit Implement the recommendations of the competency levels verification report	Outsource	Outsource	Executive Manager: CS	01.10.2021	30.06.2023	Management and staff perform to the standards. Compliance with the prescribed minimum competency levels as prescribed.	Skills Audit report. Status report on staff competency levels.	In line with the approved budget and the funding plan.			

3	Performance Management	PMS is not cascaded to lower levels below S56/S7 Managers	Conduct quarterly PMS evaluation	In-House	In-house	MM Senior Managers	01.07.2022	Ongoing	Improved performance management system	PMS Evaluation Reports	Only use the resources mobilised.				
			Cascade PMS from level 2 to 7	In-house, Support from SALGA/CoGTA	In-house	Executive Manager: CS	01.10.2021	30.09.2022	Improved performance management system	Adopted Performance management systems aligned to regulation 8 of municipal planning and performance management regulation,	Only use the resources mobilised.				
4	Labour Relations	There are Eight (8) pending disciplinary hearing cases in various departments and three (3) matters in the South African Local Government Bargaining Council and Conciliation Commission for Mediation and Arbitration.	Senior Managers, Managers, Divisional heads, and supervisors to be trained on initiating and chairing disciplinary hearings in-house. All outstanding disciplinary matters to be prioritized and concluded. Develop and maintain a disciplinary case register.	In-House	In-house	Executive Manager: Corporate Services S56 Manager Managers Supervisors	01.10.2021	30.06.2022	Sound Labour Relations Reduced number of disciplinary cases	Attendance register Disciplinary Case register.	Only use mobilised resources.				
			Address issues related to organizational culture, structure, effectiveness, resource matching, and performance.	In-house capacity MP COGTA SALGA	In-house capacity MP COGTA SALGA	Executive Manager:CS	01.10.2021	30.06.2022	Eliminated HR limitations Improved compliance environment Eliminated labour disputes Professionalised the municipality	Labour Peace & Stability	Use only the mobilised resources				
6	HR Policies, Procedures	There are 32 approved HR related	Review, approve and implement HR related policies.	In-house	In-house	Executive	01.07.2022	30.06.2023	Functions properly aligned to	Approved Policies	Only use mobilised resources.				
7	Filling of Critical Vacancies	Identification and Filling of other Critical Vacant Posts	Filling of the identified critical vacant positions	In-House	In-house	Executive Manager: CS	01-10-2021	Ongoing	Model in place	Copy of the model for the identification and filling of the vacant critical positions	Only use the resources mobilised.				
8	Organisational Structure	The draft Organisational Structure was approved by council on the 31 March 2021. The approved organisational structure was tabled to the LLF as part of the LLF agenda of the meeting that did not sit in May 2021.	Finalise staff placements and appeal process Implementation of Job Descriptions Evaluation of Job descriptions	In-house	In-house	Executive Manager: CS	01-10-2021	30.06.2022	Functions properly aligned to strategic objectives and legal mandate Achieved affordability	In line with approved Budget and Funding Plan	Only use the resources mobilised.				
9	Develop and approve the Placement Policy	Placement policy developed and implemented during the period of amalgamation of Municipalities.	Implementation of the Placement Policy	In- House	In-house	Executive Manager: CS	01-10-2021	30.06.2022	Functions properly aligned to strategic objectives and legal mandate. Achieved affordability,	Approved Placement Policy Council Resolution Agenda, minutes and attendance register for the LLF meetings	Only mobilised resources				
10	Employee Cost	The ratio results are below the norm of 25% - 40%. The (22%) low % could point to a high level of critical vacancies and general understaffing. Given the liquidity position of the Municipality, it will be wise for the Municipality to control its payroll budget but plan for the acquisition of skills in line with cash flow improvements. The municipality must consider the filling of critical vacancies in line with any new organogram that may be proposed in the recovery process.	Implementation of the recommendations of the Employee Cost analysis report.	In-House	In-house	Executive Manager:CS	01.09.2021	30.06.2022	Achieved completeness of employee costs.	Employee Cost analysis report	Only use the mobilised resources.				
11	Records Management	Poor record management which caused the municipality to not submit of information on reported performance and financial matters which resulted in AGSA not expressing an opinion.	Solicit File Plan approval from Provincial Archives and implement. Implementation of the Records Management Policy	In-house	Provincial Archives	Executive Manager: Corporate Services	01.07.2022	30.06.2023	Improved referencing system and records management Improved Compliance	Approved File Plan					
12	Local Labour Forum	LLF functional.No official trained as presiding officers and prosecutors.Staff Workshopped on a disciplinary code of conduct.Attendance registers available, monitored and signed-off by managers/supervisors in each department. Workwear provided to employees annually.	LLF Meetings Implementation of LLF resolutions	In-House	In-house	Executive Manager:CS	01.10.2021	30.06.2022	Sound Labour Relations Reduce number of disciplinary cases	Calendar of meetings,attendance register,minutes of the LLF meetings and Agenda. Records with details of trained officials. Disciplinary register.	Only mobilised resources				
13	Employee Validation	Staff head count or validation has not been conducted	Conduct an employee head count and identify any ghost employees or employee's surplus to the organisation, on the payroll; and	In-house	In-house	Executive Manager:CS	01.10.2021	30.06.2022	Completeness of employee related costs.	Employee Validation Report	Only use mobilised resources.				
14	Management of discipline	Non-daily signing of the attendance register	Enforcement of attendance and time management by supervisors & management Procurement of the Electronic clocking system	In-House	In-house	Executive Manager:CS	01.10.2021	30.06.2022	Salaries paid in line with signed attendance registers	Completed and signed-off Attendance Registers.	Use only mobilised resources.				

PILLAR THREE: FINANCIAL MANAGEMENT

1	Budget Management (Funding Status, Policies, etc)	Municipality developed and approved an unrealistic unfunded budget for 2021/2022.	Develop a Budget funding plan with clear activities and goals	In-house	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Jun-21	30-Sep-21	3-Year Budget Funding Plan	Approved 2022/23 MTREF Budget	100% adherence to approved 3-Year Budget Funding Plan							
		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%.																
		Insufficient provision for debt impairment and depreciation.	Compile credible Adjustment Budget 2021/22															
		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.					01-Jan-22	28-Feb-22	Adopted Funded Adjustment 2021/22 MTREF Budget	Approved Budget Funding Plan (BFP)	BFP include MTREF Financial Targets							
		No provision for outstanding creditors and outstanding bulk purchases.							Plan for phasing in of cost-reflective tariffs	BFP Progress Reports	Target cash flow improvement per annum (in line with BFP)							
										Cost-reflective tariff strategy								
2	Cost Containment and cash flow management	Cash flow committee not in place	Establish cash flow committee	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Sep-21	Ongoing	Appointment Letters Weekly Minutes	Appointment Letters Weekly Minutes								
		Excessive overtime and standby allowance due to non-filling of critical vacancies	Review Overtime and Standby policy Monitor overtime into policy Identify and fill critical vacancies and finalise O & M plans	Inhouse			01-Jan-22	30-Jun-22	Reviewed Overtime and Standby Policy	Council Resolution	Reduced overtime and standby							
		Municipality budgets for internally generated funds (R9.8 million) whereas the budget is unfunded	Revenue enhancement strategy to be developed and implemented	Inhouse			01-Sep-21	31-Dec-22	Approved Revenue Enhancement Strategy	Council Resolution	Improved revenue							
		Over-reliance on consultants	Improve capacity of BTO	Inhouse			01-Sep-21	30-Jun-24	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-Sep-21	30-Jun-22	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			01-Sep-21	30-Jun-22	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 Customer 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)	01-Feb-22	30-Jun-22	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	01-Feb-22	30-Jun-22	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	01-Sep-21	30-Jun-22										
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	01-Mar-22	30-Jun-22	Number of audit findings resolved towards improved internal controls	Consolidated report and supporting POE on audit findings cleared								
UIF&W and other losses are not prevented	Develop UIF&W strategy			Inhouse	NT MFIP & PT Oversight	CFO and All Directors	01-Mar-22	30-Jun-22	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)	01-Sep-21	31-Dec-21	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)	01-Sep-21	30-Jun-22	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)	01-Sep-21	30-Jun-22	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)	01-Sep-21	30-Jun-22	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)	01-Sep-21	30-Jun-22	Cash Flow management committee established	Appointment letters. Minutes	Improve cash flow management				
		System of expenditure control	Review expenditure management SOP's	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01-Sep-21	31-Dec-21	Expenditure SOP's reviewed	SOP's	Improved Expenditure Management				
			Provide training on implementation of SOP	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)	01-Sep-21	31-Dec-21	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)	01-Sep-21	31-Dec-21	Project Plans Developed	Project Plan	Improved Project Management				
5	Indigent Management	Lack of awareness and understanding by both councillors and community	Well driven awareness campaign and educating community.	In-house	NT, PT and MFIP	CFO	01.01.2022	30.08.2022	awareness campaign plan and the implementation report detailing the whole process	Approved awareness campaign plan	None				
		None recruitment drive by councillors and official fuelled by unstructured red tape in the indigent registration process	project based recruitment drive per wards, temporary job creation during the recruitment period	In-house	NT, PT and MFIP	CFO	01.01.2022	30.08.2022	item report outlining the whole process of ward based recruitment will clear allocation of responsibilities	Approved item on recruitment drive by administrator	R300k				
		reluctance by SAPS to assist with affidavits	Engagement with SAPS	In-house	Administrator	AMM/CFO	01.01.2022	30.08.2022	Minutes of engagement detailing the agreement on processes	Attendance register and minutes	none				
		undefined process flow, lacking internal control and non implementation of SOP	Lack of process flow, SOP and internal control	In-house	NT, PT and MFIP	CFO	01.01.2022	30.08.2022	Developed indigent process flow and internal controls	Approved Process flow, SOP and internal controls system of indigent management	none				
		Very low number of approved indigents adversely affecting management planning	Review of the indigent register	In-house	MFIP Resident	CFO	01.01.2022	30.08.2022	reviewed indigent policy and well compiled indigent register	Approved indigent register and policy	none				
		Unrealistic indigent register lacking proper verification process	Status verification through physical inspection and revision and external independent verification. Acquisition of indigent management system	In-house	PT, MFIP and Internal audit for assurance	VFO	01.01.2022	30.08.2022	Improved indigent register with numbers aligned to socio economic status at the municipality	Approved indigent register adaptive to the municipal economic conditions	None				
6	Creditor Management	Not all Top 10 Creditors paid within 30 Days Creditor Payment Period Ratio = 879 Days	Adhere to approved payment agreements	In-house	In-House	CFO	01.10.2022	30.09.2023	% payment according to payment agreements	Improved working capital position	100% according to payment agreements				
7	Tariffs for Trading Services	Non cots reflective tariffs/ inadequacy of tariff design	Embark on cost of supply studies for electricity Review of tariff policies and bylaws	In-house	COGTA	CFO	01.09.2021	31.03.2022	Cost Reflective Tariffs	Revised Cost Containment Policy	Approved/revised policy of supply study report				
8	Asset Management	Asset Management Institutional	The Municipality does not have an evaluation criteria to assess official's competencies in order to determine capacity / skills gap for Asset Management Unit	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	Trained Asset Management staff	Developed and operational evaluation criteria to assess official's competencies in order to determine capacity / skills gap for Asset Management Unit	Not applicable				
		Asset Management Policy and Standard Operating Procedures													
		The municipality does not have Asset Management SOP (s)	Develop adequate Asset Management SOPs	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	Asset Management SOP (s)	Operational Asset Management SOPs	Not applicable				
Asset Management Accounting															

		The municipality has not linked infrastructure asset components to the GIS	Link infrastructure asset components to the GIS	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	Improved Asset Management Accounting	Linked infrastructure asset components to the GIS	Not applicable				
		The municipality does not request valuation reports (from experts) regarding landfill sites on at each reporting date	Request valuation reports (from experts) regarding landfill sites on at each reporting date	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	Improved Asset Management Accounting	Valuation reports (from experts) regarding landfill sites on at each reporting date	Not applicable				
Asset Management Internal Controls															
		The Asset Register have no restrictive access to officials, managed by password controls	Create the restrictive access to officials, managed by password controls on the Asset Register	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	Improved FAR Access controls	Restrictive access to officials, managed by password controls on the Asset Register	Not applicable				
		The Asset Register does not incorporate GIS spatial data for all key infrastructure asset	Incorporate the GIS spatial data for all key infrastructure asset in the asset register	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.09.2022	GIS data	GIS data					
PILLAR FOUR: SERVICE DELIVERY															
1	Asset Management Master Plans	Lack of skills, Non-compliance with Asset Management Policy and Procedure Manual, Lack of asset replacement strategy.	<p>Development and implementation of Asset Management policy and strategy.</p> <p>Development and implementation of a long-term Asset Management Master Plans that will investigate long term investments, replacement, maintenance and sustainability of the municipality, amongst others</p> <p>Development of Property Plant and Equipment maintenance plan</p> <p>Audit of current infrastructure to determine state, taking into consideration service backlogs and long-term strategy aligned to the operating model IDP, budget and long-term financial plan</p> <p>Update and maintain Asset Register</p> <p>Maintenance of Property Plant and Equipment through internal capacity and outsourced services</p> <p>Review contracts and tariffs on municipal buildings being leased and hired.</p>	In-house	In-house	MM, CFO, Technical Director	01-Oct-22	30-Sep-23	<p>Asset maintenance plans</p> <p>Approved building maintenance plan</p> <p>Update and maintained Asset Register</p>	Target 8% of OPEX					
2	Roads and Stormwater	Poor Road condition and Road surface marking visibility	<p>Implement the roads and stormwater master plan</p> <p>Develop and implement the Roads and Stormwater Maintenance plan</p> <p>Maintenance of roads infrastructure through internal capacity and outsourced services</p> <p>Rehabilitate roads as per Maintenance Plan</p> <p>Implement internal roads programme</p>	In-house	In-house	MM, Director: Technical Services	01-Oct-22	30-Sep-23	<p>Approved Maintenance Plan</p> <p>Repaired roads</p> <p>Rehabilitated roads</p> <p>Completed roads projects</p>	N/A					
3	Building Control	Unit Incapacity, Poor Feedback/communication with stakeholders, Lack of Resources	<p>Streamline the building plans approval process</p> <p>Set cost reflective building approval tariffs</p> <p>Address building contraventions and enforce the building bylaws. This includes compliance with zoning status.</p> <p>Obtain a functionary from MISA or a shared services option to render land use planning services.</p>	In-house	In-house	MM, Director: Development and Planning	01-Oct-22	30-Sep-23	To continuously ensure uniformity and compliance to building regulations and improve on turn-around times for such approval	N/A					

4	Waste and Refuse Removal	Inappropriate vehicles and equipment for refuse removal. Expired license for operating a landfill,	Develop and implement Refuse Removal Management Maintenance and Refurbishment Plan Operationalise the operation and maintenance plan Review tariffs to cost reflective. Promulgate updated by-laws as required. Enforcement of bylaws. Conduct awareness campaigns on illegal dumping and enforce municipal by-laws. Appointment of service providers for as & when contracted services	In-house	In-house	MM, Director: Community Services	01-Oct-22	30-Sep-23	Approved Maintenance Plan Updated tariffs, policy and by-laws. Safe and clean environment SLA Concluded	N/A						
5	Portable Water Supply and Bulk Water	Poor drinking water quality, Water Losses, Water Shortages, Lack of accounting, Revenue Collection	Implement the Water Master Plan Development of WSDP Develop a Water Infrastructure Maintenance plans Develop and implement a Water Conservation and Water Demand Management Plan (municipal-wide) Network Maintenance and refurbishment •Refurbishment of water services infrastructure Replacement of ageing water services infrastructure Reduce unaccounted Water (water losses) •Install bulk water meters •Audit water meters •Replace malfunctioning meters (Monthly reporting to Council) Capture non-metered households Tariff Policy Development of Bulk Services contribution policy and set bulk contribution fees Enforce Water by-laws •Disconnect illegal connections. Awareness Campaign may be required with the assistance of political office. Enforce relevant fines Water quality management and compliance, with SANS 241 •Achieve Blue Drop Requirements. Monitor water quality constantly and introduce quick corrective measures Reduce Water shortages	In-house	In-house, Contracted Services	MM, Director: Technical Services	01-Oct-22	30-Sep-23	Efficient and sustainable water management Reduce water losses Provision of new water infrastructure while upgrading existing infrastructure Improved billing Updated tariffs, policy and by-laws Reduction in illegal connection Increase in revenues and improved cash flows Improved Blue drop status Quality water and an environment not harmful to human health and wellbeing Improve quantity and quality of municipal infrastructure and	WSIG and MIG to be fully utilised						
6	Sanitation Services	Treatment capacity is below demand requirements, Poor Maintenance	Implement the sanitation master plan Develop a sanitation infrastructure Maintenance plan Rehabilitate and develop sewer reticulation network in urban areas and peri-urban areas and commence billing Improve management of WWTW •Ensure the WWTW effluent are compliance with the relevant regulations •Refurbish the plants and network •Upgrading WWTWs to increase capacity •Continuously treat and test effluent quality and introduce quick corrective measures.	In-house	In-house Approach MISA for capacity support	MM, Director: Technical Services	01-Oct-22	30-Sep-23	Improve the quantity and quality of municipal infrastructure and services Approved Maintenance Plan Enhanced lifespan of assets through proactive and preventative maintenance Reduction of current blockages Quality wastewater and an environment not harmful to human health and wellbeing	MIG to be fully utilised						
7	Electricity Supply	Outstanding Eskom Account, Distribution Losses.	Timeous payment of Eskom Current Account and Arrear debt payment as per payment plan. Compile and implement Electricity Maintenance and Refurbishment plan Refurbish / upgrade electrical network according to priority implementation programme Review SLA with Eskom to ensure that it adequately address all technical, service delivery and financial matters. Review tariffs and policy. Update. Promulgate updated by-laws as required.	In-house	In-house Approach MISA for capacity support	MM, Director: Technical Services	01-Oct-22	30-Sep-23	Approved Maintenance and refurbishment Plan Ensure provision of efficient and sustainable electricity supply to the consumers within the municipality's licensed areas of supply Signed amended SLA Reliable bulk electricity agreement Enhance revenue collection and sustainable electricity supply	INEP to be fully utilised						

8	Recreational Facilities, Libraries, Parks and Cemeteries	Improved provision of recreational facilities, libraries, parks and cemeteries	Develop and implement Recreational Facilities Maintenance Plan Review the Maintenance and Operation Plan (cost) in order to be effective Refurbish priority facilities Review tariffs and policy. Promulgate updated by-laws as required. Introduce of Cost reflective tariff on all services rendered; introduction of cost reflective tariffs on (pruning of trees, cleaning of erfs) Review leases for Public Amenities i.e. swimming pool, soccer stadium etc: Leases of public amenities (swimming pool, soccer stadium, outdoor gym) Cemeteries; Verification of the Indigent Register to curb provision of free burial sites to non-indigent residents Library Services; Negotiate with DSRAC with the view of requesting financial funding for library services	In-house	In-house	MM, Director: Community Services	01-Oct-22	30-Sep-23	Approved Recreational Facilities Maintenance Plan Approved O&M Plan Rehabilitated facilities Reviews policy, facilities use tariffs Cost reflective tariffs Functional and utilized sport facilities managed by PPP Data Cleansing of the indigent register Funding for Library Services 100% expenditure of capital budget for the project. Completed Sportsfield	N/A					
9	Public Safety, Traffic and Licensing	Law enforcement activities is affected by Inadequate equipment. Lack of Human resources Outdated By-Laws.	Law enforcement across divisions Fire, Traffic and Security. Renewal of trading permits	In-house	In-house	MM, Director: Community Services	01-Oct-22	30-Sep-23	Intensive Law enforcement activities. Monthly operations. Intensify inspection of trading permits. Compliance	N/A					
10	Spatial Planning and Human Settlements	Lack of housing development, and bulk infrastructure	Implement the spatial development plan Increase revenue by making land available and attractive to private sector developers. Review development and land use tariffs. Such as rezoning costs. Update where necessary. Promulgate updated by-laws as required. Enforcement of Land Use Scheme and By-law to curb the high number of Illegal land uses Conduct assessments and the alienation and disposal of some of the Council Owned Properties Tribunal Applications; Submit applications to Tribunal and Processing of applications for approval Develop and Implement the 30% Project Sub-contract Policy for to support local companies Review and implement application Fees for land development application Printing of Maps Issue Zoning certificates	In-house	In-house	MM, Director: Planning and development	01-Oct-22	30-Sep-23	Spatial development Framework Review of municipal investment property and proposed future uses. Reduced land use contravention Reduced land use contravention Review of municipal investment property and proposed future uses. SPLUMA Meeting Minutes Local Economic Development Policy Tariff of Charges	N/A					

11	Fleet Management	Inadequate fleet to perform municipal functions optimally.	Develop and implement Fleet Management Strategy and Plan Development and implementation of the vehicle maintenance plan Develop and implement a insurance and fuel management policies Develop and implement vehicle replacement plan	In-house	In-house Provincial Support Package	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	01-Oct-22	30-Sep-23	Approved Fleet Management Strategy and Plan and implemented Developed planned service schedule, including costs Controlled and planned servicing and maintenance of vehicles Implemented functional Fleet and Fuel Management System Cost saving in fleet and fuel management Reduced theft and abuse Replacement of redundant/obsolete fleet Reduced vehicle downtime and increased utilisation/ uptime Modernised and reliable feet	In line with approved Budget and Mobilised Funding							
12	Fleet Maintenance	Inadequate maintenance of municipal fleet	Establish and equip workshop with basic tools and equipment and stock for priority, medium term operations Fleet maintenance team to comply to OHS standards All operable vehicles to be checked for roadworthiness repaired and certified as roadworthy. If unsalvageable then use as scrap parts or auction off vehicle in terms of legislation and policy	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	01-Oct-22	30-Sep-23	Functional equipmentx Workshop operating at minimum OHS standards Valid roadworthy certificates for all operable vehicles	N/A							
13	Project Management Unit (PMU)	Capacitation of the unit to achieve 100% expenditure on all capital execution projects	Development and implementation of the procurement plans	In-house	In-house	MM, Director: Technical Services	01-Oct-22	30-Sep-23	Improved forward planning and implementation of projects Improved service delivery	N/A							
14	Landfill Site	Lack of maintenance and operations at landfill sites, Licensing of the existing landfill site, Non-compliance with Environmental Legislations	Approve and Implement Integrated Waste Management Plan Adhere to legislation to become compliant landfill site operator Review tariffs and policy. Promulgate updated by-laws as required. Install weighbridges on landfill sites or use an alternative waste measurement method. Landfill Site Mediation Agreement	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	01-Oct-22	30-Sep-23	Approved and implemented Integrated Waste Management Plan Functional Plant and Equipment Updated tariffs, policy and by-laws. Revenue collected in line with usage	N/A							
15	Security Services	Municipal property must be protected from vandalism.	Develop Security Policy that covers internal and outsources security services. Review security strategy to incorporate the guarding of municipal property, staff, customers and equipment.	In-house	In-house	MM, Director: Community Services	01-Oct-22	30-Sep-23	Asset Management Policy to include how assets within the municipality are protected. Asset Management Policy to include how assets within the municipality are protected.	N/A							
16	Local Economic Development	Inadequate preparation of enabling environment for economic activities and investments, Lack of land for development	Develop LED strategy and implementation plan Generate revenue by exploiting tourism and other readily available private development opportunities.	In-house	In-house	MM, Director: Planning and development	01-Oct-22	30-Sep-23	LED Strategy Tariff of charges – Tourism Levy	N/A							