

8.	CONSIDERATION OF REPORTS, COMMUNICATIONS, PETITIONS AND APPLICATIONS SUBMITTED BY THE MUNICIPAL MANAGER
8.1	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) OVERSIGHT REPORT ON THE ANNUAL REPORT 2015/16

1. PURPOSE OF REPORT

The purpose of the report is:

- (i) to enable the Committee to discharge its oversight responsibility in considering the Stellenbosch Municipality's Annual Report for 2015/2016 as required in terms of Section 129(1) of the MFMA, Act 56 of 2003; and
- (ii) to recommend to Council to adopt the Annual Report 2015/16.

2. BACKGROUND

Council, at a meeting held on 25th January 2017 considered the Draft Annual Report and resolved, amongst others:

- “(a) that Council take cognizance of the Draft Annual Report 2015/16 for the Stellenbosch Municipality;*
- (b) that the Draft Annual Report be made public for comment on the official website of the Stellenbosch Municipality and local print media for a period of 21 days;*
- (c) that the Municipal Public Accounts Committee (MPAC) be appointed as the Oversight Committee in terms of Sections 33 and 79 of the Municipal Structures Act, Act 117 of 1998, to assist the Council with its statutory role to consider and evaluate the content of the Draft Annual Report and make recommendations to Council;*
- (d) that the Oversight Committee provide the Council with an Oversight Report to be considered together with the Draft Annual Report, not later than 30th March 2017; and*
- (e) that, should the Municipal Public Accounts Committee (MPAC) elect to co-opt members of the public with expertise in specific fields to assist and advise the Committee when deliberating before it, the recommendation in terms of tariff and number of co-opted members shall apply.”*

Subsequent to the Council resolution as depicted above, two members from the public i.e. Alderman J C Anthony and Ms Hillary Bergstedt were co-opted, and they assisted throughout the Oversight Process.

3. DISCUSSION

3.1 Legislative mandate

Section 129(1) of the MFMA determines that:

“The Council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality’s sole or shared control, and by no later than two months from the date on which the annual report was tabled in the Council in terms of Section 127, adopt an oversight report containing the Council’s comments on the annual report, which must include a statement whether the Council –

- (a) has approved the annual report with or without reservations;
- (b) has rejected the annual report; or
- (c) has referred the annual report back for revision of those comments that can be revised.”

In terms of the MFMA (No 56 of 2003), Circular 32, the MPAC Oversight Committee can only make one of the following recommendations to Council, namely:

- (a) that Council approves the Annual Report without reservations;
- (b) that Council approves the Annual Report with reservations as indicated;
- (c) that Council refers the Annual Report back for revisions as indicated, or
- (d) that Council rejects the Annual Report for the reasons as summarised.

The Oversight Report is attached as **APPENDIX 1**.

The issues emanating from the discussions of the MPAC/Oversight Committee on the various chapters of the Annual Report were captured and filtered through for responses by the political and administrative leadership. All issues raised with the corresponding responses provided by the Administration is attached in a table as **APPENDIX 2**.

The written representation of Mr. John Henry is attached as **APPENDIX 3**.

The minutes of meetings and attendance registers are attached as **APPENDIX 4**.

RECOMMENDED

- (a) that Council, having fully considered the Annual Report of the Municipality and representations thereon, adopts the Oversight Report;
- (b) that Council approves the Annual Report 2015/16 without reservations; and
- (c) that Council requests the Executive Mayor to report to Council on a quarterly basis on the implementation of the recommended actions in addressing the recommendations in the Oversight Report.

Meeting: Ref No:	7 th Council: 2017-03-29	Submitted by Directorate: Author: Referred from:	Office of the Municipal Manager MM: (G Mettler) Mayco: 2017-03-22
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STELLENBOSCH MUNICIPALITY
STELLENBOSCH – PNIEL – FRANSCHHOEK

Oversight report

2015/16

Financial year

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 - adopted by Council as an action plan; and 5

 - reported by the Accounting Officer on a quarterly basis to Council on its progress..... 5

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1 INTRODUCTION

This document constitutes the Oversight Report on the 2015/16 Annual Report of the Stellenbosch Municipality which has been compiled in terms of Section 129 of the Local Government Municipal Finance Management Act, Act 56 of 2003 (MFMA).

2 LEGAL FRAMEWORK

The Oversight Report is compiled in accordance with the following:

➤ **LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (ACT NO 56 OF 2003):**

1. Section 121 (1) of the Municipal Finance Management Act, Act 56 of 2003 (MFMA) requires every municipality to prepare an Annual Report. The municipal council must deal with this report within nine months of the end of the financial year (31 January).
2. Section 127 (5) (1) of the MFMA requires the accounting officer to make the annual report public and invite the local community to submit representations in connection with the annual report following the tabling thereof.
3. Section 127 (5) (b) of the MFMA requires that the tabled annual report must be submitted to the Auditor General, Provincial Treasury and the Provincial Department of Local Government.
4. Section 129 requires the municipal council to adopt an oversight report by no later than 31 March containing the councils comments on the annual report which must include a statement whether the council;
 - a) has approved the annual report without reservations; or
 - b) has rejected the annual report; or
 - c) has referred the annual report back for revision of those components that can be revised.

➤ **LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000:**

1. Section 46 of the Municipal Systems Act requires every municipality to prepare a performance report for each financial year which reflects the performance of the municipality and each of its external service providers during the financial year, as measured against predetermined targets as well as the performance of the previous year. The annual performance report must form part of the municipality's annual report.



3 BACKGROUND

Stellenbosch Municipality tabled its Draft Annual Report on 25 January 2017. The Annual Report was submitted to the relevant authorities and made public on 31 January 2017 and the closing date for submissions was 3 March 2017. Advertisements were placed in the Eikestad Nuus on the 02 February 2017 (1st advert) and 09 February 2017 in the Boland Gazette. Three (3) submissions were received from the public. An evaluation report was received from the Provincial Government: Department of Local Government indicating that the Annual report should contain the guidelines of Circular 63 as addendums.

4 APPOINTMENT AND MANDATE OF THE OVERSIGHT COMMITTEE

MFMA Circular 32 of 2006 prescribes the Oversight Process and the establishment of an Oversight Committee. The Municipal Council appointed its Oversight Committee in terms of Section 79 of the Local Government: Municipal Structures Act, Act 117 of 1998 at an urgent Council meeting on the 16 February 2017 as follows:

- “1. *That the Stellenbosch Municipality Oversight Committee be constituted as follows:*
- (a) (i) *Councillor WF Pietersen;*
 - (ii) *Councillor MC Johnson;*
 - (iii) *Councillor NS Louw;*
 - (vi) *Councillor N Olayi;*
 - (viii) *Councillor N Mananga-Gugushe*
2. *The members co-opted for the Oversight Committee (MPAC) are Alderman JC Anthony and Ms. HC Bergstedt.*
3. *Councillor WF Pietersen served as Chairperson of the Oversight Committee;*
4. *That the functions of the Oversight Committee be as follows:*
- (a) *to undertake a detailed analysis and review of the Municipality’s Annual Report;*
 - (b) *to consider inputs from the Council, Portfolio Committees, Ward Committees and the public on the Municipality’s Annual Reports;*
 - (c) *to consider inputs from the Municipality’s Audit Committee and Performance Audit Committee as well as the Auditor General on the Municipality’s Annual Reports;*



- (d) to draft Oversight Report based on the Municipality's draft Annual Report.
5. That the Oversight Committee complete its work as contained in the Compilation item of the Oversight Committee, including a planning sitting and a sitting to present the Oversight Report to Council;
 6. That the Oversight Committee be permitted to co-opt advisory members should this be necessary; and
 7. That the municipality advertise its intention to appoint the Oversight Committee as set out above".

5 METHODOLOGY

The Oversight Committee conducted the Oversight Process over 12 sittings between 22 February 2017 and 22nd of March 2017 and the process concluded with a presentation to the Municipal Council on 29 March 2017.

The meeting schedule was as follows:

MEETING	SECTION	DATE
1	Training session facilitated by PGWC	22 February 2017
2	Orientation: Presentation and discussion on the content of the Annual Report	24 February 2017
3	Chapter 1 and 2	28 February 2017
4	Chapter 3 and 4	1 March 2017
5	Chapter 5 and Chapter 6 (Auditor General Report)	2 March 2017
6	Discussions on Questions and Answers	3 March 2017
7	Discussions on Questions and Answers	6 March 2017
8	Public Hearing	7 March 2017
9	Discussions with Directorates on Questions and answers	9 March 2017
10	Drafting of Oversight report	10/14 March 2017
11	Final preparation of Oversight Report	17 March 2017
12	Review of Final of Oversight Report 2015/16	22 March 2017
13	Table of oversight report to Council	29 March 2017

The 2015/16 Annual Report was compiled to align to the new format prescribed by National Treasury. For ease of reference the structure of the Stellenbosch Municipality Annual Report is given below;

- Foreword by the Executive Mayor
- Foreword by the Municipal Manager
- Chapter 1: Municipal Overview and Executive Summary
- Chapter 2: Governance
- Chapter 3: Service Delivery Performance
- Chapter 4: Organisational Development Performance
- Chapter 5: Financial Performance
- Chapter 6: Annual Financial Statements and Report of the Auditor General

During the Oversight Process, the Oversight Committee made recommendations on the improvement of the Draft Annual Report 2015/16 which entailed minor corrections and additional information that would make the Draft Annual Report reader friendly. These improvements were made to the extent that information was available.

The Oversight Committee also made specific recommendations on issues contained in the Draft Annual Report which should be addressed by the Municipal Council. These recommendations are dealt with chapter by chapter as mentioned in paragraph 5 below.

6 RECOMMENDATIONS BY THE OVERSIGHT COMMITTEE

That the following matters be:

- adopted by Council as an action plan; and
- reported by the Accounting Officer on a quarterly basis to Council on its progress.

REVIEW ANNUAL REPORT:

All matters are added as an addendum to this report:



Question /Observation by MPAC		Page	Responses by Directorates	Recommendations/Actions (Oversight Report)
Human Settlements	Municipal criteria for housing differs from Provincial criteria and is causing problems with the waiting list	252	Department agree to align the waiting lists of the Municipality and Provincial Government	Attention should be spent on the accuracy of the waiting list. The criteria of the Municipality and the Province should be aligned to prevent any problems within the housing waiting list.
Human Settlements	Slow pace of Housing provision	227	Proper planning process should be put into place by all the departmental stakeholders.	The directorate for Human Settlements in partnership with Planning and LED must identify land for housing
Human Settlements	The delivery of houses do not match the expenses of the directorate	252 (3.10.3)	Proper planning process should be put into place by all the departmental stakeholders.	The productivity of the directorate should improve to justify the delivery of houses compared to the salary expenses.
Property Management	Total under performance by the directorate in terms of rental income	307	Progress report to be tabled to MPAC	An action plan to be developed to increase income from rental housing
Property Management	Excessive rental Expenditure on municipal offices	309	Take note.	The Municipality to develop its own office space in the medium term. This is particular in reference to ABSA 3 rd floor, Ecclesia and Eikestad Mall.
Community and Protection	Parking tenders allocated to private service providers	485	Investigation to be done	Parking should be handled in-house as a job creation tool for local employment.
Community Services	Holiday resorts and campsites	334	Commitment made to address shortcomings	Improvement in the revenue collection and control systems at the holiday resorts and campsites. Income should be allocated to the correct votes and line items.
Performance Management	Total under and over performance of certain Key performance indicators	142-188	Continuous feedback on the adjustment of targets	Improvement of the performance management system by re-evaluating certain KPI's to ensure realistic and optimal targets
Waste Water Treatment Upgrades	Slow progress of waste water treatment plans	198	Progress report to be tabled	Improvement in contract management to ensure that basic services can be delivered in the near future.



Human Resources	High % of vacancies in certain directorates	79/92	Director took note of the observation and will diligently fill critical vacancies	Action plan to be put in place to speed up employment for vacant positions
Human Resources	TASK implementation	72	TASK investigation is in progress	Task investigation report to be finalised expeditiously
Human Resources	Sick Leave	315	See attached list on sick leave	The committee takes note of the previous placement of staff between directorates.
All directorates	Low capital spending	348	Progress report to be tabled	Improved planning and implementation is required
Strategic and Corporate	Legal Services is understaffed	64	Restructuring was ongoing in the legal services	To be addressed with the 2017 restructuring process
Planning and Local Economic Development	Develop Spatial Development Framework (SDF) for Stellenbosch (TL 32)	169	The first phase of the development of the SDF has started by developing an integrated urban development framework.	If the SDF is not updated it will pose a risk for future development in Stellenbosch Municipal area (WC024). A progress report on the development of the SDF
Finance	Supply Chain Management	484 (note 64)	The number of deviations have decreased	Welcomed improvement in the management of deviations
Human Settlements	Quality of Housing developments	35	Updated response required	Conditions of houses at Jamestown – MPAC support the findings and actions recommended by the Auditor General
Human Settlements	Condition of the Kayamandi Hostels	32	Status report on the action plan required	Action plan to be developed and regular status report required.

CONCLUSION

The Committee would like to commend the Municipality on its performance, especially the achievement of a clean audit.

I would like to thank the members of the Oversight Committee and all officials who participated in the 2015/16 Oversight Process for their time and cooperation. The process was successful and enabled the Committee to identify areas that will enable the Municipality to maintain its clean audit and to improve on areas identified. It was observed by the oversight committee that a spirit of improved cooperation by the administration was observed which we are extremely thankful for.

I am of the opinion that the 2015/16 Annual Report accurately reflects the performance of the Municipality for the year under review and recommend that the Council approve the 2015/16 Annual Report without reservations.



Chairperson: MPAC/ Oversight Committee

Date: 22 March 2017



	Department	QUESTIONS	Response
1	Risk Management	p121 Risk Management. Does the risk register differ from previous years?	Yes, the risk register is compiled annually and it takes the circumstances in consideration for the identification as well as for the mitigation of the risks.
2	Risk Management	P121-123 Risk Management The risks are limited. Explain. More risks should be registered	Only the top risks facing the municipality are populated in the annual report. A comprehensive operational and strategic risk register does exist and is monitored regularly by management. A copy of this can be availed to MPAC if necessary.
3	Risk Management	Threat to financial sustainability. A policy is required to expand the rate base of Council and to generate more income. As a student town the IDP and SDF is not working when looking at the economic outlook.	The rate base of council does not impact financial sustainability. Local Economic Development is the major contributor to this which will increase investment and create jobs. This will contribute to a rate base expansion.
4	Risk Management	P122 Risk management - Under expenditure of Capex Budget It is a threat to financial sustainability. A policy wrt to this matter is not in place. This risk should be critical and not Major.	Financial sustainability is not managed by way of a policy. Capital expenditure is the responsibility of all line managers and the respective directorates. Each director has a KPI relating to his performance regarding Capex and is measured accordingly.
5	Risk Management	P129 Aging fleet and infrastructure is measured as a risk but the audit in this area were not done for the year under review. The effort to address the backlogs is not working. Can this be clarified?	An audit was completed in the 2015/16 financial year and a action plan was compiled and implemented by management. Backlogs have been identified and budget is allocated annually to improve infrastructure.
6	Internal Audit	p125 The role and function of the audit and performance audit committee: It seems as if it does not have real impact	The role of the Audit committee is to advise Council to improve on governance and administrative processes and this Committee can do investigations to determine the details and facts of a situation
7	Executive Mayor	P27 A year ago the Innovation capital was the vision Is innovation capital still the vision of the Municipality?	The vision might be different to be more accommodative, such as Valley of Opportunity.
8	Risk Management	Risk Registers Areas that requires attention is - Housing administrations; - Cemeteries; and - Access control	Noted attention will be given to these areas.
9	Risk Management	Follow up reviews for the past two financial years were not looked at - Recruitment and Selection; - Infrastructure management; and - DORA	Noted. With regards housing administration a business process review and risk assessments have been drafted for public and staff housing.
10	Internal Audit	Audit action plan Three of the items within the audit action plan were not completed: - Incorrect calculations; - reliability of taps and toilets not addressed Please clarify the successful implementation of the Audit Action Plan	The submission of the report , was the KPI required and was completed. The implementation of the plan is not measured by this KPI.

11	MM and Mayor	P101 Public accountability What is the importance on public accountability for the MM and the Mayor.	Public Accountability including Public Participation is a critical part of the success of the Municipality. The valuable input received from the public (our customers) plays a vital role in all decision making as well as the Strategic Direction of the Municipality.
12	MM and Mayor	P102 Partnership between Mayor and the University What projects were put into place? Are their documents written up on achievements?	The Mayor/Rector Forum is a pivotal structure in Stellenbosch. Projects include Transit-orientated development in Stellenbosch; Spatial Development Framework & the iShack Project; Renewable energy; Water
14	Internal Audit	P123 Fraud and Corruption Strategy The anti-corruption and fraud. It does not refer to the amount of cases. More performance based results should be revealed. Not enough information is available on successes? Can it be available?	Such information is confidential and not for public consumption. The Audit Committee reports on a high level to Council quarterly regarding same. The AG also has access to this information annually. The Fraud Response Committee consist of two members of the Audit and Performance Committee which ensures the independence of the process.
15	Speakers office	P108 Ward Committee meetings We would like to see the major issues that were raised and addressed. No performance based results are tabled. Ward 22 and 20 did not submit reports. Some of the wards are not working as they should. There are people who are indicated as members but are not. This matters needs to be addressed by the MPAC.	Noted . The new ward committees will be trained and they will be informed about Committee processes.
16	Internal Audit	P128 Internal Audit The tables only provide a list of actions completed. A request is made to provide more details on the strategic actions performed by the Internal Audit department	Internal Audit report on a quarterly basis to the Audit Committee on progress and detail of work performed. The Chairperson of Mpac has a standing invite to all meetings where the detail is discussed. The Audit Committee also reports to Council on a quarterly basis on its functions and oversight on Internal Audit and other areas in line with Section 166 of the MFMA.
17	Risk Management	P130 Risk Based Audit Plan Why is it mentioned as available resources?	Coverage by Internal Audit is dependent on the amount of resources available. The Annual risk based audit plan is compiled based on this and whatever has been budgeted for to appoint external specialist in areas such IT auditing for example. Hence available resources is mentioned.

18	Risk Management	P162 Approve an Audit Action Plan to address the issues raised in the Audit Report by 31 December KPI was met. How is it that some issues on the Audit action plan were not met.	The KPI deals only with the submission of the plan. Management have provided due dates to implement recommendations of the AG and progress with regard to same is followed up on a quarterly basis. The aim is to ensure that there are no repeat findings and also to ensure that all internal control deficiencies surrounding the findings are improved and tightened.
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	Department	QUESTIONS	Response
1	Community Services	P275 .Explain the 'Extension of Cemetery infrastructure' in the list of Capital projects for cemeteries.	Capital spending on Infrastructure extension for Cemeteries for the 2015/16 financial year included the following: A beta-fence was erected in onderpapegaaiberg and a Palisade fence in Jamestown for the cemeteries. Irrigation and landscaping were done in Jamestown and Pniel. In Kylemore phase 1 of the road was completed.
2	Community Services	Highlights - Papegaaiberg nature reserve A portion of the Papegaaiberg is declared a nature reserve and not the whole area.	Noted and the report will be adjusted.
3	Community Services	P 3.17 Library Security of premises and staff is an on-going challenge which impedes on the efficient and effective management of library services in the Greater Stellenbosch. What is planned for this challenge?	The security service provider has been put on terms to improve their services relating to security at libraries where private security is involved. At Kayamandi and Cloetesville libraries the security is provided by our own staff.
4	Law enforcement	P284-5 Law enforcement Capital Expenditure is a problem at 28%. What are the corrective measures?	This is a roll over project. The tender process is in place. Way leave approval is required from the District and Provincial Government. Approval for the other 5 sites will occur in due course. Waiting on BAC for award for the CCTV/ANPR project. The rest of capital projects will be spent.
5	Community Services	P292 Holiday resorts Why are alcohol allowed? How many people is working there? Why are no receipts issued for entry fees? Clarity needs to be given on income on p292 and 335	According the picnic site SOP and standing best practice, no alcohol is allowed at the holiday resorts. The entrances of the holiday resorts indicate the rules of the park. This is prohibited by the parks by-law. Special interventions, to this end, includes special ops with the traffic and law enforcement units. We have two general workers permanently employed and 8 EPWP workers daily on the picnic area. Receipts are issued to each patron as per the SOP.

6	Community Services	<p>P293 Agreements with Sports Councils What is the problem with the signing of the agreements?</p>	<p>The content of the agreement has been workshopped with the SSRA and Sports councils. In the process of appointing a service provider to assist in determining hiring values before submitting to Council for approval. A Legal Consultant also appointed to assist in the finalisation of the agreements.</p>
7	Community Protection	<p>Why is the cameras at the Cloetesville library not working while break-ins are taking place at the shops and businesses?</p>	<p>The cameras are in working order. We provide information to detectives relating to break-ins. When a burglary takes place its not always the case that the criminal will knowingly go stand in front of a camera. Criminals has become clever.</p>
8	Community Protection	<p>Can the Municipality use the parking tender to created work for the community of Stellenbosch?</p>	<p>The option will be investigated to determine the sustainability of a job creation opportunity.</p>
9	Community Protection	<p>What has been done to address the drug related crime in the community?</p>	<p>All drug related matters are dealt with by police and not law enforcement as it is outside our legal mandate. However, we try and assist the police through our SSI partnerships.</p>

	Department	QUESTIONS	Response
1	Solid Waste	p214 Waste Management: Brick manufacturing project? How is it operated and who benefits from the sale of the bricks?	More than 320 000 blocks were manufactured which met construction specifications. Approximately 27000 had been used in paving contracts in Jamestown and the LED department ordered 50 000 blocks for the economic hub at Idas Valley. No bricks have been sold, but lots of interest from private sector. There are a number of Solid Waste Projects that will utilise blocks, and Provincial Government has twice requested donations for housing (3600) or building projects (2800), approved by Council. The usage will be dependent on tests currently undertaken to ensure quality standards are still met.
2	Roads and Stormwater	p259. Backlogs in terms of Road infrastructure are not defined. An indication of these backlogs is required.	An assessment of the condition of all the roads in WC024 is done every 5 years. The pavement management system is then used to determine the priorities for upgrading of roads as well as the construction of new roads. Below is a prediction of pavement performance and prediction until 2026 on which planning is based for future capital investment in roads.
3	Planning and Development Services	P 71 Highlights Highlights. 2nd year for the clean audit. It is indicated that Stellenbosch Municipality is one of the top 3 municipalities pertaining to MIG grant management. Explain.	According to the balanced scorecard used by The Department of Local Government, Stellenbosch Municipality was one of the top three performing Municipalities in the Western Cape for the fourth quarter of 2015/16. The scoring was based on the 12 indicators from the MIG Framework's conditions, including financial performance. The Municipality was awarded with a Certificate of Achievement in this regard.

4	Water Services	P23 and p191 Water losses remain a challenge. What are the Municipality doing about the water losses?	SM has an ongoing Water Conservation Water and Demand Management project and also accommodates an extended War on Leaks program. Detailed water and sewer network models are used to model and design optimised water pressure zones to minimise pressures in water networks. Night flows are also monitored to determine areas with high water losses through internal house leaks. The non-revenue for Klappmuts reduced from 34% to 22% with physical water loss to reduce from over 20% to 15% in Klappmuts. Network replacement and a rapid response to repair water leaks forms part of the operational program I place.
5	Waste Management	P71 Waste Management What is the plan for the landfill sites? What is the 2030 Waste Management vision?	There are no suitable landfills in the WCO24 available, and the short to medium plan focuses on waste diversion, waste minimisation including recycling, and alternative treatment of waste. The 2030 projections would see more transfer stations in operation to ensure easy transfer of waste to regional facilities, but waste minimisation will still be priority.
6	Water Services	P71 Water scarcity. We need to prepare for a water scare future. What is Stellenbosch Municipality doing about it?	SM use the SDF and IDP combined to superimpose the future water demand for the greater SB onto existing and future water demand water models. This combined with a water resources study to determine all possible water sources including ground water available for SB. All new developments and depend on the availability of services including water availability. Pressure management and revisited design principles are also under consideration.
7	Engineering Services	P74 Waste water treatment works (WWTW) The municipality spends the bulk of its capital on the waste water treatment works. Do we have an updated masterplan with the risks indicated?	A master plan is available to ensure the optimal use of funds.
8	Engineering	p Improved capital grant spending. What was the amount for grant spending?	The total MIG allocation for 2015/16 was R 34 657 000. 100% of these funds were spent.
9	Roads and Transport	P91 Effective governance structure for Transport What is being done to address the transport matters and what were the outcomes of the quarterly transport working group meetings?	The progress on the resolutions and decisions taken at transport working group meetings are submitted to council for information

10	Engineering Services	p172 What is meant by the unbundling of infrastructure assets in the Municipality's asset register?	The breakdown of the asset systems i.t.o financially sensible 'portions'. Assets with different life expectancy are unbundled.
11	Water Services	P197 Bulk water supply pipeline and reservoir – Jamestown What is the reason for the variance of -91.10%	The first contractor did not perform and was dismissed and another contractor had to be appointed.
12	Sanitation	P198 Sanitation. The total construction value is estimated at R479 million Is a plan available for the spending of the rest of the amount	Yes it is available in a detailed tender document and a Bill of Quantities.
13	Refuse removal	p207 CL 2254 Refuse truck usage. Do we replace trucks regularly? Explain.	Yes, we replace a truck after 8 years of operation, on average. Due to the current backlog leading to aged fleet, more trucks are now procured to improve the service delivery and efficiency.
14	Roads and Transport	P256 Transit Orientated Development (TOD) feasibility study What is the outcome of this study?	That the project will be feasible if private sector investment can be secured. Further studies are done to determine the sensitivity
15	Roads and Stormwater	P257 Strategies were developed for car sharing-, public transport- and non-motorised transport solutions? Is it part of Council policy?	It is identified as traffic demand management strategies in the Comprehensive Integrated Transport Plan.
16	Roads and Stormwater	P257 2km of gravel roads in Mooiwater near Franschhoek were upgraded to asphalt surface standards What is the names of the street names in Mooiwater that has been resealed? P259 3.12.1.2 Gravelled Roads	2014-2015 – Phase 1 - Letitia, Culemborg, Eldorado, Nectarine, Kakamas, Leeubekkie Rubynel, Daisey 2015-2016 – Phase 2 - Protea, Viola, Petunia, Aster, Angelier Close 2016-2017 - Phase 3 – Forelle, Sapphire, Clementine, Packham, Minneola (Current Financial Year)
17	Property Management	P172 Plan and design Taxi rank in Klapmuts Why is the tender for three years?	The tender is multi year. During the first year the costs will be towards the planning fees of the taxi rank. The following years will be towards the construction.
18	Roads and Stormwater	P259 3.12.1.2 Gravelled Roads Which roads are we referred to?	Gravel roads in Klapmuts, Wemershoek, Devonvale, La Motte, Kylemore en Maasdorp

	Department	QUESTIONS	Response
1	Financial Services	The difference between unqualified and unqualified clean audit. The difference needs to be clearly stated under 1.6. on page 90	An unqualified audit means the statements fairly represents the performance of the organisation, but there can be some findings. For a clean audit, it is unqualified without material findings.
2	Financial Services	p91 What is the norm for capital budget spending?	The norm for capital spending is 90%.
3	Financial Services	P323 Other own revenue: Should it not be R135 652 000 instead of R35 652 000?	Confirmed by Finance Directorate to be a typo and will be rectified to reflect R135 652 000
4	Financial Services	P324 Please provide a list of loans under "Borrowing"	See the schedule of external loans below on P424
5	Financial Services	P326 What is the meaning of PPE?	It refers to Property Plant and Equipment. It will be added to the list of abbreviations in the beginning of the report.
6	Financial Services	P340 Equitable share: Please indicate more details of grants and the application thereof.	The details of all grants are reflected in a Supporting Table SB7 for transfers and grants.
7	Financial Services	p355. More clarity required on the Changes in accounting policy under 'Emphasis of matter' in the Auditor General (AG) report'	This is one of the matters emphasized by the AG, which refers to note 59 of the Audited Annual Financial Statements on page 470 where the changes in accounting policy has been explained. It was done in order to conform to the treatment of GRAP 16-17 cost base.
8	Financial Services	p355. More clarity required on the Changes in accounting policy under 'Emphasis of matter' in the Auditor General (AG) report' P362 It is recommended that signed versions of all individual reports be included in the Annual Report.	Noted and will be fixed
9	Financial Services	There was a request for the AG's quarterly report	It is Internal Audit that releases a report quarterly.
10	Financial Services	How do we calculate indigent numbers? Is it only 7000 families? How does it correlate with the amount of money received?	The finance directorate has enrolment drives whereby they visit the community to invite citizens to enrol as indigents.
11	Financial Services	A request that the Mayco Councillor report quarterly on the indigent number registered	Comment Noted. The registered number of indigent is reported in the Mid Year performance assessment and the annual performance assessment.
12	Finance	P 91 – Capital grant spending What was the amount of grant spending?	Capital Grant Spending: 2014/15 - R57 301 571 2015/16 - R103 359 625

14	Finance	P 133 2.10.1.4 BAC awards The financial statements indicate that bids are given to families. It is not clear if it is Management or Councillors family.	The CFO has explained the requirements for declarations of interest on bids awarded
15	Finance	P135 2.10.3 Deviations Clarity in needed for the "0" emergencies Clarity is required with the -61.76% decrease compared to last year.	Certificate of emergencies was stopped and all emergencies is handled as Deviations as prescribed by SCM Regulations. Better cooperative workings between the SCM , Stores and the End-user dept. allows most of these to be resolved in-house or via Tenders/FQ's. Decrease in deviations was result of better planning by the End-user dept. ,circulating updated Bid Register with expiry dates of tenders and FQ's . The non allowable of deviations where processes can be followed SCM only allow deviations with merit to be submitted.
16	Finance	P136 SCM Are there still vacancies in SCM?	2 Vacancies. 1 Resigned 01.12.2016 and the other 28.02.2017.
17	Finance	P139 Basic Needs Assessment What is the impact? What are the final elements of the report? Is it available for use per ward? I would like the report to be given to the newly elected Councillors.	The Basic needs assessment (baseline) was provided to all the new Councillors in the handover report. It was also provided in a hard copy to members of the MPAC Committee. Results per ward are indicated in the report.
18	Finance	P146 Capital Spent A concern was raised to the almost met KPI's. What are the reasons?	The corrective measures are indicated in the SDBIP
19	Finance	P152 The maintenance and operation of the communal ablution facilities – Ibhunga Cleaning How are these companies measured?	End User confirm that monthly an assessment is done on performance review document and they are scored accordingly. End user department.
20	Finance	Indigent account holders What is the qualifying amount for indigent account holders?	The indicated amount is R3500 but at Stellenbosch Municipality it is R4000
21	Finance	P347 Own funding What is the standard norm for own funding?	There is no norm for own funding. The municipality must prepare it's budget i.t.o the MFMA and Budget and Reporting Regulations. The budget must be funded i.t.o MFMA Circular 42.
22	Finance	P348 Basic Services Stellenbosch Municipality have zero (0) backlogs? Please explain.	The municipality provides the minimum standard required for the provision of basic services to it's residents. Therefor 0% backlog in provision of basic water services.

23	Finance	<p>P353 Emphasis of matter. Question number 17. It was requested that the reason for the Council policy change. Request to provide a layman's term description on the policy change.</p>	<p>The previous measurement basis for Investment property and Land & Buildings was complex, difficult to administer and costly (annually appoint a valuator). The policy was changes to allow for a more simpler measurement basis, that is easy to understand and administer. The measurement basis is also cost effective.</p>
24	Finance	<p>P411 Impairment of debt. As soon a debt go over 90days it is difficult to recover. Is the following included in the impairment of debt? Electricity with more than 10% Water more than 50%; Sewerage more than 50%; Refuse at almost 60%; Housing rental almost 75%; and Sundry almost 50% It important for the Municipality to address the above especially the housing rental What is the calculation when the reconciliation went down from 62 to 51 million?</p>	<p>The municipality calculates the provision for debt impairment by considering signs of impairment for each debtor individually, by taking into account all payments received for the year and then determining the non-payment rate per debtor. The non-payment rate is then linked to a suburb and service. Housing rental are financial assets with similar credit risk characteristics therefore a separate non-payment rate is used to calculate the provision.</p>
25	Finance	<p>P412 Department responsible for debt Is the 3,2 million correct? What are actions to recover?</p>	<p>The amount of R3.2 million is correct. The outstanding debt for the national and provincial departments are reported on a monthly basis to the Provincial Treasury. The Provincial Treasury engages with the relevant department.</p>
26	Finance	<p>P472 Note 60 Reinstatements A request for a simple explanation.</p>	<p>The debtors that makes arrangements with the municipality to pay the outstanding debt over a period of time were reclassified between current Long Term Receivables (the portion of the arrangements that will be paid within 12 months) and Non-current Long Term receivables (the portion of arrangements that will paid after 12 months). Also council amended the credit, control and debt collection policy to not levy interest on arrangements, therefor the arrangements needed to discounted over the period (to get the current value as at 30 June 2016). There was also a change in accounting policy. The measurement basis for Investment property and Land & Buildings was changes as it was to complex, difficult to administer and costly (annually appoint a valuator). The policy was changes to allow for a more simpler measurement basis, that is easy to understand and administer. The measurement basis is also cost effective.</p>

27	Finance	P462 People in service of the state A concern was raised about the list of relatives working for Aurecon on the many employees related to state departments	CFO explained. Aurecon is the biggest consulting firm in the country with more than 4000 staff members therefore it will be a longer list of employees related to government departments
28	Finance	P468 Councillors and debt Discussions needs to be held with the relevant Councillors to indicate that names will be listed in the financial statements if accounts are not paid	Noted. Message to be conveyed to all councillors
29	Finance	P467 Water losses Water losses are calculated as 24.98%. Water losses are within the industry norm. This needs to be addressed with the Councillors to be less than 15%	The loss is water bought against water sold. It does not cover communal taps and sports fields. The water unmetered can be the correct term. The water demand management plan in place to address the metering of water. The norm from National Treasury is between 15 – 30% wrt water losses.
30	Finance	P450 Risk management Is an investment of R750 million safe.	Confirmation was given that that funds are safe.
31	Finance	P430 Note 22 Unspent conditional grants and receipts A breakdown of grants is required. This is contrary to having no backlogs. Why is so much funds unspent?	A big part of it is to build a library in Groendal. We did apply for a rollover of the funding. As a multi-year project it will be completed after the approval in December 2016
32	Finance	P430 note 20 Provisions Is the provision realistic? - Landfills site; and - Clearing of alien vegetation - Why can't well include for the rehabilitation of the rivers?	The figures are correct as provided with the help of a consultant in this field. The obligation of the municipality is to address the clearing of alien vegetation.
33	Finance	P323 Salaries The cost of the employees is in order at 28.10% for the 2015/16 year.	The current expenditure is good in relation to the other municipalities.
34	Finance	P326 Revenue by Source – Fines Is the 90 million correct? Are we going to get the additional R60 million in? How does that 90 million affect the budget? Are we going to get that funds in?	We need to account to all that we have issued. We will collect 20 – 25% of the total. Fines older than 18 months are written of and that is also included in the debt impairment.
35	Finance	P326 Operating services performance Is the operating cost for water and electricity truly reflected?. Explanation required	The amounts in 5.1.3 and 5.2 of the annual report will be verified and where needed corrected.
36	Finance	P334 5.2.13 Holiday resorts Why is there no income reflected in the Financial Statements, but an amount is reflected on page 292 under heading 3.24.1 to the amount of R459 197.00	The amounts in 5.1.3 and 5.2 of the annual report will be verified and where needed corrected. The

37	Finance	P342 Reliance on grants Why is it as high as 16.10%? It should be less.	The increase can be due to the contributions from Department of water Services. We received less than R10 million and the previous year about R30 million.
38	Finance	Has enough been done to receive more grants	We have received funds from a private funder for the Groendal sports centre for R20 million. The Municipality regularly applies for governmental grants such as MIG and other
39	Finance	P343 Repairs and maintenance Too little is done on the replacement on infrastructure. It should be around 10% while at 4.6%	More focus must be added on the repairs than fixing equipment
40	Finance	P343 5.5.1 Liquidity ratio Is the rate of 0.24 correct?	Correct ratio is 2.6
41	Finance	P349 MIG Please confirm the variance of 100% under the upgrade of sport facilities	The department spend all the allocated, therefor the variance of 100%
42	Finance	P351 Debtors per service More debtors are outstanding in the housing rentals. Please explain the amounts under the column "OTHER" for table 5.11	Sundry debtors includes all other debt not included in the other categories. Sundry debtors includes among others: - Fire services debt - Industrial effluent - Farm Rentals - Leases
43	Finance	P352 Debtors age analysis Why the difference of 16337	The difference represents the increase in debtors older than 120 days from 2014/15 to 2015/16.
44	Finance	P409 Banking service provider - Do we only use one bank as a service provider?	ABSA is the service provider for banking services
45	Finance	P413 impairment and exchange transactions What is the difference between impairment and exchange transactions?	Impairment. A possibility that it will be written off. Exchange transaction is for receiving a service. Non- exchange service relates to fines and rates
46	Finance	P415 Plantations - trees (biological asset) How secure is the investment?	The amounts under biological assets are for the trees in the plantations. Measures are put in place to safeguard all municipal assets.
47	Finance	P427 Loans Do we foresee to enter into new loans	The Municipality urgently take up a loan of R180 million for the following years to fund infrastructure development.
48	Finance	P433 Equitable share How are we going to use the equitable share more effectively to the benefit of the citizens?	The equitable share is used for the provision of free basic services in the form of indigent subsidy to formal households. Also used for the provision of free bulk services in informal settlements which includes ablation facilities , standpipes, skips and electricity.

49	Finance	P484 <u>Explain Under various service providers</u> : Deviation from procurement process for various areas within the WC024 municipal jurisdiction from 1 to 31 August 2015 - Security services 580 376	Bid BSM 99/15 was awarded by the BAC timeously but objections received on it delayed the implementation of the successful tenderer. Municipality had to appoint a Service Provider to look after the assets .
50	Finance	P484 Extension of contract - management of off street parking for the greater Stellenbosch Municipal area (WC024) - B/SM: 8/14 and B/SM: 9/14 for kerbside parking - Leelyn Management. Explanation required	Deviation approved until 30 June 2017, therefore extension till mentioned date. End user dept.
51	Finance	P451 Court cases – Contingencies One case is now pending for 6 years. What are the breakdown costs of these cases?	A verification of all the court cases will be done to determine the risks involved.
52	Finance	Please give the breakdown of the two amounts of R49 million and R11 million referred to in the 2014/15 Annual Report.	Document has been provided to the MPAC oversight Committee
53	Finance	Clarify the processes to follow including submissions of items to MPAC and Council with time frames.	Document has been provided to the MPAC oversight Committee

	Department	QUESTIONS	Response
1	Integrated Development and Planning	p91 Measuring of highlights. How do we define a highlight?	Different Directorates are using different criteria for highlights in the different departments
2	Human Resources	P318 Human Resources: The number of employees identified for training at the start of the year is far more than the number trained at the end of the year. Why the big difference?	More employees on lower levels are trained on the MMCL course which is costly. Limited budgets does not allow for all people to be trained in one financial year.
3	Integrated Development and Planning	P33 Statistics of Stellenbosch - 2011 Is this the most updated version of the statistics?	The statistics of the 2011 census forms the basis. The Department of Social development has done projections to provide socio demographic data for 2015. The table on page 33 is an example thereof. All other sources used are reflected in the report such as BER, MERO, Department of Education and Quantec. Additional stats were used and sources used are indicated accordingly in the 2015/16 Annual Report. For future planning, different options in partnership with Stats SA will be investigated to improve on statistics. The community survey of 2016, reflects data at a municipal level, but not at a household level
4	Integrated Development and Planning	P33 A concern was raised that we still use the 2011 Census information and it will not contribute to improved service delivery. A recommendation was made for Stellenbosch Municipality to take action on the improvement of statistics, and not to wait on National Government for the next Census. What are we further doing to get an updated status of the growth of the town?	
5	Integrated Development and Planning	P41 table 7 Matric pass rate The table indicate how we feature against other municipalities with regard to education. Stellenbosch had a regression in the matric pass rate from 88% in 2013 to 87.2% in 2014. (Response: The source used here is the WC Department of Education, Annual Survey of public and independent Schools(ASS)2014.	
6	Integrated Development and Planning	P 62 – 64 Statistics The SAPS has incorrect statistics. How accurate is the figures? How can we trust the information?	
7	Integrated Development and Planning	Appreciation was expressed to external surveys included in the Annual report. A question was raised to make it available. Are the documents for rating Africa and Good Governance Africa advertised? Can we have a copy?	
8	Integrated Development and Planning	Page number to be included on bottom of the page.p89	Page numbers not reflecting in the report at the moment, will be fixed during the editing process
9	Human Resources	P78 Employment equity Are we on track with employment equity? What does the top management structure look like?	There are still some challenges due to the demographics of the Western Cape. Current status of Top Management: 1 x coloured female, 1x black male, 1x coloured male and 2x white women
10	Human Resources	P79 TASK implementation How far are the processes of TASK? What is the outcome of the KPMG task investigation?	A request given to the MM. to approve the release of the progress report Q4 on TASK process from KPMG

11	Integrated Development and Planning	Draft Annual Report? When was the Draft compiled?	First draft compiled July 2016 to 31 August 2016 From 31 August 2016 updates were made to included financial systems. It went to Council on 25 January 2017
12	Integrated Development and Planning	P92 Improvement of the IDP Process Why are four(4) wards still grouped together in Kayamandi?	There will be an adjustment to group only 2 Kayamandi wards together. For the past two years detailed feedback were given on the implementation of the 5 priorities identified by the different wards. A basic needs assessment were done according to S153 of the Constitution which requires a Municipality to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community.
14	Speakers Offices	P108 Ward Committee meetings We would like to see the major issues that were raised and addressed. No performance based results are tabled. Ward 22 and 20 did not submit reports. Some of the wards are not working as they should. There are people who are indicated as members but are not. This matters needs to be addressed by the MPAC.	New Ward committees are established for the new term. The members were elected on a geographical basis which might improve on service delivery. In the organisational restructuring process, provision will be made for a dedicated customer care position to address operational issues raised.
15	Integrated Development and Planning	P147 The SDBIP is looking good in general, but the concern is that some KPIs were not met, whilst some were extremely well met. This poses a question if the targets were set correctly and if the targets set, were fair to the individual. Top layer SDBIP: For the next setup of the SDBIP it is advisable that one of the MPAC members be part of the meeting when targets are set. A further concern was raised on the extremely well met KPI's. Is the number set the real target or is the target set lower to reflect better at the end? If the targets are set correctly, why did the person failed	All the mentioned issues will be taken into consideration for the compilation of the new SDBIP for the next financial year. Corrective measures are indicated at each KPI which were not met to give an indication of steps to be taken to remedy the situation.
16	Integrated Development and Planning	P141 Presence of the Accounting Officer P141 129(2)(a) of the MFMA that the Accounting Officer must be present to discuss matters of the Annual Report. When it comes to decisions we will need to be a decision of the highest person in the municipality.	It is preferable that the Accounting Officer attend according to S129 of the MFMA; unless it is delegated to another official. Still Concerned

17	ICT	P171 Services: provision and delivery of 44 tablets for municipal councillors Why was the tender cancelled?	The procurement process was hampered because the tablets in the tender process were discontinued. R300 rand were made available to assist with the procurement of data. Documented proof were provided to the MPAC Oversight Committee
18	Municipal Court	P305 Municipal Court Why are so many cases scraped from the roll?	Cases are struck from the roll because of errors which occur on court documents, eg. dates, place of trail, wrong sections.
19	Human Resources	P299 Finalizing of historical human resources issues. Kindly provide clarity on this ?	The Municipality has appointed a service provider to do an organisational restructuring process.
20	Human Resources	P299 The appointment of a Service Provider to assist in the placement of advertisements; Why is this a need for Human Resources?	The role of the Services Provider is to assist in the placement and technical correctness (language) of the advertisement.
21	Legal Services	P303 Legal Services. There are 4 posts and for the past three years only two positions are filled. What is the current position?	Currently Stellenbosch Municipality is in a re-design phase and the final macro/micro structure will determine if there is any need for additional post in the Legal Department.
22	Human Resources	p313 Vacancy rate There is still a lot of vacancies. We should look at this and render better service to our people. What is the result of the studies that take place in this Municipality?	The vacancy rate is between 8% and 10%. Some of the challenges are not competent applicants and the current re-design process.
23	Human Resources	P312 Employment Equity Why is their more emphasis to the male counter parts with a smaller target received more attention while females with a smaller equity target receive less attention?	In many cases woman don't apply for certain positions or they don't meet the minimum requirements. The challenges are on all levels but specifically on the lower levels. A simple explanation document on the EE status has been supplied for clarity.
24	Human Resources	P314 Injuries What is the type of injuries?	Injuries on hands, legs, back, arms, shoulders, foot (incident related). Inhalation of hazardous fumes (greening). Requests for re-opening of old claims dated back as far as 1996.

25	Human Resources	P315 Sick leave Please confirm the accuracy of the statistics in Table 177	The 165 days can be justified looking at the different dates that the sick leave reports were generated and any activities that could have happened in between, E.g. Late processing and approval of sick leave, Cancelling of sick leave etc.
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	Department	QUESTIONS	Response
1	Solid Waste	p214 Waste Management: Brick manufacturing project? How is it operated and who benefits from the sale of the bricks?	More than 320 000 blocks were manufactured which met construction specifications. Approximately 27000 had been used in paving contracts in Jamestown and the LED department ordered 50 000 blocks for the economic hub at Idas Valley. No bricks have been sold, but lots of interest from private sector. There are a number of Solid Waste Projects that will utilise blocks, and Provincial Government has twice requested donations for housing (3600) or building projects (2800), approved by Council. The usage will be dependent on tests currently undertaken to ensure quality standards are still met.
2	Roads and Stormwater	p259. Backlogs in terms of Road infrastructure are not defined. An indication of these backlogs is required.	An assessment of the condition of all the roads in WC024 is done every 5 years. The pavement management system is then used to determine the priorities for upgrading of roads as well as the construction of new roads. Below is a prediction of pavement performance and prediction until 2026 on which planning is based for future capital investment in roads.
3	Planning and Development Services	P 71 Highlights Highlights. 2nd year for the clean audit. It is indicated that Stellenbosch Municipality is one of the top 3 municipalities pertaining to MIG grant management. Explain.	According to the balanced scorecard used by The Department of Local Government, Stellenbosch Municipality was one of the top three performing Municipalities in the Western Cape for the fourth quarter of 2015/16. The scoring was based on the 12 indicators from the MIG Framework's conditions, including financial performance. The Municipality was awarded with a Certificate of Achievement in this regard.

4	Water Services	P23 and p191 Water losses remain a challenge. What are the Municipality doing about the water losses?	SM has an ongoing Water Conservation Water and Demand Management project and also accommodates an extended War on Leaks program. Detailed water and sewer network models are used to model and design optimised water pressure zones to minimise pressures in water networks. Night flows are also monitored to determine areas with high water losses through internal house leaks. The non-revenue for Klappmuts reduced from 34% to 22% with physical water loss to reduce from over 20% to 15% in Klappmuts. Network replacement and a rapid response to repair water leaks forms part of the operational program I place.
5	Waste Management	P71 Waste Management What is the plan for the landfill sites? What is the 2030 Waste Management vision?	There are no suitable landfills in the WCO24 available, and the short to medium plan focuses on waste diversion, waste minimisation including recycling, and alternative treatment of waste. The 2030 projections would see more transfer stations in operation to ensure easy transfer of waste to regional facilities, but waste minimisation will still be priority.
6	Water Services	P71 Water scarcity. We need to prepare for a water scare future. What is Stellenbosch Municipality doing about it?	SM use the SDF and IDP combined to superimpose the future water demand for the greater SB onto existing and future water demand water models. This combined with a water resources study to determine all possible water sources including ground water available for SB. All new developments and depend on the availability of services including water availability. Pressure management and revisited design principles are also under consideration.
7	Engineering Services	P74 Waste water treatment works (WWTW) The municipality spends the bulk of its capital on the waste water treatment works. Do we have an updated masterplan with the risks indicated?	A master plan is available to ensure the optimal use of funds.
8	Engineering	p Improved capital grant spending. What was the amount for grant spending?	The total MIG allocation for 2015/16 was R 34 657 000. 100% of these funds were spent.
9	Roads and Transport	P91 Effective governance structure for Transport What is being done to address the transport matters and what were the outcomes of the quarterly transport working group meetings?	The progress on the resolutions and decisions taken at transport working group meetings are submitted to council for information

10	Engineering Services	p172 What is meant by the unbundling of infrastructure assets in the Municipality's asset register?	The breakdown of the asset systems i.t.o financially sensible 'portions'. Assets with different life expectancy are unbundled.
11	Water Services	P197 Bulk water supply pipeline and reservoir – Jamestown What is the reason for the variance of -91.10%	The first contractor did not perform and was dismissed and another contractor had to be appointed.
12	Sanitation	P198 Sanitation. The total construction value is estimated at R479 million Is a plan available for the spending of the rest of the amount	Yes it is available in a detailed tender document and a Bill of Quantities.
13	Refuse removal	p207 CL 2254 Refuse truck usage. Do we replace trucks regularly? Explain.	Yes, we replace a truck after 8 years of operation, on average. Due to the current backlog leading to aged fleet, more trucks are now procured to improve the service delivery and efficiency.
14	Roads and Transport	P256 Transit Orientated Development (TOD) feasibility study What is the outcome of this study?	That the project will be feasible if private sector investment can be secured. Further studies are done to determine the sensitivity
15	Roads and Stormwater	P257 Strategies were developed for car sharing-, public transport- and non-motorised transport solutions? Is it part of Council policy?	It is identified as traffic demand management strategies in the Comprehensive Integrated Transport Plan.
16	Roads and Stormwater	P257 2km of gravel roads in Mooiwater near Franschhoek were upgraded to asphalt surface standards What is the names of the street names in Mooiwater that has been resealed? P259 3.12.1.2 Gravelled Roads	2014-2015 – Phase 1 - Letitia, Culemborg, Eldorado, Nectarine, Kakamas, Leeubekkie Rubynel, Daisey 2015-2016 – Phase 2 - Protea, Viola, Petunia, Aster, Angelier Close 2016-2017 - Phase 3 – Forelle, Sapphire, Clementine, Packham, Minneola (Current Financial Year)
17	Property Management	P172 Plan and design Taxi rank in Klapmuts Why is the tender for three years?	The tender is multi year. During the first year the costs will be towards the planning fees of the taxi rank. The following years will be towards the construction.
18	Roads and Stormwater	P259 3.12.1.2 Gravelled Roads Which roads are we referred to?	Gravel roads in Klapmuts, Wemershoek, Devonvale, La Motte, Kylemore en Maasdorp

	Department	QUESTIONS	Response
1	Financial Services	The difference between unqualified and unqualified clean audit. The difference needs to be clearly stated under 1.6. on page 90	An unqualified audit means the statements fairly represents the performance of the organisation, but there can be some findings. For a clean audit, it is unqualified without material findings.
2	Financial Services	p91 What is the norm for capital budget spending?	The norm for capital spending is 90%.
3	Financial Services	P323 Other own revenue: Should it not be R135 652 000 instead of R35 652 000?	Confirmed by Finance Directorate to be a typo and will be rectified to reflect R135 652 000
4	Financial Services	P324 Please provide a list of loans under "Borrowing"	See the schedule of external loans below on P424
5	Financial Services	P326 What is the meaning of PPE?	It refers to Property Plant and Equipment. It will be added to the list of abbreviations in the beginning of the report.
6	Financial Services	P340 Equitable share: Please indicate more details of grants and the application thereof.	The details of all grants are reflected in a Supporting Table SB7 for transfers and grants.
7	Financial Services	p355. More clarity required on the Changes in accounting policy under 'Emphasis of matter' in the Auditor General (AG) report'	This is one of the matters emphasized by the AG, which refers to note 59 of the Audited Annual Financial Statements on page 470 where the changes in accounting policy has been explained. It was done in order to conform to the treatment of GRAP 16-17 cost base.
8	Financial Services	p355. More clarity required on the Changes in accounting policy under 'Emphasis of matter' in the Auditor General (AG) report' P362 It is recommended that signed versions of all individual reports be included in the Annual Report.	Noted and will be fixed
9	Financial Services	There was a request for the AG's quarterly report	It is Internal Audit that releases a report quarterly.
10	Financial Services	How do we calculate indigent numbers? Is it only 7000 families? How does it correlate with the amount of money received?	The finance directorate has enrolment drives whereby they visit the community to invite citizens to enrol as indigents.
11	Financial Services	A request that the Mayco Councillor report quarterly on the indigent number registered	Comment Noted. The registered number of indigent is reported in the Mid Year performance assessment and the annual performance assessment.
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24	Finance	<p>P411 Impairment of debt. As soon a debt go over 90days it is difficult to recover. Is the following included in the impairment of debt? Electricity with more than 10% Water more than 50%; Sewerage more than 50%; Refuse at almost 60%; Housing rental almost 75%; and Sundry almost 50% It important for the Municipality to address the above especially the housing rental What is the calculation when the reconciliation went down from 62 to 51 million?</p>	<p>The municipality calculates the provision for debt impairment by considering signs of impairment for each debtor individually, by taking into account all payments received for the year and then determining the non-payment rate per debtor. The non-payment rate is then linked to a suburb and service. Housing rental are financial assets with similar credit risk characteristics therefore a separate non-payment rate is used to calculate the provision.</p>
25	Finance	<p>P412 Department responsible for debt Is the 3,2 million correct? What are actions to recover?</p>	<p>The amount of R3.2 million is correct. The outstanding debt for the national and provincial departments are reported on a monthly basis to the Provincial Treasury. The Provincial Treasury engages with the relevant department.</p>
26	Finance	<p>P472 Note 60 Reinstatements A request for a simple explanation.</p>	<p>The debtors that makes arrangements with the municipality to pay the outstanding debt over a period of time were reclassified between current Long Term Receivables (the portion of the arrangements that will be paid within 12 months) and Non-current Long Term receivables (the portion of arrangements that will paid after 12 months). Also council amended the credit, control and debt collection policy to not levy interest on arrangements, therefor the arrangements needed to discounted over the period (to get the current value as at 30 June 2016). There was also a change in accounting policy. The measurement basis for Investment property and Land & Buildings was changes as it was to complex, difficult to administer and costly (annually appoint a valuator). The policy was changes to allow for a more simpler measurement basis, that is easy to understand and administer. The measurement basis is also cost effective.</p>

27	Finance	P462 People in service of the state A concern was raised about the list of relatives working for Aurecon on the many employees related to state departments	CFO explained. Aurecon is the biggest consulting firm in the country with more than 4000 staff members therefore it will be a longer list of employees related to government departments
28	Finance	P468 Councillors and debt Discussions needs to be held with the relevant Councillors to indicate that names will be listed in the financial statements if accounts are not paid	Noted. Message to be conveyed to all councillors
29	Finance	P467 Water losses Water losses are calculated as 24.98%. Water losses are within the industry norm. This needs to be addressed with the Councillors to be less than 15%	The loss is water bought against water sold. It does not cover communal taps and sports fields. The water unmetered can be the correct term. The water demand management plan in place to address the metering of water. The norm from National Treasury is between 15 – 30% wrt water losses.
30	Finance	P450 Risk management Is an investment of R750 million safe.	Confirmation was given that that funds are safe.
31	Finance	P430 Note 22 Unspent conditional grants and receipts A breakdown of grants is required. This is contrary to having no backlogs. Why is so much funds unspent?	A big part of it is to build a library in Groendal. We did apply for a rollover of the funding. As a multi-year project it will be completed after the approval in December 2016
32	Finance	P430 note 20 Provisions Is the provision realistic? - Landfills site; and - Clearing of alien vegetation - Why can't well include for the rehabilitation of the rivers?	The figures are correct as provided with the help of a consultant in this field. The obligation of the municipality is to address the clearing of alien vegetation.
33	Finance	P323 Salaries The cost of the employees is in order at 28.10% for the 2015/16 year.	The current expenditure is good in relation to the other municipalities.
34	Finance	P326 Revenue by Source – Fines Is the 90 million correct? Are we going to get the additional R60 million in? How does that 90 million affect the budget? Are we going to get that funds in?	We need to account to all that we have issued. We will collect 20 – 25% of the total. Fines older than 18 months are written of and that is also included in the debt impairment.
35	Finance	P326 Operating services performance Is the operating cost for water and electricity truly reflected?. Explanation required	The amounts in 5.1.3 and 5.2 of the annual report will be verified and where needed corrected.
36	Finance	P334 5.2.13 Holiday resorts Why is there no income reflected in the Financial Statements, but an amount is reflected on page 292 under heading 3.24.1 to the amount of R459 197.00	The amounts in 5.1.3 and 5.2 of the annual report will be verified and where needed corrected. The

37	Finance	P342 Reliance on grants Why is it as high as 16.10%? It should be less.	The increase can be due to the contributions from Department of water Services. We received less than R10 million and the previous year about R30 million.
38	Finance	Has enough been done to receive more grants	We have received funds from a private funder for the Groendal sports centre for R20 million. The Municipality regularly applies for governmental grants such as MIG and other
39	Finance	P343 Repairs and maintenance Too little is done on the replacement on infrastructure. It should be around 10% while at 4.6%	More focus must be added on the repairs than fixing equipment
40	Finance	P343 5.5.1 Liquidity ratio Is the rate of 0.24 correct?	Correct ratio is 2.6
41	Finance	P349 MIG Please confirm the variance of 100% under the upgrade of sport facilities	The department spend all the allocated, therefor the variance of 100%
42	Finance	P351 Debtors per service More debtors are outstanding in the housing rentals. Please explain the amounts under the column "OTHER" for table 5.11	Sundry debtors includes all other debt not included in the other categories. Sundry debtors includes among others: - Fire services debt - Industrial effluent - Farm Rentals - Leases
43	Finance	P352 Debtors age analysis Why the difference of 16337	The difference represents the increase in debtors older than 120 days from 2014/15 to 2015/16.
44	Finance	P409 Banking service provider - Do we only use one bank as a service provider?	ABSA is the service provider for banking services
45	Finance	P413 impairment and exchange transactions What is the difference between impairment and exchange transactions?	Impairment. A possibility that it will be written off. Exchange transaction is for receiving a service. Non- exchange service relates to fines and rates
46	Finance	P415 Plantations - trees (biological asset) How secure is the investment?	The amounts under biological assets are for the trees in the plantations. Measures are put in place to safeguard all municipal assets.
47	Finance	P427 Loans Do we foresee to enter into new loans	The Municipality urgently take up a loan of R180 million for the following years to fund infrastructure development.
48	Finance	P433 Equitable share How are we going to use the equitable share more effectively to the benefit of the citizens?	The equitable share is used for the provision of free basic services in the form of indigent subsidy to formal households. Also used for the provision of free bulk services in informal settlements which includes ablution facilities , standpipes, skips and electricity.

49	Finance	P484 <u>Explain Under various service providers:</u> Deviation from procurement process for various areas within the WC024 municipal jurisdiction from 1 to 31 August 2015 - Security services 580 376	Bid BSM 99/15 was awarded by the BAC timeously but objections received on it delayed the implementation of the successful tenderer. Municipality had to appoint a Service Provider to look after the assets .
50	Finance	P484 Extension of contract - management of off street parking for the greater Stellenbosch Municipal area (WC024) - B/SM: 8/14 and B/SM: 9/14 for kerbside parking - Leelyn Management. Explanation required	Deviation approved until 30 June 2017, therefore extension till mentioned date. End user dept.
51	Finance	P451 Court cases – Contingencies One case is now pending for 6 years. What are the breakdown costs of these cases?	A verification of all the court cases will be done to determine the risks involved.
52	Finance	Please give the breakdown of the two amounts of R49 million and R11 million referred to in the 2014/15 Annual Report.	Document has been provided to the MPAC oversight Committee
53	Finance	Clarify the processes to follow including submissions of items to MPAC and Council with time frames.	Document has been provided to the MPAC oversight Committee

	Department	QUESTIONS	Response
1	Human Settlements	<p>P24 The Mayor has identified housing as a main challenge. The Human Settlements department needs to be congratulated. There is however a concern that the number of houses planned and number of houses completed does not correlate. If 293 were planned why were there only 169 houses completed and only 100 handed over by the MEC? File with happy letters will be provided to MPAC</p> <p>How big is the housing department and how does that compare to the outputs (houses being built)? What are Council's expenses in terms of the Human Settlement Department versus the 169 houses that were built?</p> <p>A concern was raised that the contractor left the site before all the houses were completed. Please explain.</p> <p>Why is there also a difference in civil engineering service planned and those completed?</p>	<p>The deliverable of 293 houses that were planned was for the Kayamandi and Jamestown housing project respectively. The amount of 169 could only be captured due to the amount of extension of time claims submitted by the building contractor on site, regular strikes by local labour, community interference, theft and vandalism.</p> <p>It should be mentioned that the MEC for Human Settlements normally does a ceremonial hand-over of the houses and should be seen as a target reached.</p> <p>The Department: New Housing consists of 6 employees with 1 vacancy and a similar B-municipality (Drakenstein) has 13 employees with plenty of vacancies in the same department. The salary budget for the 6 employees is ± R2.6m and the budget to build 169 houses is ± R22.3 m.</p> <p>During the period under review the Department: New Housing is not aware of any contractor that left the site before the</p>
2	Informal Settlements	<p>P53 Pit and Bucket latrines</p> <p>A list of the pit and bucket latrines is provided, but there is no indication where a shortage of toilets exists.</p> <p>It only addresses the big projects to clarify the What is the engineering departments plan to address this. I would also like to see the other projects and how they were executed. I only see the big projects) double check</p> <p>How does the Municipality plan to address the shortage of toilets and to do away with pit latrines and bucket systems</p>	<p>The Municipality does not have pit latrines or buckets. The latter was eradicated during December 2017.</p>
3	Human Settlements	<p>P 53 Title deeds</p> <p>Is there any proof of the transfer of title deeds for the houses?</p>	<p>Until such time as the title deeds are issued, Legal Services retains proof of contracts handed to the transferring attorneys. Once the properties are registered in Deeds Office, copies of Title Deeds issued are also retained by Legal</p> <p>Yes, but it was compiled by LED.</p>
4	Property Management	<p>P79 1.5.1 Municipal transformation – highlights and challenges</p> <p>Do we have a policy for Municipal agricultural land?</p>	
5	Property Management	<p>Appreciation was expressed to external surveys to the Annual report.</p> <p>A questions was raised to make the available. Are the documents for rating Africa and Good Governance Africa advertised? Can we have a copy?</p>	<p>Document provided</p>

6	Human Settlements	<p>P104 Human Settlements Is this all the Directorate can provide? What plans are they putting in place to improve on IGR governance structures</p>	<p>Regional Forum meetings between Provincial Department of Human Settlements (PDoHS) and Municipalities in the Cape Winelands region:</p> <ul style="list-style-type: none"> • Monthly Technical meeting <p>Senior officials from both the Provincial Department of Human Settlements (PDoHS) and Stellenbosch Municipality Human Settlements departments meet on a monthly basis. During these meetings the performance of the municipality is discussed and challenges it might encounter in the delivery of housing programmes and projects.</p> <p>The current housing projects are then deliberated on in detail to keep the PDoHS abreast of all activities taking place in the housing projects.</p> <p>The municipality also has the opportunity to request intervention from the officials present to finalising applications and other outstanding approvals still at the Provincial departments.</p> <ul style="list-style-type: none"> • Regional Forum meeting <p>The PDoHS and the municipalities in the Cape Winelands Region meet on a quarterly basis to discuss all new Housing policies and budget related matters in housing delivery. During the meeting all the housing officials of the various</p>
7	Property Management	<p>P131 BAC awards The construction of Klapmuts multi-purpose community centre. What is the progress?</p>	<p>The Contractor is on site. The project has commenced. The projected completion date is 15 December 2017.</p>
8	Informal Human Settlements	<p>P150 TL 25 Toilets and water facilities Administration failed to meet the target of 80. Explain</p>	<p>There was confusion with the interpretation of the KPI. The latter has now been resolved, i.e. the provision of taps and</p>
9	Housing Administration	<p>P150 TL 29 Compile and sign 200 transfer documents for ownership Explain the results</p>	<p>Audit response occurred due to the management of documents that were tabled to the legal department</p>
10	Housing Administration	<p>P245 Title deeds How many title deeds are outstanding?</p>	<p>Approximately 2700.</p>
11	Housing Administration	<p>P252 Housing waiting list Is this 18 791 a true reflection?</p>	<p>Although the 18791 is a true reflection of the number of applications on the waiting list, it is not necessarily a reflection of the housing need which is comprised of applications dating back to 1986. Many cases, the information supplied is outdated and /or incomplete. (for example, no identity numbers were provided which makes it difficult for this department to sanitize the list by- removing those who already own property and duplicate entries). This department has been to every region to</p>
12	New Housing	<p>P252 Human Settlements Innovation - Pilot Project What is this project and the results thereof?</p>	<p>A rezoning application was submitted to the Town Planning Department. Comments were received from the various department. The HIS directorate awaits the outcome in order to implement a sustainable development on Erf 2, La Motte that will cater for emergency housing in</p>
14	Property Management	<p>P263 Municipal agricultural land Is the policy available ?</p>	<p>Yes, at the LED Department.</p>
15	Property Management	<p>P265 3.14.1 Purchase of Land – Cemeteries Is this document available?</p>	<p>Currently this Department has no budget for the acquisition land for Cemeteries.</p>
16	Property Management	<p>P309 Municipal Office space Why are we building our own offices?</p>	<p>We are not building our own offices on the contrary, we are renting office space at</p>

	Department	QUESTIONS	Response
1	Local Economic Development	P269. (3.15.2). What is the grant amount for the employment of EPWP workers? Is that listed as a separate budget item?	The grant amount received for EPWP is R1,758,000 and the same amount will be reflected in the budget. The details are reflected in a Supporting Table SB7 for transfers and grants.
2	Local Economic Development	P42/43 What is the backlog in terms of employment in our area? Although unemployment is listed as the biggest challenge in South Africa, the challenges for Stellenbosch are not mentioned in the report. If we are innovative what are we doing about the growth in the town? We need to say what is the scenario in Stellenbosch and the budget then needs to speak to the backlog. The report does not reflect a discussion between the Mayor and the business community on the backlogs of employment.	20,4% of the census population has no income. The growth in indigent households from 2011 to 2016 was roughly 10% while the total number of households grew by 21%. The municipality can influence economic growth in its area through pro-active planning. The SDF planning to IZS implementation will accommodate developmental projects and at the lowest end of the scale creating opportunities for the informal economy to formalise through creation of economic hubs.
3	Local Economic Development	P46 Poverty and unemployment A poverty rate of 23% is indicated. Local people are unemployed. We have skilled people in Stellenbosch and it is not fair that positions are filled by foreigners. Local employment and local spending need to be promoted	The LED Department is participating in virtually all tender processes to ensure that local economic and EPWP opportunities are created.
4	Community Development	P74 Geo mapping on ECD's Is a list available and where can it be viewed that we can use?	It is available on the GIS system
5	Community Development	P74 Youth Development What other projects are we involved with i.t.o youth development	The Municipality works in partnership with several stakeholders to involve youth from sport to social activities. The Social Development Department will provide the requested list of projects.
6	Land use Management	P92 The establishment of the new land use planning decision making bodies including the tribunal is a highlight Please provide more details.	Municipalities had to implement the new planning legislation (SPLUMA) within three years of its promulgation, which was achieved, i.e. statutory compliance.

7	Planning	<p>P92 Implementation of liquor trading bylaw What is the relationship between liquor applications and the Liquor Board? What is the staff compliment involved?</p>	<p>The LED department takes the lead on the implementation of the liquor trading bylaw. A staff complement of 2 people. Further details can be acquired from the Liquor Board at: Liquor.Enquiries@wcla.gov.za</p>
8	Community Development	<p>P92 Social relieve distress Who is responsible for social development in the province</p>	<p>There are different individuals responsible for different programs in the province. The details are available on their website: https://www.westerncape.gov.za/dept/social-development</p>
9	Local Economic Development	<p>P270 3.16.1 Tourism - Tourism received numerous awards? Is that a correct reflection? Is that really a highlight?</p>	<p>Yes, as the SDBIP for the period requires at least 80% spending of the operational budget per department, i.e. it is a measure according to the SDBIP.</p>
10	Spatial Planning	<p>P102 Spatial Planning, Heritage and Environment What is the progress on the Stellenbosch Spatial Development framework?</p>	<p>The MSDF is in progress. An intergovernmental Steering Committee was established and met on 17 February 2017 and thereafter every second month. Status quo reports were compiled and distributed amongst members for input and comment. Project due date June 2017</p>
11	Planning	<p>TL28 Identify land for emergency housing Explain why this is a new KPI</p>	<p>If it means that there was not such a KPI in the previous SDBIP and an actual for the previous year cannot be reflected</p>
12	Local Economic Development	<p>p191 Municipal Transformation. Appointment of project manager to monitor LED Projects. What is the job description of the project manager?</p>	<p>A job description is available.</p>

	Department	QUESTIONS	Response
1	Integrated Development and Planning	p91 Measuring of highlights. How do we define a highlight?	Different Directorates are using different criteria for highlights in the different departments
2	Human Resources	P318 Human Resources: The number of employees identified for training at the start of the year is far more than the number trained at the end of the year. Why the big difference?	More employees on lower levels are trained on the MMCL course which is costly. Limited budgets does not allow for all people to be trained in one financial year.
3	Integrated Development and Planning	P33 Statistics of Stellenbosch - 2011 Is this the most updated version of the statistics?	The statistics of the 2011 census forms the basis. The Department of Social development has done projections to provide socio demographic data for 2015. The table on page 33 is an example thereof. All other sources used are reflected in the report such as BER, MERO, Department of Education and Quantec. Additional stats were used and sources used are indicated accordingly in the 2015/16 Annual Report. For future planning, different options in partnership with Stats SA will be investigated to improve on statistics. The community survey of 2016, reflects data at a municipal level, but not at a household level
4	Integrated Development and Planning	P33 A concern was raised that we still use the 2011 Census information and it will not contribute to improved service delivery. A recommendation was made for Stellenbosch Municipality to take action on the improvement of statistics, and not to wait on National Government for the next Census. What are we further doing to get an updated status of the growth of the town?	
5	Integrated Development and Planning	P41 table 7 Matric pass rate The table indicate how we feature against other municipalities with regard to education. Stellenbosch had a regression in the matric pass rate from 88% in 2013 to 87.2% in 2014. (Response: The source used here is the WC Department of Education, Annual Survey of public and independent Schools(ASS)2014.	
6	Integrated Development and Planning	P 62 – 64 Statistics The SAPS has incorrect statistics. How accurate is the figures? How can we trust the information?	
7	Integrated Development and Planning	Appreciation was expressed to external surveys included in the Annual report. A question was raised to make it available. Are the documents for rating Africa and Good Governance Africa advertised? Can we have a copy?	
8	Integrated Development and Planning	Page number to be included on bottom of the page.p89	Page numbers not reflecting in the report at the moment, will be fixed during the editing process
9	Human Resources	P78 Employment equity Are we on track with employment equity? What does the top management structure look like?	There are still some challenges due to the demographics of the Western Cape. Current status of Top Management: 1 x coloured female, 1x black male, 1xcoloured male and 2x white women
10	Human Resources	P79 TASK implementation How far are the processes of TASK? What is the outcome of the KPMG task investigation?	A request given to the MM. to approve the release of the progress report Q4 on TASK process from KPMG

11	Integrated Development and Planning	Draft Annual Report? When was the Draft compiled?	First draft compiled July 2016 to 31 August 2016 From 31 August 2016 updates were made to included financial systems. It went to Council on 25 January 2017
12	Integrated Development and Planning	P92 Improvement of the IDP Process Why are four(4) wards still grouped together in Kayamandi?	There will be an adjustment to group only 2 Kayamandi wards together. For the past two years detailed feedback were given on the implementation of the 5 priorities identified by the different wards. A basic needs assessment were done according to S153 of the Constitution which requires a Municipality to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community.
14	Speakers Offices	P108 Ward Committee meetings We would like to see the major issues that were raised and addressed. No performance based results are tabled. Ward 22 and 20 did not submit reports. Some of the wards are not working as they should. There are people who are indicated as members but are not. This matters needs to be addressed by the MPAC.	New Ward committees are established for the new term. The members were elected on a geographical basis which might improve on service delivery. In the organisational restructuring process, provision will be made for a dedicated customer care position to address operational issues raised.
15	Integrated Development and Planning	P147 The SDBIP is looking good in general, but the concern is that some KPIs were not met, whilst some were extremely well met. This poses a question if the targets were set correctly and if the targets set, were fair to the individual. Top layer SDBIP: For the next setup of the SDBIP it is advisable that one of the MPAC members be part of the meeting when targets are set. A further concern was raised on the extremely well met KPI's. Is the number set the real target or is the target set lower to reflect better at the end? If the targets are set correctly, why did the person failed	All the mentioned issues will be taken into consideration for the compilation of the new SDBIP for the next financial year. Corrective measures are indicated at each KPI which were not met to give an indication of steps to be taken to remedy the situation.
16	Integrated Development and Planning	P141 Presence of the Accounting Officer P141 129(2)(a) of the MFMA that the Accounting Officer must be present to discuss matters of the Annual Report. When it comes to decisions we will need to be a decision of the highest person in the municipality.	It is preferable that the Accounting Officer attend according to S129 of the MFMA; unless it is delegated to another official. Still Concerned

17	ICT	P171 Services: provision and delivery of 44 tablets for municipal councillors Why was the tender cancelled?	The procurement process was hampered because the tablets in the tender process were discontinued. R300 rand were made available to assist with the procurement of data. Documented proof were provided to the MPAC Oversight Committee
18	Municipal Court	P305 Municipal Court Why are so many cases scraped from the roll?	Cases are struck from the roll because of errors which occur on court documents, eg. dates, place of trail, wrong sections.
19	Human Resources	P299 Finalizing of historical human resources issues. Kindly provide clarity on this ?	The Municipality has appointed a service provider to do an organisational restructuring process.
20	Human Resources	P299 The appointment of a Service Provider to assist in the placement of advertisements; Why is this a need for Human Resources?	The role of the Services Provider is to assist in the placement and technical correctness (language) of the advertisement.
21	Legal Services	P303 Legal Services. There are 4 posts and for the past three years only two positions are filled. What is the current position?	Currently Stellenbosch Municipality is in a re-design phase and the final macro/micro structure will determine if there is any need for additional post in the Legal Department.
22	Human Resources	p313 Vacancy rate There is still a lot of vacancies. We should look at this and render better service to our people. What is the result of the studies that take place in this Municipality?	The vacancy rate is between 8% and 10%. Some of the challenges are not competent applicants and the current re-design process.
23	Human Resources	P312 Employment Equity Why is their more emphasis to the male counter parts with a smaller target received more attention while females with a smaller equity target receive less attention?	In many cases woman don't apply for certain positions or they don't meet the minimum requirements. The challenges are on all levels but specifically on the lower levels. A simple explanation document on the EE status has been supplied for clarity.
24	Human Resources	P314 Injuries What is the type of injuries?	Injuries on hands, legs, back, arms, shoulders, foot (incident related). Inhalation of hazardous fumes (greening). Requests for re-opening of old claims dated back as far as 1996.

25	Human Resources	P315 Sick leave Please confirm the accuracy of the statistics in Table 177	The 165 days can be justified looking at the different dates that the sick leave reports were generated and any activities that could have happened in between, E.g. Late processing and approval of sick leave, Cancelling of sick leave etc.
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	Department	QUESTIONS	Response
1	Community Protection	Why is the cameras at the Cloetesville library not working while break-ins are taking place at the shops and businesses ?	The cameras are in working order. We provide information to detectives relating to break-ins. When a burglary takes place its not always the case that the criminal will knowingly go stand in front of a camera. Criminals has become clever. Can a policy be developed to address the installation of the cameras and its purpose.
2	Human Settlements	For more than 13 years no houses wee build in Cloetesville. Why are farms leased? Can't it be partially made available for the building of houses.	Subsidy houses were built in Cloetesville during 2003 - 2005 which equated to 161 units (The Steps/Orlean Lounge). Erf 7001 has been identified for a Human Settlements project. PED has started off a process of obtaining the necessary Land Use Rights. More infill land portions in Cloetesville. A feasibility study will be done to determine their suitability for housing.
3	Human Settlements	Can a portion of the farms used for the building of houses?	The SDF Determines areas suitable for Housing Development. The availability of farms owned by the Municipality is not necessarily a determining factor.
4	Community Protection	Can the Municipality use the parking tender to created work for the community of Stellenbosch?	The option will be investigated. A report will be compiled to address the sustainability of this request. A bussiness proposal for on-street and off-street parking has been developed.
5	Finance	It is a concern with the inability to spend capital budget? Why?	Although the percentage spend decreased from 2014/15 to 2015/16 the actual capital expenditure amount increased with 52% from R230 million to R349 million.
6	Executive Mayor	Where and when did the Council resolve the Innovative Capital theme of Stellenbosch Municipality?	The vision is still the Innovation capital. The vision will be revised in time.
7	Integrated Development and Planning	p82 Statistics. The crime increased with 23%. Where is the Municipality camera infrastructure to address crime? What is the Municipality doing to address the increase in crime? What is the Municipality doing to minimize this risk?	The municipality implemented a capital prioritisation model that will assist with planning to ensure projects that are budget for is ready to implement from the 1st of July.

8	Integrated Development and Planning	When will the statistics be updated to address the situation of Stellenbosch?	The Department of Social development has done projections to provide socio demographic data for 2015.
9	Human Settlements	p64 Household with different sources of energy. Where are alternative energy sources are used in Stellenbosch?	The housing subsidy quantum does not yet accommodate for alternative energy sources. Hence our projects only provide for conventional electricity.
10	Community Protection	What has been done to address the drug related crime in the community?	All drug related matters are dealt with by police and not law enforcement as it is outside our legal mandate. However, we try and assist the police through our SSI partnerships.
11	Human Resources	p72 Municipal Challenges: Task implementation. At the end of June this process was concluded. Is that that true? P145. TASK Is the task process completed?	The process was concluded in Nov/Dec 2015 and during 2016 up to June. Clarity if the report has been delivered to Stellenbosch has been directed at the Municipal Manager.
12	Human Settlements	Where were the ISHACK project indicated in the Annual Report? No indication is given in the Draft Annual Report. Why?	ISHACK project was initiated and implemented by Financial Services. They are best placed to respond on the matter. However the project was implemented in the previous financial years to the time period for the 2015/16 annual report.
14	Finance	The information on our website is not up to date with Contracts and lease agreements. Why?	Information will be updated
15	Finance	P78 Capital expenditure. The amount is not correct. In the actual budget more than R19 million were not spent.	The capital expenditure amount on page 78 is correct.
16	Human Resources	Employment equity. What work has the has the EE committee done? When did they meet? What was the input of the EE Committee?	Previous committee was not functional in terms of department of Labour's guidelines. However, a committee was established in December 2016
17	Human Resources	Employment equity. Nothing is mentioned about the Employment Committee. No comments is made that the Committee did not function.	
18	Human Resources	P107 Local Labour Forum. Nothing is mentioned about the Employment Equity Committee.	
19	Human Resources	p89 Municipal Equity. Why is the actual "O" next to the Accounting Officers? Explain	At the time of the report there was no permanent appointment in the position of the accounting officer/mm.

20	Finance	P91 Capital spending 79.74% . Why did we underspend?	Although the percentage spend decreased from 2014/15 to 2015/16 the actual capital expenditure amount increased with 52% from R230 million to R349 million. The underspending was a result of projects that was not implemented due to various reasons.
21	Internal Audit	P91 Audit action plan. Where is the proof of it?	At the Internal Audit department.
22	Finance	P91 Improved capital grant spending. This is a misstatement.	Capital Grant Spending: 2014/15 - R57 301 571 2015/16 - R103 359 625
23	Engineering	P92 Infrastructure Innovation Committee (IIC) - I want the administration to tell where did Council approve this Committee. Who is the elected members?	A partnership with the University and other stakeholders aimed at exploring spatial and urban planning possibilities for Stellenbosch to meet the needs of the municipality and University.
24	Integrated Development and Planning	P 91 Improvement of the IDP Process. This is a misstatement. People are given 10 minutes for questions during meetings and then the administration leaves. For the past three years three different consultants compiled the IDP. Provide detail how this did improve.	In the past two years the IDP was reviewed internally. A Service provider was used to assist the department to do a basic needs assessment and to prioritise the needs in WC024. This is in line with the development function of a local municipality in S153 of the Constitution. We are viewing the work that has been done to improve on the quality of inputs from the community and the feedback to the community as an improvement of the IDP process.
25	Municipal Manager	P105 Mayor/ Rector Forum What is the terms of reference of this Committee?	Role of the Forum : High level collaboration between University and Municipality for the public good of the town and for mutual benefit of the two institutions. Responsibilities of the Forum : Scanning of the town landscape / State of the town <ul style="list-style-type: none"> • Promoting existing collaboration between university and municipality structures on common themes • Setting up such joint projects as required and feasible • Monitoring joint projects

26	Engineering	P105 Integrated Development Committee (IPC) What is the function of this committee?	A partnership with the University and other stakeholders aimed at exploring spatial and urban planning possibilities for Stellenbosch to meet the needs of the municipality and University.
27	Roads and Stormwater	P105 Transport Working Group. How did the public transport, TUK TUK receive approval? What have they done?	The new Mayor and MM cannot account for reporting on documentation on past projects and achievements. There will be reporting on the future projects.
28	Internal Audit	P124 Anti-Corruption and Anti Fraud. Our Council never received information on the fraud hotline. They met 10 times. What have they done?	The Audit Committee reports on a high level to Council quarterly regarding same. The AG also has access to this information annually. The Fraud Response Committee consist of two members of the Audit and Performance Committee which ensures the independence of the process.
29	Finance	P136 Supply Chain Performance No report is present on the activities	A report was submitted to Council on 23.11.2016 item 7.4.3 op page 120 whereby all active contracts were reported on.
30	Contract Management	P137 Compliance on Contracts. They are not on the website. Neotel contract not on the website. We are finding Nashua copiers on the website and we do no use them as a service provider. The mistakes needs to be corrected.	There were no long term contracts under the financial year under review. Neotel contract will be loaded on the system as soon as user department has forwarded it to Communications department. This will be corrected and have an updated website
31	Internal Audit	P144. Actual performance was subjected to an internal audit and results.	It was reported to the Internal Audit Committee and it is presented to the Auditor General
32	Engineering	P152 Corrective measures. "The item will be tabled in the new financial year. "Why we have this. We must receive reports. What is the purpose of the comments?	The WSDP must be integrated with the IDP that will be completed in the first half of 2017. The SDFW will be submitted in the 2016/2017 financial year with the IDP.
33	Human Resources	P152 TL13. EE Plan. No plan was tabled before Council to set the targets for the Stellenbosch Municipality	Plan was submitted to Council and new plan will be submitted to Council. With all appointments the provincial demographics are taken into account on all occupational categories.

34	Solid Waste	P155 TL 136 Complete S78.3 study of service delivery options on Solid Waste and submit report to Portfolio Committee by 31 March. Did this report serve before Council?	No this report did not serve before Council, as two components in terms of engagement did not happen. The first was the continuous postponement by councillors to meet with service provider, and thereafter the subsequent engagement with organised labour. The Report has been drafted and handed to the municipality in the interim. The service provider was still prepared to do the latter processes at no additional cost.
35	Finance	P171 Top Tender amounts. The value of the tenders are not included. Kindly indicate the values to provide more clarity.	BSM52/16 : R 434 981.82 BSM51/16 : R 478 745.28 BSM 104/15 : R 315 744.00 BSM 61/16 : R291 840.00
36	Finance	P171 Procurement of a capital budget planning and prioritization tool. Is this a software package? What is the details. Why was it purchased?	Stellenbosch municipality required a spatially based tool to prioritise capital budgeting and to improve planning. This tool will support the Administration to align firstly its planning inter-departmentally which will then need to be aligned with the priorities of Council. This will impact and improve service delivery from the planning, budgeting and implementation aspect.
37	Finance	P171 Performance Management of service providers. More details are required on the performance of service providers.	SCM developed a template whereby End-users are required to complete an evaluation on the service or goods delivered. Currently it was only implemented on tenders.
38	Integrated Development and Planning	P186 TL 19 Approve an Audit Action Plan by 31 January 2017 to address the issues raised in the Audit Report for the 2015/16 financial year. Was this released to the MPAC.	These are KPI's for the 2016/17 Financial year
39	Integrated Development and Planning	P186 When was these KPI's tabled to Council	These are KPI's for the 2016/17 Financial year
40	Human Settlements	P237 Housing Pipeline. Northern Extension, Stellenbosch (2000 GAP & 4000 BNG) This was not presented to Council.	The Housing Pipeline. Northern Extension did serve at Council via an item if the Planning Directorate
41	Local Economic Development	P248 Draft policy on the management of council-owned immovable property. Is the policy available? Was the AG informed that a Mayco member is a shareholder in the mall?	The draft policy will be provided t the MPAC Oversight Committee

42	Property Management	P308 Klapmuts Multi-purpose Centre. 10 million was not spent at the end of June. On a previous page it says 75% and on 308 it is 21%. Explain.	Only approximately 5% of the budget allocated for Klapmuts was spent. Due to PED determination that the correct zoning had to be in place before they could approve building plans. A first when it comes to a municipal facility on municipal land.
43	Human Resources	The acting allowance policy is not listed. The acting allowance policy is not reported on. How can you ask a CFO to act and appoint a acting CFO while the CFO is here. What is the financial implication to Council?	Acting policy was advertised for comments, will be submitted to Council for approval.
44	Human Resources	What report is given on part time employees? And the risk i.t.o the labour law?	No report was submitted. The risk was reported.
45	Finance	Where did the AG indicate that we achieved a clean audit?	<p>What is a clean audit? An audit provides reasonable assurance on the reliability of financial reporting of the entity's activities within a financial period (compliance with the accounting framework) including any significant disclosures that will enable fair presentation.</p> <p>This assurance extends to performance information reported which serves as a true and fair representation of how financial resources have been employed or used in meeting the entity's strategic objectives (authority -approved budgets).</p> <p>The entity should have complied with legislation that is applicable in its environment.</p> <p>With reference to the audit report, the municipality met all the criteria for a clean audit.</p>
46	Finance	The financial statements is not correct because it excludes names of bodies who owe the Council funds , etc. Golf Course, Van der Stel Sports	The municipality obtained a unqualified audit opinion. An unqualified audit means the statements fairly represents the performance of the organisation. Outstanding debt is reported in the statement of financial position and the notes to the financial statements. It's not a requirement to list all debtors in the financial statements.

47	Finance	What is the amount in the housing development fund	The Housing Development Fund was established in terms of the Housing Act, (Act No. 107 of 1997). Loans from national and provincial government used to finance housing selling schemes undertaken by the municipality were extinguished on 1 April 1998 and transferred to a Housing Development Fund. Housing selling schemes, both complete and in progress as at 1 April 1998, were also transferred to the Housing Development Fund.
48	Finance	What income do we generate from the investment properties?	The municipality generates rental income. The rental income is reported in the Statement of Financial Position and Performance.
49	Finance	Investment deposits. Sanlam. Investment. Under what delegation was this transfer done? How much commission did we pay?	Investments are done in accordance with council's cash and investment policy. From 01 December 2015 investments were done internally.
50	Property Management	Leases: What was done for spending of 2.5 million to build an administrative building?	R 2.5 million was spent on planning for a New Administrative Building. The project never got off the ground due to lack of support.
51	Finance	P441/442 What was the breakdown of the performance bonuses paid to the directors.	Performance Bonus for 2015/2016 financial year: - Director Human Settlements: R63 934 - Director Planning and Development: 116 244 Also see note 31 of the annual financial statements
52	Municipal Manager	Is the Management report available for Councillors?	The Management report is for Management. It is available for the MPAC/Oversight and it is supported after consultation with the Auditor General
53	Municipal Manager	P27 Is this House of Values going to change?	The vision is still the Innovation capital. The vision will be revised in time.
54	Municipal Manager	P23 /85 Can I get an explanation on difference between as the top three in the province (page 23) but in the Good Governance Index we are 18th	Top 3 is relating to the MIG. Grant spending. Good Governance looks at systems, stability, senior managers in place and therefore we came out at number 18.

55	Human Settlements	P227 The building contractor experienced a delay on site during the month of May 2016 due to the platforms that were not according to the Consulting Engineers design. Mitigating solutions were put in place to resolve the matter in order for the contractor to start with some foundations. Was extra money allocated and how much?	All housing tenders has a 10% contingency amount of which are used for unforeseen matters/issues on site. The tender of Jamestown top structures were in the approved subsidy amount and therefore no additional funds were needed.
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John Henry

19 Carriem Straat

Cloetesville

06 Maart 2017

Stellenbosch Munisipaliteit

Vrae oor Oorsig Komitee:

1. Hoekom werk die kameras van die Cloetesville geboue nie terwyl baie inbrake van winkels en besighede daar plaasvind?
2. Waarom word die plase wat uitverhuur nie gebruik vir behuising nie?
3. Kan daar nie gedeeltes van die plase aangewend word vir behuising nie?
4. Kan die munisipaliteit nie self die parkering tender hanteer nie. So kan meer werk verskaf word aan inwoners van Stellenbosch.

John Henry



(C) 0610806915
(H) 0218897946.



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2017-02-24

MINUTES

**MUNICIPAL PUBLIC ACCOUNTS
COMMITTEE (MPAC) MEETING**

2017-02-20 AT 15:00

PRESENT	Councillor WF Pietersen (Chairperson)
Councillors	MC Johnson NS Louw N Olayi
Officials	Manager IDP/PM: A Rossouw (Ms) Performance Management Officer: U Cupido Head: Committee Services (EJ Potts)

1.	OPENING AND WELCOME
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The chairperson, Councillor WF Pietersen, welcomed everyone present to the first meeting of MPAC's term of office.

1.1	COMMUNICATION BY THE CHAIRPERSON
-----	----------------------------------

The chairperson reminded the members of the objective of MPAC, and that the committee and administration should work as a team in accomplishing MPAC's mandate.

1.2	DISCLOSURE OF INTERESTS
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No Councillor or official present disclosed an interest in any of the items that will be discussed.

2.	APPLICATIONS FOR LEAVE OF ABSENCE
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The following application for leave of absence was approved in terms of the Rules of Order By-law of Council:-

Cllr N Mananga-Gugushe (Ms) – 20 February 2017.

3.	CONFIRMATION OF MINUTES
----	-------------------------

NONE.

However, the Chairperson requested that the previous minutes be made available to the members, in order to follow through on any outstanding matters.

MPAC: 2017-02-20: ITEM 3

RESOLVED

That the previous MPAC minutes be made available to the members.

4.	REPORT/S BY THE MUNICIPAL MANAGER RE OUTSTANDING RESOLUTIONS
----	--

NONE

5.	MATTERS FOR CONSIDERATION
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5.1	THE ESTABLISHMENT OF THE OVERSIGHT COMMITTEE, PURPOSE AND AIMS
-----	--

Cognizance was taken of the establishment of MPAC at the Council meeting held on 2017-02-16, where the 5 members and the chairperson were duly elected.

At the same Council meeting, it was resolved that the functions of MPAC (as a Section 79 committee) will be as set out in the adopted Terms of Reference, and that the delegation of powers will be included in the System of Delegations.

MPAC: 2017-02-20: ITEM 5.1

RESOLVED

- (a) that the establishment, purpose, aims and oversight function of MPAC, **be noted**;
- (b) that the training session for the MPAC members on Wednesday, 2017-02-22 from 08h00-10h00, **be noted**.

Meeting:	MPAC: 2017-02-20	Submitted by Directorate:	
Ref No:		Author:	
		Referred from:	

5.2	APPOINTMENT OF ADDITIONAL MEMBERS (2)
-----	--

At the Council meeting held on 2017-02-16, it was resolved that MPAC be authorised to co-opt advisory members who are not members of the council to assist the committee.

Pursuant thereto, the following candidates were proposed by MPAC, namely: HC Bergstedt (Ms); JC Anthony; L Cloete; and L Stander.

MPAC: 2017-02-20: ITEM 5.2

RESOLVED

- (a) that HC Bergstedt (Ms) and JC Anthony be co-opted as external members to assist MPAC during the Annual Report oversight process;
- (b) that the CVs of the co-opted members be placed on file; and
- (c) that it be noted that the term of the co-opted members will be for the Annual Report oversight process only.

Meeting:	MPAC: 2017-02-20	Submitted by Directorate:	
Ref No:		Author:	
		Referred from:	

5.3	MPAC TERMS OF REFERENCE
-----	--------------------------------

The Terms of Reference, as adopted by Council on 2017-02-16, has reference.

The key aspects of this TOR were discussed with the MPAC members.

MPAC: 2017-02-20: ITEM 5.3

RESOLVED

that the Terms of Reference, as adopted by Council on 2017-02-16, **be noted**.

Meeting:	MPAC: 2017-02-20	Submitted by Directorate:	
Ref No:		Author:	
		Referred from:	

5.4	OVERSIGHT OF ANNUAL REPORT
-----	-----------------------------------

MPAC, along with its co-opted members, have been mandated to perform an oversight of the Annual Report.

The committee requested that the following documentation be made available for the oversight function, namely:

- The Management Report/Letter
- The A-G's quarterly Assessment Report; and
- The SCM quarterly deviations and ratification report.

The schedule for the oversight process is as follows:

Tuesday 28 February: Chapters 1 & 2;

Wednesday 1 March: Chapters 3 & 4;

Thursday 2 March: Chapters 5 & 6;

Monday 6 March: compilation of a draft Oversight Report

Tuesday 7 March: public hearings

Wednesday 8 March: finalisation of the Oversight Report, which should be ready by 22 March for tabling to COUNCIL scheduled for 29 March 2017.

The time and venue for all the above engagements is 10h00 – 14h00, in the Council Chamber.

MPAC: 2017-02-20: ITEM 5.4

RESOLVED

- (a) that the schedule of engagements as indicated above, **be noted**; and
- (b) that the documentation as requested above be made available for the oversight process.

Meeting:	MPAC: 2017-02-20	Submitted by Directorate:	
Ref No:		Author:	
		Referred from:	

5.5	FIRST MEETING DATE FOR ANNUAL REPORT OVERSIGHT
-----	--

MPAC: 2017-02-20: ITEM 5.5

RESOLVED

That it be noted that the first MPAC Oversight meeting will be on Tuesday, 28 February 2017 at 10h00, to consider Chapters 1 & 2 of the Annual Report.

Meeting:	MPAC: 2017-02-20	Submitted by Directorate:	
Ref No:		Author:	
		Referred from:	

The meeting adjourned at 16:15.

CHAIRPERSON:

Confirmed on with/without amendments.



MPAC: OVERSIGHT PROCESS

QUESTIONS for EXECUTIVE MAYOR, MUNICIPAL MANAGER AND DIRECTORS IN RESPECT OF THE 2015/16 ANNUAL REPORT

Minutes of the meeting of the MPAC Oversight Committee held on 24th February 2017.

(Meeting started at 13:00 and adjourned at 15:30)

IN ATTENDANCE:

Councillor Wilfred Pietersen

Alderman J C Anthony (Co-opted member)

Ms Hillary Bergstedt (Co-opted member)

Councillor Malcolm Johnson

Councillor Nokuthula Gugushe

Annelie Rossouw (Administration)

APPLICATIONS FOR LEAVE OF ABSENCE

Councillor Ndipiwe Olayi

Ulrich Cupido (Administration)

PRESENTATION AND DISCUSSIONS

Based on a request from the Chairperson of the MPAC Oversight Committee, a presentation was done on the contents of the Annual Report of 2015/16.

Hard copies of a power point presentation were distributed to all members in attendance. (Attached hereto as Annexure A)

The content of the Annual Report was presented on 'Chapter by chapter' basis and questions for clarification were allowed continually.

Below is a list of questions posed at the meeting. Some of the responses indicated were given at the meeting, whilst the rest were acquired from the different departments. An agreement was reached that departments will only be called upon if responses are not adequate.

**QUESTIONS POSED**

1. There was a request to use more recent stats than Census 2011.

Response: Additional stats were used and sources used are indicated accordingly in the 2015/16 Annual Report. For future planning, different options in partnership with Stats SA will be investigated to improve on statistics.

2. Page number to be included on bottom of the page.p89

Response: Page numbers not reflecting in the report at the moment, will be fixed during the editing process.

3. The difference between unqualified and unqualified clean audit. The difference needs to be clearly stated under 1.6. on page 90.

Response: An unqualified audit means the statements fairly represents the performance of the organisation, but there can be some findings. For a clean audit, it is unqualified without material findings.

4. p91 What is the norm for capital budget spending?

Response: The norm for capital spending is 90%.

5. p91 Measuring of highlights. How do we define a highlight?

Response: Different Directorates are using different criteria for highlights in the different departments.

6. p121 Risk Management. Does the risk register differ from previous years?

Response: Yes, the risk register is compiled annually and it takes the circumstances in consideration for the identification as well as for the mitigation of the risks.

7. p125 The role and function of the audit and performance audit committee: It seems as if it does not have real impact.

Response: The role of the Audit committee is to advise Council to improve on governance and administrative processes and this Committee can do investigations to determine the details and facts of a situation.

8. p214 Waste Management: Brick manufacturing project? How is it operated and who benefits from the sale of the bricks?

Response: More than 320 000 blocks were manufactured which met construction specifications Some had been used in paving contracts and the LED department ordered 110 000 blocks for the economic hub at Idas Valley. No bricks have been sold. The municipality tried to sell the brick via an auction. Benefit of sales will be for the Municipality fi sold.

9. p259. Backlogs in terms of Road infrastructure are not defined. An indication of these backlogs is required.



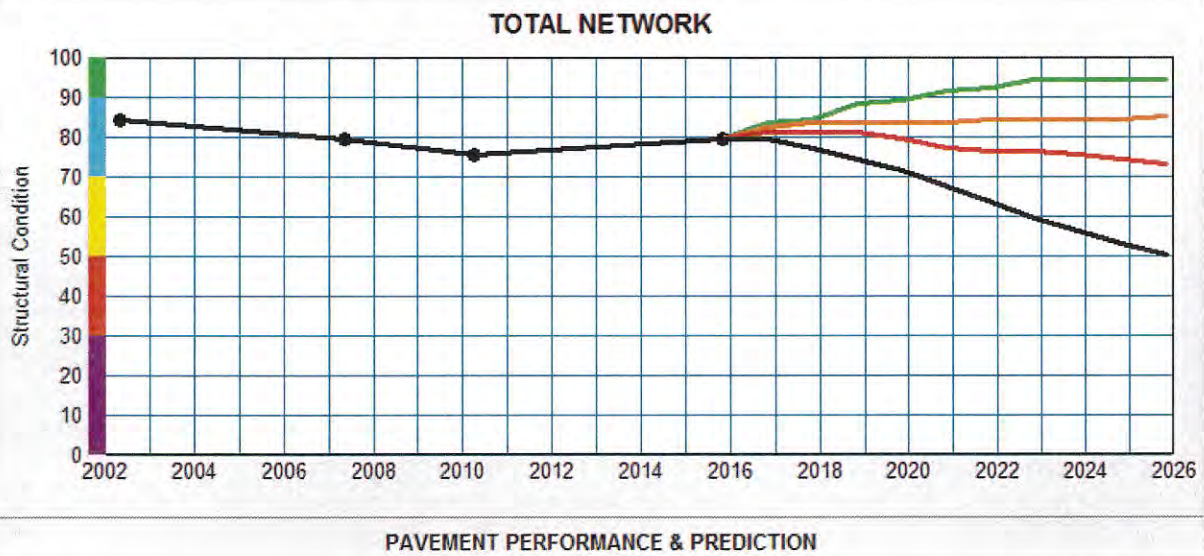
Response: An assessment of the condition of all the roads in WC024 is done every 5 years. The pavement management system is then used to determine the priorities for upgrading of roads as well as the construction of new roads. Below is a prediction of pavement performance and prediction until 2026 on which planning is based for future capital investment in roads.

PMS: Stellenbosch Combined (2002 - 2025)

1

Replacement Value (RV) R 1,124,600,000

Scenario	Funding Value (FV) (% RV)	Resurfacing (R) (% FV)	Rehabilitation (R) (% FV)
—	28,115,000 2.500	16,869,000 60	11,246,000 40
—	16,869,000 1.500	10,121,000 60	6,748,000 40
—	11,246,000 1.000	6,748,000 60	4,498,000 40
—	0 0.000	0 0	0 40



10. P269. (3.15.2). What is the grant amount for the employment of EPWP workers? Is that listed as a separate budget item?

Response: The grant amount received for EPWP is R1 758 000 and the same amount will be reflected in the budget. The details are reflected in a Supporting Table SB7 for transfers and grants.

11. P275 .Explain the 'Extension of Cemetery infrastructure' in the list of Capital projects for cemeteries.

Response: Capital spending on Infrastructure extension for Cemeteries for the 2015/16 financial year included the following: A beta-fence was erected in Onderpapegaaiberg and a Palisade fence in Jamestown for the cemeteries. Irrigation and landscaping were done in Jamestown and Pniel. In Kylemore phase 1 of the road was completed.

12. P323 Other own revenue: Should it not be R135 652 instead of R35 652?

Response: Confirmed by Finance Directorate to be a typo and will be rectified to reflect R135 652.

13. P318 Human Resources: The number of employees identified for training at the start of the year is far more than the number trained at the end of the year. Why the big difference?



Response: More employees on lower levels are trained on the MMCL course which is costly. Limited budgets does not allow for all people to be trained in one financial year.

14. P324 Please provide a list of loans under “Borrowing”

Response: See the schedule of external loans below:

SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2016

Details	Loan Number	Redeemable Date	Balance at 30 June 2015	Received during the Period	Redeemed during Period	Balance at 30 JUNE 2016
			R	R	R	R
DEVELOPMENT BANK OF SOUTH AFRICA						
DBSA @ 9,25%	101878	31 Dec 2020	16,367,830	-	2,402,005	13,965,825
DBSA @ 11,10%	103081	30 June 2025	25,263,858	-	1,476,642	23,787,216
DBSA @ 10,25%	103905	30 June 2026	68,330,005	-	3,573,042	64,756,963
DBSA @ 9,74%		31 Dec 2029	49,477,312	50,000,000	3,692,954	95,784,358
Total External Loans			159,439,004	50,000,000	11,144,642	198,294,362

15. P326 What is the meaning of PPE?

Response: It refers to Protective Clothing. It will be added to the list of abbreviations in the beginning of the report.

16. P340 Equitable share: Please indicate more details of grants and the application thereof.

Response: The details of all grants are reflected in a Supporting Table SB7 for transfers and grants.

17. p355. More clarity required on the Changes in accounting policy under ‘Emphasis of matter’ in the Auditor General (AG) report’

Response: This is one of the matters emphasized by the AG, which refers to note 59 of the Audited Annual Financial Statements on page 470 where the changes in accounting policy has been explained. It was done in order to conform to the treatment of GRAP 16-17 cost base.

18. P362 It is recommended that signed versions of all individual reports be included in the Annual Report.

Response: Noted and will be fixed.

19. There was a request for the AG’s quarterly report

Response: It is Internal Audit that releases a report quarterly.



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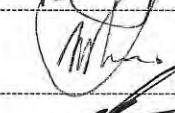
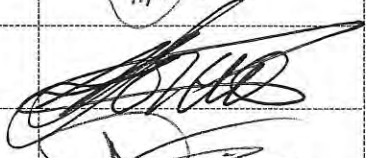

ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)


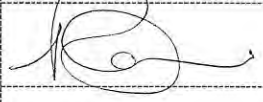
DATE: 2017-02-20

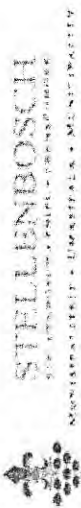
TIME: 15:00

VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.

<u>MEMBERS</u>	<u>SIGNATURE</u>
Cllr WF PIETERSEN (CHAIRPERSON)	
Cllr MC JOHNSON	
Cllr NS LOUW	
Cllr N OLAYI	
Cllr N MANANGA-GUGUSHE (MS)	APOLGY MANANGA-GUGUSHE

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
Ulrich Cupido	
Annette Rossouw	



**ATTENDANCE REGISTER
MPAC MEETING**

Date: 22 MARCH 2017

NAME & SURNAME	ADDRESS	EMAIL ADDRESS	CELL PHONE NUMBER	SIGNATURE
W.F. Peltzer	4477 Strandfontein 9			
N.S. Louw	107 Dorp Street			
N. Olayi	27 Chris Hans Drive			
M.C. Johnson	42 Kloof St. Rivier ^{Puella}			
I.C. Anthony	80 Merchant St.			
H1 Bessledt	Absent			
W.O. Cupido				



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ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-02-28

TIME: 10:00

VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.

<u>MEMBERS</u>	<u>SIGNATURE</u>
Cllr WF PIETERSEN (CHAIRPERSON)	
Cllr MC JOHNSON	
Cllr NS LOUW	
Cllr N OLAYI	
Cllr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
IC Anthony	
H.C. BERGSTEDT	
A.M. ROSSOUW	
UO Cephas	



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ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-01

TIME: 10:00

VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.

<u>MEMBERS</u>	<u>SIGNATURE</u>
Clr WF PIETERSEN (CHAIRPERSON)	
Clr MC JOHNSON	
Clr NS LOUW	
Clr N OLAYI	
Clr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
IC ANTHONY	
H.C. BERGSTEDE	
Urick Cupido	



11.00 - 15.30

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ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-02

TIME: 11:00

VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.

<u>MEMBERS</u>	<u>SIGNATURE</u>
Cllr WF PIETERSEN (CHAIRPERSON)	
Cllr MC JOHNSON	
Cllr NS LOUW	
Cllr N OLAYI	
Cllr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
Ic Anthony	
Ulrich Cepido	
Annette Rossouw	
H.C BERGSTEDT	



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ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-06	TIME: 11:30	VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.
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<u>MEMBERS</u>	<u>SIGNATURE</u>
Cllr WF PIETERSEN (CHAIRPERSON)	
Cllr MC JOHNSON	
Cllr NS LOUW	
Cllr N OLAYI	
Cllr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
H.C. BERGSTEDT	
Annelie Rossouw	
Ulrich Cupido	



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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-07

TIME: 09:00

VENUE: STELLENBOSCH COUNCIL CHAMBER, PLEIN ST.

<u>MEMBERS</u>	<u>SIGNATURE</u>
Clr WF PIETERSEN (CHAIRPERSON)	
Clr MC JOHNSON	
Clr NS LOUW	
Clr N OLAYI	
Clr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
H.C. BERGSTEDT	
IC. ANTHONY	
A.D. Joubert	



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-07 **TIME:** 09:00 **VENUE:** STELLENBOSCH COUNCIL CHAMBER, PLEIN STREET

<u>NAME</u>	<u>SIGNATURE</u>
John Henry	[Signature]
F Adams	[Signature]
D. A. HONDEKAKE	[Signature]
D. Jansen	[Signature]



STELLENBOSCH





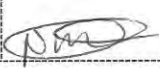
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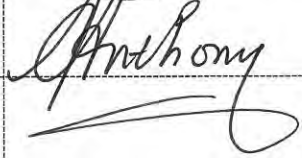
ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-10	TIME: 14:00	VENUE: 2 ND FLOOR SPEAKER'S BOARDROOM, PLEIN ST.
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<u>MEMBERS</u>	<u>SIGNATURE</u>
ClIr WF PIETERSEN (CHAIRPERSON)	
ClIr MC JOHNSON	
ClIr NS LOUW	
ClIr N OLAYI	
ClIr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
H.C. BERGSTEDT	
Ulrich Cupido	
Annelie Rossouw	
Ic Anthony	

SENIOR OFFICIALS:

<u>NAME</u>		<u>SIGNATURE</u>
MUNICIPAL MANAGER	G METTLER (Ms)	
ACTING CHIEF FINANCIAL OFFICER	A TREURNICH	
ACTING DIRECTOR: STRATEGIC & CORPORATE SERVICES	V BOWERS	
DIRECTOR: COMMUNITY & PROTECTION SERVICES	G ESAU	
DIRECTOR: HUMAN SETTLEMENTS & PROPERTY MANAGEMENT	T MFEYA	
DIRECTOR: PLANNING, ECONOMIC & COMMUNITY DEVELOPMENT	D LOMBAARD	
ACT DIRECTOR: ENGINEERING SERVICES	M WÜST	
CHIEF AUDIT EXECUTIVE	F HOOSAIN	
SENIOR LEGAL ADVISOR	E RHODA (Ms)	
MANAGER: HUMAN RESOURCES	A VAN ROOYEN	



STELLENBOSCH


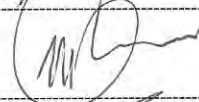

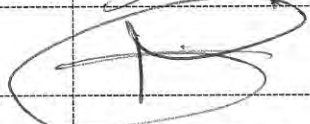

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ATTENDANCE REGISTER

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): OVERSIGHT

DATE: 2017-03-14	TIME: 13:00	VENUE: 2 ND FLOOR SPEAKER'S BOARDROOM, PLEIN ST.
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<u>MEMBERS</u>	<u>SIGNATURE</u>
ClIr WF PIETERSEN (CHAIRPERSON)	
ClIr MC JOHNSON	
ClIr NS LOUW	
ClIr N OLAYI	
ClIr N MANANGA-GUGUSHE (MS)	

ALSO PRESENT:

<u>NAME</u>	<u>SIGNATURE</u>
H. C. BERGSTEDT	
M. C. JOHNSON	
Ulrich Cupido	
Annetie Kossouw	



**ATTENDANCE REGISTER
 MPAC MEETING**







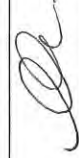
Date: 17 MARCH 2017

NAME & SURNAME	ADDRESS	EMAIL ADDRESS	CELL PHONE NUMBER	SIGNATURE
Notumula Guguste	27 Chris Hami Drive	notumula.guguste@stellenbosch.gov.za	0762 304751	
Ndizwe Olayi	107 Dorp Street	ndizweolay@gmail.com	072 692 5355	
Malcolm Johnson	42 Kloof St. Phiel	malcolm.johnson@stellenbosch.gov.za	0839833351	
STEPHAN Louw	FAURE STREET	STEPHANLW16@GMAIL.COM	083 3771891	
WILHELMINA PROSSER	HAAMSTRAAT 9 I/V	w	0828968422	
JC Anthony	80 MERCHAANT STR. ^{HAARLEM}	JC-jeanthe.org@yahoo.co.za	082 3816601	
H.C. BERGSTEEDT	31 Careiens Cloetesville	bergsteedth@gmail.com	0769608097	
Ulrich Cupido	71 Plein Street.	ulrich.cupido@stellenbosch	081 717 7470	



ATTENDANCE REGISTER
MPAC MEETING

Date: 22 MARCH 2017

NAME & SURNAME	ADDRESS	EMAIL ADDRESS	CELL PHONE NUMBER	SIGNATURE
W.F. Petrus	HATTESDRIFT 9			
N.S. Louw				
N. Olayi	107 Dorp Street			
N. Guashe	27 Chris Hani Drive			
MC. Johnson	42 Kloof St. RIEEL			
Is. Anthony	80 MERCHANT ST. ^{RIEEL}			
H1 Bergstedt	Absent			
UO Cepinao				

8.2	APPROVAL OF THE AUDIT ACTION PLAN – 2015/2016
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1. PURPOSE OF REPORT

To approve the Audit Action plan for 2015/2016, attached as **APPENDIX 1**, that was developed by the Chief Audit Executive for the Administration of Stellenbosch Municipality in its strive to maintain and improve on the clean audit status that was received during 2015/2016.

2. BACKGROUND

The regulatory 2015 - 2016 audit conducted by the Auditor-General highlighted various concerns to be addressed to maintain the clean audit. This Audit Action Plan was developed to address these concerns and to develop and maintain the internal controls with the aim of eliminating repeat findings and improving the audit outcome year on year.

3. DISCUSSION

In terms of Sec 131(1) of the Local Government: Municipal Finance Management Act, 56 of 2003,

“A municipality must address any issues raised by the Auditor –General in an audit report. The mayor of a municipality must ensure compliance by the municipality with this subsection.”

The report includes all matters of concern raised by the Auditor-General and recommendations to rectify the concerns. Responses and corrective measures taken by Management on the concerns raised by the Auditor-General are herewith reported to Council.

The AG action planned is reviewed periodically by Internal Audit and progress made on action items are reported to the Audit and Performance Audit Committee, who exercise oversight on behalf of Council, on a quarterly basis.

4. LEGAL IMPLICATION

Not required.

5. FINANCIAL IMPLICATION

Not required.

6. COMMENTS BY RELEVANT DEPARTMENTS

Not applicable.

MAYORAL COMMITTEE MEETING: 2017-03-22: ITEM 6.2**RESOLVED**

That it be recommended to Council:

that the Audit Action Plan for 2015/2016, be approved.

<i>Meeting: Ref no:</i>	<i>7th Council: 2017-03-29 5/9/2/1/2014-2015</i>	<i>Submitted by Directorate: Author Referred from:</i>	<i>Office of the Municipal Manager Chief Audit Executive Mayoral Committee: 2017-03-22</i>
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Audit Action Plan for the financial period ending 30 June 2016

	Description	Focus Area	Classification	Rating	Repeat finding	Actions required to correct identified concerns	Progress 31.12.2016
1	Incorrect calculation of capital commitments	Disclosure Notes	Misstatements in financial statements	Other important issues	Yes	A module or system has to be implemented to monitor contract expenditure. This will ensure that the commitments can be more easily and accurately calculated at year end.	<p>Contract monitoring for expenditure is currently being done manually by an SCM official. This has its limitations as it is only done for big contracts that are concluded on tender.</p> <p>The smaller awards that relate to FQ's that are awarded are too great in volume to allow an official to accurately monitor all expenditure on all open orders.</p> <p>The Municipality is currently in a Special Interest Group (SIG) that is in communication with the service provider of SAMRAS. One of the goals is to get SAMRAS to develop a contract management module which will monitor all expenditure linked to one order. The last meeting of the SIG was in October 2016.</p>
2	Incomplete disclosure of commitments	Disclosure Notes	Misstatements in financial statements	Other important issues	Yes	A module or system has to be implemented to monitor contract expenditure. This will ensure that the commitments can be more easily and accurately calculated at year end.	Refer to above.
3	Completeness and occurrence of the Related party disclosures	Disclosure Notes	Misstatements in financial statements	Other important issues	Yes	<p>There is discussion to update the SAMRAS system to include additional information of related parties to suppliers.</p> <p>There is also a limitation on accurate disclosures not being made by the suppliers when submitting information.</p>	<p>Currently all service related parties are recorded on an excel sheet that is managed by an official of the Municipality.</p> <p>The completeness of such list relies mainly on the honesty of the supplier when he submits his SBD4 documentation and makes all required declarations.</p>
4	Electricity losses incorrectly calculated and disclosed	Disclosure Notes	Misstatements in financial statements	Other important issues	Yes	Disclosure note should be completed with the preliminary financial statements and then reviewed to ensure that the calculation is being done correctly.	<p>At the time of completing this assessment the second quarter for performance reporting had already passed. In the reporting that was done, the calculations in question were not yet done.</p> <p>A meeting has been arranged for the week of 13 February 2017 with the performance manager and the managers and official responsible for reporting on this KPI to discuss the intention of doing quarterly reporting on such losses.</p>
5	Water losses incorrectly calculated and disclosed	Disclosure Notes	Misstatements in financial statements	Other important issues	Yes	Disclosure note should be completed with the preliminary financial statements and then reviewed to ensure that the calculation is being done correctly.	<p>At the time of completing this assessment the second quarter for performance reporting had already passed. In the reporting that was done, the calculations in question were not yet done.</p> <p>A meeting has been arranged for the week of 13 February 2017 with the performance manager and the managers and official responsible for reporting on this KPI to discuss the intention of doing quarterly reporting on such losses.</p>
6	Transfer of title deeds to approved beneficiaries of housing projects	Delivery of quality housing units	Internal Control deficiency	Other important matters	No	There has been additional staff appointed to facilitate the process to clear up the backlog.	As at 31 December 2016 4 additional contract workers had been appointed to help with the process of transfer to reduce the backlog. Based on discussions with Charlotte Lamohr (Manager Housing) some cases do however take much longer based on the circumstances that may have arisen. It has been indicated that even though the process has been approved by the increase in manpower, it is not expected that backlog and matter will be quickly resolved.
7	Accuracy of the number of transfer documents compiled and signed (TL 29)	Performance against predetermined objectives	Misstatements in annual performance report	Other important issues	No	The relevant updates were made to the APR to reflect what was agreed upon with the AG.	This reporting is closely linked to the finding above. As the number of transfer deeds/documents have been increased in volume the relevant reporting has also increased. Based on discussions with Charlotte Lamohr (Manager Housing) the reporting has been done appropriately

							Progress 31.12.2016
	Description	Focus Area	Classification	Rating	Repeat finding	Actions required to correct identified concerns	
8	Accuracy of number of taps and toilets provided (TL 25)	Performance against predetermined objectives	Misstatements in annual performance report	Other important issues	Yes	The new standardised for invoicing and completion certificates needs to be implemented to ensure that accurate information can be obtained from suppliers for reporting purposes.	The reporting for quarter 2 has been done and it is confirmed that the KPI has been split to report on the taps and toilets separately. There is still gaps in the portfolio of evidence that is being uploaded by the officials doing the reporting. A meeting has been scheduled for the week of 13 February 2017 to discuss the way forward for reporting for this KPI.
9	Accuracy of percentage of electricity losses (TL 30)	Performance against predetermined objectives	Misstatements in annual performance report	Other important issues	Yes	Review the quarterly calculations that are submitted with the quarterly performance reports	A meeting has been arranged for the week of 13 February 2017 with the performance manager and the managers and official responsible for reporting on this KPI to discuss the intention of doing quarterly reporting on such losses.
10	Accuracy of percentage of water losses (TL 33)	Performance against predetermined objectives	Misstatements in annual performance report	Other important issues	Yes	Review the quarterly calculations that are submitted with the quarterly performance reports	A meeting has been arranged for the week of 13 February 2017 with the performance manager and the managers and official responsible for reporting on this KPI to discuss the intention of doing quarterly reporting on such losses.
11	Contract management	Procurement and Contract Management	Misstatements in financial statements Non compliance with legislation	Other important matters	No	A contract management process needs to be implemented.	The contract management official has taken over the register as maintained previously by an SCM official. The process of contract management is still being discussed by the various roleplayers as to what the framework will be. There has been minimal development of the said system
12	Awards to suppliers who are in the service of the state	Procurement and Contract Management	Non compliance with legislation	Other important matters	No		Currently the municipality makes use of the services provided by Treasury to confirm information about suppliers that are used. The municipality also makes use of an additional service provider to check the information of a supplier for validity.
13	Invoices not paid within 30 days of receipt	Non compliance with the MFMA	Non compliance with legislation	Other important matters	Yes	Have a creditors recon section.	Based on discussions with Amanda Sondlo (Head of Expenditure) there are still recurring instances of payments later than 30 days. The amount of instances has reduced as a result of an informal creditors recon process that is being performed by 2 finance interns. It is envisioned that with the updating of the new organogram a Creditors recon section will be started which will improve the payments of creditors within 30 days.
14	Physical and environmental controls	Information Technology	Internal Control deficiency	Other important matters	No	Upgrades to the current current venue need to be done to ensure that the risk identified by the AG is addressed.	Based on discussions with Brian Mkaza (Manager ICT) it was confirmed that he has requested funds to make necessary upgrades. He has however been unsuccessful in obtaining the necessary funding to start a project.

AG Finding Checklist for the year ended 30 June 2017

NB!!!! The following findings were identified during the audit for the year ended 30 June 2016 and the matters were resolved during the audit. Many of these matters relate to a disclosure or is an error that was corrected. As that is the case it is difficult to continuously monitor such items during the financial year. As that is the case the following items will be used as a checklist during preparation of the 2016/2017 financial statements to ensure that the errors made in the prior year has does not re-occur and if something is identified it can corrected prior to finalising the financial statements.

	Description	Focus Area	Applicable Department	Assessment required at year end (Yes/No)	Comments
1	Assets with a Rnil book value and/or no residual value	Property Plant and Equipment	Asset Management	Yes	Based on discussion with Adiel Albertyn (Head Assets) no recons are being done with assets and the Asset Register. It has been decided that a recon will be done after the implementaion of MSCOA. These matters will be followed up after MSCOA implementation and during the preparation of the Asset info for the AFS
2	Transfer from inventory to infrastructure assets duplicated	Property Plant and Equipment	Asset Management	Yes	
3	Addition to assets allocated to repairs and maintenance	Property Plant and Equipment	Asset Management	Yes	
4	Incomplete disclosure of contingencies	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
5	Disclosure of non-existing contingency	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
6	Incorrect classification of recoverable revenue	Revenue from Exchange	Finance - Revenue	Yes	To be followed up during preparation of the AFS.
7	Incorrect classification of investment revenue	Revenue from Exchange	Finance - Revenue	Yes	To be followed up during preparation of the AFS.
8	Note 49 Financial risk management misstated	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
9	Note 59 Changes in accounting policy misstated	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
10	Inaccurate disclosure of deviations	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
11	Variance explanations not provided in Note 61 Budget differences	Disclosure Notes	Finance - AFS	Yes	To be followed up during preparation of the AFS.
12	Misstatements of comparatives in the APR	Predetermined objectives	Performance	Yes	To be followed up during preparation of the APR.
13	Accuracy of number of indigent households receiving free electricity (TL 7 and 8)	Predetermined objectives	Performance	Yes	To be followed up during preparation of the APR.
14	A procurement process not followed: Quotation	SCM	SCM	Yes - Will be followed up by internal audit as part of the follow up	These matters will be followed during the follow up performed by the Internal audit during the period. At the end of the period concerns identified by the internal audit will be followed up with management prior to the start of the audit on SCM
15	Non-compliance to local content requirement	SCM	SCM		
16	Contract not signed by the municipality	SCM	SCM		
17	Successful supplier did not submit an original tax clearance certificate	SCM	SCM		
18	Employee did not declare interest held with supplier	SCM	SCM		
19	Point allocation incorrectly calculated	SCM	SCM		
20	Bidders incorrectly excluded from evaluation of tenders	SCM	SCM		
21	Internal controls and SCM policy implementation	SCM	SCM		
22	User access management	Information Technology	Information Technology	No	This finding was resolved during the audit and it was agreed that the password requirements of certain Systems such as IGNITE and SAMRAS can be changed to be in line with the municipal policy.

8.3	PERFORMANCE AGREEMENT 2017 – MUNICIPAL MANAGER
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1. PURPOSE OF REPORT

For Council to take note of the Performance Agreement as concluded by the Municipal Manager and the Executive Mayor for the period 3 January 2017 until 30 June 2017.

2. BACKGROUND

According to Government Gazette No. 22089 on the Performance Regulations for Senior Managers, paragraph 4 *“Employment in terms of the employment contract must further be subject to compliance with the following terms and conditions-*

*(a) the signing of a separate performance agreement within ninety (90) calendar days after **assumption of duty** and annually within one month after the commencement of the new financial year.”*

The purpose of the Performance Agreement, as set out in Government Gazette No.22089, is as follows :

“ Purpose of performance agreement

23. The purpose of the agreement is to:

- (1) comply with the provisions of Section 57(1)(b),(4A),(46) and (5) of the Act as well as the employment contract entered into between the parties;*
- (2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer’s expectations of the employee’s performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;*
- (3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;*
- (4) monitor and measure performance against set targeted outputs;*
- (5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her **job**;*
- (6)in the event of outstanding performance, to appropriately reward the employee; and*
- (7) give effect to the employer’s commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery. “*

Said Performance Agreement (Appendix 1) was concluded between the Executive Mayor and the Municipal Manager on 1 February 2017 including the Performance Plan (Appendix A), Competency Framework (Appendix B) and Personal Development Plan (Appendix C).

RECOMMENDED

that the Council notes the Performance Agreement and the relevant annexures of Ms Geraldine Mettler attached as **APPENDIX 1** and that same be submitted to the Municipal Website as legislated.

Meeting: Ref No:	<i>7th Council: 2017-03-29 1/3/17</i>	Submitted by Directorate: Author: Referred from:	<i>Office of the MM Office of the MM</i>
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STELLENBOSCH MUNICIPALITY

**Performance Agreement
for the financial year
1 January 2017 – 30 June 2017**

MUNICIPAL MANAGER

Performance agreement made and entered into by and between

The Stellenbosch Municipality and represented by
Adv. G. Van Deventer, the Executive Mayor
(herein and after referred as Employer)

and

Ms. Geraldine Mettler, the Municipal Manager
(herein and after referred as Employee)
 for the period 1 January 2017 to 30 June 2017

Where as

- a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and
- d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.


1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;


1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Municipal Manager appointed in terms of Section 82 of the Structures Act;



 Municipal Manager
 Ms. Geraldine Mettler

2



 Executive Mayor: Stellenbosch Municipality
 Adv. G. Van Deventer





1.1.4 "the Employer" means Stellenbosch Municipality; and


1.1.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.


3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 January 2017 and will remain in force until 30 June 2017 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer




 Municipal Manager
 Ms. Geraldine Mettler

3



 Executive Mayor: Stellenbosch Municipality
 Adv. G. Van Deventer




appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.



 Municipal Manager
 Ms. Geraldine Mettler

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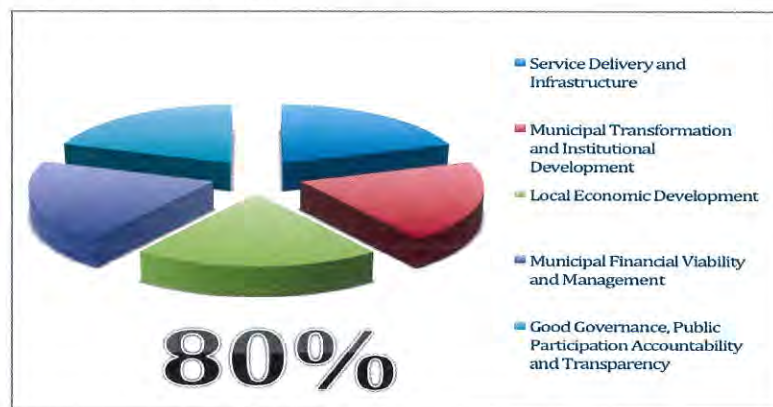


 Executive Mayor: Stellenbosch Municipality
 Adv. G. Van Deventer




5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

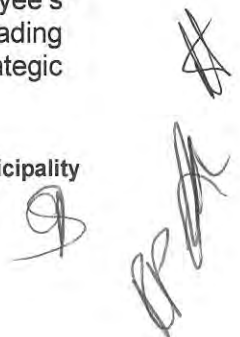


- 5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are split into two groups, leading competencies (indicated in blue on the graph below) that drive strategic

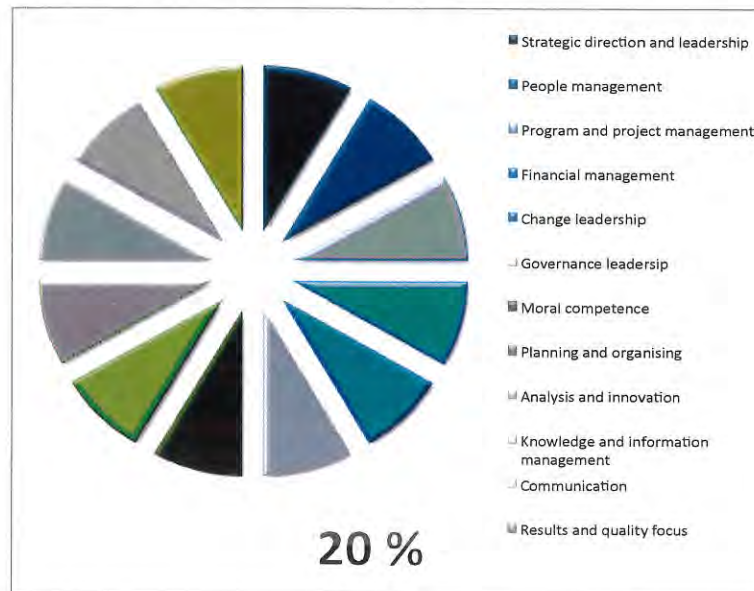

 Municipal Manager
 Ms. Geraldine Mettler

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 Executive Mayor: Stellenbosch Municipality
 Adv. G. Van Deventer



intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.



6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;


 Municipal Manager
 Ms. Geraldine Mettler

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 Executive Mayor: Stellenbosch Municipality
 Adv. G. Van Deventer

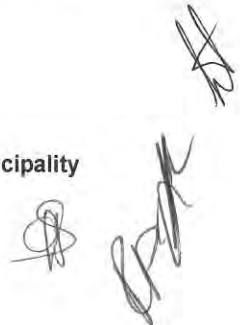


- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee. 360 degree means that the employee's peers and managers reporting to him will assess his/her Competencies;
 - 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
 - 6.8.2 Such overall rating represents the outcome of the performance appraisal.

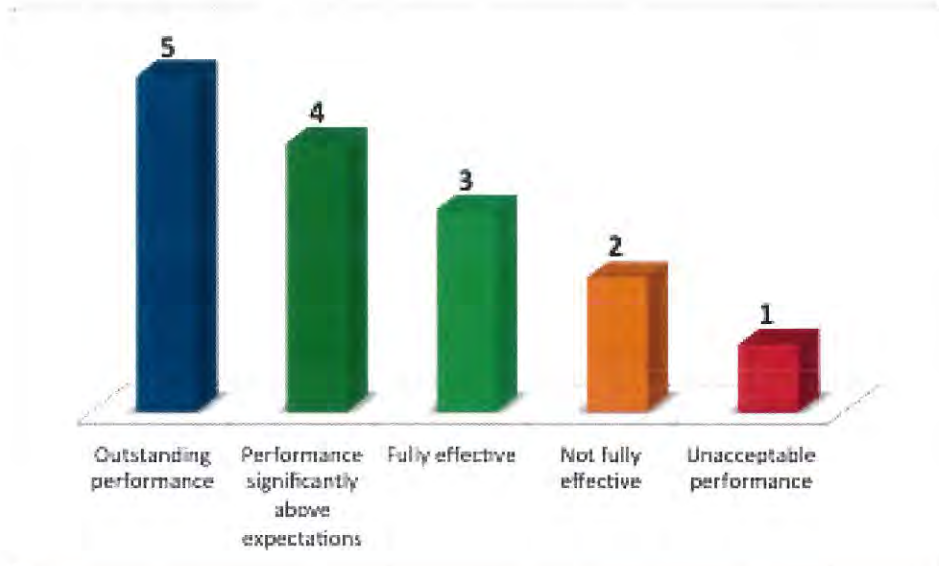

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6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



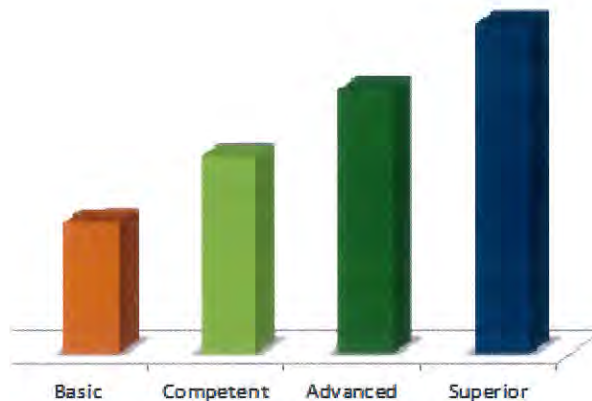
Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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 Ms. Geraldine Mettler

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- 6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

- 6.11 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established –

- 6.11.1 Executive Mayor;
- 6.11.2 Mayor / Municipal Manager from another municipality;
- 6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee;
- 6.11.4 The Member of the Mayoral Committee; and


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- 6.11.5 A member of the community.
- 6.12 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters; and
- 6.13 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS


- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	January – March	April / May annually (Informal)
2	April - June	After receipt of the AG management report


- 7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.


8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.


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9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

- 10.1.1 A direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

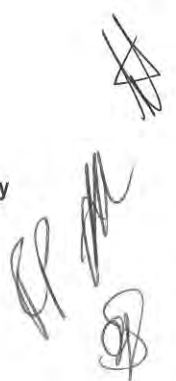


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- 11.1 the evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;
- 11.2 the payment of the performance bonus is determined by the performance score obtained for the 4th quarter.
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following scheme:

Performance Rating: Bonus calculation		
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80%- 100%	Excellent Performance	14% of total package

- 11.4 the Employer will submit the total score of the annual assessment and of the Employee, to full Council for consideration prior to awarding above mentioned reward.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and



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12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days;
- 13.3 In the instance where the matters referred to in 13.2 were not successfully resolved, the matter shall be referred to the MEC for local government in the province within 30 (thirty) business days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and
- 13.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.


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Ms. Geraldine Mettler

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Thus done and signed at Stellenbosch, on the 1th day February of 2017.

AS WITNESSES:


1. 
2. 


**Ms. Geraldine Mettler
Municipal Manager
Stellenbosch Municipality**

Thus done and signed at Stellenbosch, on the 1th day February of 2017.


AS WITNESSES:

1. 
2. 


**Adv. G. Van Deventer
Executive Mayor:
Stellenbosch Municipality**

**Performance Plan
Municipal Manager**


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Municipal Manager
Ms. Geraldine Mettler


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Executive Mayor
Adv. G. Van Deventer

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described on the following page. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.



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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Good Governance and Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graphs	Good Governance and Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Risk Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graphs	Municipal Financial Viability and Management	Effective Management and supervision of the Financial Services Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graphs	Municipal Financial Viability and Management	Effective Management and supervision of the Strategic and Corporate Services Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Community and Protection Services Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Planning & Economic Development Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graphs	Local Economic Development	Effective Management and supervision of the Engineering Services Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graphs	Local Economic Development	Effective Management and supervision of the Human Settlement & Property Management Directorate	80% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	n/a	Updated SDBIP and report	80%	80%	80%	80%	2
TL 5	Basic Service Delivery	Provide free basic water in terms of the equitable share requirements to indigent account holders	Monthly provisioning of free basic water in terms of the equitable share requirements to indigent account holders (KL per account holders)	10	Council approved indigent policy and report of beneficiaries	10	10	10	10	2
TL 8	Basic Service Delivery	Provide free basic electricity to registered indigent account holders connected to the municipal electrical infrastructure network as at 30 June 2017	Number of indigent account holders receiving free basic electricity which are connected to the municipal electrical infrastructure network as at 30 June 2017	7045	Iron management report	5000	5000	5000	5000	2


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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 9	Basic Service Delivery	Provide free basic sanitation services to registered indigent account holders which are connected to the municipal waste water (sanitation/sewage) network & are billed for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2017	Number of indigent account holders connected to the sanitation/sewage network and are billed for sewerage services as at 30 June 2017	6486	Iron management report	5000	5000	5000	5000	2
TL11	Basic Service Delivery	The % of the Municipality's capital budget spent on capital projects identified in the IDP	The % of a municipality's capital budget spent on capital projects identified in the IDP for the 2015/16 financial year, measured as (Total Actual capital Expenditure/Approved Capital Budget) x 100	79.74%	Financial Statements	0%	10%	30%	90%	3
TL12	Local Economic Development	Number of FTE's created by 30 June 2017 through in terms of Expanded Public Works Programme	Number of temporary employees Full time equivalent (FTE's) employed in the Expanded Public Works programmes (EPWP) by 30 June 2017	745	Appointment letters	16	40	60	84	2
TL13	Good Governance and Public Participation	The number of people from employment equity target groups employed (to be appointed) in the top three occupational levels of management in compliance with the municipality's approved employment equity plan by 30 June 2017	Number of appointments made in the three highest levels of management by 30 June 2017 in compliance with the municipality's approved employment equity plan	17	Equity Report & appointment letter	0	0	0	5	3
TL 14	Good Governance and Public Participation	The percentage of a municipality's payroll budget actually spent on implementing its workplace skills plan by 30 June 2017 ((Total Actual Training Expenditure/ Total annual payroll Budget)x100)	% of municipality's payroll budget actually spent on implementing its workplace skills plan by 30 June 2017 ((Total Actual Training Expenditure/ Total Annual payroll Budget)x100)	0.83%	The SAMRAS menu VS-Q03Z (looked-up online) for votes 1/7180/1071 & 1/7180/1079 & 1/9909/1071	0	0	0	0.80%	3
TL15	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Grant	Debt to Revenue as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total operating Revenue - Operating Conditional Grant	19	Financial Statements	0	0	0	55	3


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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL16	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	15.70%	Financial Statements	0%	0%	0%	20%	2
TL17	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Conditional Grants - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).	Cost coverage as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).	9.74	Financial Statements	0	0	0	6	3
TL18	Good Governance and Public Participation	Review the Risk based audit plan for 2017/18 and submit to the Audit Committee by 30 June 2017	Review the Risk based audit plan for 2017/18 and submit to the Audit Committee by 30 June 2017	1	Minutes of the Audit Committee meeting	0	0	0	1	3
TL19	Good Governance and Public Participation	Approve an Audit Action Plan to address the issues raised in the Audit Report by 31 January	Audit action plan developed and approved by 31 January 2017	1	Approved Audit Action Plan	0	0	1	0	3
TL20	Good Governance and Public Participation	Review the risk register for 2017/18 and submit to the Risk Management Committee by 30 June 2017	Reviewed risk register for 2017/18 submitted to the Risk Management Committee by 30 June 2017	1	Minutes of Risk Management Committee	0	0	0	1	3
TL21	Municipal Transformation and Institutional Development	Review the ICT Backup Disaster Recovery Plan and submit to the Portfolio Committee by 30 June 2017	Reviewed ICT Backup Disaster Recovery Plan submitted to Portfolio Committee by 30 June 2017	1	Minutes of Portfolio Committee meeting	0	0	0	1	3



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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL22	Good Governance and Public Participation	Review the Communication Strategy and submit to the Portfolio Committee by 30 June 2017	Reviewed Communication Strategy submitted to Portfolio Committee by 30 June 2017	1	Minutes of Portfolio Committee meeting	0	0	0	1	3
TL26	Municipal Transformation and Institutional Development	Compile and submit the draft 4th generation IDP to council by 31 March 2017	Draft 4th generation IDP compiled and submitted to council by 31 March 2017	1	Minutes of Portfolio Committee meeting	0	0	1	0	3
TL28	Good Governance and Public Participation	Review the organisational structure and submit to the Portfolio committee by 30 June 2017	Reviewed organisational structure submitted to the Portfolio committee by 30 June 2017	1	Minutes of Portfolio Committee meeting	0	0	0	1	2
TL29	Municipal Financial Viability and Management	Achieve an average payment percentage of 93% by 30 June 2017 (Gross Debtors Closing Balance + billed revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/(Billed revenue) x 100	(Gross Debtors Closing Balance + billed revenue - Gross Debtors Opening Balance + Bad Debts Written)/(Billed Revenue) x 100	109.53%	Debtors transaction summary: BS-Q909E extract generated from the Samras Financial System	93%	93%	93%	93%	2
TL30	Basic Service Delivery	Provide 50 additional waterborne toilet facilities to informal settlements by 30 June 2017	Number of waterborne toilets facilities provided by 30 June 2017	41	Completion certificate	0	10	20	20	2
TL31	Basic Service Delivery	Service sites for low cost housing development by 30 June 2017	Number of sites serviced by 30 June 2017	439	Engineer's certificate and progress reports	0	0	0	190	2
TL32	Basic Service Delivery	Compile and sign 200 transfer documents for ownership of low cost houses by 30 June 2017	Number of transfer documents compiled and signed by 30 June 2017	33	List of signed transfer documents submitted to Legal	0	0	100	100	2
TL33	Basic Service Delivery	Construct 105 top structures by 30 June 2017	Number of top structures constructed by 30 June 2017	169	Completion certificate	0	0	0	105	3


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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL34	Basic Service Delivery	Review and submit the Water Services Development Plan to the Portfolio Committee by 30 June 2017	Bylaw developed and submitted to the Portfolio Committee by 30 June 2017	0	Minutes of Portfolio Committee meeting	0	0	0	1	2
TL39	Basic Service Delivery	Install 50 taps in informal settlements by 30 June 2017	Number of taps installed by 30 June 2017	13	Completion certificate	0	10	20	20	2
TL43	Basic Service Delivery	Review the Safety and Security Strategy and submit to the Portfolio Committee by 30 June 2017	Revised Safety and Security Strategy submitted to Portfolio Committee by 30 June 2017	1	Minutes of Portfolio Committee meeting	0	0	0	1	2
TL 51	Good Governance and Public Participation	Identify land for emergency housing and submit report with recommendations to the Portfolio Committee by 30 June 2017	Report with recommendations submitted to the Portfolio Committee by 30 June 2017	0	Minutes of Portfolio Committee meeting	0	0	0	1	2
Total									80	



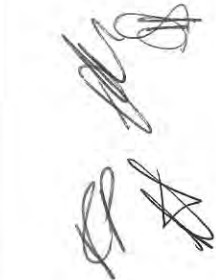
 Municipal Manager
 Ms. Gereldine Mettler



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COMPETENCIES	
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.	
Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.	
Competency	
LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: Impact and influence Institutional performance management Strategic planning and management Organisational awareness 1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: Human capital planning and development Diversity management Employee relations management Negotiation and dispute management 1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: Program and project planning and implementation Service delivery management Program and project monitoring and evaluation 1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: Budget planning and execution 1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: Change vision and strategy Process design and improvement Change impact monitoring and evaluation 1.67
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: Policy formulation Risk and compliance management Cooperative governance 1.67


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Competency		
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20



 Municipal Manager
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Competency Framework



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Annexure B

Cluster		Leading Competencies	
Competency Name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision-makers 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop actions plans to execute and guide strategy implementation Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays an awareness of institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome


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Annexure B

Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Participate in team goal-setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> • Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem-solving • Effectively identify capacity requirements to fulfill the strategic mandate 	<ul style="list-style-type: none"> • Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> • Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management



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Annexure B

Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Initiate projects after approval from higher authorities Understand procedures of program and project management methodology, implications and stakeholder involvement Understand the rational of projects in relation to the institution's strategic objectives Document and communicate factors and risk associated with own work Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones Define the roles and responsibilities of the project team and create clarity around expectations Find a balance between project deadline and the quality of deliverables Identify appropriate project resources to facilitate the effective completion of the deliverables Comply with statutory requirements and apply policies in a consistent manner Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation 	<ul style="list-style-type: none"> Manage multiple programs and balance priorities and conflicts according to institutional goals Apply effective risk management strategies through impact assessment and resource requirements Modify project scope and budget when required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy-in Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects Lead and direct translation of policy into workable actions plans Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed


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Annexure B

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control 	<ul style="list-style-type: none"> • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> • Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> • Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes


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Annexure B

Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government. 	<ul style="list-style-type: none"> • Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals 	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives


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Annexure B

Cluster		Leading Competencies	
Competency Name		Governance Leadership	
Competency Definition		Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of Local government • Able to shape, direct and drive the formulation of policies on a macro level


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Annexure B

Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in implementing principles Follow the basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent 	<ul style="list-style-type: none"> Conduct self in alignment with the values of Local Government and the institution Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver Actively report fraudulent activity and corruption within local government Understand and honour the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government 	<ul style="list-style-type: none"> Identify, develop, and apply measures of self-correction Able to gain trust and respect through aligning actions with commitments Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders Present values, beliefs and ideas that are congruent with the institution's rules and regulations Takes an active stance against corruption and dishonesty when noted Actively promote the value of the institution to internal and external stakeholders Able to work in unity with a team and not seek personal gain Apply universal moral principles consistently to achieve moral decisions 	<ul style="list-style-type: none"> Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the objectives of local government Take responsibility for own actions and decisions, even if the consequences are unfavourable


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Annexure B

Cluster	Core Competencies		
Competency Name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation 	<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance 	<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives



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Annexure B

Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> • Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> • Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs 	<ul style="list-style-type: none"> • Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences


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Annexure B

Cluster		Core Competencies	
Competency Name		Knowledge and Information Management	
Competency Definition		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members 	<ul style="list-style-type: none"> • Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> • Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 	<ul style="list-style-type: none"> • Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders



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Annexure B

Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally


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

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Annexure B

Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters Show a basic commitment to achieving the correct results Produce the minimum level of results required in the role Produce outcomes that is of a good standard Focus on the quantity of output but requires development in incorporating the quality of work Produce quality work in general circumstances, but fails to meet expectation when under pressure 	<ul style="list-style-type: none"> Focus on high-priority actions and does not become distracted by lower-priority activities Display firm commitment and pride in achieving the correct results Set quality standards and design processes and tasks around achieving set standards Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards Follow task and projects through to completion Set challenging goals and objectives to self and team and display commitment to achieving expectations Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results Develop challenging, client-focused goals and sets high standards for personal performance Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact


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Personal Development Plan


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Annexure C

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. Coaching and mentoring	Well rounded municipal manager	Training through Stellenbosch Business school	Mentors sessions and class attendance through experimental learning	2 years	In municipal environment	EMHR
2. Emotional and business intelligence	Well rounded municipal manager	Training through University of Cape Town	class attendance through experimental learning	1 years	In municipal environment	EMHR
3. Change management	Can address the moral and organisational culture issues within the municipality	Stellenbosch/ cape town	class attendance through experimental learning	1 year	In municipal environment	EMHR



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