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Your Ref:	Our Ref:
Room 201, Bram Fischer Building	Date: 27 November 2019

The Speaker
Cllr. Mxolisi Siyonzana

PROGRESS REPORT ON THE IMPLEMENTATION OF THE FINANCIAL RECOVERY PLAN AS AT END NOVEMBER 2019.

1. Purpose

The purpose of this is to update Council on the implementation of the Financial Recovery Plan (FRP) as at end November 2019.

2. Background

Mangaung metropolitan Municipality (MMM), in partnership with National Treasury's City Support Programme (CSP), conducted the Strategic Development Review (SDR) of the municipality in September 2017. The SDR is a rapid, desk-top assessment of the strategic position of a Metropolitan Municipality using four lenses: spatial, economic, organisational and financial. It aims to determine and document the main strategic challenges facing the city and to facilitate discussions in the city on the challenges and consequent choices the city faces. As part of the outcomes and recommendations of the SDR, the municipality subsequently embarked on a process of developing and adopting a financial recovery plan aimed at improving the financial health and sustainability of the municipality.

The approved Financial Recovery Plan provides six (06) key strategies to address the critical challenges of the municipality, namely:

- a) **Strategy One:** *Strengthening Administration, Governance and Internal Controls;*
- b) **Strategy Two:** *Organisational Structuring and Human Resource Management;*
- c) **Strategy Three:** *Restructuring of the Budget;*
- d) **Strategy Four:** *Service Delivery and infrastructure Management*
- e) **Strategy Five:** *Revenue Enhancement and Economic Development*
- f) **Strategy Six:** *Improving Financial Management*

3. Implementation Progress

3.1 Cost Containment Measures

The National Treasury on Friday 7 June 2019 gazetted (Gazette no 42514) cost containment Regulations that are aimed at ensuring that the financial resources of municipalities and municipal entities are used effectively, efficiently and economically. The Regulations aim to promote better governance and management of finances by municipalities. This is in line with the spirit of the MFMA and other applicable regulations, which require that managers must manage but also be held accountable.

In the current financial year and moving forward the municipality has intensified and tightened controls around expenditure management and control of the cost. The process of implementation of cost containment regulations commenced with a communication circular issued by the City Manager to all staff to indicate that the implementation of cost containment is the responsibility of all staff. The following table indicates the implementation communication circulars issued by the Accounting Officer to ensure concerted and tighter implementation of cost containment within the municipality:

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Implementation Circular	Date of Issue	Purpose
"Cost Containment Measures: Telephone Expenses/ Mobile Numbers/ Data Facilities"	28 August 2019	<ul style="list-style-type: none"> • To verify, consolidate, control and suspend telephone lines that are not utilised. • To better manage the telephone account and minimise wastage.
"Cost Containment Circular: Implementation and Compliance to the Local Government MFMA: Municipal Cost Containment Regulations (Gazette No. 42 514, 7 June 2019)"	27 September 2019	<ul style="list-style-type: none"> • To create awareness of the Cost Containment Regulations and MFMA Circular 97 to all municipal staff. • To instruct all departments to implement cost containment measures.
"Cost Containment Circular (02/2019): Acting appointments within Departments"	01 October 2019	<ul style="list-style-type: none"> • To curtail abuse of acting appointments within departments and minimise resultant wastage of resources. • To only prioritise critical positions for acting appointments.
"Cost Containment Circular (03/2019): Management of Transport Allowance"	17 October 2019	<ul style="list-style-type: none"> • To minimise the misuse of the transport allowance scheme and management of costs. • To ensure proper management of participation in the Transport Allowance scheme.
"Cost Containment Measures: MFMA Circular No.97- Repairs and Maintenance"	13 November 2019	<ul style="list-style-type: none"> • To identify and prioritise critical areas or equipment in dire need of maintenance and / or repairs. • To identify encourage internal department to assess and profile their repairs and maintenance needs and minimise wastage.

The municipality is further implementing strict measures to manage specific expenditure items to ensure elimination of wastage and prudence in spending. In particular, the following line items are continuously monitored and managed:

- *Management of catering and events service requests.*
- *Travelling and subsistence.*
- *Stores and materials*
- *Fuel expenses*
- *Training and skills development*
- *Printing and stationary*
- *Usage of consultants*

3.2 Progress on the Financial Recovery Measures/ Activities

See Annexure A for the detailed report on progress on all FRP activities

4. Recommendations

It is hereby recommended that Council:

- (a) Takes note of the progress to date on the implementation of Financial Recovery Plan as at end November 2019.
- (b) The City Manager submit the progress report to National Treasury as part of the monthly progress report.

Submitted by



Adv. Tankiso Mea
City Manager

11/12/2019

Recommended for Council approval by



Cllr. Mawana Mlamleli
Executive Mayor

Strategy One: Strengthening of Administration, Governance and Internal Controls

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
<p>Revenue streams (Property rates, municipal services, renting out of halls and facilities, etc.)</p>	<p>Assist management to identify leakages, abuse and misuse, non-accounting, non-charging for services rendered by the Municipality, incorrect/wrong tariffs implementation.</p>	<p>GM: Internal Audit</p>	<p>1 Jul 2018</p>	<p>On-going (annually)</p>	<p>70% and it is an ongoing exercise as per the Internal Audit Plan (Planned and Ad hoc Audit)</p>	<p>The 2018/19 Internal Audit Plan incorporated the FRP injunction "assist management to identify leakages". Revenue leakages identified during the following audit reviews;</p> <ol style="list-style-type: none"> 1. Audit of Appointment, promotions and terminations, the following leakages were reported <ul style="list-style-type: none"> • incorrect calculations of acting allowance – sample revealed R 25 775.91 overpayment • Salary paid after termination date to the value of R131 709.60 to be recovered. • Incorrect back pay calculated to the value of R29 555.00 2. Outdoor advertising <ul style="list-style-type: none"> • Penalty charges to the value of R 714 040.00 not charged to illegal advertisers. 3. Land and property management <ul style="list-style-type: none"> • Delays in signing and implementation of leases on SOLAR – delays resulting in revenue loss amounting to R76 354.35 as per sample • Yearly rental escalations not implemented resulting in revenue loss amounting to R47 643.30 as per sample. 4. SCM Audit <ul style="list-style-type: none"> • Undetected calculation errors on quotations leading to over payment by municipality to the value of R6 000.00 as per sample 5. Expenditure Management and Creditors Control <ul style="list-style-type: none"> • Audit confirmed leakages amounting to R12 080 796.33 in the sample selected as a result of fruitless and wasteful expenditure incurred due to interest charged on overdue supplier invoices and advertisement cost on cancelled

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
						<p>meetings and recruitment.6. Rental and Social Housing</p> <ul style="list-style-type: none"> • Rental charged below approved tariffs - R 2 194.00 as per sample <p>7. Facilities Management: Renting out of facilities (Municipal Halls)</p> <ul style="list-style-type: none"> • Free usage of halls not approved, possible non-charging for service amounting to R7 005 as per sample <p>8. Debt collection:</p> <ul style="list-style-type: none"> • Commission payment to debt collectors for accounts duplicated on the list R209 031.69 • Fees paid for incorrectly handed over accounts (interim readings) R535 320.00 • Fees paid for incorrectly handed over accounts (arrangements made for repayment) R2 520 <p>9. Rental and Social Housing</p> <ul style="list-style-type: none"> • Loss of revenue due to tenants who are illegally occupying the units and not paying rent; R297 924 for 12 months• Undercharging of rent in the sample reviewed amounting to R267 per month due to incorrect tariff applied for rental stock • Undercharging of housing rental in sample reviewed amounting to R4 355.47 of as a result of not charging market related rental for occupants earning above the threshold of R7 500 • Rental loss due to illegal occupants (not contract bearer) amounting to R135 186 <p>10. Expenditure Management and Creditors Control</p> <ul style="list-style-type: none"> • Fruitless and wasteful expenditure incurred –

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
						interest paid due to late payment of creditors amounting to R3 838 210.13.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
Resource Utilisation	Assist management to identify elements of abuse/misuse of municipal resources (e.g. abuse of vehicles)	GM: Internal Audit, Manager: Anti-Fraud	1 Jul 2018 (incorporate in IA Plan for 2018/19)	On-going (annually)	Ongoing and management is implementing corrective controls to address the	The 2018/19 Internal Audit Plan incorporated the FRP injunction" identify elements of abuse/misuse of municipal resources". Facilities Management: Consumables • Identified that stock to the value of R56 677.40 (at time of audit) was exposed to abuse/misuse due to insufficient control measures regarding cleaning and other consumable materials.
Audit Committee	Advocacy and education on Audit committee;	GM: Internal Audit	May-18	Ongoing (Quarterly)	Ongoing.	Roles and functions of Audit Committee advocated at the level of EMT. As part of advocacy and education on role played by the Audit Committee, regular interactions between the Audit Committee and Executive Mayor, Speaker, MPAC Chairperson and MMC for Finance takes place.
	Circular 65 to serve at Council for adoption;	GM: Internal Audit	May-18	Ongoing (Quarterly)	On-going. Council has advertised for new Audit Committee members and the Closing date was 08 November 2019. As part of the Council item for the appointment of the new Audit Committee the Circular 65 was be part of Council consideration and approval.	The process has started by sensitising Audit Committee members about the intended move to table circular 65 in Council. Submission prepared, submitted to City Manager en route to Council.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
	Review composition of the Audit Committee and incorporate clauses that will allow for termination in case of non- attendance;	GM: Internal Audit	May-18	Ongoing (Quarterly)	70%. Council has advertised for new Audit Committee members and the Closing date was 08 November 2019.	The municipality has advertised for application for new Audit Committee and the advert is closing on November 2019.
	Timeous submissions of audit reports.	GM: Internal Audit	May-18	Ongoing (Quarterly)	Ongoing.	The Committee is submitting its reports on time; AC report for the 2017/18 financial year for inclusion in the Annual Report, submitted on (01/10/18 – draft; 13/02/19 - final) • Audit Committee report on the assessment of the MFMA Sec 52(d) report for 2018/19 first quarter, AC report to Council submitted to management and the Office of the Speaker for further processing on 29/10/18. (Served in council 28/3/19)
Risk Management Committee	Facilitate an induction meeting to adopt schedule of meetings and interrogate documentation relating to functionality of committee.	CM	May-18	Jul-18	100%Completed.	The following reports have been submitted to management for further processing; A new chairperson and one external member has been appointed.
ICT Steering Committee	Review composition of ICT Steering committee;	HOD: Corporate Services	Jul-18	Oct-18	100%. Completed.	Done. Composition of the ICT Steering Committee reviewed and new committee is functional.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
Executive Management Team	Facilitate induction meeting to adopt schedule of meetings and interrogate documentation relating to functioning of the committee.	HOD: Corporate Services	Jul-18	Oct-18	100%. Completed.	Done.
	Review the timing and frequency of sittings and stick to revised schedules;	CM, HOD: Corporate Services	May-18	July 2018 and on going	100%. Completed	Reviewed. - Done. The Executive Management Committee on standard meets weekly on a Monday.
	Content of meetings to be revised to align with the strategic mandate of the Municipality;	CM, HOD: CM Office, HOD: Corporate Services	May-18	July 2018 and on going	100%. Reviewed. Completed.	. Agenda divided into three sections, namely: Section A (Procedural Matters; Section B (Standing Items) and Section C (New Agenda Items)
	Improved secretariat support to ensure that management resolutions are adequately formulated, decision matrix drafted and timely distributed;	CM, HOD: CM Office, HOD: Corporate Services	May-18	July 2018 and on going	100%. Completed. Corporate Services Secretariat is part of weekly EMT meetings and produce the resolutions and digitally record the meeting proceedings.	Greater improvement achieved. Resolutions now made distributed to members within two (02) days. Researcher Knowledge Management assigned to follow up key resolutions. A resolution register has been developed and implemented to capture EMT resolutions into an action plan format and is distributed weekly with the meeting agenda.
	Decision matrix tracked and implementation of resolutions monitored.	CM, HOD: CM Office, HOD: Corporate Services	May-18	July 2018 and on going	100%. Completed.	A resolution register has been developed and implemented to capture EMT resolutions into an action plan format and is distributed weekly with the meeting agenda. Researcher Knowledge Management assigned to follow up key resolutions.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
Strengthen Governance Oversight Committees (incl. council and mayoral committee)	Advise the Executive Mayor and Speaker to ensure adherence to Council, Local Labour Forum and committee meeting schedules and resolutions (expedite decision making);	CM	May-18	on going	100%.Completed.	Engagements from an advisory point of view are ongoing at Whippery level. The whippery is a meeting of the Speaker, Executive Mayor, Chief Whip and City Manager.
	Ensure adherence to Council, and committee meeting schedules and resolutions (expedite decision making);	Speaker	May-18	on going	Ongoing.	Ongoing. All Council resolutions are communicated to the relevant departmental HOD through Council Resolution Executive letters that are signed by the City Manager. Where Council cannot sit on the scheduled date, the Speaker of Council normally schedules Special Councils.
	Schedule an induction for Councillors on governance financial management and oversight;	CM in consultation with the Speaker	May-18	on going	50%	To be done after consultation with the Speaker.
	Schedule a training session on ethics and code of conduct for councillors;	CM, All HODs, MPAC	May-18	on going	50%	To be done after consultation with the Speaker.
	Ensure that the identified unauthorised, irregular, fruitless and wasteful expenditure(s) are investigated and acted upon (consequences managed);	MPAC	May-18	on going	60%.	Currently the investigation of Irregular Expenditure (2012-2017) is completed. Engagement with MPAC Chair to be concluded on Unauthorised and Fruitless and Wasteful Expenditure.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
	Quarterly progress reports submitted to council	MPAC	May-18	on going	100% and On-going	Ongoing. MPAC oversight reports are regularly send to Council for processing.
	Introduce a Group Policy on Policies;	CM	May-18	on going	40%	Group Policy on policies which is essentially a framework within which all policies are to be formulated is currently being drafted by Corporate Services. Head: CS and is to serve a draft in the next meeting.
	Escalate councillor interference to appropriate legislative structures as provided in MSA, MFMA etc	CM	May-18	on going	50%. Ongoing.	Engagements are taking place at the level of the Whipery for resolution.
Establishment of a Disciplinary Board	Establish a disciplinary board for financial misconduct (Regulation 4 of the Municipal Regulations on Financial Misconduct procedures and Criminal Proceedings and its terms of reference)	CM, Executive Mayor and MPAC the Speaker with CM	Jun-18	Oct-18	100%. Completed	Disciplinary board established. Members of the board were inducted with assistance of National Treasury on 12 July 2019. The Disciplinary Board is functional and currently handling a few cases that were referred to it by Council.
Systems of Delegation (operational efficiencies)	Review the current systems of delegation with appropriate controls (both administrative and political); Induction on systems of delegation;	CM, with the Chief Whip, Speaker and the Mayor	Jun-18	Sep-18	100%. Completed.	Council has an approved system of delegation policy. The senior management has signed off with the City Manager their respective individual delegation of power.
		CM, All HODs	Jun-18	Sep-18	50%.	The Corporate Services: Legal services and HRD to compile programme and content for induction programme.

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	Cascade systems of delegation; within the political sphere, relevant governance committees and administration.	CM, All HODs	Jun-18	Sep-18	50%.	Done. In line with the system of delegation, the governance committees are properly constituted with clear terms of reference to execute their functions, roles and responsibilities.
Communications	Compile Ward Based Information data.	GM: IDP and CTO	May-18	Sep-19	100%. Completed	Done. Included in the 2019-20 approved IDP.
	Develop Communication and Marketing Strategy / Plan.	HOD: CS, (GM: Communication and CTO)	May-18	Dec-18	40%	Communication to initiate own and FS Province to find us on the way in which case our Internal Policy can be adjusted/adapted and/or realigned.
	Develop a Social Media Policy.	HOD: CS (GM: Communication and CTO)	May-18	Mar-19	40%	A Communication Plan to be urgently formulated and submitted.
	Integration of all systems.	HOD: Corporate Services	May-18	Jun-19	20%	Tender specifications have been approved and tender advertised.
Business Processes (Land Development)	Remap and streamline business processes across the organisation.	HOD: Corporate Services, DED Operations	May-18	Jun-19	20%	This is part of the above tender that was done and advertised.
Legal	Establish a municipal court that enforces by-laws and infringements.	HOD: Corporate Services, Chief of Metro Police;	May-18	Mar 2019 (Ongoing)	50%	There is an existing traffic court, its conversation to municipal court is dependent on the promulgation and gazetting of the establishment of the Metro Police. A team comprising Legal and Chief of Metro Police

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						awaiting confirmation of date to meet the Dept of Justice in 2018 still.
	Review of legal services and use of external legal advisors and implement recommendations.	HOD: Corporate Services	Jul-18	Nov-19	100%. Completed.	Litigation Risk analysis has been reviewed. Departmental Structure has been drawn and finalisation is dependent on the Organisational Redesign process. Complied.
	Strengthen enforcement of conditions of development authorisations.	HODs: Planning and Engineering	May-18	Oct-18	50%	The Planning Land Use Bylaw has been amended. Submitted to Legal Services who appointed a service provider to look at the legalities. A workshop was held during November 2019 with the service provider. Final internal session to be held on 2 Dec 2019. The service provider to finalize the final draft by March 2020.
	Conducting litigation risk analysis and update the register.	HOD: CS	May-18	On Going	100%. Completed	The analysis and register have been completed and a final report compiled to update the litigation register.
	Develop a strategy to deal with litigations.	HOD: CS	May-18	Aug-18	100%. Completed	Standard Operating Procedures reviewed. Presentations on the SOP was done through the roadshow by Corporate Services
	Develop a legal services charter.	HOD: CS	May-18	Nov-18	100%. Completed	Done - Reviewed as part of Standard Operating Procedures.
	Adopt a tariffs / fees schedule for appointment of attorneys.	HOD: CS	May-18	Aug-18	100%. Completed	The Schedule has been drafted and will be distributed to attorneys after consultation with Chief Financial Officer and City Manager.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
Legal: Contract Management	Review all contracts and service level agreements.	HOD: CS	May-18	Dec-18	50%	A service prover appointed, and work expected to be completed in the next three. The Bloemwater and CENTLEC service delivery agreements were prioritised and are at an advanced stage of review. A draft SLA for Bloemwater was developed and circulated to stakeholders including Bloemwater and DWS.
	Review service delivery mechanisms.	CM, HOD: CS	May-18	Feb-19	50%	Terms of reference and reporting template finalised the review done/ongoing.
	Issue intention to terminate contracts without source documents.	HOD: CS	May-18	Nov-18	100%. Completed.	Done.
Legal: By-Laws	Introduce a contract management policy.	HOD: CS	May-18	Nov-18	100%. Completed.	There is an existing standard operating procedure for contract management.
	Develop and Review By-Laws to provide for Tariffs, Fees, Fines and Penalties.	HOD: CS	May-18	Mar-19	70%.	26 by-laws were reviewed and promulgated in the Provincial Gazette in July 2019. The new Student Housing Bylaw public participation took place on 31 July 2019, in process of being recommended for approval. Tuck Shop Bylaw in process of being recommended for approval.
	Develop By-Law Resident Manual for public awareness and education.	HOD: CS	May-18	Mar-19	30%	Deferred pending the promulgation of all By-laws. Currently there are about six by-laws that are still to be promulgated and the process is underway.
Legal Compliance	Compile a Compliance Register and develop procedure manual.	HOD: CS	May-18	Dec-18	40%	Activity / Function to relocate to GM: Institution Compliance in OCM and Legal Service to provide support where necessary.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
ICT: Paperless Environment	Instruction not to print, unless critical.	HOD: CS	May-18	Jul-18	30%	Concept note to be discussed at the ICT Steering Committee before submission to EMT.
	Development of Programme on going Paperless	HOD: CS	May-18	Jul-18	30%	Employees who are mainly General Workers are currently undergoing a computer literacy training / programme. This programme will assist greatly in digitising municipal business processes.
	Roll-out of Programme on going Paperless in a phased manner. Phase 1: Administration	HOD: CS	May-18	Dec-18	30%	Plans will include paperless management meeting, scanning of approved documents, minutes etc.
	Roll-out of Programme on going Paperless in a phased manner. Phase 2: Political structure	HOD: CS	May-18	Dec-19	30%	Dependent on phase 1. Engagements with the Speaker to be instituted.
ICT: Telephones	Review of current Telephone Policy.	HOD: CS	May-18	Sep -18 On-going		Done - Submission through appropriate structures for consultation and approval to follow soon.
	Implementation of a Telephone Management System with Call Limits.	HOD: CS	May-18	Dec -18 On-going		This has been done but is only applicable to Bram Fisher. Further rollout is dependent on procurement of new PABX. Awaiting Telkom for updated proposal for implementation.
ICT: Consolidation	Integrate Call Centres.	HOD: CS	May-18	Jun-19		Tender was re-advertised

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	Upgrade Server Capacity.	HOD: CS	May-18	Jun-19		Tender was re-advertised
ICT: Infrastructure	Network expansion and reliability.	HOD: CS	May-18	Jun-19		Tender was re-advertised
ICT: Security	ICT governance framework.	HOD: CS	May-18	Dec-18		Tender was re-advertised
Register of Disclosure of Interests	Ensure register of disclosure of all employees and councillors interests is fully compliant with law and AG requirements.	CFO, HOD Corporate Services	Jul-18	Jun-19	100%. Completed.	Done for EMT. SCM issued a new circular for all employees to disclose interest in the new financial year. All declarations are recorded with Corporate Services HR Management.
Uprooting Corruption and Fraud	Establish a hotline for fraud and corruption at the Sub Directorate anti- fraud and risk.	CM	May-18	Aug-18	50%.	The National Fraud Line to be used.
Approval of Financial Recovery Plan	Approval of the Financial Recovery Plan for adoption by Council	City Manager	Jul-18	Jul-18	100%. Completed	Done. Council Approved the Financial Recovery Plan in August 2018.
Implementation of the MMMs Financial Recovery Plan	Include as a standing item, the progress on the implementation of the FRP, in the Executive Management	City Manager	Jul-18	On going	100%. Completed.	Done.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status / Percentage	Comments regarding status and progress related to activities
	Meetings' Agenda and Council's meetings.					
Strategic Development Review	Implement the City's Strategic Development Review Initiative	CM, EMTs	In progress	On-going	100% and ongoing	This is implemented by Directorates on an ongoing basis.

Strategy 2: Organisational Restructuring and Human Resource Management

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Percentage	Comments regarding status and progress related to activities
Employee Costs - Overtime	Finalisation and implementation of overtime policy.	HOD: Corporate Services	May-18	Sep-18	50%.	Draft policy served at the Section 80: Corporate Services and thereafter at the LLF before consideration by Council.
	Establish an Overtime Management Committee.	HOD: Corporate Services	Jun-18	Jun-19	100%. Completed	Done. Transversal Committee operational headed by HOD: CS. The committee is meeting monthly to monitor overtime allocation and compliance to legislated thresholds.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Percentage	Comments regarding status and progress related to activities
	Consideration of a shift system where relevant.	All HOD's	Jun-18	Dec-18	50%	Fresh Produce Market: 3 x 8 Hour shifts in a 24 hour period implemented. Overtime payment will not be reduced until vacancies have been filled. The consideration of shift system for Solid Waste is under consideration at the Local Labour Forum Sun-committee of Workplace Restructuring.
	Enforcement of overtime directive and policy.	All HOD's	May-18	On Going	100%. Ongoing	Currently been enforced at 60 hours. Deviations are motivated to the City Manager
	Corporate Services Roadshows to workshop directorates on effective management of overtime.	HOD: CS	Jun-18	Jun 2018, on-going	100%. Completed	Done. On-going impact assessment is to be done.
Employee Allowances	Draft and implement policies on standby, acting and transport allowances.	HOD: CS	May-18	Dec 2018, on-going	100%. Completed.	Collective Agreements are in place. The roadshow covered these aspects. Implementation Guidelines have been drawn -up and circulated. Draft Standby Policy in place and awaiting to serve at relevant forums for mandatory consultation.
Change Management	Introduction of employees' satisfaction survey.	HOD: CS	May-18	Dec 2018, on-going	50%.	Sample Surveys conducted in several units of MMM i.e. Thaba Nchu Region, Dewetsdorp in former Naledi Unit, Soutpan and Mechanical Workshop. A questionnaire has just been finalised for an all-encompassing project (Quantitative Survey). NT expressed willingness to assist.

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	Consider and implement the recommendation from the survey.	HOD: CS	May-18	Dec 2018, On going	50%	Consideration and implementation of the recommendation from the survey will follow based on the recommendations of the survey report.
	Develop and implement change management strategy. Implement "I love my City, I love my Job" programme.	HOD: CS	May-18	Dec 2018, On going	50%.	Programme launched and piloted in Corporate Services. The next roll-out phase will be in Planning and Economic Development Departments.
Filling of critical vacancies	Filling of compliance positions (CFO, Chief Risk Officer, GM IDP)	HOD: CS, CFO	May-18	Oct-18	100%. Completed	CFO, Chief Risk Officer, GM: Budget and GM: IDP positions filled.
	Develop criteria for and prioritise other critical vacant positions.	HOD: CS	May-18	Aug-18	100%. Completed	List of critical positions compiled by all departments. An internal vacancy bulletin to be issued in November 2019.
HR Management and Development Organisational Structure	Finalise consultative processes of the review of the organisational structure.	HOD: CS	May-18	Dec 2018, On going	100%. Completed.	All departments were consulted by Corporate Services and Draft micro structure in place.
	Conduct work study on each directorate.	HOD: CS	May-18	Dec 2018, On going	100%. Completed.	Done as part of the micro structure review.

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	Conduct a skills audit.	HOD: CS	May-18	Dec 2018, On going	40%	Preparatory work has taken place. Cost implications hereof and timeframe to be reconsidered. HOD: CS to engage further on the matter.
	Develop and implement HR policy to deal with skills mismatch.	HOD: CS	May-18	Dec 2018, On going	50%	The matter was discussed at Human Resources Development Sub - Committee of LLF but not yet resolved.
HR Management and Development: Performance Management	Develop and implement performance management system across all levels (phased in approach: 3-4, 5-7, 8-12, 13-15 over three financial years).	HOD: CS	May-18	Mar 2019 and Ongoing	40% on-going	Transversal team established and coordinated by DED: OCM. As part of piloting Transversal Management, the development and implementation of PMS is a sub-project approved for implementation.
	Train staff to implement performance management.	HOD: CS	May-18	March 2019, On going	20%	Awaiting finalisation and approval of IPMS Policy by Council
	Implement measures to address poor performance including consequence management.	HOD: CS	May-18	March 2019, On going	40%	On-going and disciplinary are implemented on a case by case basis. The issue of poor performance will also be dealt with in the new performance management policy.
HR Management and Development"	Introduction of an electronic leave system linked to the payroll.	HOD: CS	May-18	Sep-18	80%	The system has been procured and currently being piloted within HR and Corporate Services and will soon be rolled out to other line function Directorates.

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Leave and Absenteeism	Audit and reconciliation of leave days.	HOD: CS	May-18	Sep-18	100%. Completed	Reconciliation completed in CS and currently in other Directorates.
	Issue a circular which stipulates attachment of leave credits to every leave application.	HOD: CS	May-18	Sep-18	100%. Completed	Done. Circular issued and all leave applications are accompanied by the
	Investigate and adopt an appropriate attendance management system (regulated working hours).	HOD: CS	May-18	Dec-18	30%	To be done as part of the ICT integration of systems programme.
HR Management and Development: Human Resource Policies and Procedure Manual	Finalise outstanding HR policies for adoption by council.	HOD: CS	May-18	Nov-18	60%.	Council has approved HRD Sub - Committee recommended Policies for approval by LLF.
	Communicate HR policies to staff.	HOD: CS	May-18	Nov-18	70%	In progress. The approved policies communicated through the Corporate Services roadshows. The remainder of the policies to be communicated during the 2nd leg of the Roadshows.
	Consolidate and harmonise condition of services to ensure uniformity.	HOD: CS	May-18	Nov-18	80%	Consolidation concluded and validated by Corporate Services. Last leg is to present the consolidated document to the Local Labour Forum for endorsement before Council approval.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Percentage	Comments regarding status and progress related to activities
	Implement training of managers, supervisors on disciplinary code and disciplinary management.	HOD: CS	May-18	Nov 2018, On going	100%. Completed	Done as part of Corporate Services Roadshows.
Utilisation of Internal Resources (insourcing)	All future SLA's contracts should include a skills transfer clause.	Contract Management	Immediately	Ongoing	50%. Ongoing.	All contracts currently being considered are referred to Legal services to receive appropriate attention. It is part of the on-going contracts review process.

Strategy 3: Restructuring the Budget

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Progress	Comments regarding status and progress related to activities
Line Item Budget Analysis - 2015/16, 2016/17 and 2017/18	Undertake budget and actual line item analysis for the 2015/16, 2016/17 and 2017/18 financial years.	CFO, GM Revenue, GM Budget, All Executive Managers	Aug-18	Sep-18	80% and ongoing on a yearly basis as part of IDP/ Budget Process	For all revenue services, a zero budgeted approach is used and therefore it is always based on actual expected revenue for that year and is in line with prior years. The current zero-based is currently underway and was finalised on 31 May 2019.
	Review targets for realistically anticipated revenue and expenditure trends and identify any inefficiency in revenue and expenditure.	CFO, GM Revenue, GM Budget, All Executive Managers	Aug-18	Sep-18	80% and ongoing on a yearly basis as part of IDP/ Budget Process	Ongoing
Tariffs	Determine Cost Reflective tariffs.	CFO, GM Revenue, GM Budget, All Executive Managers	Aug-18	Sep-18	50% and ongoing on a yearly basis as part of IDP/ Budget Process	Ongoing. A Full Costing analysis has been done on Water Service and the Cost Amount has been determined. Detail Direct Cost assessments has been done on all other significant services and

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/Progress	Comments regarding status and progress related to activities
						evaluated against current revenue. Only high level cost assessments has been done on non-significant revenue.
	Update the Tariff Structure taking into account all other Sundry revenue generating items from Planning, Land & Property Development and Human Settlements.	CFO, GM Revenue, GM Budget, All Executive Managers	Aug-18	Sep-18	80% and ongoing on a yearly basis as part of IDP/ Budget Process	The current tariff structure (general tariffs listing) already includes all sundry tariffs. Further engagements has been held with the following departments: - Planning regarding penalties for incorrectly zoned, illegal properties, etc. - Advertising division regarding the tariffs applied and controls in place - Detail assessments to be done on all sundry revenue during the 2019/20 financial year and to be considered for pricing to be adjusted for 2020/21 financial year
Adjustment Budget for 2018/19	Compile a 2018/19 adjustment budget in line with reviewed targets for realistically anticipated revenue and expenditure trends and ensure revised budget to be credible and cash funded. Adjust personnel budget to reflect actual posts, including the new key and funded positions.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	Dec-18	100%. Completed	2018/19 Adjustment Budget was approved by Council. Completed as part of the 2018/19 Budget and Adjusted Budget.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Progress	Comments regarding status and progress related to activities
	Austerity and cost cutting measures to be reflected in the 2018/19 adjustment budget.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	Dec-18	100%. Completed	Savings were identified on line items with no movements, expenditure was adjusted downwards
Adjustment Budget for 2018/19	Approved SDBIP for 2018/19FY to be reviewed and finalised to reflect 2018/19 adjusted budget.	CFO, All Executive Managers	Jan 2019	Feb 2019	100%. Completed	Completed. Council approved the 2018/19 reviewed SDBIP.
	Approval of the adjustment budget and revised SDBIP for 2018/19 by Council.	CFO, All Executive Managers	Feb-19	Feb-19	100%. Completed.	The Adjustment Budget and revised SDBIP for 2018/19 were approved by Council. Furthermore, National Treasury requested the Municipality to compile a Special adjustment budget for 2019/20 financial year. The special adjustment budget was compiled and approved by council it on 28 November 2019.
	Capturing the approved adjustment budget for 2018/19 on the financial system.	CFO	Mar-19	Mar-19	100%.completed.	Activity was completed.
	Implementation and monitoring of the approved adjustment budget for 2018/19.	CFO, GM Revenue, GM Budget, All Executive Managers	Mar-19	Jun-19	100%. Completed.	Activity was completed.

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Progress	Comments regarding status and progress related to activities
Compilation of a credible and cash funded MTREF budget for 2019/20 in accordance with the approved budget timetable of Council.	Compile a 2019/20 MTREF budget in line with the 2018/19 adjustment budget reviewed targets for realistically anticipated revenue and expenditure trends.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	Mar-19	100%. Completed.	The draft 2019/20 MTREF Budget has been finalised and tabled at Council meeting held on 29 March 2019
	Austerity and cost cutting measures to be reflected in the 2019/20 budget.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	May-19	100%. Completed.	Activity was completed.
	Review all tariffs and charges.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	Mar-19	100%. Completed.	Tariffs are reviewed on an annual basis and is enforced through zero-based budgeting. Some of the sundry charges have been reviewed, but not yet all of them. All main services have been reviewed and appropriate tariffs applied.
Compilation of a credible and cash funded MTREF budget for 2019/20 in accordance with the approved budget timetable of Council.	Review all current budget related policies.	CFO, GM Revenue, GM Budget, All Executive Managers	Nov-18	Mar-19	100%. Completed.	All revenue related budget policies have been reviewed for 2019/2020 budget year and key changes include: - Key changes to rates policy for development valuations; - Indigent Policy changed from 10 kl to 6 kl - Changes to debt collection and credit control policies to ensure better debt collection initiatives
	Scrutinise draft 2018 General Valuation Roll to ensure completeness.	HOD Planning, CFO	Nov-18	Dec-18	100%. Completed.	As the municipality embarked on a new General Valuation Roll in 2017, all properties have been relooked at and reconsidered. Morar has been appointed to check and

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/ Progress	Comments regarding status and progress related to activities
						ensure that all properties as per the deeds office have been recorded in the valuation roll. No significant differences have been indicated and therefore the valuation roll was considered complete. Monthly completed building projects are submitted to Valuations for amendment of the Valuation Roll and adjustment of property rates. Approval on condition of already built illegal structures that are compliant in terms of the Land Use but cannot be approved because of transport planning issues so that these can be forwarded to the Valuers for the correct calculations of rates and taxes.
	Finalise and Council adopts 2019/20 MTREF Budget, budget policies, bylaws, IDP.	CFO, GM Revenue, GM Budget, All Executive Managers	May-19	Jun-19	100%. Completed.	The 2019/20 MTREF Budget, budget policies and IDP were approved at end of May 2019.
	Implement 2019/20 MTREF Budget, budget policies, bylaws, IDP.	CFO, GM Revenue, GM Budget, All Executive Managers	Jul-19	Jun-20	50%	Implementation of the 2019/20 IDP, Budget and Policies is on-going. Monthly and 1 st Quarterly Report submitted to Council to date.
Compilation of a credible and cash funded MTREF budget for 2019/20 in accordance with the	Monitor implementation of 2019/20 MTREF Budget, budget policies, bylaws, IDP.	CFO, GM Revenue, GM Budget, Executive Managers	Jul-19	Jun-20	50%	Ongoing

Focus Area	Key Activities	Responsible	Start Date	End Date	Status/Progress	Comments regarding status and progress related to activities
approved budget timetable of Council.						
Indigent and Free Basic Services	Update the indigent register and review policy allocation of FBS.	CFO	Nov-18	Ongoing	100%. Update is an ongoing process	<p>There is currently a process underway to review the indigent register. About 6184 new indigents have been identified so far for the new financial year which has to be reviewed and validated to be included in the indigent register.</p> <p>The new consultant has been appointed and work has been started. Policy allocation change will be embarked upon as part of policy adjustment process as for the March 2019 budget.</p> <p>The current figure of expected indigents being recommended and requiring follow up is 58 000.</p> <p>Council approved the first batch of indigents on 28 June 2019.</p>
mSCOA	Ensure compliance with mSCOA as Per National Treasury Regulations.	CFO	Jul-18	Ongoing	100%. Completed	Seamless integration of systems is work in progress.

Strategy 4: Service Delivery and Infrastructure Management

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Facilities: Maintenance and Development	Compile a Database of Facilities belonging to the Municipality.	HOD Corporate Services	01 May 2018	30 June 2019 On Going	100%.	Completed
	Consolidate Facilities under Corporate Services.	HOD Corporate Services	01 May 2018	30 June 2019 On Going	100%. Completed	The following divisions and sub - divisions have been transferred to Corporate Services, Namely; Housing Maintenance (Human Settlement) and Air - Conditioning Unit (Solid Waste and Fleet). This will effect from 1 July 2019:
	Conduct a Building Condition assessment for Maintenance Plan.	HOD Corporate Services	01 May 2018	30 June 2019 On Going	40%	Specification has been submitted to SCM for presentation
	Habitability, Accessibility and Health Assessment.	HOD Corporate Services	01 May 2018	30 June 2019 On Going	60%	MMM Buildings Fire Fighting Equipment (handhelds) have been Serviced. Commenced with the installation of new fire detection and PA system.
	Develop a Facilities Maintenance Strategy / Plan.	HOD Corporate Services	01 May 2018	30 June 2019 On Going	40%	Specification has been submitted to SCM for presentation

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Optimal utilisation of unused facilities.	HOD Corporate Services	01 May 2018	01 February 2019	50%	Introducing a maintenance programme to upgrade these facilities and after market them properly in consultation with Sub-Directorate: Communication
	Feasibility study for future municipal office space	HOD Corporate Services	01 March 2019	01 June 2020	50%	Preparatory work has commenced on the specification for external professional service provider.
	Develop and implement Control Measures to Manage abuse of facilities.	HOD Corporate Services	01 May 2018	30 December 2019 On Going	80%	Reduced free use of Facilities through advices to the Office of the Executive Mayor. Secondly, drafting a free use policy which will include the introduction for departmental charges to curb the abuse
Water losses and reduction of Non-Revenue Water	Development of business plan to address water loss.	HOD: Engineering	01 July 2018	30 June 2019	100%	Completed
	Replacement of dysfunctional bulk water metres.	HOD: Engineering	01 July 2018	30 June 2019	80% and ongoing	SDBIP Target = 160 Ongoing Progress = 156.
	Installation and replacement of AMR/ Prepaid water meters.	HOD: Engineering, CFO	01 July 2018	30 June 2019	80% and ongoing	SDBIP MDRG Target 5500: Progress to date = 0 SDBIP USDG Target 2800: Progress to Date = 4166
	Installation of water metres for unmetered sites.	HOD: Engineering	01 July 2018	30 June 2019	80% and ongoing	SDBIP MDRG Target: 58 existing PRVs refurbished, 6 new PRVs installed, Progress = 30 existing refurbished.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Identification and rectification of illegal connections.	HOD: Engineering CFO HOD Social services	01 July 2018	30 June 2019	70% and ongoing	Reported = 6 Progress = 15 (Attended to as they are reported)
Reduction of Bloemwater Monthly Purchases	Expedite the implementation of Bulk Water Augmentation Plan projects.	HOD: Engineering CFO	01 July 2018	30 June 2019	0%. The Bulk Water Augmentation Plan Projects is implemented by Bloemwater.	Gariiep project is being implemented by BW. WCWDM business plan complete.
	Expedite the implementation of Waste Water reuse projects.	HOD: Engineering	01 July 2018	30 June 2021 and Beyond	100%. Completed.	Reuse project's feasibility study is completed. The work will proceed in the next financial year when funds become available. Awaiting WULA for reuse project approval from DWS.
	Revision of bulk water supply SLA with Bloemwater with emphasis on reviewing downwards the existing punitive tariffs and service conditions.	CM, CFO, HOD: Engineering, HOD: Corporate Service	01 July 2018	30 June 2019	80%. Draft SLA completed.	The Metro appointed attorneys to assist with the reviewing of the old SLA and drafting of the new SLA. Reviewing of the new SLA Draft in progress.
	Review status of bulk water supply, develop and implement strategy.	CM, CFO, HOD: Engineering, HO: Corporate Service	01 July 2018	30 June 2019	80%. Draft SLA completed.	Linked to the SLA and MBWAP
	Implementation of Water Conservation and Water Demand Management Plan.	HOD: Engineering	01 July 2018	30 June 2021	70% and on-going	Ongoing.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Fleet Management	Proactive leak detection and repairs and pressure management.	HOD: Engineering	01 July 2018	30 June 2021	70% and on-going	Ongoing. Progress = 677 Repaired
	Expediting Refurbishment of water supply systems.	HOD: Engineering	01 July 2018	30 June 2021 On-going	70%	Service Provider appointed. Preventative maintenance plan is 70% complete
	Fleet management policy approved and implemented.	All HOD's	immediately	31 July 2018	80%	Council Made Recommendations which shall be factored in in due course for submission in November 2019.
	Investigation and implementation on the outsourcing of trade waste.	HOD: Fleet and Waste	01 May 2018	30 June 2019	40%	There is a labour rejection of this approach, which was presented to LLF. But consultations are ongoing.
	Route optimisation.	All Solid Waste Managers	immediately	On-going	100%. Completed	The city has optimised all routes, except the Bloemfontein South, which continues to show challenges. We have re-demarked the routes in the South. Instead of 11 or 12 routes, we have reduced to 9 a day and trucks shall be pushed to the south. Within the next two months. We have since August reduced overtime to midweek days only within a scope of reduced hours for domestic waste. Our anticipation is to have a reduced 60-hour overtime by November 2019.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Solid Waste	Investigation and implementation on the outsourcing of trade waste.	HOD: Waste and Fleet	01 May 2018	30 June 2019	70%.	Tender Closed, currently being evaluated, but the directorate also received an advise that the model should be taken to LLF. Report has been presented at LLF Sub Committee
	Implementation of efficiency model for solid waste	HOD: Waste and Fleet	01 July 2018	On-going	50%	Request for proposals specifications completed, awaiting advertising
Roads Maintenance	Interact with the Central University of Technology for study on the city road network.	HOD: Engineering	01 July 2018	30 January 2019	100%. completed	The engagement with CUT highlighted that the expected partnering was to benefit CUT in developing research students.
	Patching of Potholes	HOD: Engineering	01 July 2018	On-going	70% and ongoing	Progress = 114 km, SDBIP Target = 82 km of road to be maintained. Some of the potholes are being attended as per the complaints register.
	Develop and implement a comprehensive road and storm water asset management plan.	HOD: Engineering	01 August 2018	30 June 2019	80%	The Professional Service Provider has been appointed. Project implementation has progressed immensely (estimated at 80 %). The Roads Asset Management Plan development is completed and now the Stormwater Asset Management Plan is been finalised.
	Implement and monitor a comprehensive Roads and Storm	HOD: Engineering	30 June 2019	On-going	40%	Linked to the asset management plan.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Water Asset Management Plan.					
Transport Planning	Develop transport plan for western areas of the city.	HOD: Planning	01 May 2018	30 June 2019	100%. Completed	Road Master Plan has been completed and approved as part of the Structure Plans. Council approval was given on 31 October 2019.
	Implement the recently drafted Integrated Public Transport Network Plan	HOD: Planning	01 September 2018	30 June 2021	80%	Infrastructure roll-out is underway for Phase 1 (Trunk Routes and Bus Depot). Interim services planned for implementation.
Bulk Engineering Services Master Plan	Update bulk engineering services master plan with latest SDF to accommodate additional demand on service provision (this will include revision of development charges)	HOD: Engineering	01 August 2018	30 June 2019	100%. Completed	The input on bulk engineering services master plan for the development of the updated SDF has been submitted to planning directorate
Town Planning	Complete master plans for mixed use development in priority development nodes.	HOD: Planning	01 May 2018	31 December 2018	100%. Completed	Structure Plans have been completed and approved by Council on 31 December 2019.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Development applications using innovative use of technology.	HOD: Planning	01 July 2018	31 December 2018	50%	Building Plans - Discussions already commenced with IT to develop software internally mainly for the processing of Building Plans which are part of development application. IT indicated that a automated system will be very costly, however in the meantime an electronic notification tracking system for the building plans will be developed. The process is in the designing stage. IT to finalise designs.
	Audit approved development application to identify where development charges have not been received (Planning to Provide Record of Decision Letters of approved developments).	HOD: Planning	01 May 2018	30 September 2019	80% and ongoing.	A list of previously approved developments was submitted to HOD Economic Development. Development charges are controlled in terms of Service Level Agreements by Engineering Services. The MPT Decision register is sent to both Records and the Finance directorate on a monthly basis.

Strategy 5: Revenue Enhancement and Economic Development

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Facilities: Properties	Review of all Lease Agreements. (include contract review)	GM: Property Management, GM: Legal Services	May-18	Mar-19	100% and ongoing	All lease agreements are reviewed as and when the lease is due for renewal. New Leases: For the period commencing June 2018 to date, the following lease agreements were entered into: ✓ We have signed 6 New Leases that would yield a total of R 22606.44 p.m.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						<p>plus R55 000-00 p.m. on completion of the Rugby Academy Facility.</p> <ul style="list-style-type: none"> ✓ For the month of May report we have signed 8 new leases to yield R 39109.34 p.m. . ✓ For the month of June we have signed 2 new lease to yield R 6086.94. ✓ For the month of July and August there were no signed new leases. ✓ For the month of September no new leases were signed. ✓ For October no new leases were entered into. For the month of November 2019 we signed 2 new lease agreements to yield R 9059.91. <p>Renewals: We have signed 4 Leases that would yield a total of R70 890.31 p.m.</p> <ul style="list-style-type: none"> ✓ For May report we have renewed 6 lease to yield R34520.40 p.m. ✓ For the month of June we have signed 6 lease renewals yielding R16591.00 per month ✓ For the months of July and August there were lease renewals. ✓ For the month September 5 renewals were signed for R52 554.14. ✓ For October month no renewals were entered into. <p>Pending Applications: We processed forty five(45) new applications and renewals that would yield the total amount of R196 736.85 p.m if approved. We have made arrangements with Committee</p>

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Tariffs	Enforcement of punitive tariffs on undeveloped land and illegal improvements without approval	HOD: Planning, CFO	Jul-18	Mar-19		Services to have Section 80 Committee Meeting mid November 2019 and we hope that all these items will make it to Mayo and Council. Through this area remain a challenge due to staff shortage , however the GM Land Use Control has been tasked together with his manager to develop a plan of action with clear time line of which it has been done. Notices are being issued continuously.
Debtors Management	Profiling customers according to affordability to pay.	CFO	Sep-18	Ongoing	100% and ongoing	Debt collectors have been appointed. This will help in that profiling. Nevertheless businesses are already profiled according to their nature and type. Residential consumers are being profiled according based on suburbs for disconnection. MORAR has been appointed at the beginning of December 2018 to assist with purification of data and to assist with profiling of debtors. Preliminary investigative work has begun and they are currently busy with the detail work. Final steps in updating is being done. Updates have been updated. Information needs to be updated on a regular basis and will be an ongoing project.
	Top 100 defaulting business consumers to be provided to the City Manager for follow up	CM, CFO, HOD Social Services, Chief of Metro Police	May-18	Monthly, on-going	100% and ongoing	List was provided to CM and EMT. Meetings was held with multiple top consumers to ensure better relations. There is a monitoring of arrangements.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	and embark on collection strategy.					Latest list submitted to EMT for progress on large accounts as at 25 November 2019.
	Review debtors book and implement prioritised debt collection.	CFO	May-18	Jun-18	100% and ongoing	Businesses have been using prioritised debt collection since 2017. Businesses are split into malls, student houses, hospitals, education, guest houses, garages, etc. and each category is evaluated on a monthly basis. Residential properties are categorised by suburbs and each suburb is then disconnected for all overdue accounts. MORAR has been appointed to assist with further prioritisation and detail work is currently underway and the final steps are being done to update system. Please see fourth quarter debt collection report for detail investigation into current debt situation.
	Focus on collection from provincial government and Free Development Corporation (FDC)	CM, CFO, HOD Social Services, Chief of Metro Police	May-18	Ongoing	50% and ongoing	Government and FDC has been disconnected in May 2018. They have paid some monies over to the municipality (approx R 80 Mil). We have sent a letter requesting National Treasury to intervene with regards to settlement of debt of government. FDC has a settlement agreement with the municipality. We are regularly disconnecting to get our money. Provincial Government has been disconnected again on 8 and 9 November 2018. 166 Properties were disconnected with total outstanding debt of R 149 Million.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						<p>FDC was also disconnected with 230 properties disconnected with total outstanding debt of R 160 Million. FDC Paid a total of R 1.5 Million and Provincial Government has up to date not paid any monies. They are still disconnected. Schools have also been disconnected. Schools have a total outstanding debt of R 58 Million that was disconnected. FDC has since proposed a settlement agreement whereby some assets are transferred to the municipality. This is being investigated as to the viability of the transaction and due diligence to be done. They are also in discussion with government for once off settlement amount. Their tenants are being installed with separate metering to bill them directly for services.</p> <p>Engagements are currently held with PPW to come to a settlement plan on arrear debts and discuss way forward.</p> <p>An item was sent to council for an potential settlement offer to public works for arrear debt. Unfortunately, the item was withdrawn. Please see fourth quarter debt collection report for detail investigation into current debt situation.</p>
	Elevation using section 64 of MFMA.	CM	Jul-18	Ongoing	100%. Completed	<p>A letter has been sent to National Treasury indicating the amount outstanding and procedures undertaken to resolve the matter with Public Works at end of June 2018. No feedback has been received from National Treasury. At recent budget</p>

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						meeting held as NT, they confirmed that they will apply section 64 to deduct money from their equitable share to be redistributed to city. Awaiting results of potential settlement offer. Please see above
	Cut services to defaulting government departments.	City Manager	May-18	Immediately	50% and ongoing	
	Undertake data cleansing.	CFO, HOD: Planning	May-18	Jun-20	70% and ongoing	This is a continuous process and multiple exercises has occurred including: - Updating of Water meters - Updating from Records of Deeds Records - Updating from info of Clearances - Returned mail is cleaned up and corrected to ensure that all mail is received by consumers - MORAR has been appointed in December 2018 to assist with data cleansing and are in final stages of completion
	Finalise consolidation of municipal accounts.	CFO, HOD: CS	May-18	Dec-18	50% and ongoing	We have engaged with the service provider (BCX) on multiple occasions to develop program to assist with consolidation of all accounts. The financial software has not been changed yet. However our current policy does not allow tenant accounts to be opened and no new such accounts are opened. Engagements are still happening with Centlec to consolidate accounts: - Meeting were held since November 2017 (4 in total). The last meeting was held at

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						the end of October 2018 to resolve the use of electricity to ensure debt collection. The plan has been developed and populated and proposed solutions identified. Needs approval from management from MMM and Centlec to proceed with implementation. A letter has been sent on 23 November 2018 to request Centlec to implement Auxiliaries on prepaid electricity meter on outstanding balances. No response has been received. Please see fourth quarter debt collection report for detail investigation into current debt situation.
	Implement MSA provision on collecting debt from all employees owing council.	CFO, HOD Corporate Services: Corporate Services	Immediately	Ongoing	100% and ongoing	This is being done on monthly basis where all employees with outstanding balances being deducted. Lists was recently updated to make sure all employees are considered. A monthly amount of R 860 000 is deducted. Please see fourth quarter debt collection report for detail investigation into current debt situation.
	Switch off all national and provincial defaulters.	CFO	May-18	Ongoing	50% and ongoing	See above
	Switch off all other defaulters.	CFO	Jun-18	Ongoing	70% and ongoing	Disconnection undertaken every month as per debt collection report. Please see disconnection schedule as per debt collection report. Please see fourth quarter debt collection

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						report for detail investigation into current debt situation.
Policies and Agreements	Review Memorandum of Incorporation and SLA with Centlec.	City Manager	Jun-18	Dec-18	90%	Process has commenced and underway. The report served at EMT, MAYCO and is enroute to Council
	Review SLA with Bloemwater.	City Manager	Jun-18	Dec-18	80%	Process has commenced and underway. The draft was circulated to all parties for comments and inputs.
Prepaid Meters	Prioritise installation of prepaid water meters in all schools.	CFO, HOD: ES	Jul-18	Dec-18	40%	Technically it is not possible as prepaid meters are only available from 15mm to 25mm. Surveys has been completed at all relevant schools and all schools identified. Bulk prepaid meters is not yet available and purchased. As soon as available, meters at schools will be installed. Investigations have been conducted which indicated multiple infrastructural problems and most schools are supplied water through bulk meters and there are currently no bulk pre paid water meters. Meeting held with bulk meter supplier 2 weeks ago. Pilot project is currently underway to test 3 of these meters to ensure that they adhere to quality standards and effectiveness
	Prioritise installation of prepaid electricity meters on all municipal investment properties. Audit water meters.	CFO and Centlec CFO, HOD: ES, HOD: Planning	Jun-18 May-18	Sep-18 Jun-20	50% 60% and ongoing	Budgetary provision will be submitted for implementation in the new financial year. i Continuous process. Primarily intended to be replaced by prepaid water meters.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
						<p>Surveys have been done to identify all bulk water meters and other un-metered areas surveys have been performed. 21 000 stands have been identified that may contain water meters. Based on surveys performed, 12 100 of these stands have been investigated and approximately 3000 meters have been updated on the financial system. Continuous work is being done to update all water meters. Weekly meetings held with prepaid installations teams to reconcile all information and to make sure everything is correct.</p>
	Installation and enforcement of prepaid meters.	CFO	May-18	Dec-18	60% and ongoing	<p>About 15% of all meters have been converted to prepaid water meters and is continuing to be converted. A total of 30 856 prepaid meters have been installed as of 11 October 2019.</p>
	Enforcement of installation of water meters in terms of agreements.	CFO, HOD: Planning, HOD: ES	May-18	May-18	60% and ongoing	<p>All new water and sanitation projects and human settlement projects, installation of prepaid water meters are being enforced. All new agreements with contractors is required to install prepaid water meters. Water demand is a signatory of those contracts to ensure that prepaid meters was indeed installed. A meeting was held on 12 December 2018 to identify any additional gaps and to update the agreement as per those resolutions. Continuous engagement is held to ensure improvement in closing gaps.</p>

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
FMCMM	Update FMCMM and develop an action plan to address critical issues.	CFO	Jul-18	Dec-18	100%. Completed	All new development applications are now including the pre paid water meter requirement. Revenue Management has completed the FMCMM. National Treasury visited the municipality from 24 to 26 June and went through the assessment. Revenue management scored a rating of 2,8 out of 3 which is a very good rating, so no major challenges were identified. An action plan (as attached) was developed and these actions is being monitored. 3 out of 6 actions completed. Progress made on some of outstanding items and 5 out of 6 addressed
Creditors Management	Review creditors and perform creditor negotiations.	CFO	Jun-18	Dec-18 and Ongoing	60% and ongoing	Process ongoing
Liabilities Management	Review major liabilities.	CFO	Jul-18	Jun-18	60% and ongoing	Process ongoing
Expenditure Management	Audit of consumption of water and electricity in Municipal facilities.	HOD: ES and CE Centlec	Jun-18	Dec-18	60% and ongoing	Process ongoing
Feasibility Studies, Reviews and Audits	Review of strategic stock holding (timing)	SCM	Jul-18	Dec-18	60% and ongoing	Process ongoing
	Undertake a land audit	HOD: Human Settlement	Jan-19	Dec-21	80% and ongoing	The land audit of Bloemfontein, Botshabelo and Thaba Nchu is complete. Busy with the audit of former Naledi areas, Wepener, Dewetsdorp, Van Stadensrus and Soutpan. The general finding is that

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Land disposal in line policy.	HOD: Human Settlement	Jul-18	On-going	70% and ongoing	<p>most of open municipal land parcels are illegally occupied by informal businesses, families and churches. The status remains the same for June. For the month of August the status remains the same. For September and October the status quo remains</p> <p>Council approved the sale of 113 land parcels in 2012; 39 in 2014 and 73 in 2016. The expected revenue at the time of approval was R79 787 458.00. There was a moratorium on land disposal or sale of land which was lifted only in November 2018. It is recommended that the reserve prices for 2012 and 2014 must be revised as they are now stale and do not reflect the current and true market value as required by the MFMA.</p> <p>Sale of thirty-eight (38) land parcels approved in June 2016 was advertised on 15 February 2019 expected revenue is R11 418 100.00. Council also approved sale of 13 land parcels in February 2019 and the expected revenue is R12 638 905.00. The bid document for sale of these land parcels was completed, served before the bid specifications committee, advertised and a technical report is awaiting the Bid Evaluation Committee meeting scheduled for the 22 May 2019, for consideration and recommendation to the Bid Adjudication Committee. The bids will be re-advertised due expired valid periods.</p>

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	Undertake a s78(iii) study of fresh produce market.	HOD: Planning	Jun-18	Dec-18	50%	Department of Agriculture and Land Reform and Rural Development as a regulating department have a national view of all the Fresh Produce Markets. They did a study and made recommendations in 2018 taking into account the developments since then. The market's Ownership and Operational Strategy remains and busy with an ongoing maintenance and upgrading of the Facility
Tourism Enhancement	Relocation of the Tourism Information offices.	HOD Corporate service and	Jun-18	Dec-18	100%. Completed	Tourism Information Offices relocated to VIC as part of the merger. Agreements at Tourism Information Offices terminated. Reduction in expenditure amounts to R334 927.29
	Merging of VIC and Tourist Centre operations.	HOD Economic and Rural Development			100%. Completed	
	Termination of concession and agreements with VIC.				100%. Completed	
SMME Development	Update data of all SMMEs in accordance to sectors and Geographical location. Effectively implement legislation, policies and procedures.	HOD: Economic and Rural Development Team (Planning, GIS, Building Control, Town Planning SMME, Environmental Health, Law Enforcement)	May-18	Ongoing	100%. Completed	SMME database per sector and geographical location completed
			Jul-18	Ongoing	100%. Completed	

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Issue permits, collect revenue, enforce by-laws, demarcate trading sites and link them to GIS Plotting system, lease agreements with traders for every permit issued	Team (Planning, GIS, Building Control, Town Planning SMME, Environmental Health, Law Enforcement)	Jul-18	Ongoing	70% completed and ongoing	Permits were issued in conjunction with Mangaung Allied Hawkers Association (MAHA). Demarcation of site and GIS plotting still outstanding.
Economic and Rural Development	Complete review of the airport nodes and implement recommendations as approved by Council.	City Manager, HOD: ERD, CFO, GM: Tourism and GM: Investment.	Jul-18	Jul-20	80%	Recommendations are implemented and Housing Development Agency (HAD) to assist with the development of financial viability plan.
Environmental Management	Audit municipal compliance with environmental legislation and permits.	HOD: Planning	Jul-18	Jun-19	80%	Audits completed. Environmental Compliance Reports sent to affected HOD's with request to respond by 30 Nov 19.
	Ensure licensing and accreditation of environmental law enforcement officers.	HOD: Planning	May-18	Aug-18	100%. completed	2 Environmental officers have been trained as peace officers. 2 Officers have been trained by Nat Dept of EA as EMI's (green Scorpions) The process of accreditation underway. Clearance certificates from SAPS received. Awaits sign off by MEC.
Long term Strategic Vision and Plan	Develop a long-term city development strategy.	MM, Deputy ED: Operations	Jul-18	30-Dec-19	40%	The MAYCO Lekgotla held in Oct 2018 resolved that processes be initiated for the development of CDS.
	Comprehensive review of SDF.	HOD: Planning	Jul-18	30-Dec-19	60% and ongoing	The Service Provider has been appointed and Phase two of the project is complete. The expected date of project completion is 30 June 2020.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Develop long term financial strategy	Deputy ED: Operations	Jul-18	30-Dec-19	20%	Will be done as part of developing the CDS.
LED and Social Services	Develop policies to ensure exemptions/ rebates for rentals on properties that address equity and transformation.	HOD: ERD	Jul-18	30-Dec-18	100%. completed	Incentive policy developed and approved by Council.
Informal Settlements	Share information with Finance on PTOs issued for billing purposes.	HOD: Human Settlements	Jul-18	Ongoing	70% and ongoing	A task-team has been established for this purpose comprising of Engineering, Finance, Planning and Human Settlements Offices busy with the verification of PTO's issued before forwarding the information to Finance
Building Inspectors	Review, regularise /enforce zoning and update finance systems (e.g. small businesses).	HOD: Planning	Jul-18	Jun-19	60% and ongoing	Land use sub directorate has started to engage with professional architects/technologists/draughtsman to unblock any challenges and receive suggestions. Two sessions were held with professional bodies. The last meeting took place on 15 October 2019. Meetings are held on quarterly bases. Consultations are also happening on continuous basis.
Human Settlements (Catalytic Projects)	Align catalytic projects to IDP; SDF; BEPP; IHSP.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	Completed as part of the approved IDP, Budget
	Re-prioritise plans, processes and projects.	Head: Human Settlements	Jul-18	Ongoing	60%	Estiore – Urban Design Framework final report has been submitted and is awaiting EXCO's approval. The HDA had withdrawn the Township Establishment advertisement. The process is now being done internally.

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	Prioritise funding from USDG for bulk services.	Head: Human Settlements	Jul-18	Ongoing	100%. completed	R43 m has been allocated for the realignment of the bulk water and sewer pipes to unblock Vista Park 2 and 3 development. Total invoices submitted amount to R 22, 5m. Total paid to date : R 15, 4 m Outstanding payment : R 7.1m. Vista Park 3 - Realignment of the bulk water pipe project has reached Practical completion stage on 20 Feb 2019.
	Prioritise approvals for the catalytic projects.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	Vista Park 2 – total progress on both water and Sewer projects is at 33%. Application for extension of contract has been submitted and is awaiting approval.
	Appoint representatives to participate in catalytic projects steering committees.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	Done. MMM is represented in Provincial Catalytic Projects Steering Committee.
Human Settlements	Vetting of applicants.	Head: Human Settlements	Jul-18	Ongoing	100% and ongoing	This is done as part of tenant's application process. It's not vetting but rather screening in terms of application criteria.
(Rental Stock)	Ensure eviction of defaulters and illegal occupants within 90 days period.	Head: Human Settlements	Jul-18	Ongoing	100% and ongoing	September report was received from Service provider/Collecting Agent - Ramothello Attorneys. September collection was R 103 212,15. October report was received from Service provider/Collecting Agent -Ramotheello Attorneys. October collection was R 70 823,38. Following the meeting that was held on 08/10/2019 with the Service Provider where they were instructed to commence with the eviction process of tenants who are not responding positively,

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
(Un-serviced Residential Sites for Affordable Housing)						80 tenants have been identified and eviction notices are being hand delivered - the process is expected to be finalised during the weekend of 09-10/11/2019. After tenants have been served with notices, the will be 14 days waiting period to apply for eviction.
	Increase rental to market related where applicable.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	All residential leases rental have been increased as per the Council Resolution. Commercial Leases are increased as and when approved by Council.
	Sell old; dilapidated rental houses and ring-fence revenue for reinvestment in the sector (maintenance).	Head: Human Settlements	Jul-18	Ongoing	80%	An item is en-route to Council to dispose of three Thaba Nchu houses which are not needed to be kept for Minimum Service Delivery. Implementation depends on Council approval.
	Finalise outstanding land development processes.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	Brandkop and Cecilia Park, surveyor general plans approved. Estoire, HDA to appoint a service provider for township establishment. EIA of Airport Node approved.
	Appropriate funding for services.	Head: Human Settlements	Jul-18	Ongoing	100%. Completed	50% of the USDG Funding is reserved for internal reticulation of informal settlements and Vista park 2 and 3 bulk water and sewer network funding prioritised.
	Prioritise the implementation of Gap housing.	Head: Human Settlements	Jul-18	Ongoing	100% and ongoing	GAP housing sites have been reserved in all the catalytic projects. MMM and Provincial Human Settlements are engaged with consumer awareness on GAP housing subsidies. 31/01/2019 Council to approve the sale of residential sites in Dewetsdorp, Soutpan, Bloemside, Lourierpark, Vistapark 2 & 3.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Rural Development	Implementation and enforcement of MoU between the City and SPCA.	HOD: Rural Development	Jul-18	Ongoing	100%. Completed	Mangaung Metropolitan Municipality entered into a Memorandum of Understanding with SPCA, whereby stray animals in the Mangaung area will be collected by SPCA and then taken to a pound for safekeeping. MoU revised, concluded and implemented. Owners will therefore collect these impounded animals for a fee. The money collected will then be paid into the municipality' account. Revenue generated is R88 364.15
Building Capacity to Promote City Economic Development Through Interventions	Develop and implement MOUs with key Provincial Department to fast-track legislative requirement for development (e.g. DESTEA, Department of Labour).	HOD: Economic and Rural Development; Office of the City Manager	Jul-18	Ongoing	100%. Completed	MoU with DESTEA and other stakeholders completed.
Economic and Rural Development	Prioritisation, packaging and budgeting of CBD Masterplan.	HOD: Economic and Rural Development; Planning; HOD: ES	Jun-18	Ongoing	70%	CDB Masterplan completed. Prioritisation and packaging completed. Budgeting will commence in 2020/21 financial year.
A Small-Town Development Focus for Wepener, Dewetsdorp, Vanstadendrus and Soutpan	Compile specifications and initiate SCM processes.	HOD: Economic and Rural Development; HOD: Planning; HOD: ES.	Dec-18	Ongoing	80% and ongoing	Item prepared for Council to approve Wepener town to partake in the Small Town Regeneration programme. SCM processes will be initiated after the approval by Council.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Investment Promotion	Development of investment, promotion and marketing strategy.	HOD: ERD	Jul-18	Dec-18	60%	Bid proposals at BEC stage of the SCM process
Building Control	Development and implementation of programme to inspect and monitor illegal building construction, dilapidated buildings and safety standards.	HOD: Planning	Jun-18	Ongoing	80%	The plan of action has been developed with clear time lines. Operations are in place, there were already 3 compliance inspections conducted. Reclaiming the City meetings are held every Tuesday.
Revenue Enhancement	Traffic contravention management system to be procured no later than end of September 2018.	CFO, HOD: CS	May-18	Sep-18	100%. Completed	The service provider has been appointed, the traffic contravention system is in place and working
	Auction of impounded vehicles ensuring compliance with requirements.	CFO and Traffic	Jul-18	Ongoing	70% and ongoing	The process has started: The police clearance and ownership verification is completed. The outstanding amount of licence discs has been completed. The Directorate is waiting for an advice from Legal Services on how to dispose the current stock
	Review investments made by the Municipality and develop plans to obtain a return on investments made.	HOD: Planning, ERD and ES	Jul-18	Ongoing	60%	Municipality is in the process of compiling an Investment Booklet in partnership with the University of the Free State for all major projects.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Revenue Enhancement	Review revenue streams to identify additional sources of revenue i.e. insurance, consolidation of stores, sale of old furniture, obsolete stocks.	CFO	Jul-18	Dec-18	70% and ongoing	Council approved sale/ auction of obsolete stock.
	Repair damaged weighbridges.	HOD: Waste	Jul-18	Ongoing	60% and ongoing	On Weigh Bridges: The city's processes on revitalizing weighbridges is taking longer than initially anticipated. The panel of consultants appointed art engineering services will assist us in accelerating this critical task. The evaluation of the panel happened early in October and could be finalized by November for implementation of weighbridges in the landfill sites
	Develop and enforce vehicle testing centre and weighbridges.	HOD: Waste	Jul-18	Ongoing	60% and ongoing	On Testing Station: The city has also set aside funds for the next financial year for the commissioning of a testing station. There are possibilities that the city may go Section 32 route with the Department of police, roads and Transport on this by February 2020
	Installation of parking metres.	HOD: Social Services	Jul-19	Jun-10	60% and ongoing	Supply chain requested the Traffic Division to rework the parking specifications before advertisement. The inputs from Information Technology (ICT) were incorporated in the specifications the Sub Directorate awaits SCM to advertise the Bid.
	Introduction of a specialised committee to enhance development.	HOD: Planning	Jul-19	Ongoing	50%	Meeting with Development Professionals was held on 15 October 2019.

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
	Review and implement revenue enhancement strategy.	CFO, HODs	Jul-18	Jun-19	80% and ongoing	All departments are implementing revenue enhancement strategy at departmental level.
Land and Property Development	Establish task team between Finance, HS and Centlec to resolve issues regarding irregular connection of services on municipal owned properties.	HOD: Human Settlements (with CFO, Centlec)	Immediately	Ongoing	40%	Not yet operational.
Data Cleansing	A systematic data cleansing process must be undertaken to ensure correct details of account holders or property owners and the classification or reclassification of standards of services being rendered, and where appropriate correcting the tariff that each property is charged.	CM;CFO	Immediately	Ongoing	70% and ongoing	At this stage a number customers are contacted to verify the correctness of the debtors details. Of the 15441 debtors for whom information was gathered, 3368 debtor accounts could be traced to current active accounts. Their team (MORAR INCORPORATED) is in the process of verifying the contact details with debtors and are in final steps of completion

Strategy 6: Improving Financial Management

Focus Area	Key Activities	Responsible	Start Date	End Date	Progress/ Status	Comments regarding status and progress related to activities
Asset Management	Review terms of reference and special conditions of contract (incl. consulting capacity; information submitted for maintenance on refurbishment projects) for unbundling and capitalisation.	CFO, HOD: ES	Jul-18	Sep-18	70% and ongoing	Proposed adjustments were made to the consultancy agreement Changes to be discussed with Legal Services for inclusion in future agreements with consultants See attached "MMM Draft Contract v2)
SCM	Reduce all procurement spend by 10% (for same goods and services).	CFO	Jul-18	Jun-19	60% and ongoing	Management managed to reduce procurement spending BY 20%
	Undertake a strategic review of SCM and SCM functions across the organisation with NT support.	Deputy ED: Operations	Jul-18	Jun-19	70%.	Amendments to the SCM Policy were approved by Council to improve effectiveness and efficiency. CIDMS readiness and implementation is part of the CSIP which will be finalised with NT. CIDMS readiness assessment was completed and submitted to NT on 30 October 2019.