



**ANNUAL REPORT  
2015/2016**

## **OUR VISION**

A world class city where all communities enjoy a high quality of life

## **OUR MISSION**

To continuously improve the quality of life, economic growth and eradicate poverty through best practice, sustainability and inclusive governance.

## **DEVELOPMENT PRIORITIES**

1. Efficient provision of quality basic services and infrastructure within a well-planned spatial structure;
2. Drive diversified economic growth and job creation;
3. Ensure municipal financial viability and management;
4. Maintain clean, green, safe and healthy municipal environment for all;
5. Transform and maintain a vibrant and sustainable rural development;
6. Uphold good governance and public participation principles; and
7. Drive optimal municipal institutional development, transformation and capacity building.

## ACRONYMS

Acronym	Detail
CCTV	Closed Circuit Television
COGTA	Department of Co-operative Governance and Traditional Affairs
CPI	Consumer Price Index
DPME	Department: Monitoring and Evaluation
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EEP	Employment Equity Plan
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GIS	Geographic information system
HH	Households
HIV/AIDS	Human Immunodeficiency Virus Infection/Acquired Immunodeficiency Syndrome
HR	Human Resources
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IRPTN	Integrated Rapid Public Transport Network
IT	Information Technology
KPI	Key performance Indicator
LAN	Local Area Network
LED	Local Economic Development
MFMA	Local Government: Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPRA	Local Government: Municipal Property Rates Act 6 of 2004
MSA	Local Government: Municipal Systems Act 32 of 2000
MTEF	Medium- term Expenditure Framework
NDP	National Development Plan
NGO	Non-government Organisation
PIP	Performance Improvement Plan
PMS	Performance Management System
PMU	Project Management Unit
PR	Proportional Representation
RRT	Rustenburg Rapid Transport
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SEO	Search Engine Optimization
SETA	Sectoral Education Training Authority
SHI	Social Housing Institutions
SLA	Service Level Agreement
SMMEs:	Small, Micro and Medium Enterprises
WAN	Wireless Area Network
WSP	Workplace Skills Plan

## Table of Contents

<b>CHAPTER ONE: EXECUTIVE MAYOR’S FOREWORD AND EXECUTIVE SUMMARY .....</b>	<b>9</b>
<b>COMPONENT A: .....</b>	<b>EXECUTIVE MAYOR’S FOREWORD</b>
<b>.....</b>	<b>9</b>
<b>B: EXECUTIVE SUMMARY .....</b>	<b>12</b>
1.1 MUNICIPAL MANAGER’S OVERVIEW .....	12
1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW .....	14
FORMAL AND INFORMAL EMPLOYMENT .....	15
1.3 SERVICE DELIVERY OVERVIEW .....	16
1.4 FINANCIAL HEALTH OVERVIEW .....	16
1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW .....	18
1.6 AUDITOR GENERAL REPORT .....	18
1.7 STATUTORY ANNUAL REPORT PROCESS .....	18
<b>CHAPTER TWO: GOVERNANCE .....</b>	<b>20</b>
<b>COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE .....</b>	<b>20</b>
2.1 POLITICAL GOVERNANCE .....	20
2.2 ADMINISTRATIVE GOVERNANCE STRUCTURE .....	23
<b>COMPONENT B: INTERGOVERNMENTAL RELATIONS .....</b>	<b>24</b>
2.3 INTERGOVERNMENTAL RELATIONS .....	24
<b>COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION .....</b>	<b>25</b>
2.4 IDP PARTICIPATION AND ALIGNMENT .....	27
<b>COMPONENT D: CORPORATE GOVERNANCE .....</b>	<b>29</b>
2.5 RISK MANAGEMENT .....	29
2.6 ANTI-CORRUPTION AND FRAUD .....	31
2.7 SUPPLY CHAIN MANAGEMENT .....	31
2.8 BY-LAWS .....	32
2.9 WEBSITE .....	33
2.10 COMMUNITY SATISFACTION SURVEY .....	34
<b>CHAPTER THREE: SERVICE DELIVERY PERFORMANCE (PERFORMANCE PART I) .....</b>	<b>35</b>
<b>COMPONENT A: BASIC SERVICES .....</b>	<b>35</b>
3.1 WATER AND SANITATION PROVISION .....	35
3.2 WASTE WATER (SANITATION) PROVISION .....	36
3.3 ELECTRICITY PROVISION .....	36
3.4 WASTE MANAGEMENT .....	37
3.5 HUMAN SETTLEMENTS .....	38
3.6 ENVIRONMENTAL MANAGEMENT SERVICES .....	40
3.7 FREE BASIC SERVICES .....	41
<b>COMPONENT B: ROAD TRANSPORT .....</b>	<b>41</b>
3.7 ROADS AND STORMWATER DRAINAGE SYSTEM .....	41
3.8 PUBLIC TRANSPORT SYSTEM .....	43
<b>KEY ELEMENTS OF THE RRT .....</b>	<b>43</b>
<b>THE PUBLIC TRANSPORT SYSTEM BEING IMPLEMENTED BY THE RRT PROJECT INCLUDES THE FOLLOWING KEY ELEMENTS:</b>	
<b>.....</b>	<b>43</b>
3.9 LICENSING AND TESTING SERVICES .....	49
<b>COMPONENT C: PLANNING AND HUMAN SETTLEMENT .....</b>	<b>53</b>
3.10 PLANNING .....	53
3.11 LOCAL ECONOMIC DEVELOPMENT .....	55



<b>COMPONENT D: COMMUNITY &amp; SOCIAL SERVICES.....</b>	<b>59</b>
3.12 LIBRARIES, ARTS & CULTURE .....	59
3.13 CEMETRIES .....	60
3.14 OPEN SPACES AND PARKS .....	61
<b>COMPONENT F: HEALTH .....</b>	<b>61</b>
3.15 OCCUPATIONAL HEALTH AND SAFETY .....	61
<b>COMPONENT G: SAFETY AND SECURITY .....</b>	<b>62</b>
3.16 LAW ENFORCEMENT, TRAFFIC, SECURITY, FIRE, DISASTER AND MUNICIPAL COURT.....	62
3.17 FIREFIGHTING SERVICES .....	63
3.18 DISASTER MANAGEMENT .....	64
<b>COMPONENT H: SPORTS AND RECREATION.....</b>	<b>67</b>
3.19 SPORTS AND RECREATION.....	67
3.20 COMMUNITY FACILITIES.....	67
<b>COMPONENT I: CORPORATE SUPPORT SERVICES .....</b>	<b>68</b>
3.21 EXECUTIVE AND COUNCIL.....	69
3.22 STRATEGIC PLANING AND REGULATORY .....	70
3.23 INTERNAL AUDIT UNIT.....	70
3.24 FINANCIAL SERVICES (INCLUDING SUPPLY CHAIN MANAGEMENT) .....	72
3.25 HUMAN RESOURCE SERVICES .....	75
3.26 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES .....	79
3.27 LEGAL AND VALUATION SERVICES.....	80
3.28 COMMUNICATIONS AND BRAND MANAGEMENT .....	82
3.29 MONITORING AND EVALUATION UNIT .....	82
3.30 SPECIAL PROJECTS.....	83
3.31 INTERGOVERNMENTAL RELATIONS (IGR) .....	84
3.32 CUSTOMER RELATIONS MANAGEMENT.....	85
3.33 PROJECT MANAGEMENT OFFICE.....	86
3.34 ORGANISATIONAL STRATEGY & PLANNING .....	88
<b>3.35 ANNUAL PERFORMANE REPORT (SECTION 46 REPORTS: 2015/2016.....</b>	<b>90</b>
<b>7.....</b>	<b>96</b>
<b>FUTURE OF TRANSPORT .....</b>	<b>96</b>
<b>CHAPTER 4.....</b>	<b>103</b>
<b>COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL.....</b>	<b>103</b>
4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES.....	103
<b>COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE .....</b>	<b>105</b>
4.2 POLICIES .....	105
4.3 INJURIES, SICKNESS AND SUSPENSIONS.....	105
4.4 PERFORMANCE REWARDS .....	106
<b>COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE .....</b>	<b>107</b>
4.5 SKILLS DEVELOPMENT AND TRAINING .....	107
<b>COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE.....</b>	<b>109</b>
4.6 EMPLOYEE EXPENDITURE.....	109
<b>CHAPTER 5: STATEMENT OF FINANCIAL PERFORMANCE.....</b>	<b>110</b>
<b>COMPONENT A: FINANCIAL PERFORMANCE .....</b>	<b>110</b>
<b>COMPONENT B: CAPITAL EXPENDITURE AND FINANCING .....</b>	<b>114</b>
<b>COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT .....</b>	<b>115</b>

<b>CHAPTER 6: AUDITOR GENERAL'S FINDINGS .....</b>	<b>117</b>
6.1 AUDITOR GENERAL'S REPORT 2015/2016.....	117
.....	117
<b>REPORT OF THE AUDITOR-GENERAL TO THE NORTH WEST PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE RUSTENBURG LOCAL MUNICIPALITY .....</b>	<b>117</b>
<b>REPORT ON THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS .....</b>	<b>117</b>
INTRODUCTION .....	117
ACCOUNTING OFFICER'S RESPONSIBILITY FOR THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS .....	117
AUDITOR-GENERAL'S RESPONSIBILITY .....	118
BASIS FOR QUALIFIED OPINION .....	118
PROPERTY, PLANT AND EQUIPMENT .....	118
SERVICE CHARGES .....	118
INTEREST RECEIVED FROM TRADING ACTIVITIES .....	119
COMMITMENTS.....	119
IRREGULAR EXPENDITURE .....	119
EMPHASIS OF MATTERS .....	119
UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE.....	119
MATERIAL LOSSES.....	120
RESTATEMENT OF CORRESPONDING FIGURES.....	120
ADDITIONAL MATTERS .....	120
UNAUDITED DISCLOSURE NOTES.....	120
<b>REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS .....</b>	<b>120</b>
DEVELOPMENT PRIORITY 1: EFFICIENT PROVISION OF QUALITY BASIC SERVICES AND INFRASTRUCTURE WITHIN A WELL-PLANNED SPATIAL STRUCTURE.....	121
USEFULNESS OF REPORTED PERFORMANCE INFORMATION .....	121
RELIABILITY OF REPORTED PERFORMANCE INFORMATION.....	121
DEVELOPMENT PRIORITY 2: DRIVE DIVERSIFIED ECONOMIC GROWTH AND JOB CREATION.....	122
USEFULNESS OF REPORTED PERFORMANCE INFORMATION .....	122
RELIABILITY OF REPORTED PERFORMANCE INFORMATION.....	122
ADDITIONAL MATTER .....	122
ACHIEVEMENT OF PLANNED TARGETS.....	122
STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT .....	122
ANNUAL FINANCIAL STATEMENTS, PERFORMANCE AND ANNUAL REPORTS .....	123
PROCUREMENT AND CONTRACT MANAGEMENT .....	123
HUMAN RESOURCE AND COMPENSATION MANAGEMENT .....	123
EXPENDITURE MANAGEMENT .....	123
ASSET MANAGEMENT .....	123
CONDITIONAL GRANTS RECEIVED .....	124
REVENUE MANAGEMENT .....	124
CONSEQUENCE MANAGEMENT.....	124
ENVIRONMENTAL MANAGEMENT .....	124
LEADERSHIP .....	125
FINANCIAL AND PERFORMANCE MANAGEMENT.....	125
GOVERNANCE .....	125
<b>6.2 ACTION PLAN TO ADDRESS AUDIT FINDINGS 2015/2016.....</b>	<b>235</b>
<b>APPENDIX A: COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE .....</b>	<b>238</b>
<b>APPENDIX B: ..... COMMITTEES AND COMMITTEE PURPOSE .....</b>	<b>241</b>

APPENDIX C: .....THIRD TIER ADMINISTRATIVE STRUCTURE (INCLUDING MUNICIPAL ENTITY)	249
APPENDIX D: FUNCTIONS OF THE MUNICIPALITY/ENTITY .....	250
APPENDIX E: ..... WARD REPORTING	253
APPENDIX G: ..... RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE	266
APPENDIX H: ..... LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS	271
APPENDIX J: DISCLOSURE OF FINANCIAL INTEREST .....	278
APPENDIX K: REVENUE COLLECTION PERFORMANCE .....	325
APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG .....	325
APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/ RENEWAL PROGRAMME: INCLUDING MIG	325
APPENDIX N: CAPITAL PROGRAMME BY PROJECT: CURRENT YEAR .....	325
APPENDIX O: CAPITAL PROGRAMME BY WARD .....	325
APPENDIX P: SERVICE CONNECTION BACKLOGS AT SCHOOLS & CLINICS.....	327
APPENDIX Q: SERVICE BACKLOGS EXPERIENCED BY COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION .....	327
APPENDIX R: DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY .....	327
APPENDIX S: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA s71 .....	327
APPENDIX T: NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT .....	328
RUSTENBURG WATER SERVICES TRUST .....	334
ANNUAL PERFORMANCE EVALUATION - 1 JULY 2015 TO 30 JUNE 2016 .....	334
1. TERMS OF REFERENCE .....	335
2. INTRODUCTION .....	335
3. PLANT OPERATOR .....	335
4. BUSINESS PLAN .....	335
5. PERFORMANCE INFORMATION AND MANAGEMENT SYSTEM.....	335
6. PERFORMANCE MANAGEMENT .....	335
7. PERFORMANCE MEASUREMENT .....	335
8. PERFORMANCE VERIFICATION .....	335
9. RUSTENBURG SEWAGE TREATMENT PLANT .....	335
10. BOITEKONG SEWAGE TREATMENT PLANT .....	335
11. LETHABONG SEWAGE TREATMENT PLANT.....	335
12. MONAKATO SEWAGE TREATMENT PLANT.....	335
13. CONCLUSION – WASTE WATER TREATMENT PLANTS .....	335
14. BOSPOORT WATER PURIFICATION PLANT.....	335

15. KLOOF WATER PURIFICATION PLANT .....	335
16. CONCLUSION – WATER TREATMENT PLANTS.....	335
17. FINANCIAL PERFORMANCE .....	335
1. TERMS OF REFERENCE .....	336
2. INTRODUCTION .....	336
3. PLANT OPERATOR .....	337
4. BUSINESS PLAN .....	337
5. PERFORMANCE INFORMATION AND MANAGEMENT SYSTEM .....	338
.....	338
6. PERFORMANCE MANAGEMENT .....	338
7. PERFORMANCE MEASUREMENT .....	338
8 PERFORMANCE VERIFICATION .....	340
9. RUSTENBURG SEWAGE TREATMENT PLANT .....	341
10. BOITEKONG SEWAGE TREATMENT PLANT .....	343
11. LETHABONG SEWAGE TREATMENT PLANT.....	345
12. MONAKATO SEWAGE TREATMENT PLANT.....	348
13. CONCLUSION – WASTE WATER TREATMENT PLANTS .....	349
14. BOSPOORT WATER PURIFICATION PLANT.....	350
15. KLOOF WATER PURIFICATION PLANT .....	351
16. CONCLUSION – WATER TREATMENT PLANTS.....	352
17. FINANCIAL PERFORMANCE .....	352
.....	354
<b>REPORT OF THE AUDITOR-GENERAL TO THE NORTH WEST PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE RUSTENBURG WATER SERVICES TRUST.....</b>	<b>354</b>
<b>REPORT ON THE FINANCIAL STATEMENTS.....</b>	<b>354</b>
INTRODUCTION .....	354
ACCOUNTING OFFICER’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS .....	354
AUDITOR-GENERAL’S RESPONSIBILITY .....	354
OPINION .....	355
ADDITIONAL MATTERS .....	355
UNAUDITED DISCLOSURE NOTES.....	355

UNAUDITED SUPPLEMENTARY SCHEDULES.....	355
<b>REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS .....</b>	<b>355</b>
ADDITIONAL MATTERS .....	356
ACHIEVEMENT OF PLANNED TARGETS.....	356
FINANCIAL STATEMENTS, PERFORMANCE AND ANNUAL REPORTS .....	356
LEADERSHIP .....	356
FINANCIAL AND PERFORMANCE MANAGEMENT.....	356
GOVERNANCE .....	357

## CHAPTER ONE: EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

### COMPONENT A: EXECUTIVE MAYOR'S FOREWORD



The 2015/16 Annual Report is compiled in line with the Local Government Municipal Systems Act. These report records milestones that were achieved as well as challenges experienced during the financial year.

2016 will go down as a historic and eventful year precipitated by the local government elections of the 3<sup>rd</sup> August. These elections aptly demonstrated that democracy is not only thriving at a local level but that our people have lost patience with poor performance in municipalities.

In the aftermath of the elections a new Coalition Government has taken over the reins of Rustenburg Local Council. Undoubtedly, the current political administration faces monumental challenges in pursuing the deferred dream of Rustenburg becoming a truly World Class City.

At this juncture our city demands of all of us to grasp the nettle. To work in tandem so as not only to navigate the prevailing thick atmosphere of negativity but to strive towards exceptional service delivery to our residents.

A glaring impediment in the pursuit of this task is the current state of the administration. Whereas there are some pockets of excellence, the daily experience of our residents at the hands of many of our officials is completely unacceptable. This must change. The administration must be transformed into an efficient and effective machinery in line with the following imperatives as demanded by the Local Government Municipal Systems Act;

- In administering its affairs, a municipality must strive to achieve the objects of local government as set out in section 152(1) of the Constitution
- A municipality must within its administrative and financial capacity establish and organize its administration in a manner that would enable it to be more responsive to the needs of local community, facilitate a culture of public service and accountability amongst its staff, be performance oriented and maximize efficiency of communication and decision making within the administration.

A cursory look at the performance of the administration for the year under review leaves a lot to be desired. Clearly we have to be serious about managing poor performance not only at senior management but at all levels of the institution. To begin with all senior managers who did not meet

their performance targets in the 2015/16 financial year must be subjected to due process as dictated in the Performance Management Framework duly approved by the Rustenburg Council. We must also prioritize consequence management in respect of all cases of unauthorized, irregular as well as fruitless and wasteful expenditure. There are currently numerous cases which suggest serious impropriety within the administration. A request will be placed before the Rustenburg Local Council to approve an extensive forensic investigation within the administration.

A policy will soon be adopted on cascading performance management to all other levels of the institution.

As part of promoting good governance within our administration the Rustenburg Municipal Council has taken a number of progressive resolutions to implement an open procurement system from 2017. This means that the process of appointing service providers through written quotations and tender system must be open to the public.

The Auditor General (AG) has for the year under review made a finding of a qualified audit opinion for the municipality. This indicates an unacceptable regression from the prior year audit finding. One of the main reasons for this regression is the inconsistent implementation of the Audit Action Plan. Consequently, internal controls in many parts of the administration remain lackluster. This situation cannot be allowed to thrive any further if we are to attain a clean audit in future years. The current Municipal Council has made it clear that in employing the next cohort of senior managers no compromise will be made in ensuring that we attract the best talent to run our administration. Our residents deserve nothing less. Some of the key positions which are vacant and certainly impact negatively on service delivery include the following: Municipal Manager, Chief Financial Officer, Director Infrastructure and Technical Services, Director Planning and Human Settlement, Director Roads and Transport as well as the Unit Manager Water Services.

We are in the process of developing a new 5 year Integrated Development Plan. In this regard we look forward to intensification of public participation in order to enrich the final product. It is also expected that our administration will be rolling out new service standards in line with Batho Pele principles

The municipality experienced a huge amount of water losses as a result of regular pipe bursts and. This is due to aged infrastructure. Another major factor is serious gaps in our billing system. A Water and Sanitation Masterplan has been finalized. It will guide repairs and maintenance initiatives as well as ensure proper planning and construction of new infrastructure to cater for new and future developments within the City. A number of quick wins have been registered. We have secured an amount of R11 million through Rand Water to commence with a rezoning exercise. This will allow the municipality to monitor the amount of water going into each area and to monitor its use Whilst Council is currently not in a position to replace all aged infrastructure at one single go, the Zonal Meters will allow us the opportunity to reduce water pressure thereby reducing the number of pipe bursts within the CBD and surrounding areas. According to Engineers pipe bursts will be reduced by 80% at the end of the project. Work is also being done to ensure completeness of our billing and reduce commercial losses especially in our water distribution.

The local economy remains in the doldrums primarily due to the turbulence that we have experienced in the mining sector. The long term survival of the city is to a large extent dependent on our success in growing the local economy and in this regard on its large scale diversification. A lot more effort must be devoted on the implementation of the Integrated Rustenburg Master Plan for the city to overcome its plethora of socio economic challenges.

The next five years of municipal governance in Rustenburg cannot be the same as what our residents have experienced. We would like to make a call to our stakeholders, residents to join hands with the current Municipal Council in truly moving our city forward.



**CEL R MPH O KHUNOU**

**EXECUTIVE MAYOR**



## **B: EXECUTIVE SUMMARY**

### **1.1 MUNICIPAL MANAGER'S OVERVIEW**



**TSHENOLO LEFUTSWE**  
**ACTING MUNICIPAL MANAGER**  
**Rustenburg Local Municipality**

#### **MUNICIPAL MANAGER'S OVERVIEW**

Concerted efforts were made during the process of compilation of the annual report to comply with Section 121 (1) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) stipulates that: "Every municipality and municipal entity must for each financial year prepare an annual report in accordance with its guidelines." The Executive Mayor within seven months after the end of the financial year tabled the municipality's Annual Report in Council. The annual report was made public and local communities were invited local communities to submit representations to the Municipal Public Accounts Committee (MPAC). The oversight report from the MPAC on the annual report was considered during an open meeting of Council. The oversight report includes all submissions made by the local communities and other stakeholders like sector departments.

During the 2015/16 financial year Council parted ways with the Accounting Officer as well as the Chief Financial Officer. It was also during this time that the municipality experienced high turn-over amongst the Section 57 managers. Despite this municipality managed to execute its constitutional mandate. Positions could not be filled as COGTA placed a moratorium on the filling of vacancies. During the same period the Unit Manager: Water Services resigned from his position. Though the municipality experienced a high vacancy rate, the municipality did generate the revenue that it anticipated and therefore had to introduce cost containment measures such as to implement a moratorium on the filling of vacancies and where temporary contracts expired, were not renewed, unless critical vacancies.

We can pride ourselves that we had a functional performance audit committee despite the resignations, such positions were expeditiously filled. The work of the Performance Audit Committee was enhanced by a functional Internal Audit Unit.

Our Achilles heel during the 2015/16 financial year has been the enormous time allocated to focus on the internal controls, addressing cases of irregular, unauthorized, fruitless and wasteful expenditure. This impacted on service delivery as the municipality relied heavily on contracted services, yet very little value for money was received. Existing contracts were reviewed as well as contracts entered into for prior years for compliance with the MFMA for prior years and in some of the cases contracts were terminated. This resulted in a litany of litigation. Though the Annual Report includes a Performance Improvement Plan to address below par performance as highlighted in the Annual Performance Report, Council in its exercising its oversight responsibility noted that the performance of Managers for the 4<sup>th</sup> quarter 2015/16 was below expectation. Such cases will be assessed in line with Section 14 of the Performance Management System handbook as approved by Council in June 2016. One of the objectives of the municipality is to cascade performance to all levels of organisation.

All the systems regarding implementation of risk management is in place i.e.

- Risk Management Policy ( reviewed annually)
- Risk Management Strategy (reviewed annually)
- Risk Management Committee which is still not functional – attendance of meetings by Committee members is very poor due to the level of commitment
- Risk and Fraud Assessments are conducted regularly

Much work is required to improve compliance; however the following is work in progress:

- The municipality does comply in terms of ensuring that risk management is implemented
- This is done by ensuring that senior managers (directors) are assessed on risk management (implementation of mitigations of risks in their respective directorates)



**M. T. LEFUTSWE**  
**ACTING MUNICIPAL MANAGER**

## 1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

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### ABOUT RUSTENBURG LOCAL MUNICIPALITY

Rustenburg Local Municipality (RLM) is one of five (5) local municipalities within the Bojanala District Municipality in the North West Province and consists of 38 wards. It is located in the eastern parts of the North West Province and is accessible to a number of major South African urban centres. These centres include Johannesburg and Tshwane, which are located approximately 120km from Rustenburg. Smaller centres surrounding Rustenburg are Madibeng, Mogale City and Zeerust in the Ramotshere Moilwa Local Municipality. Rustenburg is linked to the above urban centres through an extensive regional road network. The most notable of these is the N4 freeway or Platinum Corridor, which links Rustenburg to Tshwane in the east and Zeerust to the west. The R24 links Rustenburg to Johannesburg in the south and Moses Kotane Local Municipality to the north.

### GEOGRAPHIC PROFILE

No.	Key Statistics	Rustenburg	North West	National Total
1	Size of area (km <sup>2</sup> )	3,430	105,076	1,221,246

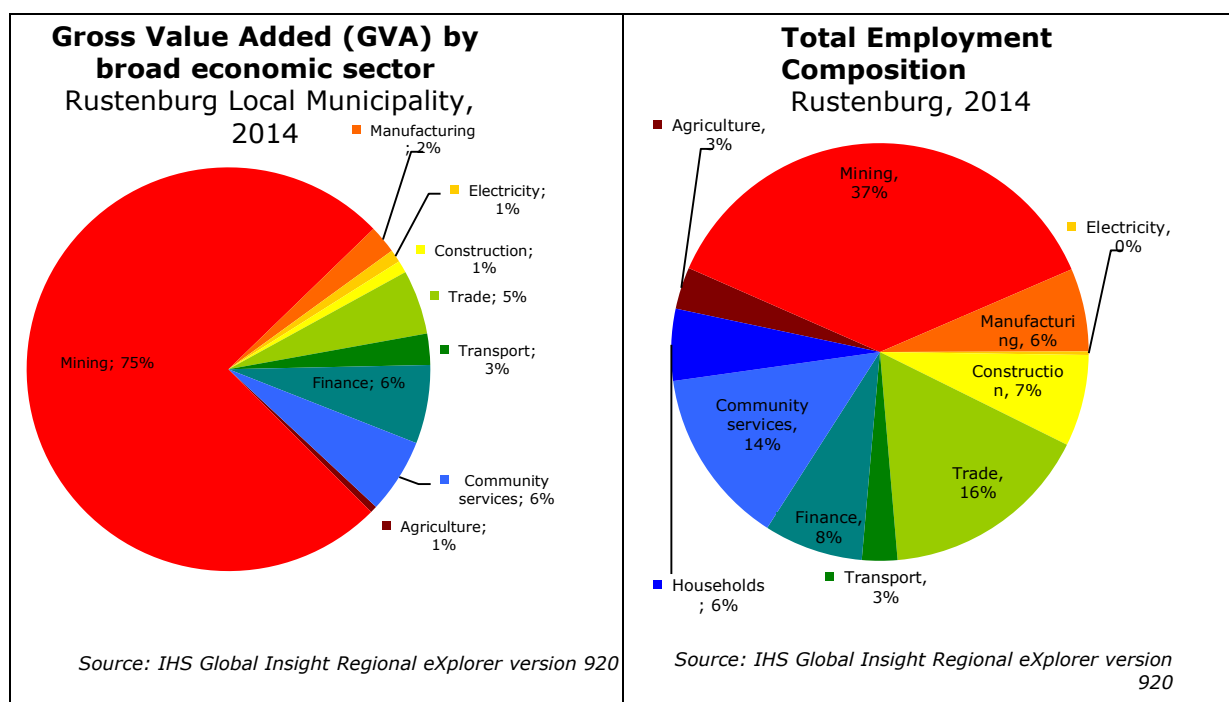
### DEMOGRAPHIC PROFILE

No.	Key Statistics	Rustenburg	North West	National Total
1	Total Population	597,000	3,670,000	53,800,000
2	Population Density (number of people per km <sup>2</sup> )	174	34.9	44.1
3	Number of households	212,000	1,100,000	15,300,000

Source: Global Insight (2014)

Rustenburg Local Municipality housed 1.1% of South Africa's total population in 2014. Between 2004 and 2014 the population growth averaged 3.11% per annum which is more than double than the growth rate of South Africa as a whole (1.34%). Compared to Bojanala's average annual growth rate (2.26%), the growth rate in Rustenburg's population at 3.11% was slightly higher than that of the district municipality. The gender distribution of the municipality is as follow: 54.8% males and 45.2% females. The average annual population growth rate of the area is 3.11% over a 10 year period from 2004 to 2014.

## ECONOMIC PROFILE



### Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Rustenburg Local Municipality counted 192 000 in 2014, which is about 86.80% of total employment, while the number of people employed in the informal sector counted 29 100 or 13.20% of the total employment. Informal employment in Rustenburg increased from 20 300 in 2004 to an estimated 29 100 in 2014.

### Unemployment

The unemployment rate in Rustenburg Local Municipality (based on the official definition of unemployment) was 18.37%, as at the end 2014, which is a decrease of 2.33 percentage points. The unemployment rate in Rustenburg Local Municipality is lower than that of Bojanala. Comparing to the North-West Province it can be seen that the unemployment rate for Rustenburg Local Municipality was lower than that of North-West which was 26.12%. The unemployment rate for South Africa was 25.01% in 2014, which is a decrease of 2.72 percentage points from 27.73% in 2004.

### 1.3 SERVICE DELIVERY OVERVIEW

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The municipality is providing basic services to all residents within its area of jurisdiction as expected in spite of the challenge of having to cater for the unplanned population explosion. According to Census 2011, the residents of Rustenburg have reported to having access to the following basic services:

#### Basic Services provided to households in the Rustenburg Local Municipality

No	Type of Service Provided	Percentage %
1	Solid Waste	90%
2	Access to electricity	90%
3	Access to sanitation (VIP/ Sewer System)	93.9%
4	Access to water ((Water tanking, Communal Standpipe, House connections)	95%
5	Roads (Surfaced/ Gravel Roads)	100%

### 1.4 FINANCIAL HEALTH OVERVIEW

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Rustenburg Local Municipality has been under financial constraints because of the global economic outlook which has been weaker than anticipated. Domestic inflation is lower, largely as a result of declining oil prices. However, the depreciation of the Rand and the current drought gripping many parts of the country, however, pose some risk to the inflation outlook. Mining sector contributes more than 50% of the local economy. Mining sector is the largest employer within Rustenburg. Most mines around Rustenburg resorted on retrenching employees because of the current economic situation and this resulted in our debtor's book to grow. Furthermore the electricity and water supply shortages pose the largest domestic risk to growth. Eskom implemented load shedding and our municipality was also affected.

Persistent high unemployment remains one of South Africa's most pressing challenges and most of the people are coming to Rustenburg to seek employment in mines. These economic challenges will continue to pressurize municipal revenue generation and Collection.

#### STATEMENT OF FINANCIAL PERFORMANCE

Year	Economic entity		Controlling entity	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Total revenue	3 963 052	3 687 032	3 894 112	3 631 865
Total expenditure	(3 699 455)	(3 487 106)	(3 716 176)	(3 496 917)
Surplus (deficit) for the year	263 597	199 926	177 936	134 948

Operating revenue increased by R276 million in 2015/16 compared to 2014/15 financial year. The expenditure for 2015/16 increased by R212 million compared to the actual of 2014/15 and this is mainly as a result of higher bulk purchases due to tariff increases. The net operations resulted into a surplus of R264 million. The municipality closed the year with a balance of R344 million on cash and cash equivalents.

The comparison between the budget and actual results as reflected in statement of financial performance in the Annual Financial Statement is as follows:-

Controlling entity	Approved budget R'000	Actual amounts on comparable R'000	Difference between final budget and actual R'000
Total revenue	3 682 471	3 963 052	280 581
Total expenditure	(3 522 473)	(3 699 455)	(176 982)
Surplus / (Deficit)	159 998	263 597	103 599

The total cash and cash equivalent at the end of the financial year has decreased from R602 million to R344 million.

#### TARIFFS

The following tariff increases were approved during the 2015/16 financial year:-

No.	Services	%
1.	Assessment rate	6.2
2.	Water	5
3.	Sanitation	5.6
4.	Refuse	6
5.	Electricity	6 - 7.39

#### Comparison between tariff increase and increase in revenue

NO.	Services	% increase in income 2014/15	% increase in income 2015/16
1.	Assessment rate	6%	6.2%
2.	Water	5.3%	6 – 49.55%
3.	Sanitation	5.6%	4 - 14%
4.	Refuse	6%	5.7%
5.	Electricity	3.5 – 7.39%	3.5 - 12.2%

The municipality generates revenue from trading services and property rates. Municipal property rates are a tax levied on the market value of properties within the municipality's jurisdiction. Property rates must be determined in terms of the Municipal Property Rates Act, 2004 (Act No. 6 of 2004) (MPRA). The above tariffs implemented were below CPI.

The following summary of the Statement of Financial Performances as reflected in the Annual Financial Statements give the actual results, as a percentage of the Adjusted Budget:

#### Total Capital Expenditure

Total Capital Expenditure: 2013/14 to 2015/16				
No	Detail	2013/14	2014/15	2015/16
1	Original Budget	1,363,578	1,085,040	1,063,748
2	Adjustment Budget	1,486,835	1,405,750	905,379
3	Actual Performance	923,807	812,418	611,319
4	Percentage Capital Actually spent on the Original Budget	67%	75%	57%
5	Percentage Capital Actually spent on the Adjustment Budget	62%	58%	68

## **1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW**

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### **ORGANISATIONAL DEVELOPMENT PERFORMANCE**

The organisational performance can be measured against the performance of the Section 56/57 Managers which include the performance of the Municipal Manager and that of the Directors.

## **1.6 AUDITOR GENERAL REPORT**

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### **AUDITOR GENERAL REPORT: 2015/2016**

The municipality received a qualified audit opinion based on the 2015/16 audit outcome. An action plan has been developed for implementation. The action plan is monitored on a weekly basis to track progress in relation to the audit action plan. Stricter measures were introduced such as a consequence management procedure as part of behavioural change. The Executive Mayor and the Municipal Manager meet with the Auditor-General on a monthly basis.

## **1.7 STATUTORY ANNUAL REPORT PROCESS**

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According to the Municipal Finance Management Act, 2003, the Executive Mayor must within seven months after the end of the financial year table the municipality's Annual Report in Council. Thereafter the accounting officer must make the annual report public; and invite local communities to submit representations to the Municipal Public Accounts Committee (MPAC). The Municipal Council must consider the oversight report from the MPAC on the annual report during an open meeting. The oversight report should include all submissions made by the local communities and other stakeholders like sector departments.

Section 121 (1) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) stipulates that: "Every municipality and municipal entity must for each financial year prepare an annual report in accordance with its guidelines."

This Annual Report was compiled according to the requirements of the Municipal Finance Management Act, 2003 (Act No 56 of 2003) and Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended and MFMA Circular No 63 dated September 2012. The main objective or purpose of this report is:

- (a) Provide a record of the activities of the Rustenburg Local Municipality and Rustenburg Water Services Trust during the financial year 2015/2016;
- (b) Provide a report on performance against the budget of the Rustenburg Local Municipality and its entity for the financial year 2015/2016; and
- (c) Promote accountability to the local community for the decisions made during the financial year ended June 2015 by the municipality and the Rustenburg Water Services Trust.

According to the MFMA, this Report should include:

- (a) The annual financial statements of the Municipality, and consolidated annual financial statements, submitted to the Auditor-General for audit in terms of section 126 (1) of the MFMA
- (b) The Auditor-General's audit report in terms of section 126 (3) of the MFMA and in accordance with s45 (b) of the MSA; on the financial statements in (a) above;
- (c) The annual performance report of the Municipality as prepared by the Rustenburg Local Municipality in terms of section 45 (b) of the Local Government: Municipal Systems Act 32 of 2000 (MSA);
- (d) An assessment of the arrears on municipal taxes and service charges;
- (e) An assessment of the Municipality's performance against the measurable performance objectives referred to in Section 17 (3) (b) of the MFMA for revenue collection from each revenue source and for each vote in the Municipality's approved budget for the financial year 2015/2016;
- (f) Corrective action taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d); and
- (g) Recommendations of the Municipality's Audit Committee.



## CHAPTER TWO: GOVERNANCE

### INTRODUCTION TO GOVERNANCE

This chapter presents governance mechanisms, structures and systems that were put in place to ensure that the municipality complies with legal requirements. These include community participation, oversight, monitoring and evaluation and how the municipality communicates with and account to the community. To ensure that accountability and governance arrangements are in place, Section 18(1)(d) of the Municipal Systems Act, 2000 (Act no 32 of 2000), read with Section 121(2)(c) of the Municipal Finance Management Act, 2003 (Act no 56 of 2003) prescribes that information on matters of governance should be communicated to communities. This should, according to Sections 65(1) (a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of such an annual report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

#### INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Rustenburg Local Municipality is implementing an Executive Mayoral and Ward Participatory System of local governance, which ensures that the municipality involves the community and that all citizens within the area of jurisdiction of the municipality are represented in decision making processes. This practice has increased residents' sense of belonging and pride, accountability and empowerment and actively involves them in all issues dealt with by the municipality.

Administrative governance ensures transparent administration, regular feedback to the community and compliance with the rules, processes and laws by which Council operates and is regulated and controlled.

#### 2.1 POLITICAL GOVERNANCE

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##### INTRODUCTION TO POLITICAL GOVERNANCE

The council of Rustenburg Local Municipality is constituted by 76 Councillors, with 38 wards and 38 proportional representative Councillors. The Mayoral Committee consisting of ten (10) members. Ward Councillors chair ward committees whose responsibility is to discuss issues of local concern.

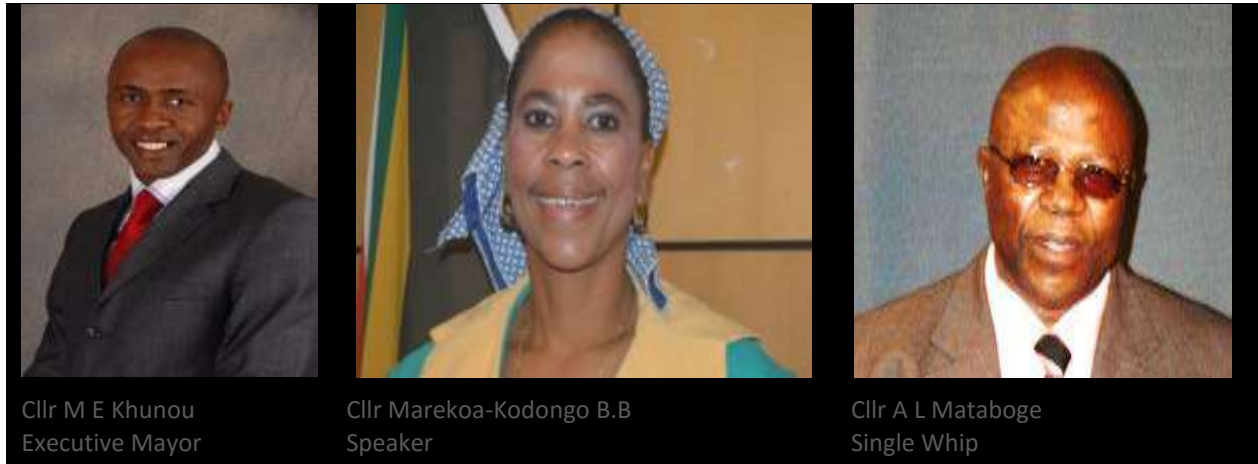
##### The party-political representation of Councillors

Political Party	Number Councillors	Gender Distribution	
		Male	Female
African Christian Democratic Party	1	1	
African National Congress	54	33	21
Congress of the People	1	1	
Democratic Alliance	16	11	5
Freedom front+	1		1
Independent	2	2	
United Christian Democratic Party	1	1	
<b>TOTAL</b>	<b>76</b>	<b>49</b>	<b>27</b>

The Council elected the Speaker, Cllr B.B Marekoa-Kodongo in terms of section 36 of the Municipal Structures Act, 1998 (Act No. 117 of 1998), per item 292 of 25 September 2012, to chair Council meetings and is also responsible to capacitate Councillors and Ward Committees.

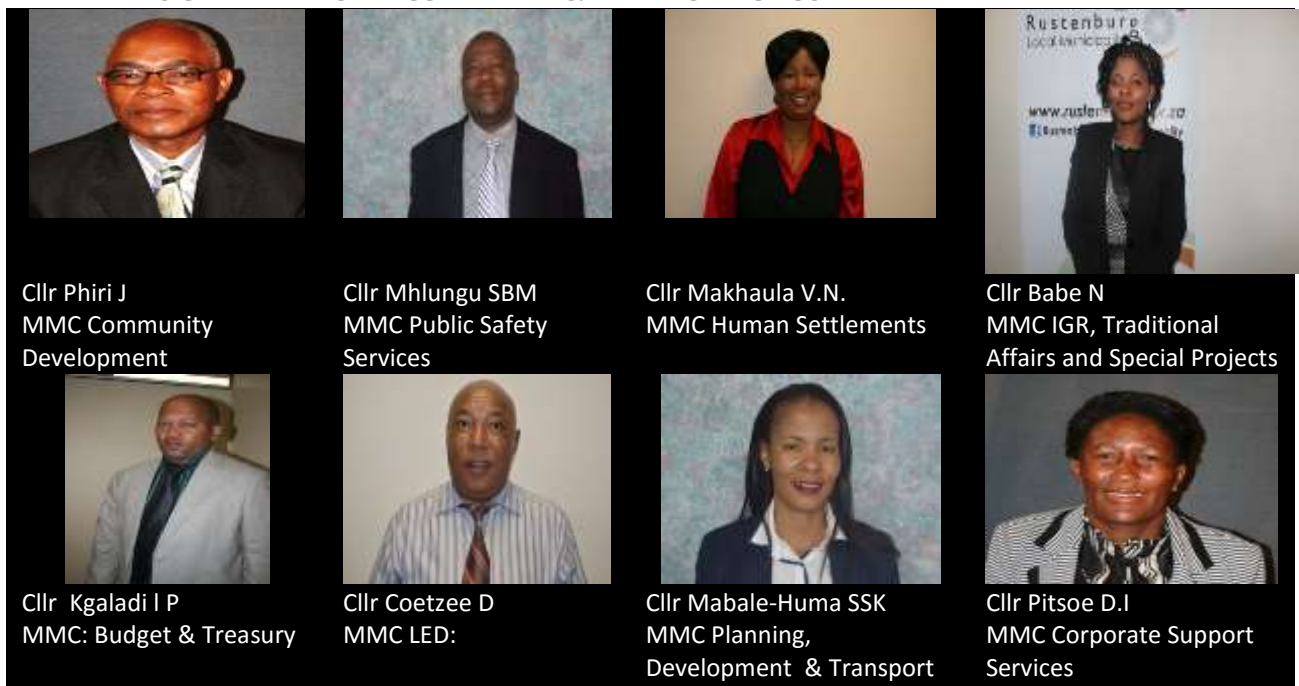
The municipality operates within an Executive Mayoral System under the leadership of Executive Mayor Cllr M E Khunou, who was appointed as per section 55 of Municipal Structures Act, 1998 (Act No. 117 of 1998), per item 99 of 01 June 2011. Cllr. Amos Mataboge was elected as the Single Whip of the Council per item 331(4) on 26 August 2015.

#### EXECUTIVE MAYOR; SPEAKER & SINGLE WHIP



The Rustenburg Local Municipality established a Mayoral Committee and Portfolio Committees in terms of Section 80 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) to assist the Executive Mayor in executing his functions. The Executive Mayor is the chairperson of the Mayoral Committee while members of his Mayoral Committee chair Portfolio Committees.

#### MEMBERS OF THE MAYORAL COMMITTEE & THEIR PORTFOLIOS





## OTHER COMMITTEES

The council further established the following committees in terms of Section 79 of same Act of 1998 to provide special advice on specific technical issues:

1. IDP/ Budget Steering Committee;
2. Local Labour Forum (LLF);
3. Performance Audit Committee;
4. Municipal Public Accounts Committee (MPAC);
5. Risk Management Committee; and
6. Rules of Order.

## PERFORMANCE AUDIT COMMITTEE (PAC)

The Performance Audit Committee was established in terms of the Local Government Municipal Planning and Performance Management Regulations (2001) and section 166 of Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

The members of the Performance Audit Committee were appointed by the council of the municipality. It consists of four members with appropriate experience and are not in the employment of the municipality or municipal entity. They meet as often as required to perform the committee's functions, but at least four times a year as prescribed by the MFMA section 166(4)(a)(b) and (5).

The role of the PAC is to assist Council, Management and Internal Audit in relation to:

1. Improving the quality of accounting and internal control functions
2. Strengthening the objectivity and credibility of financial reporting
3. Strengthening the independence of the internal audit functions
4. Creating a climate of discipline and control, this will allow for reduction of fraud opportunity.

The Performance Audit Committee does not perform any management functions or any management responsibilities, as this could prejudice the objectivity of the Committee. The following table presents the members of the PAC during the period under review:

### Members of the Performance Audit Committee (PAC)












MEMBER	TERM	STATUS
R Tshimomola	Three years (Appointed 25 August 2015 )	Current
G Taylor	Three years (Appointed 25 August 2015 )	Current
X Khumalo	Three years (Appointed 25 August 2015 )	Current
S Ngobeni	Three years (Appointed 26 January 2016)	Current

The recommendations of the Performance Audit Committee for the 2015/16 financial year are attached as Appendix G.

## 2.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Council appointed the management team to ensure that the municipality provides services to the communities as captured in the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). The Municipal Manager is the link between the Municipal Council and the administration and therefore, accounts to the Council through the Executive Mayor. The day-to-day management of the affairs of the municipality is carried out by the Municipal Manager and he is assisted by a team of senior managers. The following are section 57 managers:

### SENIOR MANAGERS

			
Mr. Makona, SV Acting Municipal Manager	Vacant Chief Operations Officer	Ms Molefe S.G. P Chief Financial Officer	Ms Motsepe, P Director: Community Development
			
Mr Kola, J R Director: Local Economic Development	Mr Kotsedi, S.S. Director: Public Safety	Mr Matshego D. Acting Director: Human Settlement	Mr Mokgwamme M.N. Director: Technical and Infrastructure Services
			
Mr Pieters C.J. Director: Planning	Mr Rapoo MK Acting Director: Rustenburg Rapid Transport	Mr Segatle F.S. Director: Corporate Support Services	

The Municipal Manager has established the following administrative committees to assist him to perform his duties in accordance with the principles of good governance and legislative stipulations and statutory frameworks:

1. Executive Committee (EXCO) consists of the Municipal Manager and his Section 56 managers and meets on a weekly basis.
2. Bid Specification, Evaluation and Adjudication Committees – these bid committees are meeting on a weekly basis
3. Audit Steering Committee – meet on a weekly basis

## **COMPONENT B: INTERGOVERNMENTAL RELATIONS**

### **INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS**

Proactive cooperation between all spheres of government is critical for efficient and effective service delivery if the municipality is to succeed in its developmental role. Each sphere of government has a role in the development planning, prioritization and resource allocation and management. The Intergovernmental Relations Framework Act (IGRFA) was passed in 2005. The Act provides a framework for the cooperation among the three spheres of government as distinctive, interdependent and interrelated, and it defines the responsibilities and institutional structures to support closer cooperation.

### **2.3 INTERGOVERNMENTAL RELATIONS**

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#### **DISTRICT INTERGOVERNMENTAL STRUCTURES**

Rustenburg Local Municipality is an active participant in the Bojanala Platinum District Municipality's Intergovernmental Relations (IGR) Forum through the following structures:

1. Political IGR: where mayors and other politicians discuss local and district service delivery issues of common interest and challenges are resolved.
2. Technical IGR: Accounting officers and other senior managers meet on a quarterly basis to discuss progress on service delivery, barriers to policy implementation and how these could be escalated to the political forum for resolution.
3. IDP Managers Forum: These managers also meet on a quarterly basis to discuss progress in the implementation of each municipality's IDP and make recommendations to the Technical IGR for further processing.

#### **RELATIONSHIP WITH MUNICIPAL ENTITIES**

The municipality established Rustenburg Water Services Trust to manage the wastewater purification on its behalf. The Local Government: Municipal Finance Management Act, 2003 read with the Local Government: Municipal Systems Act, 2000 prescribes that Municipal Entities must fully account and report to the parent municipality. The law further requires that budgets and annual financial statements should be consolidated, which in essence requires full interaction between the parent municipality (Rustenburg Local Municipality) and the municipal entity (Rustenburg Water Services Trust).

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION



**CLR R B MANTSHO**  
**CHAIRPERSON OF MPAC**

The Municipal Public Accounts Committee (MPAC) is established in terms of section 79 of the Municipal Structures Act, 1998 (Act No 117 of 1998). The committee was established for the effective and efficient performance of the oversight function on behalf of council. MPAC is comprised of councillors with the exception of the Executive Mayor, Speaker, Chief Whip, or a Member of Mayoral Committee (MMC). Councillors serving on the MPAC were appointed for a term which corresponds to the term of office of the current Council.

### MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The committee had the following meetings during the period under review plus other special meetings to investigate special projects as directed by the council or as may be necessary in accordance with the approved work programme:

No	Details of the Meeting	Total number of meetings held
1	Scheduled	7
2	Auditor General	4
3	Public Participation	34

The main functions of the Municipal Public Accounts Committee are as follows:

1. To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on the annual report;
2. In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. These relates to current in-year reports, including the quarterly, mid-year and annual reports;
3. To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Performance Audit Committee's and the Auditor General's recommendations have been implemented.
4. To promote good governance, transparency and accountability on the use of municipal resources;
5. To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
6. To perform any other functions assigned to it through a resolution of council within its area of responsibility.

## REPORT ON ALL MATTERS/ITEMS REFERRED TO MPAC BY COUNCIL

<p><b>Unauthorised expenditure to the amount of R 13 394 000</b></p>	<p>The investigation was done to determine the cause of the unauthorised as per item and the Accounting Officer reported the matter to council for determination as per item 27 and Council resolved to approve the adjusted budget when the annual report was tabled.</p> <p>And there were good grounds shown:</p> <ul style="list-style-type: none"> <li>• That the officials / accounting officer who permitted expenditure acted in the best interest of the municipality</li> <li>• That there was no financial loss incurred by the municipality.</li> <li>• That the amounts previously written-off had been added back due to incorrect calculation of the unauthorised expenditure by Auditor General</li> </ul>
<p><b>Unauthorised expenditure in respect of prior years of R 550 629 000</b></p>	<p>Unauthorised expenditure in respect of prior years was investigated by MPAC as per item 269. MPAC PROGRESS REPORT – IRREGULAR AND UNAUTHORISED EXPENDITURE AS AT 26 AUGUST 2014, Council meeting of 26 August 2016. Council condoned the following amounts:</p> <ul style="list-style-type: none"> <li>• 2011/12 – R287 427 534.56</li> <li>• 2012/13 – R293 661 315.80</li> </ul> <p>The amounts above were reversed during the audit and a new calculation was done in line with Circular 68 of the MFMA. The recalculated amounts were submitted to council as per item 27 of 26 January 2016 Council meeting as per the special adjustment budget.</p>
<p><b>Fruitless and wasteful expenditure of R 537 000</b></p>	<p>Fruitless and wasteful expenditure of R 537 000 was reported to council on 26 January 2016 when the audit report was tabled as per item No. 35. Council resolved that MPAC investigate the matter and it is envisaged that the report by MPAC will be finalised at the end of May 2016. However MPAC is still busy with the investigation and the outcome of the investigation will be considered in terms of sect. 32 of the MFMA.</p>
<p><b>Irregular expenditure of R657 889 000</b></p>	<p>The accounting officer identified the irregular expenditure that happened in the 2014 /2015 financial year. The reports were presented to Council in June 2015 as per item 241 and in January as per item 22. Council referred the expenditure to MPAC for investigation. The report will be presented to Council end May 2016. However MPAC is still busy with the investigation and the outcome of the investigation will be considered in terms of sect. 32 of the MFMA. The outcome of the investigation will make a determination whether to recover or to write-off.</p>
<p><b>Irregular expenditure of R 2 642 131 000</b></p>	<p>The expenditure of R2 642 131 000 from prior years has been subsequently been investigated and the MPAC reported to council an amount of R1 024 608 213.54 which council wrote off after investigation was conducted and was found that the intention on all expenditure was incurred in good faith, there was no malevolence. <b>There was a thorough investigation done and the outcome of the investigation was as follow:</b></p> <ul style="list-style-type: none"> <li>• Council considered the report and recommendations of a Special Council sitting 15 October 2015 as per item <b>366. REPORT ON IRREGULAR EXPENDITURE</b>. Expenditure of R272 002 589 was categorised as category 1 and R223 674 060 as Category 2 was certified as irrecoverable and was written off. Expenditure of R614 654 734 should remain in the irregular expenditure register for further investigation. Expenditure of R528 931 565 was written off</li> <li>• The expenditure of R 614 654 734, Category 3 was referred for further investigation and MPAC will table the report at council end May 2016. However MPAC is still busy with the investigation and the outcome of the investigation will be considered in terms of sect. 32 of the MFMA.</li> </ul>



## **COUNCIL MEETINGS**

Council meetings are held on a monthly basis and they are open to the public, except when Council is in committee.

## **WARD COMMITTEES**

The municipality has established 37 ward committees since 2012 that convene monthly meetings that serve as a platform interaction, engagement and sharing information between the Ward Councillor and committee members. Ward councillors and their ward committees conduct meetings in their areas to give feedback on the performance of the municipality to the communities on a quarterly basis and assist in addressing developmental needs and challenges. Refer to Appendices E and F for more information on the composition and functionality of these committees.

## **2.4 IDP PARTICIPATION AND ALIGNMENT**

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The Draft Reviewed IDP and draft budget were adopted by the Municipal Council per Item No. 91 of on Tuesday, 29 March 2016 and were open for comment by the public from Thursday, 07 April 2016 until 30 April 2016. The documents were advertised for public awareness and community members were encouraged to comment on both these documents.

During the 2015/16 financial year, the Rustenburg Local Municipality intensified its planning for the transition to the next term of office for the period 2017-2022. As with the current term, the next term will be guided by the Regional Master Plan, and by the 5-Year Integrated Development Plan (IDP). Within the regular and predictable 5-year cycle, it is clearly envisaged that the Growth and Development Strategy would be revisited at the end of the current term of office. A CDS revision would be based on a review of the progress made over the term, and would lead to the reformulation of a new 5-Year IDP for the 2017-22 term of office to ensure that the Municipality maintains its strategic direction.

Further, the conditions that informed the 2012-17 IDP have changed and may no longer be relevant. In particular, the following changes are worth noting:

- There have been dramatic changes in the global context over the last few years, shaping into another potential global financial crisis. This will have significant implications for the economic growth path to be followed by the Municipality to reach its proposed growth targets and development objectives.
- 2. New mandates and objectives have been set by National Government, such as the South African Government's new Medium-Term Strategic Framework (MTSF), which will be given further focus in the government programmes formulated for the 2014-19 national and provincial terms of office.
- Key national development challenges have become more acute, or have been specifically highlighted by recent events. These include the Eskom load-shedding crisis, concern over food security, and mounting concern about longer-term supply and quality issues around water.
- Key international development agendas have come into sharper relief over the last few years. These include geopolitical shifts, the challenge of addressing climate change, the replacement of the Millennium Development Goals (MDGs) with Sustainable Development Goals (SDGs), and new approaches to infrastructure finance.

If these strategic plans going ahead are to be robust and clear they must be based on:

- a careful evaluation of what the Municipality has been able to achieve in the past current term of office;



- a rigorous critical reflection of key weaknesses and gaps in the municipality's past and present performance;
- a thorough analysis of trends and dynamics in the external environment shaping the ability of the Municipality to fulfill its purpose as a developmental local government; and
- a systematic participatory process of reviewing long term goals and re-setting 5-year objectives and programmes of action.

It is understood that this next iteration of the 5-Year IDP would build on, and further deepen, the already proud history of strategic planning in the Municipality.

Public meetings were held throughout the municipal area during this period to provide answers to the community in connection with these documents. The following table presents a schedule of all meetings that were held in this regard:

#### Public Meetings held

No	Date	Place / Ward	Venue
1.	28 April 2016	Ward 1 & 2	Phatsima Community Hall
2.	28 April 2016	Ward 3 & 4	Mogono Community Hall
3.	29 April 2016	Ward 5 & 6	Lesedi Church
4.	29 April 2016	Ward 12, 19, 24, 37 & 38	Paardekraal Community Hall
5.	3 May 2016	Ward 7, 8, 9, 10 & 11	Tlhabane Community Hall
6.	3 May 2016	Ward 26	Tsitsing Community Hall
7.	4 May 2016	Ward 18 & 22	Sunrise Park Community hall
8.	4 May 2016	Ward 23	Show house
9.	5 May 2016	Ward 13, 14, 15, 16, 17 & 36	Old Town Hall
10.	5 May 2016	Ward 29	Ikageng Community Hall
11.	6 May 2016	Ward 20 & 21	Tsholofelo Community College
12.	6 May 2016	Ward 25	Monnakato Community Hall
13.	9 May 2016	Ward 27	B Tause Community Hall
14.	9 May 2016	Ward 28	Rethusegile High School
15.	10 May 2016	Ward 30	Barseba Tribal Hall
16.	10 May 2016	Ward 31, 32, 33, 34 & 35	Marikana Sports Ground

All government and non-governmental organisations that operate within the area of jurisdiction of the municipality have submitted their developmental projects to the municipality for inclusion in the IDP.

#### MAYORAL OUTREACH PROGRAMME 2015 (IMBIZO): STAKEHOLDERS

##### IDP Review Meetings held

DATE	STAKEHOLDER	TIME	VENUE
03/11/2015	NGO's and CBO's	10:00	Old Chamber 8 <sup>th</sup> Floor
	Youth and Cooperatives	10:00	Old Town Hall
	Magosi and Magosana	14:00	Old Chamber 8 <sup>th</sup> Floor
	Retailers; Banks; SMME's; Mining Sector and Organised Business	14:00	Old Town Hall
	and Faith based organization	10:00	2 <sup>nd</sup> Floor Boardroom
06/11/2015	Ward Committee members	10:00	Ben Marais Hall

## **Executive Mayoral Imbizo Programme**

Community participation during the IDP Review process took the form of Mayoral Imbizo Programme such as the Executive Mayor's Outreach Programme. Twenty one (21) meetings were held during the period under review with attendance ranging from 150 to 500 people per meeting. All the issues that were raised during these meetings were taken into consideration.

## **Mayoral Stakeholder Engagement Committee (MASECO)**

Through the Mayoral Stakeholder Engagement Committee (MASECO) the municipality managed to engage in dialogue with all mining companies and other stakeholders who have an interest or are affected by the mining operations in the area through this committee.

## **Sector Departments, Business & other Stakeholders**

Professional service providers were engaged where certain specialised services were needed like when the municipality embarked in the development of area based plans.

# **COMPONENT D: CORPORATE GOVERNANCE**

## **OVERVIEW OF CORPORATE GOVERNANCE**

The scope of corporate governance includes political, administrative, inter-governmental governance and public accountability and participation to ensure that the municipality is managed to the desired requirements of the community and within the rules, processes and laws by which the municipality operates and is regulated and controlled.

## **2.5 RISK MANAGEMENT**

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### **INTRODUCTION TO RISK MANAGEMENT**

The Municipal Finance Management Act, 2003, section 62 (1) (c) (i) states that : *"the accounting Officer of the municipality is responsible for managing the financial administration of the municipality, and for this purpose take all responsible steps to ensure- that the municipality maintains an effective, efficient and transparent systems of financial and risk management and control"* for the achievement of the objectives of the municipality as contained in the IDP.

The 2015/16 financial year the municipality has improved fairly well in terms of implementation and compliance of risk management by ensuring that all systems are in place. The municipality has ensured that a (i) Risk Management Committee is established with an external person appointed as Chairperson of the Committee, (ii) reviewed the risk management Policy and Strategy, (iii) and have an approved Risk Management Implementation Plan and a Risk Committee Charter.

The municipality is in the process of developing a Fraud Prevention Strategy and Implementation Plan and conducting Fraud Risk Assessments to improve the management of risk and fraud in the municipality.

The following table presents the municipality's risks and aligns them to the strategic objectives. The treatment and controls in the table are a high level summary of the top five (5) risks.

## High Level Summary of the Top five (5) Risks

No	Risk Description	Rating	IDP Priority	IDP Objective	Mitigation Strategies.
1	Land grabbing	25: Very High	Accelerated delivery and maintenance of quality basic and essential services to all Communities	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure: <b>Planning</b>	1. To adopt a Rapid Land Release Strategy. 2. To Benchmark with other municipalities regarding land grabbing.
2	Backup Server not tested and is located within Rustenburg area	25: Very High	Drive optimal municipal institutional development, transformation and capacity building	Develop and implement integrated internal systems and processes	1. To get the Disaster Recovery Plan approved 2. Relocation of backup server out of Rustenburg 3. To make funds available in the next financial year. 4. Servers technology: - Ensure all applications run on virtual servers. 5. Microsoft HyperV is the selected virtualization platform. 6. Standardize server builds and have snapshot backup regularly of all Virtual Machines using tape
3	Promis on a stand-alone server and running on a different Operating System (Linux)	20: Very High	Accelerate delivery and maintenance of quality basic and essential services to all Communities	Drive optimal municipal institutional development, transformation and capacity building (To promote Information Technology Governance)	1. Replacement of the Promis System 2. Ensure application integration 3. Implement business application framework
4	Non payment of services by communities	25: Very High	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. To ensure Intervention by Councillors at Ward Level to encourage community members to pay for services. 2. To ensure that tariffs are cost reflective and affordable 3. Continuous awareness campaigns relating to culture of payment 4. To roll out pre-paid systems to other areas in the jurisdiction of the Rustenburg Local Municipality
5	Shortage of bulk water supply	15: High	Accelerated delivery and maintenance of quality basic and essential services to all Communities	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	1. Implementation of IMQS (Integrated Management Query System) a. Asset management b. Project control system c. Water Loss and Demand management 2. Installation of Prepaid meter reading. 3. Inter-dependency meetings with Planning directorate. 4. Encourage mines to use grey water for industrial usage.

## 2.6 ANTI-CORRUPTION AND FRAUD

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### FRAUD AND ANTI-CORRUPTION STRATEGY

The Municipal Council approved the policy on fraud and corruption per item 37 dated 14 November, 2007. This policy is based on Codes of Conduct for Councillors and Municipal Staff Members (Schedule 1 and 2 of the Municipal Systems Act, 2000) and the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

The municipality has reviewed and amended this policy in line with the latest national and provincial developments. This reviewed policy is currently in the public participation process and it is expected to be approved by Council during the 2014/15 financial year. The policy covers among others:

1. Zero-tolerance on fraud and corruption;
2. Using the full might of the law to investigate all incidents of fraud and corruption;
3. Reporting all incidents of fraud and corruption to the South African Police Services for criminal investigation; and
4. Recovering of losses or damages suffered by the municipality from employees or councillors who are found liable by the court of law.

The Chief Audit Executive investigates every case that is reported and presents the results of his investigation to the Municipal Manager, as the accounting officer, who is then expected to institute disciplinary and criminal actions, where deemed necessary. **Disciplinary actions have been instituted by the Accounting Officer and were reported under 3.26 HUMAN RESOURCE SERVICES.**

## 2.7 SUPPLY CHAIN MANAGEMENT

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The Rustenburg Local Municipality established a supply chain management (SCM) Unit under the direct supervision of a unit manager who has been delegated in terms of section 82 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) by the Chief Financial Officer (CFO). The SCM Unit was established in accordance to the requirements of the Municipal Supply Chain Management Regulations, 2005.

The municipality's SCM Policy, which incorporates the Preferential Procurement Regulations, as well as all other relevant legislation, regulations and circulars, was approved by the Municipal Council. It makes provision for a committee system for competitive bids consisting of the following:

1. Bid Specification Committee;
2. Bid Evaluation Committee; and
3. Bid Adjudication Committee.

The first two committees have their meetings on Mondays and Tuesdays respectively whilst the last one meets on Fridays. The Bid Adjudication Committee is chaired by the CFO and it is composed of other senior managers; such as Directors: Technical and Infrastructure Services, Corporate Support Services and Rustenburg Rapid Transport.

According to the municipality's Supply Chain Management Policy, no councillor is eligible to be a member of any committee dealing with supply chain processes. It is also important to note that the supply chain management officials are undergoing continuous training offered by National Treasury to reach the prescribed competency levels.

Please find attached hereto "Appendix H" in respect of the largest projects, agreements and contracts in the municipality.

## 2.8 BY-LAWS

The following By-laws were promulgated by the Council are currently in force in the area of jurisdiction of the municipality:

### Rustenburg Local Municipality's By-Laws

NAME OF THE BY-LAW	PROMULGATED/ GAZETTED AND GAZETTE NUMBER
<b>Community Development By-laws</b>	
1. By-laws relating to the prevention of nuisance	6 September 2005 GAZZETTE NR 6205
2. By-law relating to the disposal of contaminated and /infection waste	6 September 2005 GAZZETTE NR 6205
3. By-law relating to the keeping of animals and poultry	6 September 2005 GAZZETTE NR 6205
4. By-law relating to children services	6 September 2005 GAZZETTE NR 6205
5. By-law relating to the preparation of food at registered private kitchens	6 September 2005 GAZZETTE NR 6205
6. By-law pertaining to public hazards and nuisance	6 September 2005 GAZZETTE NR 6205
7. By-law relating to accommodation establishment	6 September 2005 GAZZETTE NR 6205
8. By-law relating to public cemeteries	7 June 2016 Gazette NR 7653
9. By-law for the hire of community, arts and culture facilities	6 September 2005 GAZZETTE NR 6205
10. By-law relating to swimming pools and spa bath	7 June 2016 Gazette NR 7653
11. By-law relating to open space, park, sidewalks and gardens	7 June 2016 Gazette NR 7653
12. Public amenities by-law	6 September 2005 GAZZETTE NR 6205
13. By-law relating to caravan parks and mobile homes	6 September 2005 GAZZETTE NR 6205
<b>LOCAL ECONOMIC DEVELOPMENT</b>	<b>PROMULGATED/ GAZETTED AND GAZETTE NUMBER</b>
Street trading by-law	11 August 1998 GAZZETTE NR 5291
<b>DIRECTORATE INFRASTRUCTURE AND SERVICES</b>	<b>PROMULGATED/ GAZETTED AND GAZETTE NUMBER</b>
Electricity by-law (reviewed)	4 SEPTEMBER 2006 GAZZETTE NR 6313
Water supply and waste management ( reviewed)	24 NOVEMBER 2006 GAZETTE NR 6343
Control of informal settlement	4 April 2008 GAZZETTE NR 6473
Air pollution by-law	12 December 2014 GAZZETTE NR 7383
Waste management by-law	7 June 2016 Gazette NR 7653
Advertising by-law	15 September 1998
Property rates by-law	24 June 2009 GAZZETTE NR 6652
Tariff rates by-law	23 February 2013 GAZZETTE NR 7086
Credit control and debt collection by-law	10 April 2014 GAZZETTE NR 7265
Rates by-law	10 April 2014 GAZZETTE NR 7265
Tariff by-law	10 April 2014 GAZZETTE NR 7265

NAME OF THE BY-LAW	PROMULGATED/ GAZETTED AND GAZETTE NUMBER
Rules of order by-law	Waiting to be promulgated once received funds
<b>Public Safety</b>	<b>PROMULGATED/ GAZETTED AND GAZETTE NUMBER</b>
Public Passenger and goods by-law	19 February 2004
Street trading by-law	11 August 1998
Property rates by-law	24 June 2009
Management and Control of Informal Settlement within the Jurisdiction of the Municipality.	4 April 2008
Noise Control by-law	May 2004
Spatial planning and land use management by-law	29 January 2016
Fire Brigade Services by-law	25 July 2008 GAZETTE NR 6510
Fire Services by –law	May 2004
<b>Office of the Speaker</b>	<b>PROMULGATED/ GAZETTED AND GAZETTE NUMBER</b>
Public participation by-law	4 September 2006 GAZETTE NR 6313
<b>Planning and Human Settlement</b>	<b>PROMULGATED/ GAZETTED AND GAZETTE NUMBER</b>
Rustenburg Land Use Management Scheme	2005/2010
Policy with regard to Second Dwellings on Agricultural Land	30 September 2003
Tuck Shop Policy	April 2012
Tavern Policy	November 2008
Creche and Nursery School policy	July 2000

## 2.9 WEBSITE

The Rustenburg Local Municipality website has been running on the domain [www.rustenburg.gov.za](http://www.rustenburg.gov.za). It was developed using the latest content management system in the IT environment called Drupal. The Rustenburg Local Municipality is among the most visited sites on the google search engine which makes it easier for the users to access the website, and this also confirms that the municipality's Search Engine Optimization (SEO) is up to standard. The most visited pages on the website since it was developed are as follows:

- Home page
- Vacancies
- Tenders
- Customer care

### Documents available on the Website

No.	Document	Available on the Website
1	Current annual and adjustment Budgets and all budget related documents.	Yes
2	All current budget related policies	Yes
3	Previous financial year's annual report : 2014/15	Yes
4	Current annual report: 2015/16	To be published after approval by Council
5	All current Performance agreements (2014/15) required in terms of Section 57(1)(b) of the Local Government: Municipal Systems Act, 2000	Yes
6	Integrated Development Plan (IDP)	Yes
7	Supply Chain Management contracts and / or Service Level Agreements : 2013/14)	Yes
8	All long-term borrowing contracts	Yes

No.	Document	Available on the Website
9	Quarterly reports in terms of Section 52(d) of the Local Government: Municipal Finance Management Act, 2003	Yes
10	An information statement containing a list of assets over a prescribed value that has been disposed of in terms of section 14(2) or (4) of the Local Government: Municipal Finance Management Act, 2003 during the period under review.	BTO
11	Supply chain management contracts above R200 000 for the 2014/15 financial year	Yes
12	Contracts having future budgetary implications entered into in terms of Section 33 of the Local Government: Municipal Finance Management Act, 2003.	Yes
13	Public – private partnership (PPP) agreements referred to in Section 120 of the Local Government: Municipal Finance Management Act, 2003.	None
14	All quarterly reports tabled before council.	Yes

## 2.10 COMMUNITY SATISFACTION SURVEY

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This is the Accounting Officer's first Annual community satisfaction survey of the perceptions of the people of Rustenburg on the municipality's service provision. Questionnaires were distributed to households throughout the thirty eight (38) wards. The survey was conducted by ward councillors and ward committee members.

Most respondents felt positively about the municipality and their neighbourhoods (wards). Notwithstanding the fact that the majority of residents view some municipal services as very good or good in 2015, other services received less positive ratings.

The report contains sections of the survey results on the following municipal basic services areas:

- Basic services and Infrastructure development;
- Public safety;
- Public transport;
- Community facilities;
- Local Economic Development;
- Brand management;
- Customer relations management; and Public participation;
- Community development;
- General municipal organisational performance; and
- Demographic information

## CHAPTER THREE: SERVICE DELIVERY PERFORMANCE (PERFORMANCE PART I)

### INTRODUCTION

This chapter presents the annual performance results of the municipality during the 2015/16 financial year. It will provide reasons where there was underperformance and measures that are taken to remedy the situation.

### COMPONENT A: BASIC SERVICES

The Rustenburg Local Municipality is responsible for the following functions in terms of basic service delivery:

1. Electricity: provided in conjunction with Eskom in certain areas;
2. Roads and Storm water;
3. Waste Management; and
4. Water and Sanitation Services.

### INTRODUCTION TO BASIC SERVICES

Basic Service	Backlogs census 2011	Actual Performance (As at 30 June 2016)
Water	19,371 hh	479hh
Sanitation	19,371 hh	468
Refuse	120,000 hh	145,122hh
Electricity	1,066 hh	4560hh
Roads	600 km	80km

### 3.1 WATER AND SANITATION PROVISION

Financial Performance 2015/16 Financial Year					
Water					
R' 000					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	507 473	585 922	579 922	422 134	157 788
Employees	40 221	43 206	45 552	49 052	-3 500
Repairs and Maintenance	33 120	13 667	14 585	13 666	919
Other	319 000	412 117	419 266	324 208	95 058
Total Operational Expenditure	392 341	468 991	479 403	386 926	92 477
Net Operational Expenditure	115 131	116 931	100 519	35 208	65 311

WATER OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all communities	Percentage of households with access to basic levels of water services	80	60	2020	-	479



### 3.2 WASTE WATER (SANITATION) PROVISION

Financial Performance 2015/16 Financial Year Sanitation R' 000					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	153 723	145 748	146 748	141 833	4 915
Employees	4 908	5 105	4 907	5 329	-422
Repairs and Maintenance	24 122	55 012	54 992	78 789	-23 797
Other	153 642	89 294	122 192	48 769	73 423
<b>Total Operational Expenditure</b>	182 672	149 411	182 092	132 888	49 204
<b>Net Operational Expenditure</b>	-28 949	-3 663	-35 344	8 945	-44 289

WATER SERVICES POLICY OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all Communities	Percentage of households with access to basic levels of services : Sanitation,	New KPI	0	500		468
Improved service delivery through provision of high quality, reliable and cost effective infrastructure based on integrated spatial planning	Date of approval of Infrastructure Development Plans	New KPI	0	June 2015		0

### 3.3 ELECTRICITY PROVISION

FINANCIAL PERFORMANCE 2015/16 ELECTRICITY R'000					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	1 561 081	1 852 207	1 955 107	1 699 424	255 683
<b>Employees</b>	30 998	31 644	33 816	37 453	-3 637
<b>Repairs and Maintenance</b>	16 269	8 050	12 510	12 382	128
<b>Other</b>	1 327 253	1 755 202	1 673 652	1 470 109	203 543
<b>Total Operational Expenditure</b>	1 374 520	1 794 896	1 719 978	1 519 944	200 034
<b>Net Operational Expenditure</b>	186 561	57 311	235 129	179 480	55 649

ELECTRICAL OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all communities	Percentage of households with access to basic levels of electricity	-	-	1372	-	4560

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
ELECTRICITY			R'000	
Capital Projects	2015/16			
	Budget	Adjustment Budget	Actual Expenditure	Variance
Total	111 930	114 835	34 006	80 829

### COMMENTS ON ELECTRICAL SERVICES

The following were actually achieved during the period under review in terms of electricity:

### ELECTRICITY OVERVIEW

No	Service Provided	Performance		
		Annual Target	Actual	Variance
1	Households electricity connections	1372	4560	3188

### 3.4 WASTE MANAGEMENT

WASTE MANAGEMENT OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Explore and implement alternative eco-friendly and conservation intervention to preserve the environment	Number of waste bins delivered	510	0	-		
	Number of waste transfer stations developed	0	0	-		
	% completion of Landfill site	100	100	-		
	Number of households with access to basic level of weekly solid waste removal	48 008		145 122		90516

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
WASTE MANAGEMENT			R'000	
Capital Projects	2015/16			
	Budget	Adjustment Budget	Actual Expenditure	Variance
Marikana Waste Transfer Station Construction	-	-	-	-
Marikana Waste Transfer Station Construction	-	-	-	-
Waterfall Landfill Site	-	--	-	-

### COMMENTS ON THE PERFORMANCE OF WASTE MANAGEMENT

The overall performance of the Waste Management Unit is above expectations (96.0%) irrespective of the underperformance on the construction of the Marikana Transfer Station. The total expenditure on the project is only twenty percent (20.0%) for the period under review.

### 3.5 HUMAN SETTLEMENTS

#### INTRODUCTION OF HUMAN SETTLEMENTS

The Housing Sector Plan for the Rustenburg Local Municipality (2012) and Plan for the Upgrading of Informal Settlement (2012/13 – 2014/15) defines the action plan for sustainable human settlement development. This plan will be merged as housing chapter and find expression in IDP. In progressive realisation of a resilient, liveable and sustainable city, Council resolved to separate housing unit from the Directorate Planning and Human Settlement and elevate it to a level of a Directorate which is known as Directorate Human Settlement.

One of the key deliverables expected of the department is the development of Sustainable Human Settlements. This is in line with the policies (such as the Breaking New Ground Policy) set out by the National Department of Human Settlements. The department is also expected to contribute towards the realization of sustainable and integrated delivery of water, sanitation, energy and waste.

The mission of the new Directorate Human Settlement is to facilitate the delivery, in sustainable human settlements, of safe, affordable, adequately serviced, and well located housing opportunities through:

- Delivery at scale of adequate housing in sustainable human settlements;
- Mobilisation of well-located public land for low income and affordable housing with increased densities in this land and in general;
- Ensuring higher built densities, appropriate housing forms with a variety of tenure types, and the densification of existing residential areas;
- Supporting the functioning of the entire single residential property market to reduce duality within the sector;
- Intelligent informal settlement upgrading with a strong economic, public and green infrastructure focus; and
- Effective management of housing environments.

FINANCIAL PERFORMANCE 2015/16					
HUMAN SETTLEMENTS					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	7 712	4122		4271	-4
Employees	24 702	7582		7,567	14
Repairs and Maintenance	791	747	827	743	84
Other	3 606				
Total Operational Expenditure	29 099	9157		9085	72
Nett Operational Expenditure	21 337	5035		4814	221

HUMAN SETTLEMENTS OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR							
Strategic Objectives	Key Performance Indicators	2014/15		Key Performance Indicators	2015/16		
		Target	Actual		Original Target	Adjusted Target	Actual Performance
Improved service delivery through provision of high quality, reliable and cost effective infrastructure based on integrated spatial planning	1. Date of finalisation of Accreditation Implementation Protocol	June 2015	Draft Accreditation Implementation Protocol	Date of finalisation of Accreditation Implementation Protocol	June 2015	2016	Unachieved Directorate merger with Planning
	2. Date of approval of a rental housing strategy by Council	Approved rental housing strategy	Draft rental strategy finalized	2. Date of approval of a rental housing strategy by Council	Approved rental housing strategy		31 May 2016
	3. Number of Informal Settlement with Upgrading Plans	2 Informal Settlement	2 Upgrading Plans finalised	3. Number of Informal Settlement with Upgrading Plans	-	-	-

## CHALLENGES

### 1. Finalisation of Municipal Accreditation Implementation Plan and Capacity Support of Municipality

- One of the fundamental key principles of Accreditation is that accountability must accompany responsibility and funding follows function: A key distinction between accreditation and assignment is the location of financial responsibility and the lines of financial accountability. In accreditation, the financial administration of national housing programmes and financial accountability is shared between the provincial accounting officer and the accredited municipality. The municipality is required to report on financial matters to the provincial accounting officer. However, the IP as a formal instrument that gives effect to this delegated function is silent on this matter.
- The devolution of functions as required in the framework has not been transferred yet
- Configuration of the system not yet upgraded for optimum access of HSS-
- The Implementation Protocol which will lead to the smooth transfer of delegation of functions was finalised in February 2014 but it is not yet signed.
- The delivery of integrated human settlements requires the participation and commitment of all three spheres of government across all sectors, based on this statement the Municipality has engaged with both Provincial & National Department of Human Settlement to assist to address outstanding issues and expedite the signing of the Implementation Protocol, but to date no positive response is forthcoming.

### 2. Finalisation of Provincial Electronic beneficiary database

The North West Provincial Department of Human Settlement abandoned project without any communication to Municipalities. The matter was subsequently escalated to the national department of Human Settlements for their intervention.

## COMMENT ON THE PERFORMANCE OF HUMAN SETTLEMENTS OVERALL

The overall performance of the Directorate during the annual performance assessment for period ending June 2016 is 99%. There is room for improvement and key strategic area that needs to be looked into and be finalised is the finalisation of accreditation implementation protocol as it will unlock full level 2 accreditation. It will provide the Municipality with full programme management and administration of all housing instruments/programmes and enhance predictability, certainty and better planning.

The following were achieved during the 2015/16 financial year:

PROJECT NAME	NO OF UNITS	STATUS	ALLOCATED	OUTSTANDING ALLOCATIONS
Marikana CRU	252	Completed	-	
Marikana BNG	292	Incomplete	-	
Seraleng CRU	557	Incomplete	216	341
Monakato BNG	515	Completed	496	19
Meriting 4 & 5	1590	Incomplete	1056	534

- Marikana Housing Project incomplete due to illegal invasion of incomplete houses at Marikana Extension 2.
- Rightful beneficiaries are unable to occupy property pending the finalisation of eviction of unlawful occupants.

### 3.6 ENVIRONMENTAL MANAGEMENT SERVICES

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#### INTRODUCTION

The environmental management and protection service of the Rustenburg Local Municipality's area of jurisdiction is based in the following key performance areas:

1. Environmental Strategic Planning: the main purpose of this KPA is to align the municipality's spatial planning processes, strategies and agreements of the municipality;
2. Legislative Compliance: Guides the municipality in terms of environmental legislation to ensure that the constitutional rights of all citizens are protected. The enforcement of legal stipulations and regulatory frameworks within the municipal area is of utmost importance for the municipality; and
3. Environmental Protection and Resilience: Combines the abovementioned two KPAs and directs environmental turnkey projects within the municipality.

The programs are, integrated pollution control (air, noise and water); climate change mitigation and adaptation; natural areas biodiversity management and community engagement and education. The environmental authorisation includes authorisation under the Environmental Impact Assessment Regulations, 2014, plus air emission, waste management, and water-use licenses. The municipality maintains a network of air quality monitoring stations that continually monitor the quality of air in the community. Industries, such as the mines, traffic and Rainbow (Pty) Ltd, that impact on air quality are subject to strict conditions that control the amount of pollutants they are allowed to emit into the atmosphere. Rustenburg Local Municipality has an Air Pollution Control By-law, which is currently promulgated on the 12<sup>th</sup> December 2014. Some of the functions of this by-law is to control and manage:

1. Emissions caused by open burning of domestic and garden waste, and rubber products;
2. Emissions from traffic (heavy duty diesel powered vehicles);
3. Dust emissions;
4. Spray painting; and
5. Pesticides sprays

### **Purpose of this By-Law**

To protect the public health and preserve the living environment with respect to air pollution, by controlling emissions of soot, smoke, domestic waste burning, tyre burning, illegal spray painting and dust particulates from the business activities of mines, development activities and business/township establishments: by controlling emissions of particulate while buildings are demolished; by promoting various measures concerning hazardous air pollutants; and by setting maximum permissible limits for automotive exhaust gases, etc.

### **3.7 FREE BASIC SERVICES**

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#### **INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT**

The free basic services and indigent support were provided by the Rustenburg Local Municipality during the financial year under review:

<b>Water</b>	<ul style="list-style-type: none"> <li>• Free basic water of 6kl per household per month;</li> <li>• Additional free basic water of 3kl per indigent household per month;</li> <li>• Water leak fixing for indigent households;</li> <li>• Free stand pipe water for informal settlements</li> </ul>
<b>Sewerage</b>	<ul style="list-style-type: none"> <li>• Free basic sewer of 6kl per household per month;</li> <li>• Additional free basic sewer of 3kl per indigent household per month</li> </ul>
<b>Electricity</b>	<ul style="list-style-type: none"> <li>• Free basic electricity of 100kWh per month for all Tariff A users;</li> <li>• Free basic electricity to Eskom supply areas. This amount is based on the FBE rate as per the NERSA Guidelines and is further based on number of registered indigents in the areas where Eskom supplies electricity to residents of Rustenburg Local Municipality;</li> </ul>
<b>Refuse removal</b>	<ul style="list-style-type: none"> <li>• Free weekly refuse collection for indigent households;</li> <li>• Free refuse removal service to informal settlements</li> </ul>
<b>Property rates</b>	<ul style="list-style-type: none"> <li>• First R150 000 assessment rates rebate to residential properties;</li> <li>• Hundred per cent (100%) assessment rates rebate to indigent households;</li> <li>• Additional assessment rates rebates to pensioners</li> </ul>
<b>Other Indigent support</b>	<ul style="list-style-type: none"> <li>• Excess consumption by indigents which is written off every month as per the municipality's Indigent Management Policy.</li> <li>• The Indent Support Policy has assisted several community members living in poverty and squalor to be buried in dignity with almost no charge.</li> </ul>

### **COMPONENT B: ROAD TRANSPORT**

This component includes Roads and Storm Water, Public Transport as well as Licensing and Testing.

#### **3.7 ROADS AND STORMWATER DRAINAGE SYSTEM**

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##### **ROADS STRATEGY**

The roads strategy of the municipality generally focuses on the following:

- The upgrading of gravel to paved/tarred roads, focusing on specific areas where there is greater need to improve mobility and quality of life in those areas;
- The maintenance of gravel roads in formal and informal settlements to enhance access to these areas;
- The execution of the patching strategy, rehabilitation and resurfacing of paved/tarred roads to prevent the deterioration of the existing infrastructure; and
- The improvement or construction of major roads to reduce traffic congestion and facilitate economic development.

FINANCIAL PERFORMANCE 2015/16					
ROADS		R'000			
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>					
Employees	31 574	33 806	35 242	36 461	(1 219)
Repairs and Maintenance	19 391	20 013	18 992	18 820	172
<b>Other</b>	164 738	177 179	181 064	42 053	139 011
<b>Total Operational Expenditure</b>	215 703	231 000	235 298	97 334.00	137 964
<b>Nett Operational Expenditure</b>	215 703	231 000			

ROADS AND STORMWATER OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all Communities	Percentage completion of Roads and Storm-water Master Plan	100%	0%	100%	0%	0%
The funding which was approved by council to develop the master plans, during the beginning of the financial year was retracted during the budget adjustment						

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
ROADS AND STORM WATER DRAINAGE SYSTEMS				
R'000				
Capital Projects	2015/16			
	Budget	Adjustment Budget	Actual Expenditure	Variance
<b>Total</b>	102 063	98 987	87073	11 914

## COMMENTS ON THE PERFORMANCE OF ROADS AND STORMWATER

The CAPEX is ninety percent (90%) which included the Upgrading of Gravel roads to a Surfaced Roads and improvements of Storm-Water Infrastructure. The OPEX expenditure is one hundred (100%) which includes the cleaning of storm-water channels, Re-graveling of street and Resealing of surfaced Roads within the 38 wards of RLM area of jurisdiction. The performance with regards to CAPEX was 21 km which was the actual annual target for the 2015/16 financial year. The performance with regards to

OPEX was 75 km for cleaning of Storm-Water channels, 104 km for Re-gravelling of internal streets, which was the actual annual target for the 2015/16 financial year. The overall performance in terms of the construction of roads was satisfactory when one takes the financial constraints the municipality faced during the period under review.

### 3.8 PUBLIC TRANSPORT SYSTEM

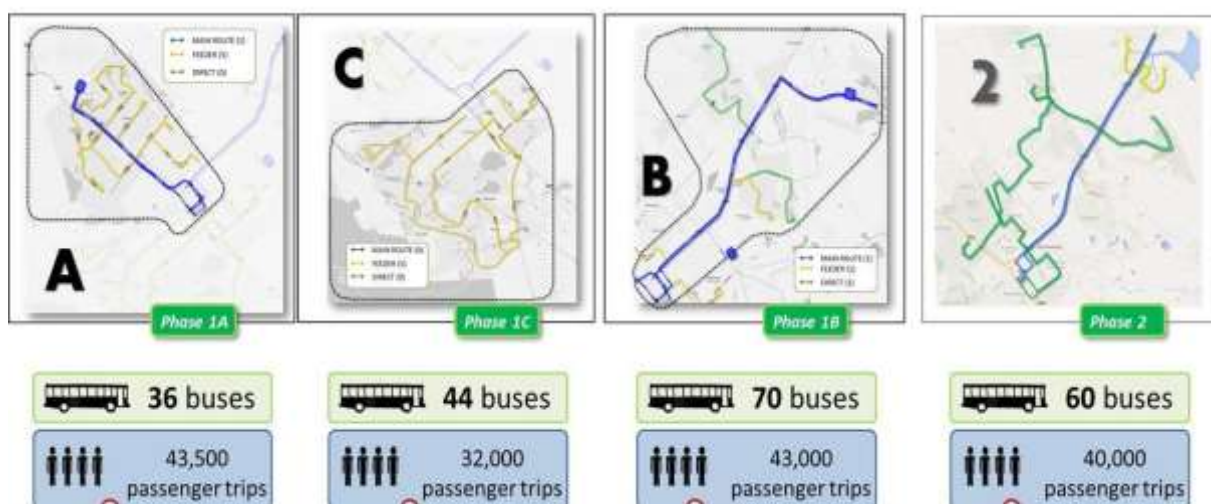
The Rustenburg Rapid Transport (RRT) project is a flagship national public transport initiative being implemented by the Rustenburg Local Municipality (RLM). The RLM have designed a 4-Phase Full flex for the entire Municipal area, however in the short to medium term, the focus will be to roll-out Phases 1 and 2 with Phase 1 being further divided into sub-phases 1A, 1B and 1C.

#### Key Elements of the RRT

The public transport system being implemented by the RRT project includes the following key elements:

- A fully integrated public transport network, including fare integration and closed transfers where possible and bus stops. Although this may be altered with the new thinking of the project implementation.
- Universally accessible low-entry buses to maximize safety and minimise carbon emissions.
- Redesigning the public transport network into new negotiated operating contracts for committed incumbent operators, with Rustenburg Municipality as contracting and regulatory authority.
- Preparing Rustenburg for the new public transport system through revised traffic management, freight, parking and Non-Motorised Transport (NMT) policies.
- Developing a thorough understanding and fair allocation of costs and benefits between all involved parties. Positively influence spatial policies and plans, including those of CBD regeneration, to complement the new transport thinking and system.

Figure 1 below is a diagram indicating the Phase 1 and 2 networks with Phase 1A anticipated operational “go-live” date have been December 2016.



The current indication of the Phase 1A “go-live” is anticipated for July 2017, with details still being finalised for final Council acknowledgement.



With the Division of Revenue Act of 2016, the Rustenburg Local Municipality's Public Transport Network Grant was revised down from R 490 million to R285 million. With that revision, the project office is in the process of revising the overall operational plan and "go-live" date of Phase 1A. The planning, design, implementation and operations of the RRT are funded through the conditional Public Transport Network Grant (PTNG).

The project was allocated R520million PTNG funds of which **R445,717,913 (81%)** was spent as at the 30<sup>th</sup> June 2016. This figure excludes all other expenditure still to be captured in the Municipality's financial system as part of "Period Thirteen". Construction started in 2011/2012 and will continue until 2018/2019, funds allowing.

## Full Network

The full RRT system is estimated to serve 200,000 passengers on a typical weekday with service headways by route ranging from 5 minutes to 20 minutes. The estimated fleet size for the full RRT network is 191 12 meter buses for Phase 1 and 2. The envisaged full Rustenburg public transport network is illustrated in Figure below.

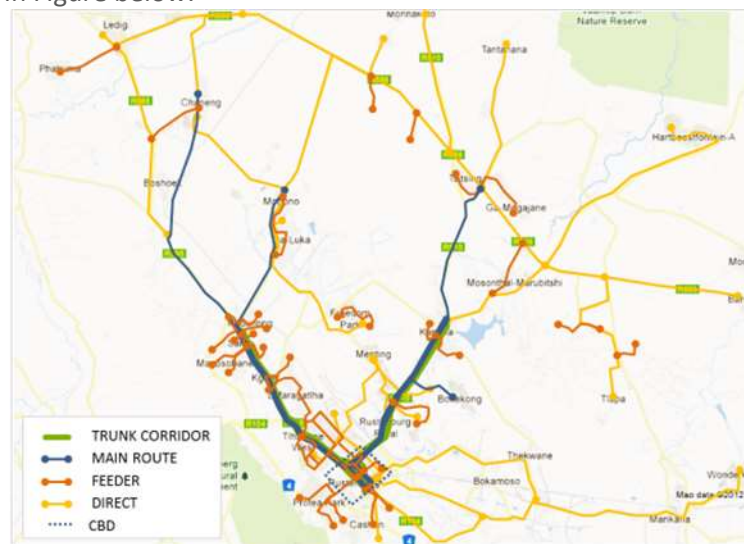


Figure 3.1: Rustenburg IRPTN Full Network

Figure 2: Overall Network

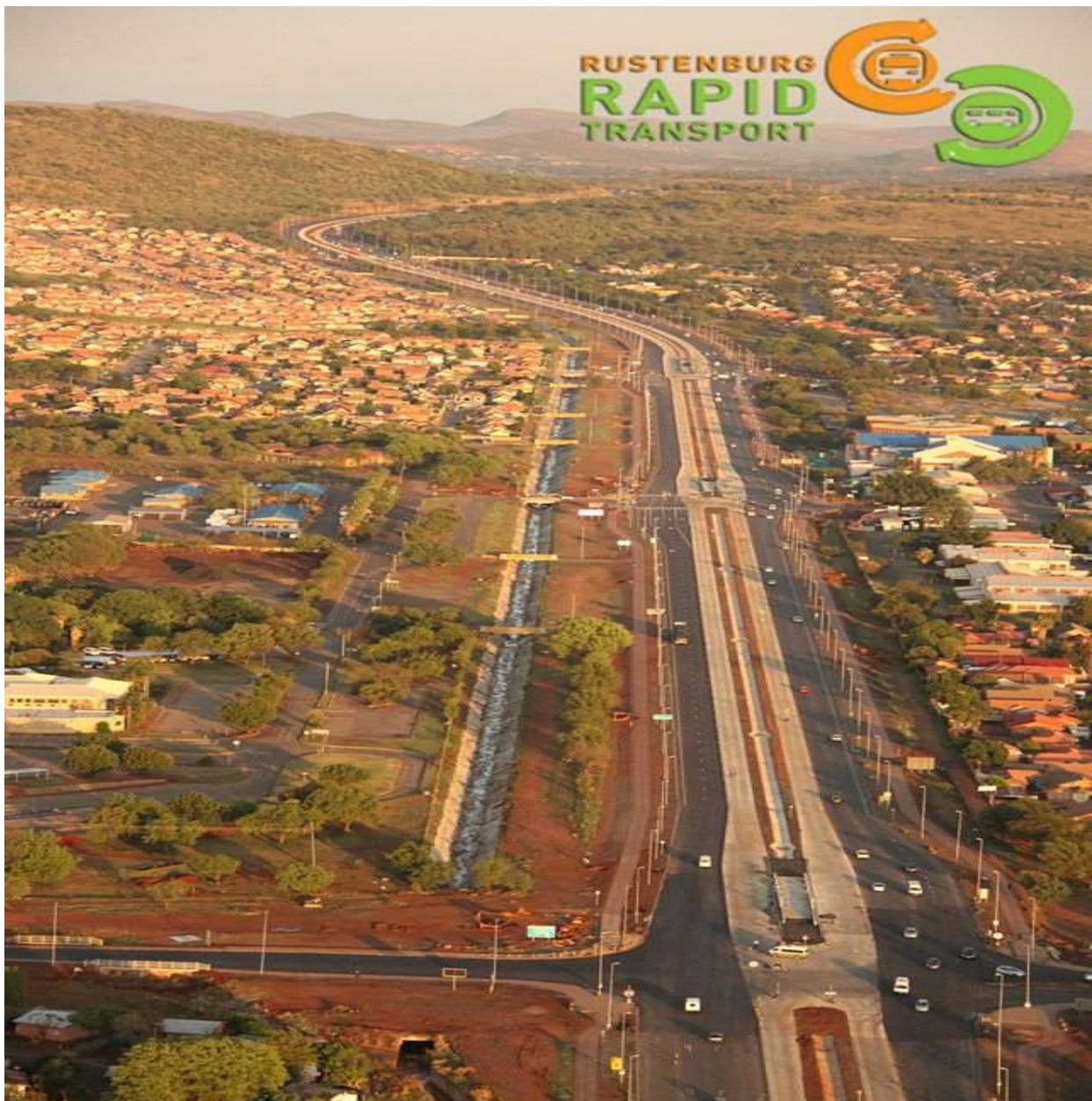
This system design is a mixture of direct services and the traditional trunk-feeder type system to provide the best mix of operational performance for the user with operational efficiency for the operator.

## RRT System Infrastructure Plans

In June 2014, the report on the Rustenburg Rapid Transport System Phase 1 Revised Implementation Plan, recommended that there be three (3) sub sequential phases with identified start dates on system operation for Phase 1 targeted for operations from 2017. Phase 1 infrastructure currently being developed comprises of:

- 18 stations
- 16km of Segregated bus lanes
- Intelligent Transport Management (ITS) and Automated Fare Collection (AFC)
- A Operations Control Centre

- And a depot (including a temporary depot facilities housed from Bojanala Bus Services Tlhabane)
- Bus stops on feeder and direct routes.



*Figure 3: Completed Corridor A: Tlhabane Section*

On Corridor A, road-works of 5.3km of bidirectional bus lanes & mixed traffic lanes and station substructures have been built. Since September 2015, stations superstructures are underway to be built and will be complete in December 2016.

In the year 2015/16, along the R510, the North East Corridor of the Project, 5 kilometers of dedicated bus ways were completed, together with 3 bridges, one of which crosses over the railway line [Anglo] which has for many years been a growing concern for Rustenburg motorists. This is a major milestone for Rustenburg, as it will ensure for safe, fly-over and crossing of motorists and pedestrians.

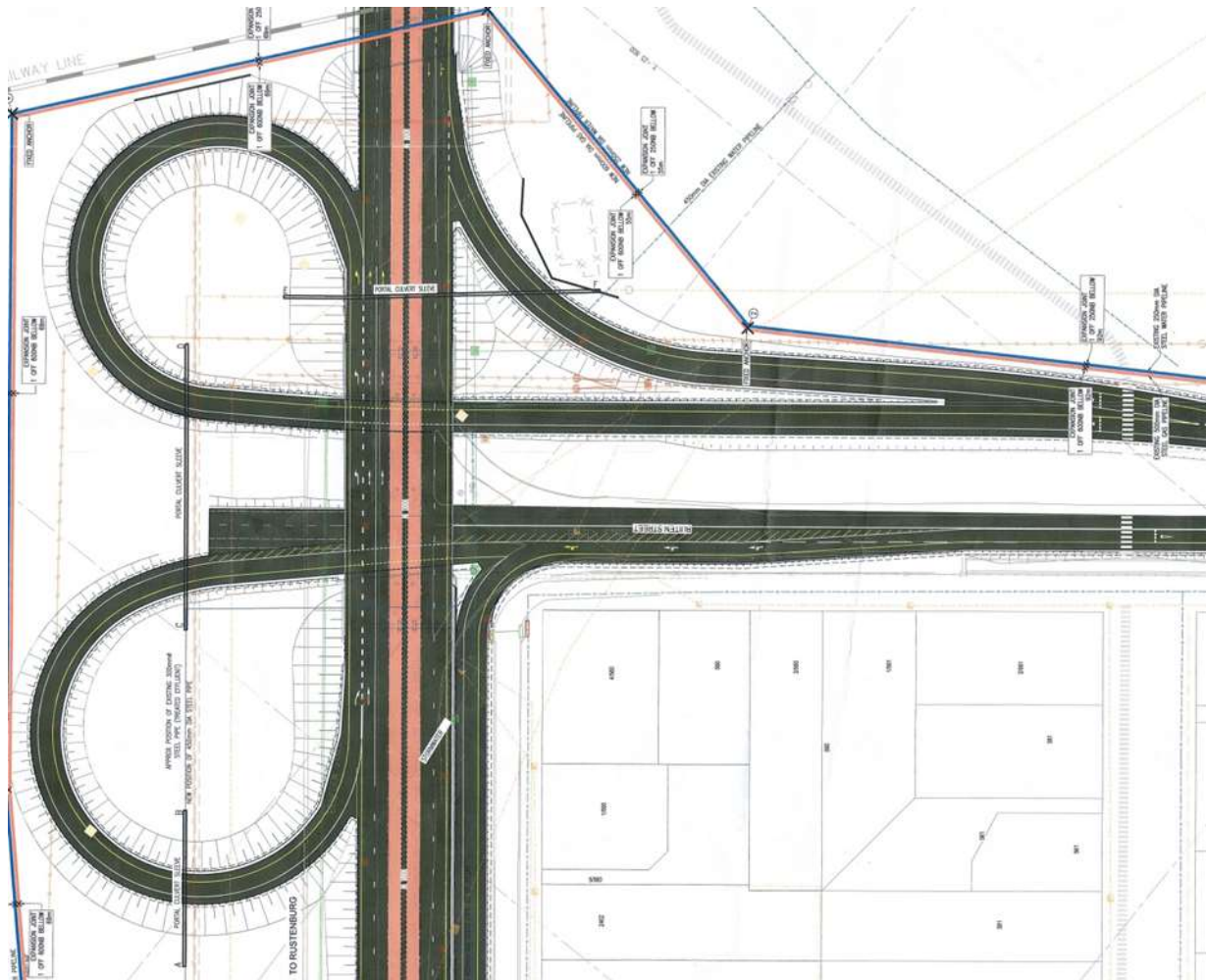


Figure 4: Ramochana Interchange on R510

A roof wetting ceremony for this interchange was held in October 2015, Transport Month. At this ceremony, the Executive Mayor of Rustenburg officially opened the bridge to the general public and road users.





*Picture 1: Ramochana Bridge Opening Ceremony*

## **Industry Transition**

The RLM in keeping up with the objectives of the Department of Transport (DOT), specifically on ensuring a fully integrated public transport network, is at advanced stage of Negotiations with engagement with existing minibus-taxi and bus industry to integrate them with the new system. Since project inception lot of ground has been covered in line with the agreed industry transition road map for current public transport operators.

Technical team has been appointed to advise current operators on their participation in RRT Bus Operating Company (BOC) as per the National Land Transport Act No 3 of 2009. A Memorandum of Understanding has been signed between RLM & Taxi Negotiation Forum (TNF) structure representing affected operators. Rustenburg Transit (Pty) Ltd is a Special Purpose Vehicle (SPV) registered in the interim of RRT implementation phase and operations in order to procure the buses. Rustenburg Transit (Pty) Ltd is an SPV registered in the interim of RRT implementation phase and operations in order to procure the buses. The interim BOC/SPV is owned by a Trust with Trustees from Taxi, Bus operators and a representative of RLM. The RLM has approved funding for the BOC to be established and capacities to undertake interim or pre-operations activities.

In summary, the following with regards to the Industry Transition have been achieved:

- Currently there are 9 affected taxi associations
- A Taxi Negotiation Forum (TNF) have been established and a MOA have been signed.
- Capacitation of Industry:
  - ✓ Technical Advisors for industry appointed
  - ✓ Formal negotiations structures established

- ✓ Technical office
- ✓ Taxi Data
- Two Bus Operators affected have been identified – Only Bojanala Bus being is engaged and a MOU have been signed.
- Independent facilitators have been appointed.
- Sign-off on:
  - ✓ Negotiation Framework Agreement
  - ✓ Bus Operating Company Agreement
  - ✓ Vehicle Procurement Framework Agreement
  - ✓ Bus Depot Agreement – Bojanala Bus Service

### Marketing and Communications for the RRT Project

The Yarona™ brand is growing to be a household name in all the wards that fall within the Rustenburg Local Municipality. Our stakeholders have been constantly kept abreast with the progress and milestones of the project through our stakeholder engagement sessions as well as public participation sessions. Our media partners have been reporting positively on the sturdy progress of the project and are looking forward to the system “go live” date and subsequent launch. The RRT and Yarona™ websites will be live at the end of July 2016, whilst our intranet is fully functional and interactive

### Summary of Project Expenditure for 2015/16 Financial Year

No.	Financial Accounting for PTNG Funds received and Expended	Amount	
		2014/15	2015/16
1	PTSIG funds – Approved Rollover	0	0
2	PTSIG funds – Allocation	520,000,000	552,908,000
3	Additional Funds	0	0
4	Total funds available	520,000,000	552,908,000
5	Total PTSIG Funds spent to date	444,374,143	445,717,913
6	Percentage funds spent	85%	81%

RUSTENBURG RAPID TRANSPORT OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR							
Strategic Objectives	Key Performance Indicators	2014/15		2015/16			Comments
		Target	Actual	Original Target	Adjusted Target	Actual Performance	
Improved public transport infrastructure	Contract B	R261 840 968	R261 840 968	R261 840 968	R288 607 556	R285 214 568	The project was completed in 22 October 2015, where 1.35 km of bus lanes, two bridges and were completed
	Contract C	R359 342 576	R310 421 507	R359 342 576	0	R359 342 576	MCivils completed this section of works on the 5 May 2016
	Contract D	R374 207 341	R374 207 341	R374 207 341	R451 238 049	R 420 081 822	The Contractor has completed all three stations sub-structures, 7.6km of bus in mixed in traffic, one side only, and will commence with the CBD bound section within

RUSTENBURG RAPID TRANSPORT OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR							
Strategic Objectives	Key Performance Indicators	2014/15		2015/16			Comments
		Target	Actual	Original Target	Adjusted Target	Actual Performance	
							August and complete in 15 December 2016
	Stations A	0	0	R151 894 477	0	R13 950 643	20% of the works have been done out of 6 stations along R104 Corridor A which is mainly the structural steel and concrete roof structures, estimated value of the contract is at R103 million
	Stations B	0	0	R81 433 145	0	R4 627 472	This contract is for the construction of Station superstructures, with the contractor starting with the first 5 only. 2% progress on site establishment is complete.

### COMMENT ON THE PERFORMANCE OF RRT

The planning, design and implementation of the RRT are funded through the conditional Public Transport Network Grant (PTNG). The project was allocated R520million PTNG funds of which **R 445,717,913 (81%)** was spent as at the 30<sup>th</sup> June 2016. The under-expenditure can mainly be attributed to the fact that Intelligent Transport Systems (ITS) contracts namely Information and Communications Technology (ICT) and Automated Fare Collection (AFC) & Vehicle Technology (VT) which had a combined budget of R 100 million for the financial year 2015/16, have not started. This is due to the fact that the National Departments (Treasury & Transport) have advised us to halt on all procurement relating to these contracts, until more cost effective alternatives are found.

### 3.9 LICENSING AND TESTING SERVICES

#### Challenges Faced

- An estimated amount of R600 000.00 is needed for the finalization of the Marikana satellite Registering Authority.
- Learners License Class at Robega Testing Station is operational after the linking of infrastructure numbers to Rustenburg Registering Authority was done by service provider.
- Robega Licensing Authority is operating with one (1) temporary and three (3) permanent workers under supervision of Acting Supervisors who rotate on quarterly basis.
- Resignation of two (2) clerical assistants and one (1) supervisor affects the performance of personnel in the Licensing and Testing Unit.
- Two (2) vacant positions for the generalist workers need to be filled for Rustenburg Licensing and Testing Unit.

The following presents statistics of operations at the Rustenburg Registering Authority, which includes the Robega satellite office:

No	Details	Actual Performance		Revenue Generated	
		2014/15	2015/16	2014/15	2015/16
1.	Number of vehicle licenses issued	160 476	110 641	R89 796 486.50	R71,320,042.50
2.	Number of vehicles tested	2 271	916	R 487 380.00	R 192,367.00
3.	No of License Penalties	0	28 162	R 0.00	R 5,578,931.70
4.	Number of vehicles registered	42 472	35 027	R 4 861 644.00	R 4,203,240.00
5.	Number of registration penalties	0	2 560	R 0.00	R 168,980.40
6.	Number of Driving License Renewals	23 035	23 572	R 5 113 770.00	R 4,828,792.00
7.	Number of Driving License tests	7 091	6 476	R 17 338.92	R 1,416,702.00
8.	Number of learners tested	10 555	16 014	R 13 299.30	R 2,025,568.00
9.	Number of PrDPs issued	6 473	6 467	R 815 598.00	R 814,842.00
10.	Number of Permits issued	1 303	1 133	R 1 080 096.00	R 1,382,400.00
11.	Number of MV License Arrears	139	20 556	R 17 514.00	R 3,187,106.35
12.	Number of duplicate deregistration cert	1 726	1 335	R 21 185.50	R 288,706.00
13.	Number of vehicles scrapped	0	928	R 0.00	R 0.00
14.	No of Traffic Register (form used by Foreigners to buy vehicles)	795	971	R 23 310.00.00	R 23,532.00
15.	Number of learners license test issued		7924		R 998,424.00
16.	Duplicate of Learners License		284		R 38,178.00
17.	Temporary Driving License		14 820		R 983,724.00
18.	Application for Roadworthy		1211		R 237,743.00
19.	Vehicles brought for Weighbridge		184		R 18,400.00
20.	Confirmation of Driving License		38		R 2394.00
21.	Transaction Fees –RTMC		102821		3,701,558.00
22.	Other License Fees		174		21,924.00
<b>TOTAL REVENUE</b>				<b>102 247 622.20</b>	<b>R118,508,132.95</b>

<b>Table 3.39: Financial Performance 2015/16 Financial Year</b>					
<b>Licensing &amp; Testing R'000</b>					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	<b>34 649</b>	<b>34 141</b>	<b>39 583</b>	<b>26 572</b>	<b>13011</b>
Repairs and Maintenance	508	228	136	135	1
Other	2438	2524	3052	2671	381
<b>Total Operational Expenditure</b>	<b>20834</b>	<b>19225</b>	<b>21838</b>	<b>22587</b>	<b>(749)</b>
<b>Net Operational Expenditure</b>	<b>20834</b>	<b>14916</b>	<b>17745</b>	<b>3985</b>	<b>12,262</b>

<b>LICENSING AND TESTING OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR</b>						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Basic Service Delivery and Infrastructure Development	Percentage completion of the Marikana Licensing and Testing Centre	100%	95%	100%	0.00	85%
	Date of operationalisation of Learners' Testing class in Robega	Sept 2015	Sept 2015	Sept 2015	0.00	August 2015
	Number of vehicle licenses issued	60 000	153 515	60 000	0.00	110,641
	Number of drivers' licenses	3 000	8 118	1 200	0.00	23,572

LICENSING AND TESTING OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
	issued					

IDP Priority	Objectives set out in IDP 2015/16	Service delivery achieved	Service delivery outstanding
<b>1. Efficient provision of quality basic services and infrastructure within a well-planned spatial structure</b>	<ul style="list-style-type: none"> <li>Accelerated delivery and maintenance of quality basic and essential services to all Communities</li> <li>Improved service delivery through provision of high quality, reliable and cost effective infrastructure based on integrated spatial planning</li> <li>Develop and implement educational/awareness programmes to obtain community in and ownership in the use and protection of community and municipal facilities</li> <li>Implementation of a City Business Development (CBD) Regeneration Strategy</li> <li>Improved public transport infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Purchased a Fire Truck for Marikana Fire House.</li> <li>Completion of the construction of Fire House in Marikana and Phatsima. (Decentralization of services).</li> <li>Construction of Licensing and Testing Centre in Marikana. (Decentralization)</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and appointment of staff for Marikana Fire House.</li> <li>Purchasing of a Fire Truck for Phatsima Fire House and appointment of personnel.</li> <li>Completion of Licensing and Testing Centre in Marikana and operationalization thereof.</li> </ul>
<b>2. Drive diversified economic growth and job creation</b>	<ul style="list-style-type: none"> <li>Consolidated Rustenburg minerals index, value- production and economic growth path quantification and impact</li> <li>Revive and expedite development of alternative high value adding economic growth sectors - agriculture, manufacturing, transportation services and products</li> <li>Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMMEs) business development</li> <li>Create an enabling environment for the attraction, retention and expansion of foreign and local investments</li> <li>Stimulate and facilitate sustainable tourism development and marketing of Rustenburg City as a world-class destination</li> <li>Development of an integrated human resources that empowers communities skills development</li> <li>Development of an institutional integrated human resources capability that enhances institutional competence</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of 180 Community Safety Patrollers (CSP)</li> <li>Trained and skilled Fire Brigade Reservists Force.</li> <li>Appointment of two contracted security service provider to protect and secure the municipal assets and properties.</li> <li>Enforcement of the Municipal By- Laws by reviving Law Enforcement Unit and Fire Safety Section.</li> <li>Training Law Enforcement Officers on Crowd Management and Control.</li> </ul>	<ul style="list-style-type: none"> <li>Contract expired and no funding to continue the project.</li> <li>Project is suspended due to financial constraints.</li> <li>Resuscitation of Fire and Rescue Training Academy.</li> <li>Purchasing of relevant equipments for Crowd Management Control</li> </ul>
<b>3. Ensure municipal financial viability and management</b>	<ul style="list-style-type: none"> <li>Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability</li> <li>Implement revenue management strategy to enhance municipal financial viability and sustainability</li> <li>Implement sound and sustainable financial management and compliance controls</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of Municipal Intervention Scheme and Patrols.</li> <li>Establishment of Internal Investigation capabilities</li> <li>Establishment of warrant section</li> </ul>	<ul style="list-style-type: none"> <li>Building the Infrastructural capacity for Traffic Infringement Management.</li> <li>Operationalization of the Municipal Court.</li> </ul>



IDP Priority	Objectives set out in IDP 2015/16	Service delivery achieved	Service delivery outstanding
	<ul style="list-style-type: none"> <li>Develop and implement an integrated municipal core projects' funding and acquisition model aligned with funding institutions' terms and conditions</li> </ul>		
<b>4. Maintain clean, green, safe and healthy municipal environment for all</b>	<ul style="list-style-type: none"> <li>Implement quality and improved health and social services to Communities</li> <li>Explore and implement alternative eco-friendly and conservation interventions to preserve the environment</li> <li>implement integrated community safety and security strategy and measures</li> <li>Implement an integrated by-law enforcement programme</li> </ul>	<ul style="list-style-type: none"> <li>Established and sustained cleanup campaign in all wards through integrated approach (Municipal Intervention)</li> <li>Crime Prevention through Environmental Design. (CPTED)</li> <li>Joint Law Enforcement operations</li> </ul>	
<b>5. Transform and maintain a vibrant and sustainable rural development</b>	<ul style="list-style-type: none"> <li>Drive integrated rural development planning and infrastructural development</li> <li>Provide conducive environment for rural economic development through sustainable SMME's mentoring</li> </ul>		
<b>6. Uphold good governance and public participation principles</b>	<ul style="list-style-type: none"> <li>Drive good governance and legislative compliance in all municipal processes</li> <li>Promote public participation and partnerships with stakeholders on municipal programmes</li> <li>Establish and maintain strong partnerships with local (mining) industries to oversee social responsibility programmes, job creation and local economic development</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of Minimum Information Security Standards Policy approved by Council</li> <li>Scholar Patrol Project, CPF, CSF and Women in Law Enforcement enable Public Participation and partnerships with other stakeholders.</li> <li>Conflict Resolution Committee (CRC) to restore peace and stability around the mine hosting community.</li> </ul>	
<b>7. Drive optimal municipal institutional development, transformation and capacity building</b>	<ul style="list-style-type: none"> <li>Develop and implement integrated internal systems and processes</li> <li>Develop, implement and review internal policies and procedures on regular basis</li> <li>Establish and inculcate a service delivery culture</li> <li>Establish quality management processes in the delivery of all services</li> <li>Maintain a positive and vibrant image and identity of the Municipality</li> <li>Provide credible leadership in driving transformation initiatives</li> <li>Develop and implement internal capability model (institutional core and critical competencies, scarce skills, maintenance skills) that enhance institutional and external stakeholders'</li> </ul>	<ul style="list-style-type: none"> <li>Rendering of 24/7 service and extension of working hours to Saturday by Licensing and Testing Unit.</li> <li>Maintenance of visible and high density operations of Traffic and Law Enforcement within the jurisdiction of the Municipality.</li> <li>Training of Law Enforcement Officers on Crowd Control Management by the South African Police</li> </ul>	

IDP Priority	Objectives set out in IDP 2015/16	Service delivery achieved	Service delivery outstanding
	development communities and institutional capability <ul style="list-style-type: none"> <li>Review, realign and implement organizational structure to support the vision and objectives</li> </ul>	Service. (SAPS) <ul style="list-style-type: none"> <li>All job descriptions have been submitted to Directorate Corporate Support Services.</li> </ul>	

## COMPONENT C: PLANNING AND HUMAN SETTLEMENT

### 3.10 PLANNING

#### INTRODUCTION

The Directorate Planning was established during 2014 when units in the directorate such as Environmental Management and Human Settlement were separated from the old directorate of Planning and Human settlement. Town and regional planning is a specialised technical field that is concerned with the control and management of the use of land within an order environment taking into account various other disciplines such as road and transport networks. It furthers guide and ensure the effective development of settlements within and around our communities. This includes the development of business opportunities (both commercial and industrial) in our area of jurisdiction. The directorate is concerned with research and analysis, strategic thinking, urban design, public consultation, policy analysis, development and implementation for a better life for all our citizens.

#### ESTATES ADMINISTRATION AND LAND SALES

The Unit's primary function is to initiate, manage and co-ordinate the administration of real estates and land management within the municipal area; to provide strategic advisory role relating to activities of land capital investment, disposal of single asset and /or entire portfolios and identification of possible scenarios for the positioning of the land portfolio in the market.

This function involves obtaining and maintaining value from the property portfolio by effectively administering and leasing, acquiring and selling, and ensuring maintenance of the property. Ensure success in all asset management operations by providing precise information and understanding of the physical characteristics of the portfolio or the assets.

#### Core functions:

- Management of applications for rights in land
- Analysis and management of pre-emptive conditions registered against Title Deeds
- Survey and compilation of Property specific or portfolio data
- Initiate investor interest in Property Development
- Management of servitudes and encroachments

Property development aims to maximise the financial, economic and social returns from the sale and/or lease of council owned land by active engagement with the property development value chain, in line with the Vision and Mission of the Rustenburg Local Municipality.

The unit has successfully facilitated the conclusion of a range of sale and development agreements. These projects include:

- Safari Investments Development Project in the Paardekraal area
- Mixed land Development by Roux Property Developments
- Development of a neighbourhood Centre in Bellevue

## **BUILDING CONTROL AND REGULATIONS**

The Unit's policy is to provide a Building Control service, which gives customers the necessary support and guidance to help them meet their legal obligation and get it right from the start.

As a Local Authority Building Control body the unit have powers given through the Building Act of 1984, to enforce Building Regulations.

Further enact the National Building Regulation and Building Standard Act 1977: (Act no 103 of 1977).

### **Core Functions**

- Submission and approval of plans for the purpose of the erection of a building.
- Serving contravention notices and fines.
- Evaluation of building plans to ensure compliance with the policy.
- Conducting site inspections to regularly monitor processes and compliance.
- Issuing of the occupancy certificate and notices to any person acting contrary to the requirements of the legislation

## **PRECINCT PLANNING**

The municipality embarked on the precinct planning process during the financial year under review. The council later resolved that the area/community based planning project should be incorporated in precinct process. Precinct plans that clearly stipulated the development processes and procedures were completed for the following areas:

- Tlhabane
- Monnakato
- Phatsima
- Marikana
- Lethabong
- Boitekong
- N 4 Corridor

Projects were identified and process of implementation of plans have started in Monnakato, Tlhabane sports facilities and extension of business opportunities, Rustenburg North to accommodate for recreational facilities, Lethabong. The following studies were undertaken:

- Development of the Beyers Naude, President Mbeki and its intersections road master plan.
- The development of the Airport master plan
- The determination of Boitekong links
- Updating of the Rustenburg Spatial Development Framework. .

## **SERVICE STATISTICS FOR PLANNING**

### **TOWN PLANNING AND BUILDING CONTROL**

Land use and building plans applications in terms of rezoning and township establishment that were approved or finalised during the financial year under review:

No	Details	Formalization of Townships		Rezoning	
		2014/15	2015/16	2014/15	2015/16
1	Planning applications received	11	10	119	135
2	Determination made in year of receipt	4	2	98	66
3	Determination made in the following year	6	0	118	17
4	Applications withdrawn	0	0	1	0
5	Applications outstanding at the end of the year	4	8	25	52

FINANCIAL PERFORMANCE 2015/16					
PLANNING		R'000			
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	4 103 737	20 307 507	20 307 507	19 280 210	1 027 297
Employees	17 555 658	19 182 765	19 182 765	19 165 268	17 497
Repairs and Maintenance	0	0	0	0	0
<b>Other</b>	2 328 775	3 554 467	3 554 467	3 088 607	465 860
<b>Total Operational Expenditure</b>	19 884 433	22 737 232	22 737 232	22 253 875	483 357
<b>Nett Operational Expenditure</b>	19 884 433	22 737 232	22 737 232	22 253 875	483 357

### 3.11 LOCAL ECONOMIC DEVELOPMENT

#### INTRODUCTION TO ECONOMIC DEVELOPMENT

The primary objective is to “drive diversified economic development and job creation”. This is made possible through participatory, coherent and coordinated economic policy and planning for the benefit of all people in the area of jurisdiction of Rustenburg Local Municipality. The secondary objectives of the directorate are as follows:

- To quantify the impact of a consolidated minerals index, value adding production and economic growth;
- To revive and expedite development of alternative high value adding economic growth sectors: agriculture, manufacturing, transportation services and products;
- To build and support broad-based black economic empowerment (BBBEE) and sustainable Small, medium and micro enterprises (SMMEs) business development;
- To create an enabling environment for the attraction, retention and expansion of foreign and local investment;
- To stimulate and facilitate sustainable tourism development and marketing of Rustenburg City as world class destination;
- To develop an integrated human resources to empower community skills development; and
- To develop an institutional integrated human resources capability that enhances institutional competence.

#### LED STRATEGY IMPLEMENTATION

RLM Council has approved the Rustenburg Regional Masterplan 2040 which incorporates the LED Strategy to address the socio-economic needs of the community. The depressed economy exacerbated

by the decline of commodity prices has necessitated a new approach towards reviving the economy through industrialisation as well as diversification of the economy. The Rustenburg Regional Masterplan 2040 is such a catalyst to change the economic landscape of the municipality towards a World Class City

There are a number of Game Changers that has been prioritised to accelerate the implementation of the Masterplan. Some of the Game Changers that have been identified to turn the tide as part of Rustenburg Regional Masterplan, where we are busy engaging investors include:

- **Technology Park (Special Economic Zone)** incorporating Green Technology Park, Research & Development Centers, Manufacturing & Solar Plants as well as Mining Related Industries
- **Agriculture & Agro-processing** – Incorporating Agricultural Projects as well as the Fresh Produce Market
- **Culture Tourism** – Incorporating International Convention Centre, Hotel and retail related projects and offices
- *Other Game Changers include:*
  - **Medical Tourism** (Full Service Hospital, Specialist Clinics, Health Resorts etc)
  - **Education Hub** (University of Technology in Mining & Beneficiation, Tourism/Medical/Teaching Hospital)
  - **Mining** (Mining R&D Centers, New Technology, Beneficiation, Small Scale Mining etc)

We are continuously engaging various Investment Facilitating Agencies to facilitate investments for the ICC & Hotel as well as the Fresh Produce Market where feasibility studies and bankable business plans have already been completed. Market tests were done for investment appetite for the following projects:

- International Convention Center & Hotel (with retail & office space)
- Fresh Produce Market
- SEZ/Industrial Park/Mining Supplier Park
- Solar Energy

Council has approved the Investment Incentives Policy to create a conducive environment for investors both locally and internationally. This will ensure ownership and participation of local SMMEs in supply and subcontracting opportunities when these projects commence. Below are some of the identified opportunities for local participation of communities and local business for equity, supply of products and services as well as subcontracting opportunities during construction.

#### **Equity, Supply & Subcontracting Opportunities emanating from Game Changers**

<b>Project</b>	<b>Equity, Supply &amp; Subcontracting Opportunities</b>	<b>Sector</b>
International Convention Centre	Equity into the catalytic by the locals to be funded by National Empowerment Fund or through Youth Accord	Financial
	Cleaning	Services
	Construction	Construction
	Protective Clothing	Manufacturing
	Cleaning Chemicals	
	Property Development	Services
	Property Management	
	Event Management	
	Security	
	Cleaning Material & Supplies	
	Stationery Suppliers	

Project	Equity, Supply & Subcontracting Opportunities	Sector
	Advertising & Public Relations	
CBD Flea Market	Wholesale & Retail Construction	Wholesale & Retail Construction
	Security	Services
	Transport & Logistics	
	Warehousing	
	Cottage Industry (Cakes, Sweets, Biltong, novelties etc.	Manufacturing
	Arts & Crafts	Arts
Fresh Produce Market	Primary Agriculture	Agriculture and Agro-processing
	Agro-processing	
	Transport & Logistics	Services
Trade & Investment Development Centre	Information on export opportunities	All sectors
	Construction	Construction
	Information Technology	IT
Mining Supplier Park/SEZ	Steel	Manufacturing
	Chemicals	
	Protective Clothing	
	Security	Services
	Cleaning	
	Secretariat & Book-keeping services	
	Transport & Logistics	Transport

### Number of Jobs created

In comparison to the 2014/15 1029 jobs created, a total number of 1004 jobs were created for the 2015/2016 financial year through LED initiatives, a significant drop from previous year. There were no infrastructure projects from the directorate and most of these jobs were temporary in nature. The implementation of the Rustenburg Regional Masterplan 2040 is aimed at reversing this trend.

NUMBER OF JOBS CREATED THROUGH LED INITIATIVES INCLUDING INFRASTRUCTURE PROJECTS FOR 2015/16			
Year	No. of Jobs created	No. of Jobs lost/displaced by other initiatives	Net total jobs created in year
2015/16	1004	4 (Municipality restructuring)	1004

FINANCIAL PERFORMANCE 2015/16 LOCAL ECONOMIC DEVELOPMENT					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	108	144	0		
Municipal Assets managed by the LED Directorate				223	197
<b>Operating Expenditure</b>					
Employees	6 805	6 789	0.00	5 503	1 286
Repairs and Maintenance	218	100	500	399	202
Other					
Other	4 154	32	0.00	31	1
Total Operational Expenditure	11 177	6 921	-	5 933	1 489
Nett Operational Expenditure	11 069	6 777	-	5 710	1 292

LOCAL ECONOMIC DEVELOPMENT OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Investment Promotion for Regional Rustenburg Masterplan 20140	Identification & Recruitment of Investors for Game Changers	Revised KPI	Revised KPI	Investment Promotion Strategy	Investment Incentives Strategy & Policy & Investment Promotion	Investment Incentive Policy approved & 3 Letters of Intent for Investments in Game Changers Projects
Develop, implement and review internal policies and procedures on regular basis	% Development and review of by-laws & policies	100%	80%	100%	100%	100% Both the Outdoor Advertising By-law and Investment Incentive Policy have been approved by Council
% Utilization of Municipal Assets under LED Management	% occupation levels of Rustenburg Show Grounds, Visitor Information Center, Zinniaville Factory Shops and SMME Center	New KPI	New KPI	60%	0	89%

#### Enterprise Development & Linkages Facilitated in Tourism, Agriculture, Arts & Culture & Manufacturing sub-sectors

No	Sector	No. Beneficiaries	Linkage Type	Target	Actual
1	Agriculture	30	Finance, Operations, Registrations, Workshop	4	3
2	Tourism	183	Strategy, Expo, Operations, Referrals	4	6
3	Mining	0	0	4	0
4	Arts & Culture	48	Facilities, Operations	4	3
5	Retail	120	Marketing, Sales	4	120
6	Manufacturing	13	Launch, Funding, Marketing, Sales	4	3

#### COMMENTS ON THE PERFORMANCE OF LOCAL ECONOMIC DEVELOPMENT

- Access to mining procurement opportunities still remain a challenge because of capacity constraints and lack of operating infrastructure for our SMMEs.
- The approval of the Rustenburg Regional Masterplan 2040 necessitated dedicated attention to promotion of Game Changer Projects to prospective investors. This led to development and approval by Council of the Investment Incentives Policy. Subsequently, the directorate has been engaging with various investors, some of whom have expressed interest in identified Game Changers Projects.
- The drive by the whole municipality to increase revenue led to the Directorate having to develop the Outdoor Advertising By-law which was approved by Council. Bids were solicited from various providers to assist the municipality with the management of Outdoor Advertising, but objections from one of the current service provider who is renting out space from the municipality for advertising as well as legal opinion led to the bid to be withdrawn. We are now exploring ways on enlisting support in coordination of management of outdoor advertising. We believe proper coordination of Outdoor Advertising will result in increased revenue for the municipality.

- The Directorate has been revised to look at two major deliverables, Investment Promotion and Facilitation to promote Implementation of the Masterplan and Special Economic Zone (SEZ) as well as Enterprise Development & Rural Development.

## COMPONENT D: COMMUNITY & SOCIAL SERVICES

### 3.12 LIBRARIES, ARTS & CULTURE

#### LIBRARIES

##### INTRODUCTION

The aim of municipality's libraries is to focus on programmes such as readership, literacy, family literacy, literature and writing.

##### OUTREACH PROGRAMMES

A number of Readership and Outreach Programmes were presented during 2015/2016 Financial Year to promote reading and library services, namely –

Programme	Key Focus Area	Library
Literacy Month Event	Reading for leisure	Tlhabane Library
SA Library Week	Promotion of a reading culture through ICT and usage of Libraries	Charora Info Hub Barseba Info Hub Main Library
International Day of the Book	Introduction of different reading materials	Marikana Library
Mother Tongue	Promotion of indigenous languages and creative writing	Phatsima Library
Library User Awards	Acknowledgement of the patronage and continuous use of Library services	Karlienspark Library

##### LIBRARY ACHIEVEMENTS

- The Mzanzi Libraries on-Line project is in the final stages of implementation. Internet management software has been installed by the National Library of South Africa on 18 August 2016. There is however two outstanding issues on the project; installation of a highly reliable anti-virus software and setting of parameters on the firewall. There will be two staff training sessions planned for the 14<sup>th</sup> and 21<sup>st</sup> September 2016. The intended date for public operation is 10<sup>th</sup> October 2016 and possible launch on the 2<sup>nd</sup> November 2016.
- Kgosi E.P. Lebone Molotlegi is operational and was officially opened on the 9<sup>th</sup> September 2015, two (2) staff members have been allocated by the Department of Culture, Arts and Traditional Affairs and one (1) by the municipality. Heriot Properties/ Bafokeng Civil Works is responsible for the rental and a lease agreement has been signed between Heriot Properties/ Bafokeng Civil Works and Rustenburg Local Municipality. The lease agreement is for a period of nine (9) years and eleven (11) months ending 2024. Royal Bafokeng Nation has to allocate a land for the construction of a fully flashed library which will be funded by the Department of Culture, Arts and Traditional Affairs.
- The lease agreement is in place and has been signed and additions and upgrading have been completed.
- The manual titled "*Manual: organisation and administration of Rustenburg Public/Community Library and Information Services*" has been completed and training has been done.



### 3.13 CEMETRIES

#### OBJECTIVE

- To provide conventional burial spaces (graves) and the maintenance of cemeteries.

The following table presents statistical data for services rendered at all municipal cemeteries during the period under review:

Statistical data for burial services rendered

Month	Donkerhoek	Lethabong	Marikana	Monakato	Phatsima	Rietvlei	Tlhabane	Zinniaville/ Karlienpark
July	10	26	-----	06	08	67	08	---
Aug	10	27	-----	07	09	80	09	---
Sept	09	27	-----	06	05	63	07	---
Oct	19	27	----					
Nov	09	18	01	09	12	65	12	----
Dec	13	24	----	07	10	57	15	----
Jan	22	17	----	11	14	59	04	-----
Feb	13	25	----	07	07	52	15	----
Mar	10	17	----	04	11	63	12	----
Apr	---	22	---	10	07	58	17	01
May	03	16	---	04	16	67	14	----
Jun	03	16	01	04	16			
SUB- TOTAL	121	262	2	81	121	761	130	01
<b>GRAND TOTAL : 1479</b>								

FINANCIAL PERFORMANCE 2015/16					
CEMETERIES					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	1 005 875	1 105 643	200 000	766 493	339 150
Employees	5 063 537	5 287 141	77 543	5 364 683	77 542
Repairs and Maintenance	28 200	51340	0	34 140	17 200
Other	616 761	785466	223 457	683 919	101 547
Total Operational Expenditure	<b>5 708 498</b>	<b>6 123 947</b>	<b>301 000</b>	<b>6 082 742</b>	<b>5822947</b>
Nett Operational Expenditure	<b>5 708 498</b>	<b>6 123 947</b>	<b>301 000</b>	<b>6 082 742</b>	<b>5822947</b>

#### COMMENTS ON THE PERFORMANCE OF CEMETERIES

The following performance improvements and major efficiencies were achieved during the period under review:

- Hundred per cent (100%) provision of burial services; development of new burial space; and additional fencing around cemeteries.
- The Indigent Support Policy has assisted several community members living in poverty and squalor to be buried in dignity with almost no charge.

### 3.14 OPEN SPACES AND PARKS

The Directorate: Community Development is responsible for the management and maintenance of sidewalks, open spaces, cemeteries and horticultural services. The following five (05) parks are currently available for public use in the municipal area:

- Bester park
- Joubert/ Burgers' ford park
- Paul Bodenstein
- Tlhabane amusement park
- Kloofspruit park

PARKS OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Implement quality and improved health and social services to Communities	Amusement Park Tlhabane	N/A	N/A	-	-	-
	Upgrading of Paulbodenstein Park	N/A	N/A	-	-	-
	Replace brush cutters	N/A	N/A	-	-	-
	Purchase lockers for staff	N/A	N/A	-	-	-
	Installation of galvanised Fencing at Kruisbessie Park	01	01	-	-	-
	Installation of Bollards at KarlienPark Park	01	01	-	-	-
	Upgrading of entrance at Tlhabane Park	01	01	-	-	-

## COMPONENT F: HEALTH

### 3.15 OCCUPATIONAL HEALTH AND SAFETY

In terms of Occupational Health and Safety Act, 85 of 1993, employers are required to take all reasonable measures to ensure that the requirements of the Act are complied with. This includes provision of training to their employees to ensure their health and safety and those of visitors. Below are the services that were provided regarding occupational health during the 2015/16 financial year:

#### Number of Services Provided

No	Service Provided	No: of Cases
1	Occupational Health Services (Medical surveillance, and health assessments)	300
2	Employee Wellness Management Program ( Number of employees who attended Wellness Information Sharing Sessions and Wellness Days)	<ul style="list-style-type: none"> <li>• Information Sharing Sessions: 815 Employees attended</li> <li>• Wellness Days: 718 Employee attended the events</li> <li>• Induction: 94 Employees inducted</li> <li>• Attendance registers and photos available</li> </ul>

Educational programmes, such as EAP and OHS, etc. were provided to a total number of one thousand two hundred and eight (1 208) employees during the financial year.

## COMPONENT G: SAFETY AND SECURITY

This component includes: Law Enforcement, Traffic, Security, Fire and Disaster Management

### 3.16 LAW ENFORCEMENT, TRAFFIC, SECURITY, FIRE, DISASTER AND MUNICIPAL COURT

One of the main pillars for the realization of the municipality's vision of "A world class city" is the creation of a safe environment. Collaboration and cooperation with all law enforcement agencies in the municipal area is critical for the success of the directorate. Success depends largely on joint operations, which brings together expertise and resources for fighting and combating crime. Key collaborators in these joint operations are the Immigration Officers from the Department Home Affairs, members of the South African Police Services and the Provincial Department of Community Safety and Liaison.

#### Law enforcement and traffic statistical data

No	Details	2014/15	2015/16		2016/17
		Actual	Target	Actual	Target
1	Number of traffic accidents for the year (minor)	503	503	470	470
2	Number of fatalities for the year	11	11	06	06
3	Number of by-law infringements attended for the year	962	962	689	689
4	Number of traffic fines issued during the year	37087	37087	33935	33935
5	Number of traffic officers on duty on an average day	16	30	25	30
6	Number of law enforcement officers on duty on an average day	12	30	20	30
7.	Number of multidisciplinary operations	0	40	92	40
8.	Number of schools enrolled for Learners License Class	30	30	38	30

TRAFFIC, SECURITY AND MUNICIPAL COURT OBJECTIVES FROM THE 2015/16 IDP							
FINANCIAL PERFORMANCE 2015/16							
LAW ENFORCEMENT AND SECURITY SERVICES				R'000			
Details	2014/15	2015/16					
	Actual	Original Budget	Adjustment Budget	Actual	Variance		
Total Operating Revenue	-	-	-	-	-		
Employees	9 ,202	16,733,722	1,752,000	17,328,637	15,576,637		
Repairs and Maintenance	228	1,500	1,500	1,271.25	228.75		
Other	1 ,629	675,325	(130,176)	604,048.57	473,872.57		
Total Operating Expenditure	11, 059	17,410,547	1,623,324	17,933,956.82	16,310,632.82		
Net Operational Expenditure	11,059	17,410,547	1,623,324	17,933,956.82	16,310,632.82		
Strategic Objectives	Key Performance Objectives		2014/15		2015/16		
			Target	Actual	Original Target	Adjusted Target	Actual Performance
	Number of reports on the implementation of Municipal Intervention Scheme and Patrols (MISAP)		0	54	0	0	66
	Number of Peace and Stability Programmes conducted		1	1	4	2	23

	Number of Total cases attended by Rustenburg Court	-	-	-		14 369
	Number of Total cases attended by Bafokeng Court	-	-	-		1 574
	Operationalization of Municipal Court	-	-	-		Municipal Court is proclaimed and operational.

Financial Performance 2015/16 Financial Year Traffic Services R'000					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	(12 165)	(15,697,800)	(5,000,000)	7,045,846.50	3,651,953.50
Employees	34 796	29,945,224	638,000	31,533,776	30,895,776
Repairs and Maintenance	3 021	512,725	(1,533,391)	143,453.42	1,389,937.58
Other	27 370	6,288,202	(567,000)	5,811,371.96	5,244,371.58
Total Operating Expenditure	65 186	36,746,151	2,738,391	37,488,601.38	34,750,210.53
Net Operational Expenditure	(53 021)	21,048,351	(2,261,609)	30,442,754.88	31,098,257.03

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR TRAFFIC SERVICES R'000				
Capital Projects	2015/16			
	Budget	Adjustment Budget	Actual Expenditure	Variance
Total	0.00	0.00	0.00	0.00

### 3.17 FIREFIGHTING SERVICES

The objectives of the Fire fighting Services (Operations) as contained in the Fire Brigade Services Act, 99 of 1987, as amended are to:

- Prevent the outbreak or spread of fire;
- Fight or extinguish a fire;
- Protect life or property from a fire or other threatening danger;
- Rescue of life or property from a fire or other threatening danger; and
- Perform any other function connected with any of the matters referred above.

No	Details	2014/15	2015/16	
		Actual	Target	Actual
1	Total number of fires attended to during the year	486		200
2	Total number of fatalities	241		51
3	Total number of other incidents attended to during the year	-		68
4	Total number of special services attended to during the year	5		51
5	Average response time – urban areas	20		15
6	Average response time – rural areas	40		30
7	Total number of fire fighters employed	38		45

8	Total number of firefighting equipment/appliances	-		-
9	Average number of broken equipment	10		-
10	Total revenue collected on operational calls	R118 096		R88,355.70

**Performed the following activities during the Community Fire Safety Awareness Campaigns that were undertaken during the period under review (2015/2016):**

- 201 x Fire By-Law Enforcement Conducted
- 213 x General Fire Safety Inspections
- 145 x Transport Permit Issued
- 159 x Flammable Liquid Registration
- 151x Fire Plans attended
- 14 x Occupation Certificate Issue

### 3.18 DISASTER MANAGEMENT

The disaster management function is regulated by the Disaster Management Act, 2002 (Act No. 57 of 2002). The municipality has a Disaster Management Plan that was reviewed and included in the IDP, in terms of Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

#### Objectives of the Disaster Management Services

Disaster Management Act provides a platform from which all spheres of government and communities can work together to prevent or reduce the risks of disasters including steps which are aimed at–

- Preventing or reducing the risk of disasters;
- Taking measures to reduce the impact or consequences of a disaster;
- Emergency preparedness;
- Rapid and effective responses to disasters; and
- Post-disaster recovery and rehabilitation.

DISASTER MANAGEMENT SERVICES DATA					
No	Details	2014/15	2015/16		2016/17
		Actual	Target	Actual	Target
1	Total number of households affected by fire during the year		100	82	100
2	Total number of fatalities		10	4	15
3	Total number of other incidents attended to during the year		150	52	70
4	Total number of special services attended to during the year (Safety at Sports and Recreational Events)		30	5	50
5	Average response time – urban areas		1 day	2days	2 hours
6	Average response time – rural areas		1 day	2days	3 hours
7	Total number of Disaster Management personnel employed			4	16
8	Total number of Disaster Management Services		-	-	-
9	Average number of broken equipment		-	-	-
10	Total revenue collected on operational calls				

**Performed the following activities during Disaster Management Services activities undertaken during the period under review (2015/2016):**

- 4 x Risk assessments and Rapid incidents assessment
- 5 x Education and Awareness Campaigns
- 4 x Exhibitions
- 1 x Workshops
- 16 x Attend to Advisory Forums and Ad- Hoc Committee meetings

**The following are five main service delivery key performance areas for disaster management:**

#### **Service Delivery Key Performance Areas**

<b>No</b>	<b>Key Performance Area</b>	<b>Details</b>	<b>Progress Made</b>
1.	Integrated Institutional Capacity for Disaster Risk Management	Arrangements required for stakeholder participation and engagement of technical advice in disaster management planning and operations were adhered to.	<i>(Ad hoc section 7(2) (e) of Disaster Management Framework of 2005)</i> Response Task Team and Risk Assessment Technical Advisory Team were established in the financial 2015/2016 financial Year.
		The following Disaster Risk Management Plans were sent to public participation for review in 2015/2016 financial year : Disaster Management Plan, Emergency Plan and Relief Policy	The municipality is planning to complete the following Disaster Risk Management Plans during the coming 2016/2017 financial year
2.	Disaster Risk Assessment and Enabler 1	Community and schools risk assessment were conducted to the schools and communities that were deemed to be at high risk. Dept of Education, Dept of Health, Dept of Public Works, Eskom, Fire Safety, Social Development and OEM – Special Projects were part of the Risk Assessment Technical Advisory Team.	Community Based Risk Assessment was conducted at Ikageng Village and identified Rustenburg Special schools risk assessment was conducted in 2015/2016 financial year.
3.	Disaster risk Reduction, Enabler 1 and 2	Disaster risk reduction measures were implemented during the period under review. Public education and awareness sessions were conducted in various places of the Rustenburg municipal jurisdiction. All relevant stakeholders such as: SAPS, Fire Department, Work on Fire Community Development, Community Policing Forum, NGO's, Ward Committee members and community members attended the sessions.	Four (4) Awareness campaign was conducted in the 2015/2016 financial year.
4.	Response and Recover & Enabler 1	Local communities who experienced emergencies like floods and shack fires were also assisted during the period under review through the provision of emergency accommodation, food parcels and blankets, while waiting for their damaged homes to be repaired	Communities who were affected by Disasters e.g. fire, storms and floods were assisted and referred to the relevant stakeholders for further assistance. E.g. Home Affairs, SASSA and Traffic and Licensing.

No	Key Performance Area	Details	Progress Made
5.	Safety at Sports and Recreational Events	Disaster Management Services monitor and measure performance and evaluate disaster management plans for prevention, mitigation and response activities at the events according to Section 47 (1) & (2) and 48 of Disaster Management Act (Act 57 of 2002).	The following types of events are catered for: sports, music festivals, political rallies and etc.

FINANCIAL PERFORMANCE 2015/16 EMERGENCY AND DISASTER MANAGEMENT					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	233	228 652	0.00	228 652	-
Employees	20 007	13,922.173	0.00	13,922.173	-
Repairs and Maintenance and Other	65	102 677	0.00	102 677	-
Other	5 284	6,523.365	0.00	6,523.365	-
Total Operating Expenditure	25 355	3 ,043.533	0.00	3 ,043.533	-

#### COMMENTS ON PERFORMANCE OF LAW ENFORCEMENT, TRAFFIC & SECURITY SERVICES, FIRE & DISASTER MANAGEMENT

OPERATION	ACHIEVEMENTS
Community safety awareness campaigns	Community Safety Forum was established in 2011 and is fully functional
Stop and register	Over 12 000 prosecutions for both traffic and law enforcement contraventions have been made
Fire Fighting Services	Decentralization of the firefighting service where fire stations were established at Marikana and Phatsima
By-laws, campaigns and projects	<p>Crime Prevention through Environmental Design / Safe and Clean City campaign:</p> <ul style="list-style-type: none"> <li>• Multi-disciplinary Operations</li> <li>• Execution of illegal trading in the CBD and Taxi Rank on daily basis:</li> <li>• Enforcement of Impoundment By-Law</li> <li>• Execution on non-compliance on Fire by-laws</li> <li>• Regulation of point duties on R510 and R24 road on daily basis</li> <li>• Issuing of parking offences in the CBD</li> <li>• Removal of illegal advertisement on municipal land.</li> <li>• Rendering of security and escorts during mayoral outreach visits and VIP'S, International, National and Local events</li> <li>• Enforcement of illegal connection of water and electricity.</li> <li>• Enforcement of illegal dumping by-law</li> <li>• Mine Crime Combating Forum (MCCF)</li> <li>• Municipal Intervention Scheme and Patrols (MISAP) and Community Safety Patrollers Programme</li> <li>• Enforcement of Public Gathering's Act</li> <li>• Inspectors of Licenses at motor vehicle dealerships</li> <li>• Conflict Resolution Committee</li> <li>• Land use by-law enforcement</li> </ul>

OPERATION	ACHIEVEMENTS
	<ul style="list-style-type: none"> <li>Establishment of Community Policing Forum</li> <li>Joint Crime Prevention/ Multi-disciplinary operations</li> <li>Serving in various Joint operating Coordinating Committee, Cluster Joint operating Coordinating Committee and Priority Committees for Special events.</li> </ul>

## COMPONENT H: SPORTS AND RECREATION

### 3.19 SPORTS AND RECREATION

Orbit FET College (which is at ABC Motsepe League) utilize Olympia Park Stadium. There are five (5) public swimming pools that are maintained and managed by the municipality. These are Marais street, Middle Street, Zinniaville, Karlienpark and Monakato. There are well developed sports facilities namely :Olympia park stadium and its amenities, Zinniaville sports facility ,Monakato sports complex, East End sports complex ,Old sports ground and Impala sports complex.

SPORTS AND RECREATION OBJECTIVES FROM THE 2015/16 IDP						
Strategic Objectives	Key Performance Objectives	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all Communities	None / No Budget linked to the IDP	-	-	-	-	-

### 3.20 COMMUNITY FACILITIES

#### INTRODUCTION

Community Facilities include Parks, Cemeteries & Horticultural Services, Sports & Recreations and Civic Centre and Community Halls.

#### CHALLENGES

The following challenges were encountered during the financial year under review:

- The inability to effectively market the available facilities to the community, so that they can be utilised optimally
- Inadequate security personnel at our facilities has resulted in acute vandalism e.g. the ablution block at Olympia Park Stadium which is currently vandalised to a point that there is no evidence that they ever existed.
- Grading rudimentary soccer fields on an on-going basis at various wards due to lack of yellow fleet.
- The following facilities have also been severely vandalized:Renkelenyane sports ground, Mathopestad sports ground, Paardekraal X01 sports ground and Robega sports ground, Tennis, hockey and ringball club houses, Monakato stadium change rooms, Tlhabane sports ground ablution facility, Paul Bodenstein Park and Kloofspruit Park ablution facilities, Rietvlei cemetery ablution facilities. These facilities cost millions of rands for construction and upgrading but there is less to show of it.



## Areas where halls are located

No.	Location / Area
1	Tlhabane
2	Monakato
3	Phatsima;
4	Marikana;
5	Sunrisepark;
6	B Tause (Lethabong);
7	Rustenburg Old town hall;
8	Meriting;
9	Ben Marais;
10	Zinniaville;
11	WA van Zyl;
12	Makolokwe (handed over by District Municipality)
13	Paardekraal Extension 23;
14	Banquet Hall;
15	City Hall;
16	Atrium;
17	Boitekong;
18	Auditorium.
19	Robega (handed over by District Municipality)
20	Molote City (handed over by District Municipality)
21	Mamerotse (handed over by District Municipality)

COMMUNITY FACILITIES OBJECTIVES AS PER IDP: 2015/16 FINANCIAL YEAR						
Strategic Objectives	Key Performance Indicators	2014/15		2015/16		
		Target	Actual	Original Target	Adjusted Target	Actual Performance
Accelerated delivery and maintenance of quality basic and essential services to all Communities	No projects as per the IDP	-	-	-	-	-
		-	-	-	-	-

## COMPONENT I: CORPORATE SUPPORT SERVICES

This component includes: executive offices; strategic planning and regulatory; financial services; human resources; ICT services and property services.

### INTRODUCTION TO CORPORATE SUPPORT SERVICES

Rustenburg Local Municipality has implemented the separation of powers model during the financial year as outlined in section 151(2) of the Constitution of the Republic of South Africa, 1996. The municipal council has therefore, separated the executive from the legislative authority. The main objective of this governance framework is to create independent oversight of the mandate of the effective achievement of the municipal mandate that is clearly outlined by section 152 of the Constitution. The mandate of the municipality is as follows:

1. Promote democratic and accountable government for local communities;
2. Ensure the provision of services to communities in a sustainable manner;
3. Promote social and economic development;

4. Promote a safe and healthy environment; and
5. Encourage the involvement of communities and community organisations in matters of local government.

The separation of power between the executive and legislative arms of the municipality is in line with internationally recognised norms and standards of good governance. It creates an independent oversight of the effective attainment of the municipality's objectives. It further establishes an appropriate level of accountability, representation and participation through the delineation of powers and functions of the council; executive accountability for service delivery and development; and independent and representative oversight by the legislative arm of the municipal council.

### 3.21 EXECUTIVE AND COUNCIL

This component includes the executive offices (Office of the Speaker, Office of the Executive Mayor, Office of the Single Whip, Office of MPAC and Municipal Manager).

#### INTRODUCTION TO EXECUTIVE AND COUNCIL

In terms of chapter 7, section 151 (2) of the Constitution of the Republic of South Africa, of 1996, the executive and legislative authority is vested in its municipal council.

The municipal council of the Rustenburg Local Municipality is established as a municipality with a mayoral executive system which is combined with a ward participatory system in terms of chapter 12 of the Municipal Structures Act, 117 of 1998. Section 152 of the Constitution categorically and clearly spells out the objectives of local government, and the powers and functions of municipalities are determined in section 156 of the Constitution.

DETAIL	2015/16	
	Ordinary Meetings	Special Meetings
Council	11	8

#### Council Committees

The Municipal Council established the following committees in terms of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998) for the effective and efficient performance of the Municipal Council's powers and functions:

Section 79 Committees	Section 80 Committees
Land Tribunal Management;	Budget and Treasury Office;
Local Labour Forum;	Community Development;
Municipal Performance Audit Committee;	Corporate Support Services;
Municipal Public Accounts Committee;	Human Settlements
Risk Management Committee;	IDP/PMS, Legal and Valuations;
Rules Committee; and	Intergovernmental Relations and Traditional Affairs;
Ward Delimitation Committee.	Local Economic Development;
	Planning, and Public Transport;
	Public Safety;
	Technical and Infrastructure Services

### **3.22 STRATEGIC PLANING AND REGULATORY**

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In today's organisational environment, budget oriented planning or forecast methods are insufficient for the organisation to prosper. There is a need to engage in strategic planning that clearly defines objectives and assessors bot the internal and external situation to formulate strategy, evaluate progress and make judgements as necessary to stay on track.

Strategic plans therefore identify strategically important outcomes-orientated goals and objectives against which the municipality's medium-term results can be measured and evaluated by various identified stakeholders. Annual performance plans identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year. This performance information is important for effective management, including planning, budgeting, implementation, reporting monitoring and evaluation.

As a component of its strategic plan, annual performance plan or IDP the municipality must adopt, monitor and evaluate strategies that describe the approach the municipality is to follow to create and operate monitoring and evaluation systems which will produce credible, accurate information on an on-going basis that gets used to improve service delivery and governance.

### **INTRODUCTION TO STRATEGIC PLANNING AND REGULATORY**

#### **INTEGRATED DEVELOPMENT PLANNING (IDP)**

The process of reviewing the IDP is followed in terms of the requirements of chapter five (5) of the Local Government: Municipal Systems Act, 2000. It is coordinated and facilitated with all directorates and stakeholders to ensure that the Reviewed IDP is approved on time by the council. The municipality is currently using the review process to ensure that the IDP moves beyond focusing on outputs and becomes more outcomes and results oriented. The change in focus will assist the directorates to begin to measure the impact of their programmes and change the implementation of their respective plans to deliver better services to local communities.

#### **PERFORMANCE MANAGEMENT**

The role of the Organisational Performance Management Unit is outlined in chapter six of the Local Government: Municipal Systems Act, 2000. The unit coordinates the process of performance reporting on Service Delivery and Budget Implementation Plan (SDBIP). It further, coordinates the quarterly, mid-year reviews and compilation of the annual report.

### **3.23 INTERNAL AUDIT UNIT**

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The purpose of the Internal Audit Activity (IAA) is to provide an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. The IAA performs internal audit reviews to evaluate the adequacy and effectiveness of the controls put in place by management, based on the strategic operational plan that is risk-based and approved by the Performance Audit Committee (PAC), as well as internal audit reviews of the results of performance measures of the municipality.

The unit also performs ad-hoc assignments from the Municipal Council, PAC and or Management. The internal audit activity of the municipality renders the following services:

- (a) Prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to-

- (i) internal auditing;
- (ii) internal controls;
- (iii) accounting procedures and practices;
- (iv) risk & risk management;
- (v) performance management;
- (vi) loss control; and
- (vii) compliance with this Act, the Annual Division of Revenue Act and any other applicable legislation; and

The following services due to its nature are out-sourced

- (i) Forensic and investigations
- (ii) Information System Auditing

The scope of work of the IAA is to determine whether the municipality's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure amongst others that:

- Risks are appropriately identified and managed;
- Significant financial, managerial and operating information is accurate, reliable and timely;
- Resources are acquired economically, used efficiently, and adequately protected; and
- Programs, plans and objectives are achieved.
- Opportunities for improving management control, service delivery, and the municipality's image may be identified during audits and, communicated to the appropriate level of management.

FINANCIAL PERFORMANCE 2015/16					
INTERNAL AUDIT UNIT		R'000			
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	-	-	-	-	-
Employees	2 868 298	3 250 029	3 318 970	3 318 970	-
Repairs and Maintenance	-	-	-	-	-
Other	39 867	268 841	268 841	191 191	77 650
Total Operational Expenditure	2 908 165	3 518 870	3 510 165	3 510 161	4
Net Operational Expenditure	2 908 165	3 518 870	3 510 165	3 510 161	4

The unit planned 16 (fourteen) internal audits for the year under in accordance with the approved annual operational plan for the year 2015/2016 as per the Three Year Rolling Strategic operational 2015 -2018. Only 14 planned audits were finalised. There were 15 (fifteen) ad-hoc assignments as per the request of Management and Council. A total of 29 audits (planned and ad-hoc assignment) were completed.

### 3.24 FINANCIAL SERVICES (INCLUDING SUPPLY CHAIN MANAGEMENT)

#### INTRODUCTION

The Directorate of Budget and Treasury is responsible for the provision of effective and transparent financial service in an accountable manner. The directorate has the following units:

Budget and Financial Management;

- Expenditure;
- Financial Control;
- Revenue;
- Supply Chain Management

#### Supply Chain Management

Rustenburg Local Municipality has pledged to implement the Preferential Procurement Act, 2005 through the municipality's Procurement Policy that was approved by council per Item No 122 dated 28 May 2013 as a strategy to stimulate and grow the local economy. Procurement from local companies during the financial year under review, accounted for 100% of all services that were procured. PPPA refers to local companies as the companies within South Africa which have a local content Product. In this case, the RLM has awarded the bids to all the companies that are within South Africa.

According to the stipulations of the Local Government: Municipal Finance Management Act, 2003, payments to creditors must be made within thirty (30) days of receipt.

#### Revenue

The annual target that was set for collecting what was due to the municipality was **96.62%**. The following table presents quarterly collection performance statistics for the year under review:

No	Period	Amount Billed	Amount Collected	Percentage.
1	July – September 2015	700 934 697.96	646 515 580.14	92.24
2	October – December 2015	632 986 848.18	599 050 250.25	94.64
3	January – March 2016	583 521 682.21	582 621 802.09	99.85
4	April – June 2016	584 746 861.00	589 520 773.45	100.82
<b>ANNUAL TOTAL</b>		<b>2 502 190 089.35</b>	<b>2 417 708 405.93</b>	<b>62.01</b>

#### Insurance Statistics

A total number of **102** insurance claims to the value of **R 2 771 718.43** were submitted during the 2015/2016 financial year. Most of the claims are for municipal vehicles and public liability. The following table presents details of insurance claims that were lodged:

#### Details of Insurance Claims

No.	Claims category	Directorate	Number of claims submitted	Rand Value
1	Computer/ Theft	Office of the Municipal Manager	5	R 26 341.59
		Office of the Executive Mayor	0	R 0.00
		Directorate Corporate Support Services	2	R 37 979.99
		Directorate Planning and Human Settlement	0	R 0.00

		Directorate Community Development	9	R 91 201.00
		Directorate Technical Infrastructure Services	5	R 10 538.90
		Directorate Public Safety	1	R 4 299.00
		Speakers Office	2	R 11 298.99
		Budget and Treasury office	1	R 1 500 024.00
2	Fleet / Accidents	Office of the Municipal Manager	1	R 7 98.00
		Office of the Executive Mayor	1	R 20 675.77
		Directorate Corporate Support Services	0	R 0.00
		Directorate Planning and Human Settlement	0	R 0.00
		Directorate Community Development	11	R 157 981.32
		Directorate Technical Infrastructure Services	21	R 199 690.46
		Directorate Public Safety	8	R 74 753.77
		Speakers Office	1	R 13 210.01
		Budget and Treasury office	1	R 1 500.00
3	Public Liability	Office of the Municipal Manager	0	R 0.00
		Office of the Executive Mayor	0	R 0.00
		Directorate Corporate Support Services	0	R 0.00
		Directorate Planning and Human Settlement	0	R 0.00
		Directorate Community Development	3	R 3 534.00
		Directorate Technical Infrastructure Services	25	R 467 436.36
		Directorate Public Safety	4	R 124 344.60
		Speakers Office	1	R 26 110.67
		Budget and Treasury office	0	R 0.00
<b>TOTAL</b>			<b>102</b>	<b>R 2 771 718.43</b>

### Summary of Key Capital Projects Implemented

The following are key capital projects that were implemented during 2015/16 financial year.

- Marikana Transfer station R9 million
- Integrated Transport Network R461 million
- Sanitation R33 million
- Water R25 million
- Roads R97 million
- High masts light R32 million
- Electricity R7 million

### RATIOS

#### Financial ratios

	2016	2015
Current ratio	1.10	0.77
Acid test ratio	5.5	4.7
Debt(Total borrowings)/Total Operating Revenue	0.16%	0.14%
Total Long Term debt to total revenue(excluding grants)	0.62%	0.71%
Capital cost (Interest paid and redemption) as a % of Total Operating Expenditure	0.02%	0.01%
Cash / Cost coverage ratio (Excluding unspent conditional grants)	0.30%	1.00
Contracted Services % of Total Operating Expenditure	0.05%	0.07%
Capital expenditure to Total Expenditure	0.21%	0.19%
Repairs and maintenance as a % Property Plant and Equipment and Investment Property (Carrying value)	0.02%	0.01%
Net Operating Surplus Margin	0.24%	0.04%

Cash and cash equivalent at the end of the year	226 202	480 007
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The liquidity position of the municipality is under pressure. The Current Ratio is 1.1 for the 2015/16 financial year. Accounts Payable (Excluding Conditional Grants), decreased slightly, also pointing towards liquidity pressure.

### Collection Rate

Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		<b>83%</b>
				Gross Debtors closing balance	2 892 325 957
				Gross Debtors opening balance	2 476 199 418
				Bad debts written Off	1 895 828
				Billed Revenue	2 502 190 088

The average collection rate for billed customers for the 2015/16 financial year is 83 % which is lower than the norm of 95 %. The revenue collection of the municipality requires urgent attention and corrective measures should be implemented.

Description	Economic entity	
	2016	2015
	R'000	R'000
Total revenue	3 902 569	3 634 539
Total expenditure	(2 983 023)	(3 506 521)
Employee related costs	611 839	557 651
Remuneration of councilors	28 318	27 592
<b>Total Employee Related Costs and Councillors Remuneration</b>	<b>640 157</b>	<b>585 243</b>
Ratio : % of Revenue	(16)	(16)
Ratio : % of Expenditure	21	17
% growth in remuneration expenses	9	

FINANCIAL PERFORMANCE 2014/15 BUDGET AND TREASURY OFFICE					
					R'000
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	(302 914 558)	(311 389 228)	(318 215 228)	(306 273 796)	(11 941 432)
Employees	46 942 464	50 879 664	50 643 199	51 134 133	(490 934)
Repairs and Maintenance	6 850	500 000	(500 000)	-	-
Other	64 634 664	101 191 937	102 337 683	46 189 537	55 648 146
<b>Total Operational Expenditure</b>	111 583 978	152 571 601	152 480 882	97 323 670	55 157 212
<b>Net Operational Revenue</b>	111 583 978	152 571 601	152 480 882	97 323 670	55 157 212

### Supply Chain Management

The Rustenburg Local Municipality established a supply chain management (SCM) Unit under the direct supervision of a unit manager who has been delegated in terms of section 82 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) by the Chief Financial Officer (CFO). The SCM Unit was established in accordance to the requirements of the Municipal Supply Chain Management Regulations, 2005.

The municipality's SCM Policy, which incorporates the Preferential Procurement Regulations, as well as all other relevant legislation, regulations and circulars, was approved per item no. 196 date 26<sup>th</sup> May 2015 by the Municipal Council. It makes provision for a committee system for competitive bids consisting of the following:

- Bid Specification Committee;
- Bid Evaluation Committee; and
- Bid Adjudication Committee.

The first two committees have their meetings on Mondays and Tuesdays respectively whilst the last one meets on Fridays. The Bid Adjudication Committee is chaired by the CFO and it is composed of other senior managers; such as Directors: Planning, Housing, Local Economic Development and Public Safety.

According to the municipality's Supply Chain Management Policy, no councillor is eligible to be a member of any committee dealing with supply chain processes. It is also important to note that the supply chain management officials are undergoing continuous training offered by National Treasury to reach the prescribed competency levels.

### 3.25 HUMAN RESOURCE SERVICES

#### INTRODUCTION TO HUMAN RESOURCE SERVICES

The unit provides human capital strategies, advisory and support services to the municipality. It is composed of the following sections in order for it to be effective:

- Acquisitions and Maintenance
- Employee Relations: Organisational Development & Employee Wellness
- Training and Development



Section 1: Acquisitions and Maintenance	<ul style="list-style-type: none"> <li>The core function of this section is to ensure optimal human resources management value chain, through effective strategic planning, implementation and alignment of organisational strategy and individual employee performance agreements.</li> </ul>
Section 2: Employee Relations	<ul style="list-style-type: none"> <li>The section manages matters of disciplinary nature, disputes and grievances within the municipality. One of the key functional areas of the section is to facilitate or coordinate the speedy and amicable resolution of disputes or grievances and disciplinary matters.</li> <li>It is also responsible for collective bargaining, conflict management, and cordial interpersonal relations.</li> <li>The responsibility for organisational development is also performed by this section.</li> <li>It is responsible for individual employee performance, thereby increasing productivity, profitability and work satisfaction that should contribute to optimum and sustainable service delivery processes within the municipality.</li> <li>The section furthermore ensures the maintenance of a healthy and safe work environment.</li> <li>It provides employee wellness services, such as employee assistance, occupational health services and education.</li> </ul>
Section 3: Training and Development	<ul style="list-style-type: none"> <li>The section employee capability management services in terms of the identification of training needs, development and implementation of the workplace skills plan and the management of financial assistance programme for capacity building and training purposes.</li> </ul>

### **Employment Statistics:**

A total number of 182 employees employed through the facilitation of recruitment process for vacancies for which provision was made in the organisational budget for the financial year under review. The vacancy rate as at 30 June 2016 was 53.0%.

### **Performance:**

The Evaluation Panel did not recommend payment of performance bonuses to any employee appointed in terms of section 56 of the Local Government: Municipal Systems Act, 2000 during the financial year under review. None of the senior managers achieved the minimum threshold score of 129% performance.

### **Leave days:**

Annual leave total from 1/7/2015 – 30/06/2016: The leave register indicates that a total number of thirty six thousand two hundred and thirteen (36213) working days were taken by municipal employees.

- Permanent employees - 31371 days (1693 employees)
- Temporary employees - 4255 days (114 employees)
- Section 57 + interns + RRT – 615 days (40 employees)

## Support Services:

Employee wellness services and educational programmes, such as EAP and OHS, etc. were provided to a total number of one thousand three hundred and six three (1 363) employees during the financial year.

The following support services were rendered to municipal employees:

- Employee Assistance Interventions: 4 cases;
- Occupational Health Services: 288 cases; and
- Wellness Educational Programmes: 1 359 cases.

## Statistical Information

No	Detail	Total Number	
		2014/15	2015/16
1	Disciplinary cases: Handled	34	43
	Disciplinary cases: Finalized	29	33
	Disciplinary cases: Outstanding	5	10
2	Suspensions	21	12
3	Dismissals	8	9
4	Grievances: Handled	6	8
	Grievances: Finalized	6	8
	Grievances: Outstanding	16	0

Number and Period of Suspensions				
Name	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action Taken or Status of Case and Reasons if matter not finalized	Date Matter Settled
Mr. Pule Mahapela	Failure to issue letters of termination in respect of temporary employees	10 June 2016	Still in progress	N/A
Mr. Thabo Maseko	Gross and deliberate negligence	02/02/2016	Still in progress	N/A
Mr. Katlego Modise	contraventions of the Systems Act	17/06/2016	Still in progress	N/A
Ms Ziyanda Mateta	Gross insubordination and failure to declare interest in respect of section 5 of schedule 2 to the Systems Act	25/02/2016	Still in progress	N/A
Mr Lerothodi More	contraventions of the Fleet Management Policy and fraud	26/02/2016	Matter was concluded on 28/06/2016 and still wait for outcomes from the presiding officer	N/A
Mr Johannes Dhlamini	contraventions of the Fleet Management Policy	10/02/2016	The hearing proceeded; the employee pleaded guilty in all charges and was found guilty as charged on 29/04/2016. The employee was sanctioned with dismissal.	29/04/2016

Number and Period of Suspensions				
Name	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action Taken or Status of Case and Reasons if matter not finalized	Date Matter Settled
Mr City Mokoena	Failure to declare interest/benefit/relationship	11/03/2016	Still in progress	N/A
Mr Lesley Moleme	Failure to comply with regulation 32	10 /03/ 2016	Still in progress	N/A
Dr Motseothata Tau	Failure to prepare strategic Lekgotla and gross insubordination	05/02/ 2016	Employee Dismissed	22 June 2016
Mr B.E Serame	Theft	18/09/2015	Matter concluded on 25/11/15 – employees found guilty and sanctioned with final warning valid for two years	25 November 2015
Mr. D. Nkele	Theft	18/09/2015	Matter concluded on 25 November 2015 – employees found guilty. sanctioned with final warning valid for three years	25 November 2015
Mr Bheki Khenisa (Former MM)	Unspent grant	21 December 2015	Hearing proceeded and matter was settled.	30 May 2016

## DISCIPLINARY ACTION TAKEN ON CASES OF FINANCIAL MISCONDUCT

Position	Nature of Alleged Misconduct and Rand Value of any Loss to the Municipality	Disciplinary Action Taken	Date Finalized
Mr. Lesley Moleme Head: Mechanical Engineering Services	Failure to comply with regulation 32	Yes, Disciplinary process is still in progress.	N/A
Mr. City Mokoena Head: Electrical Engineering Services	Failure to declare interest/benefit/relationship	Yes, Disciplinary process is still in progress.	N/A
Mr Bheki Khenisa (Former MM)	Unspent grants	Yes, Hearing proceeded and matter was settled.	30 May 2016
Thabo Maseko (Legal Advisor)	unlawfully amending periods of service level agreement knowing that there was no budgetary provision	Yes, Disciplinary process is still in progress.	N/A
Pule Mahapela (Unit manager)	Failure to terminate Temporary employees without ensuring that there was budgetary provision for them	Yes, Disciplinary process is still in progress.	N/A
Abie Kgomongwe (Unit Manager)	Noncompliance with MFMA	Yes, Disciplinary process is still in progress.	N/A

FINANCIAL PERFORMANCE 2015/16		
HUMAN RESOURCES MANAGEMENT & DEVELOPMENT		R'000
Details	2014/15	2015/16

	Actual	Original Budget	Adjustment Budget	Actual	Variance
<b>Total Operating Revenue</b>	882	1 577	3 993	1 776	2 217
Employees	9 941	8 677	8 610	8 951	(341)
Repairs and Maintenance	-	-	-	-	-
Other	7 243	8 212	8 002	6 843	1 159
<b>Total Operational Expenditure</b>	17 184	16 889	16 612	15 794	818
<b>Net Operational Revenue</b>	(16 302)	(15 312)	(12 619)	(14 013)	1 399

### COMMENTS ON THE OVERALL PERFORMANCE OF HUMAN RESOURCES

- For the previous financial year the Council managed to appoint 182 new employees and 58 promotions.
- The total is 240 appointments during 2015/2016 financial year.

### 3.26 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The contents of the website are continuously updated by a dedicated webmaster. The information posted on the website is contained in notices, articles and stories by the Department of Communications in the Office of the Executive Mayor; and bid documents (tenders), quotations contracts from the Supply Chain Management Unit (Procurement).

The Directorate of Corporate Support Services through the human resource management unit also places external advertisements of vacant positions that need to be filled by qualified, skilled and competent applicants, on the website. Other documents such as policies, by-laws, Executive Mayor's speeches, performance agreements of senior managers, and the municipality's quarterly organisational performance results are also posted on the website. These documents are published as a mechanism of communicating with the general public. This is one of the objects of local government, which is to provide a democratic and accountable government for local communities.

The following table presents a record of the Information & Communication Technology financial performance in terms of operational budget:

FINANCIAL PERFORMANCE 2015/16					
INFORMATION & COMMUNICATION TECHNOLOGY				R'000	
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	32 566	6	6	-	6
Employees	4 595	3 161	4 462	4 833	(371)
Repairs and Maintenance	4 137	3 938	3 533	4 693	(1160)
Other					
Other	15 315	8 664	11 725	16 707	(4,982)
Total Operational Expenditure	24 048	15 764	19 720	26 234	(6,514)
Net Operational Revenue	8 518	(15 758)	(19 714)	(26 234)	(6,520)

### COMMENT ON THE PERFORMANCE OF ICT SERVICES

- We have completed the installation of new CAT6 Structured Cabling on the Ground and First floor, therefore both floors are ready for the rollout of new IP Phones and POE Access Switches
  - Ground Floor = 183 CAT6 Network Points

- First Floor = 265 CAT6 Network Points
- We have installed a new Cisco 2921 Router to address the Internet Access Routing interface
- We have procured and installed (for the first time ever) Core Cisco Switching infrastructure built on Layer3 Networking fundamentals to configure the Municipality's network according to best practices
- We have also procured additional access switches (although not all areas are covered) to immediately segregate the network according to sites and various network services. It should be taken into account that the current network was designed and built on a "flat" architecture and this has led to serious performance and information security challenges since the network size has expanded
- We have upgraded the security firewall to a bigger and better model adequate to secure the network interface. A new FortiGate F300D firewall has been procured, installed and commissioned.
- In addition to the security firewall features, we have also procured, installed and commissioned a FortiNet FortiAnalyzer F200D for effective monitoring and reporting of overall network events. The system will also provide reporting on usage and abuse of network resources
- An improved secure VPN tunnel has been implemented
- We have renewed and procured additional McAfee® Anti-Virus software licenses in line with the total number of active end-user devices on our network. In total 836 licenses were procured, activated and devices updated.
- Call Centre System is currently not working at the moment, the IT Unit is on the process of procuring a new system.

### 3.27 LEGAL AND VALUATION SERVICES

#### INTRODUCTION

The main objective of the Legal and Valuation Unit is to provide the municipality with effective legal advisory services as well as valuation outcomes that are grounded on sound principles of good corporate governance. This Unit assists the municipality to comply with relevant legislation in order to reduce unnecessary litigation against the municipality. The following legal support service is provided throughout the municipality:

- Litigation services;
- Legal advisory services;
- Labour Law services ;
- Bylaw services ;
- Contract Management services; and
- Valuation services.

There is a serious need to inculcate a culture of legal compliance across the municipality if the unit is supposed to achieve its objectives, which requires a spirit of cooperation and managerial leadership throughout the municipality.

<b>Compliance</b>	<ul style="list-style-type: none"> <li>● The Council has approved the review of the Manual on Promotion of Access to Information (PAIA). Prior to the approval by the Council, Municipal Manager and Directors were taken on board during MANCO about the application of this legislation and as result numbers of inputs were received from the Directors in order to be incorporated in the review document. The PAIA Manual is about to be promulgated in the Government Gazette ;</li> </ul>
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	<ul style="list-style-type: none"><li>• The Rules of Order by-laws are presently undergoing review process for the purpose of allowing the Council meetings to be held on Quarterly basis as well as the Dress Code.</li><li>• The Delegation of Powers Framework as required by legislation is in place. .</li></ul>												
Contract Management	<ul style="list-style-type: none"><li>• Legal Services Unit provides support services in this regard, which include rendering advice on the rights and responsibilities of the parties, and termination or cancellation of the contract.</li></ul>												
Service Level Agreements	<ul style="list-style-type: none"><li>• Unit Legal and Valuation is also providing support to Directorate in the legal drafting of the agreements as well as to provide advice on amendment of contracts in terms of the requirements of section 116 of Municipal Finance Management Act, 2003.</li></ul>												
Litigation	<ul style="list-style-type: none"><li>• The Unit: Legal and Valuation deals with labour matters as well as ordinary litigation before the courts. In the area of Labour disputes, the Unit renders assistance by representing the municipality before the Bargaining Council and CCMA. In exceptional circumstances or in complicated labour matters, the Municipality do engage the services of external legal advisors who are on the municipality panel of Attorneys. The Unit also assists the Directorate Corporate Support in the prosecution and chairing of serious disciplinary matters.</li><li>• In the area of Town planning, the Unit is providing support in the form of providing legal opinions as well as representing the municipality before the Tribunal in terms of SPLUMA legislation.</li><li>• In the domain of Housing , the Unit is representing the municipality in the Housing Tribunal especially where there are disputes between the lessor and the lessee ;</li><li>• Externally the Municipality have appointed a Panel of Attorneys to represent the Municipality in litigation matters. During the period under review the Unit: Legal dealt with total number of 49 cases. The cases are as follow:<table><tr><td>• Information</td><td>• 2013/14</td><td>• 2014/15</td><td>• 2015/16</td></tr><tr><td>• Cases against Council</td><td>• 22</td><td>• 23</td><td>• 32</td></tr><tr><td>• Cases for Council</td><td>• 27</td><td>• 54</td><td>• 4</td></tr></table></li></ul>	• Information	• 2013/14	• 2014/15	• 2015/16	• Cases against Council	• 22	• 23	• 32	• Cases for Council	• 27	• 54	• 4
• Information	• 2013/14	• 2014/15	• 2015/16										
• Cases against Council	• 22	• 23	• 32										
• Cases for Council	• 27	• 54	• 4										
Legal opinions or comments	<ul style="list-style-type: none"><li>• The unit on continuous basis is providing legal opinions or comments to either the Council, Committees of the Council, Municipal Manager, Speaker, Executive Mayor and all the Directorates. This legal opinion serves as guidelines to enable the Municipality to comply with legislation. Apart from the written legal opinions that we are providing, the unit also provides verbal legal advices or opinions on daily basis.</li></ul>												
Valuation Services	<ul style="list-style-type: none"><li>• Valuation in this instance may take two forms i.e. Adhoc and Valuation in terms of the Municipal property Act. The purpose for the former valuation is to determine the market value of the municipal property to be disposed or leased.</li><li>• In this regard the Unit: Legal and Valuation assists Directorates in the facilitation for the appointment of professional valuers as well as to provide all the information to the Valuer.</li><li>• With regard to valuation in terms of the Municipal Property Act, the Municipality has already appointed a municipal valuer who is responsible for the compilation of the valuation roll as well as the supplementary roll.</li><li>• In terms of the case law on Macssand matter that was before the Supreme Court of Appeal, the Unit Legal and valuation has advised the Valuer to conduct valuation on all the mining properties in order to enhance our revenue. Previously the mines were evaluated on the value of agricultural land and not on the type of business that they are running.</li></ul>												
By Law Services	<ul style="list-style-type: none"><li>• The Unit: Legal and Valuation is also assisting the Municipality in discharging its legislative obligation. In this regard, the unit has been developing and reviewing by laws for purpose of enforcement by Law Enforcement Unit as well as other Units.</li><li>• During the period under review, the unit managed to introduce new bylaws (4) which</li></ul>												

	one was approved and promulgated and the three by-laws are to be approved by the Council. A total number of 6 bylaws ( water supply bylaw , electricity by-law , waste management by-law , cemetery by-law , Parks and Open Space by-law and Swimming Pool bylaws have been reviewed and four of these bylaws have been approved and promulgated .
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### 3.28 COMMUNICATIONS AND BRAND MANAGEMENT

#### COMMENTS ON THE PERFORMANCE OF THE COMMUNICATIONS

<b>PROGRAMMES</b>	<ul style="list-style-type: none"> <li>The Communications Unit participated in the re-branding and marketing program as led by the Local Economic Development (LED) Directorate with the objective to contributing meaningfully from a professional point of view.</li> <li>From a policy perspective, the Unit reviewed the current Communications Policy and Communication Strategy with the view to aligning them with the GCIS, national and provincial legislative and policy frameworks. The two policy documents are yet to be adopted by Council in the new term, 2016/17.</li> </ul>
<b>MEANS OF COMMUNICATIONS</b>	<ul style="list-style-type: none"> <li>The Communications Unit, for the year under review, 2015/16 utilized the following means or tools to communicate with members of staff, residents, business and government department: Social media platforms: website, municipal group chats on whatsapp, consumer group chats on whatsapp, twitter handle and face-book. Conventional media: newspapers, radio and television (local and national).</li> </ul>
<b>PUBLICATIONS</b>	<ul style="list-style-type: none"> <li>Due to budgetary constraints and lack of funding, the Unit could not produce the corporate magazine or newsletter for the year under review, 2015/16.</li> </ul>
<b>PUBLICITY</b>	<ul style="list-style-type: none"> <li>The Rustenburg Local Municipality is the only municipality that received maximum and consistent publicity in the media, both electronic and print, in the Bojanala Platinum District. Largely, the media coverage is positive as these are articles or write-ups sent by the Unit to the media. Proof of published articles is available as records have been filed.</li> <li>Strained working relations with some media houses have been mended and harmonized whilst existing ones sustained. Filed published articles proof this.</li> </ul>

### 3.29 MONITORING AND EVALUATION UNIT

The following was achieved in the year under review:

<b>Implementation of council resolutions</b>	<ul style="list-style-type: none"> <li>Circulated resolutions from June 2014 to November 2015 to directorates:</li> <li>Incorporated comments</li> <li>Compiled a report with resolutions not yet implemented for Mayoral on 19 January 2016</li> </ul>
<b>Annual Report</b>	<ul style="list-style-type: none"> <li>Assisted Office of the Municipal Manager to prepare Annual report in format as required by AG</li> <li>Submitted item to Mayoral Committee</li> <li>Submitted draft document to the AG</li> <li>Incorporated AG's comments</li> <li>Preparing final document for public participation</li> </ul>

<b>Local Government Management Improvement Model: Improvement Plan</b>	<ul style="list-style-type: none"> <li>• The unit led the LGMIM process with the Presidency, Province and Cogta</li> <li>• The municipality had some improvements in the year under review even though some improvements still needs to be made</li> </ul>
<b>District Disaster Management Forum</b>	<ul style="list-style-type: none"> <li>• The unit was an integral part of the District Disaster Management Forum</li> <li>• Resolutions and recommendations were done</li> </ul>
<b>Back to Basics Programme</b>	<ul style="list-style-type: none"> <li>• Contributed to the reports on Back to Basics Programme</li> </ul>
<b>Predetermined Objectives: Workshop</b>	<ul style="list-style-type: none"> <li>• Attended a number of workshops on Predetermined Objectives</li> <li>• Created "SMART" KPI</li> </ul>
<b>Recovery Plan</b>	<ul style="list-style-type: none"> <li>• Compiled quarterly report in conjunction with the Office of the MM</li> </ul>
<b>Service Delivery Monitoring Section (Office of the Municipal Manager)</b>	<ul style="list-style-type: none"> <li>• Assisted Co-ordinator by Identify savings to transfer to new vote numbers for payment of salaries</li> </ul>
<b>Bokone Bophirima Premier's Coordinating Council (BBPCC)</b>	<ul style="list-style-type: none"> <li>• Compiled district wide presentation on priorities for the 15/16 financial year for the Premier's meeting scheduled for the 15<sup>th</sup> April 2015</li> </ul>
<b>Commitment to Good Governance</b>	<ul style="list-style-type: none"> <li>• the Office of the Premier (Acting DG) together with monitoring and evaluation unit assisted with implementation, review and upgrade of present planning framework</li> </ul>
<b>Standard Operating Manual: Contract Management</b>	<ul style="list-style-type: none"> <li>• A mapping for the framework was developed</li> <li>• Document was shared with legal unit for comments and implementation</li> </ul>
<b>Call Centre</b>	<ul style="list-style-type: none"> <li>• Shared M&amp;E Findings e.g. no job cards issued when Call Centre dispatch complains; employees claims standby allowance even when vehicles are in the workshop; lack of closing complaints on the system etc.</li> </ul>
<b>Service Delivery Audit 2011-2016</b>	<ul style="list-style-type: none"> <li>• Developed road map to prepare for the Service Delivery Audit</li> <li>• Collected info from archives</li> <li>• 2011/12 IDP</li> <li>• 2012/13 IDP</li> <li>• 2013/14 IDP</li> <li>• 2014/15 IDP</li> <li>• 2015/16 IDP</li> <li>• Obtained Annual Reports from PMS</li> <li>• Awaiting final 4<sup>th</sup> Quarter Performance report (2014/15)</li> <li>• Anticipate completion on 12 August 2015</li> </ul>

### 3.30 SPECIAL PROJECTS

ITEM	PROGRESS	DATES
Bursary Forms	Special project have issued out bursary forms for the following organisations The National Youth Development Agency (NYDA) Bursary forms and the Motsepe foundation bursary forms.	2015-2016
Career Exhibition	Special Project partnered with the Department of Education has launched a career exhibition for all the grade 12 matriculates.	2015-2016
Back to school campaign donation	Office of the Mayor has distributed school stationery, teeth brushes and Colgate to schools in farming schools and rural schools.	2015-2016
Standard bank houses	Special project have identified beneficiary of 4 houses that will be donated to (3) Elderly people and one (1) Orphan	2015-2016
Food parcel distribution	Special projects office and North west FM representatives donated 10 food parcels to the elderly people at Thekwane village.	2015-2016
SA Congress of Early Childhood Development	Special Project in partnership with South African Congress for Early Childhood Development had an athletics tournament at Lethabong Sports Ground to motivate kids in sports.	2015-2016
South African Early Childhood Development	Special Project and South African Early Childhood Development had Music Competition event at Rustenburg Civic Centre (Banquet Hall), crèche around Rustenburg were invited to the competition	2015-2016



ITEM	PROGRESS	DATES
Collection of canes	Special Project and Department of Health distributed white canes to the disability community.	2015-2016

### 3.31 INTERGOVERNMENTAL RELATIONS (IGR)

The Constitution of the Republic of South Africa Act 108 of 1996 Section 40 (2) of Chapter 3 stipulates that all spheres of government must observe and adhere to the principles of chapter 3 and must conduct their activities within the parameter of this chapter.

The objective of Intergovernmental Relations Framework Act is to provide within the principles of cooperative government set out in chapter 3 of the Constitution of Framework, for national, provincial and local governments, and all organs of the state within those governments, to facilitate coordination in the implementation of policy and legislation.

The existence of IGR in Rustenburg Local Municipality is to ensure a coordinated approach to service delivery within the three spheres of government and other stakeholders of government and encourage involvement in the planning and implementation of the programmes of the municipality.

IGR ensures that all relations with all spheres of government in South Africa and Traditional Leadership relations in the area give maximum value and effectiveness to the Integrated Development Plan (IDP) of the municipality by providing intergovernmental relations policies, programmes and projects within the spirit of cooperative governance.

Given the above background IGR has been coordinating Multi-stakeholder Engagement Forums for 2015 /16 financial year to present the draft IDP and Budget adopted by the Council. The above engagements are guided by the Municipal Systems Act 2000 Section 28 (2) (3) where it says; the municipal council must through appropriate mechanism, processes and procedures established in terms of chapter 4, consult the local community before adopting the process . A municipal must give notice to the local community particulars of the process it intends to follow.

With regards to the above guidelines, IGR has seen progress in coordination and facilitation of all the stakeholders' forum meetings like Mining Houses, Traditional Leaders as well as sector departments to participate in all programs of Rustenburg Local Municipality.

The municipality has established the IDP & Budget Steering Committee which is chaired by the Executive Mayor.

- Mayoral Stakeholder Engagement Committee Meetings with Mines
- Multi-Stakeholder Forum with Sector Departments and Businesses
- Quarterly Engagements with Traditional Leaders
- Quarterly Engagements with DMR (just established)
- Rep Forum

The North West Province has established the Back to Basics Crack Team in each and every district and consists of the CFOs, Directors: Technical & Infrastructure Services, IDP Managers as well as HR Managers.

One major interaction that IGR has achieved is the interaction with the mines in which the structure established by The Executive Mayor in July 2011 named MASECO (Mayoral Stakeholder Engagement Committee) engages with the mines to discuss the Social Labour Plan and its alignment with IDP. IGR managed to hold six meetings with each mine up to June 2016 as per plan. Stakeholder meetings were

planned to take place bi-monthly and later scheduled them to take place quarterly.

The supportive documents as proof of the engagements with stakeholders coordinated by IGR such as: Attendance Registers, Minutes can be provided. IGR also aim to review and assess all the MOUs with Traditional Leaders.

IGR also participated in Setsokotsane Programme which was the programme ran by Provincial Government and the objective was to renew, rebrand and reposition the Bokone Bophirima Province. The programme aimed at ensuring that government services are brought closer to the people. The programme comprising of various government departments was all aver Rustenburg Local Municipality covering villages, townships and small dorpias (VTSD).

### **Challenges**

The challenge that the municipality is experiencing is that stakeholders are not responding well in the call of submitting the projects for the inclusion in the IDP. One other concern is that these projects are not aligned to the IDP of the municipality.

### **Conclusion**

In conclusion IGR Unit is there and active to support and maintain partnership with all stakeholders by assisting in the building of capacity where it is needed for better service delivery and eradication of poverty.

## **3.32 CUSTOMER RELATIONS MANAGEMENT**

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The concept of the customer care center was conceptualized as the Rustenburg Integrated Communication Centre shortened as RICC whose main aim was to create an effective, efficient and vibrant communication centre for the Rustenburg Local Municipality. The RICC was intended to become a one stop shop standing on two legs; The Call Centre and the crisis centre, the former addressing complaints regarding service delivery issues while the later handling complaints about the emergency and life threatening incidents.

When the concept of Integrated Communication centre was mooted out and developed, the main aim was to create a one hub of Information Centre whereby all small call centres or control rooms can be housed under the same roof with integrated systems.

The customer contact center dealing with general community and service related queries was handed to report functionally to the office of the COO effectively from 1 July 2014. The system put in place to ensure adequate functioning of the all interrelated functions contributing to efficiency has extended to the establishment of the service delivery forum. The service delivery forum is attended by all ward councilors. The statistical report on the status of the service maintenance and operations is a standard item. The forum interrogates the report with status of all queries received categorized according to the different services, Number of such queries that have been successfully closed and the number of queries still open at the time.

Remedial plan on all pending queries are presented and the forum follows up on the implementation of the remedial plans. A WhatsApp group was created to enhance communication between Councilors, call centre and the management of the Rustenburg Local Municipality.

### 3.33 PROJECT MANAGEMENT OFFICE

#### INTRODUCTION

The Project Management Unit (PMU) was established specifically to address challenges experienced by the municipality in terms of the implementation of capital projects. These challenges include the slow turnaround time to implement capital projects, low and poor quality of the expenditure. The main function of the unit is to guide, manage and evaluate the municipality's performance on project implementation.

The PMU operates at strategic level with the directors to provide the municipality with organisation-wide support on governance, project portfolio management best practice, mentoring, tools, and methodologies and standardised processes. It ensures strategic alignment between directorates' objectives and projects implemented.

FINANCIAL PERFORMANCE 2015/16 PROJECT MANAGEMENT UNIT				
R`000				
PROJECT MANAGENT				
EMPLOYEES	Budget	Adjustment Budget	Actual Expenditure	Variance
PERFORMANCE BONUS	-	-	-	-
UNEMPLOYMENT INSURANCE FUND	73 446	50 632	17 223	33 409
SALARIES	2 975 101	2 983 995	3 049 983	(65 998)
BONUSES	215 610	-	257 058	(41 448)
TRAVELLING ALLOWANCE	511 471	-	511 471	-
HOUSING ALLOWANCE	9 979	-	17 500	7 521
TELEPHONE ALLOWANCE	4 460	4 720	4200	520
INDUSTRIAL COUNCIL	864	864	870	6
PENSION FUND	625 715	632 246	632 246	6 531
GROUP INSURANCE	6 281	6 281	6 259	-
MEDICAL AID FUND	171 404	187 688	187 688	16 284
OTHERS				
CONSULTANT:PMU ASSISTANCE	135 487	15 000	-	15 000
ADVERTISING / PRINTING / STATIONARY	1 684	70 487	41 734	28 753
MATERIALS AND STOCKS	715	715	588	127
TRAVELLING AND SUBSISTENCE ALLOWANCE	26 645	61 645	49 266	12 379
WORKSHOPS AND TRAINING	124 554	124 554	107 882	16 672
DEPRECIATION	44 642	44 642	9 083	35 559
SAFETY CLOTHING				
SKILLS LEVY	35 701	35 701	37 819	-2 118
VEHICLES REPAIR AND MAINTENANCE (TRANSPORT)	64 021	144 021	105 817	38 204
<b>Total Operational Expenditure</b>	<b>8 411 780</b>	<b>8 492 302</b>	<b>8 507 619</b>	<b>15 317</b>
<b>Net Operational Revenue (Generated from Tender Document)</b>	<b>30 000</b>	<b>480 000</b>	<b>648 053</b>	<b>(168 053)</b>

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
PROJECT MANAGEMENT UNIT				
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance
Meriting Roads & Stormwater - Ward 18	5 000 000	12 636 709	17 508 920	127 788
Boitekong Roads & Stormwater - Ward 19, phase 4	5 000 000	- 3 852 313	1 147 686	0.29
Boitekong Roads & Stormwater - Ward 21,phase 4	5 000 000	-5 000 000	0	0
Boitekong Roads & Stormwater - Ward 22, phase 4	5 000 000	-4 087 224	912 775	0.09
Ikemeng Bulk Roads Construction Phase 4	4 000 000	-17 372	3 982 628	0.00
Tsitsing Roads & Stormwater Drainage phase 2	5 000 000	5 700 000	9 319 869	1 380 130
Freedom Park Roads & Stormwater Drainage phase 2	5 000 000	-1 039 426	3 960 573	0.84
Marikana Roads & Stormwater Drainage phase 2	5 000 000	4 943 747	9 792 560	150 913
Upgrading & Construction of Internal Access Roads in Mafika and Serutube phase 1	5 000 000	1 685 258	6 685 257	0.15
Upgrading & Construction of Internal Access Roads in Kanana phase 1	5 000 000	3 100 000	7 998 038	101 961
Tlaseng Roads & Stormwater Drainage phase 2	5 000 000	5 278 640	10 278 639	0.26
Phatsima Roads & Stormwater Drainage phase2	5 000 000	-164 519	4 784 125	51 355
Mafenya Internal Roads& Stormwater	5 000 000	-722 705	4 277 295	648.15
Chaneng Internal Roads & Stormwater	5 000 000	-724 711	3 556 721	718 567
Rasimone Internal Roads & Stormwater	5 000 000	1 000 000	3 523 772	476 227
Robega Internal Roads & Stormwater	8 000 000	-800 000	7 200 000	39 566
Phokeng Ward 5 Roads And Stormwater Upgrading	5 000 000	-2 884 183	2 021 762	94 054
Phokeng Ward 6 Roads And Stormwater Upgrading	5 000 000	-2 502 175	2 395 787	105 037
Maumong Roads & Stormwater Drainage	5 000 000	-1 200 000	3 087 942	712 057
Marikana Roads & Stormwater Drainage phase 1	5 000 000	- 170 327	4 638 713	190 959.14
Marikana Waste Transfer Station Construction	5 000 000	4 943 474	9 792 560	150 913
Lethabong Ward 27 and 28 Internal Sewer Reticulation and Toilet Structures phase 3	2 000 000	745 409	2 745 408	0.93
Macharora VIP Toilets	0.00	5 000 000	4 791 312	208 687
Rustenburg WWTW & Boitekong WWW - link line	0.00	30 651 236	26 519 986	4 131 267
Mafika High Mast Lights	3 415 219	-517 977	2 509 141	388 100
Maumong High Mast Lights	4 000 000	-428 709	1 952 790	1 618 500
Kanana High Mast Lights	4 000 000	168 107	3 804 158	363 948
Lesung High Mast Lights	3 000 000	135 000	1 750 981	1 384 018
Mabitse High Mast Lights	4 000 000	-510 000	2 108 561	1 381 438
Tlapa High Mast Lights	4 500 000	-2 246 700	2 140 850	112 449
Mosenthal/Ikageng High Mast Lights	4 000 000	-1 398 248	2 201 052	400 699
Rankelenyane High Mast Lights	4 700 000	-1 679 207	2 635 525	385 267
Rasimone High Mast Lights	4 000 000	-82 667	3 894 720	22 612
Robega High Mast Lights	4 000 000	662 273	4 641 850	20 422
Serutube High Mast Lights	3 000 000	-1 017 317	1 568 349	414 333
Thabaneng High Mast Lights	4 000 000	-1 414 267	2 405 345	180 387
Vergenoeg & Lekojaneng High Mast Lights	0.00	1 304 352	576 963	727 388
Development of Boitekong Sports Facility	5 000 000	2 813 942	7 797 232	16 709
Computer Software	0	0	0	0
Computers	0	0	0	0
Office Furniture & Equipment	0	0	0	0

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
PROJECT MANAGEMENT UNIT				
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance
TOTAL CAPITAL EXPENDITURE	160 615 219	49 165 518	223 178 265	-13 397 528

CAPITAL EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR				
PROJECT MANAGEMENT UNIT				
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance
	177 735 219	162 123 985	150 558 438	11 565 547

#### COMMENT ON PERFORMANCE OF PMU

- Project management capacity to manage municipal-wide projects;
- Number of projects aligned to the strategic goals of the municipality; and
- Functionality of the municipality's project management system.

### 3.34 ORGANISATIONAL STRATEGY & PLANNING

#### INTRODUCTION

The Strategy and Planning Unit is responsible for the following key performance areas:

- Research and Development;
- Growth and Development Strategy (City Development Strategy);
- Integrated Development Planning; and
- Organisational Performance Management

#### Research and Development

The research and development function is still underdeveloped and has not been effectively performed in the municipality due to capacity constraints. However, the function will be performed during the next financial year, after the unit has been properly resourced and capacitated. The research unit has not been established to date therefore nothing can be said here.

#### Municipal Growth and Development Planning

The Rustenburg Local Municipality has the intention of becoming a 'World Class City'. The vision is supported by the introduction of the Bus Rapid Transport "Ke Ya Rona" and the construction and maintenance of roads aiming to reduce the number of vehicles and encourage the use of Public Transport. The City Development Strategy i.e. 2020 trajectory has culminated into the Regional Integrated Master Plan 2040 which incorporates the tribal authority areas. The Master Plan is inclusive of the Precinct Plans. It introduces a new integrated planning approach between different spheres of government as well as private sector including directorates within the municipality and other key role players within the Rustenburg area of jurisdiction.

## Integrated Development Planning

The process of reviewing the IDP is followed in terms of the requirements of section 34 of the Local Government: Municipal Systems Act, 2000. It is coordinated and facilitated with all directorates and stakeholders to ensure that the Reviewed IDP is approved on time by the council. The municipality is currently using the review process to ensure that the IDP moves beyond focusing on outputs and becomes more outcomes and results oriented. The change in focus will assist the directorates to begin to measure the impact of their programmes and change the implementation of their respective plans to deliver better services to local communities.

## Organisational Performance Management

The role of the Organisational Performance Management Unit is outlined in chapter six of the Local Government: Municipal Systems Act, 2000. The unit coordinates the process of performance reporting on Service Delivery and Budget Implementation Plan (SDBIP). It further, coordinates the quarterly, mid-year reviews and compilation of the annual report.

The municipality had a negative finding on Pre-determined objectives because of the quality of the key performance indicators (KPIs); in terms of SMARTness. The majority of the KPIs were not specific, measurable or realistic. These were revised during the mid-year review.

Financial Performance 2015/16 Financial Year					
Performance management System					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	-	-	-	-	-
Expenditure	9 233	22 376	12 243	12 193	50
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	9 233	22 376	12 243	12 293	50
Total Operational Expenditure	9 233	22 376	12 243	12 293	50
Net Operational Expenditure	9 233	22 376	12 243	12 293	50

Financial Performance 2015/16 Financial Year					
Integrated Development Plan					
Details	2014/15	2015/16			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operating Revenue	-	-	-	-	-
Expenditure	935 913	1 039 717	1 022 689	993 391	29 281
Employees	821 752	947 961	935 685	935 862	-177
Repairs and Maintenance	-	-	-	-	-
Other	81 563	54 940	50 008	50 038	-30
Total Operational Expenditure	935 913	1 039 717	1 022 689	993 391	29 281
Net Operational Expenditure	935 913	1 039 717	1 022 689	993 391	29 281

### 3.35 ANNUAL PERFORMANE REPORT (SECTION 46 REPORTS: 2015/2016)

#### 1. SERVICE DELIVERY PERFORMANCE REPORT

##### 1.1 BASIC SERVICE DELIVERY

**Objective :** Accelerated delivery and maintenance of quality basic and essential services to all Communities

NatOut8	Sustainable Human Settlements And An Improved Quality Of Household Life								
NATOP8.2	Improve Access To Basic Services								
PRIORITY 1	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure								
OBJ 1.2	Improved Service Delivery Through Provision Of High Quality, Reliable And Cost Effective Infrastructure Based On Integrated Spatial Planning								
KPA 1	Basic Service Delivery								
CHAPACT 8	Human Settlements								
CHAPACT 8.1	Clear Strategy For Densification Of Cities Through Land-Use Planning. Stop Building Houses On Poorly Located Land And Shift Greater Re Sources To Informal Settlement Upgrading, Provided That They Are In Areas Close To Jobs								
Objective	Key Performance Area	KPI NO.	Key Performance Indicator	2014/2015			2015/2016		
				Annual Target	Actual	Achieved / Not Achieved	Annual Target	Actual	Achieved / Not Achieved
Accelerated delivery and maintenance of quality basic and essential services to all Communities	Basic Service Delivery	1	Percentage of households with access to basic levels of services:						
			Water	80%	60%	Not Achieved	1% (2020 households)	0.2% (479 households)	Not Achieved
			Sanitation				1% (500 households)	0.2% (468 households)	Not Achieved
			Electricity				1% (1372 households)	1.13% (1560 households)	Achieved
			Solid Waste Removal				2% (85 000 households)	23% (145 122 households)	Achieved
		2	Percentage of households earning less than R3500 per month with access to free basic services	100%	100%	Achieved 1248 households registered as indigents	100%	100% (39 847 households registered as indigents)	Achieved
		3	Percentage compliance to the Integrated Environmental Management Framework	New KPI	-	-	60%	100%	Achieved
		4	Percentage reduction of non-revenue water from 45% to 35%	New KPI	-	-	10%	0	Not Achieved

Improved Public Transport Structure[		5	Approval of the Comprehensive Integrated Transport Plan for Rustenburg by target date	Date of approval of the Comprehensive Integrated Transport Plan (CITP)	June 2015	Not Achieved (Draft CITP)	June 2016	- (Draft CITP)	Not Achieved
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NatOut 9	Responsible, Accountable, Effective And Efficient Local Government System								
NatOp9.1	Improved Municipal Financial and Administrative Capacity								
Priority 2	Drive diversified Economic growth and job creation								
OBJ 2.7	Development of an institutional integrated human resources capability that enhances institutional competence								
KPA2	<b>Municipal Institutional Development and Transformation</b>								
CHAPACT13	Building A Capable State								
CHAPACT13.1	Stabilise The Political-Administrative Interface								
Objective	Key Performance Area	KPI NO.	Key Performance Indicator	2014/2015			2015/2016		
				Annual Target	Actual	Achieved / Not Achieved	Annual Target	Actual	Achieved / Not Achieved
Drive optimal municipal institutional development and transformation	Municipal Institutional Development and Management	6	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Disabled 02%	0	Not Achieved	Disabled 0.5%	0	Not Achieved
				Female 20%	31%	Achieved	Female 20%	31 %	Achieved
				35 years or younger 20%	33%	Achieved	35 years or younger 20%	21%	Achieved
				Females in 3 highest levels of management 50%	31%	Not Achieved	Females in 3 highest levels of management 50%	31%	Not Achieved
Development of an institutional integrated human resources capability that enhances institutional competence		7	Percentage of the municipality's budget actually spent on implementing the workplace skills plan	95	102 Budget: R2m Expenditure: R2 753 607  (adjusted to cater for CPMF as well as ABET training	Achieved	95%	56.6%  <b>Original Budget:</b> R2,5m  <b>Expenditure:</b> R1,416,117	Not Achieved



NatOut9	Responsive, Accountable, Effective and Efficient Local Government System								
NATOP9.1	Implement A Differentiated Approach to Municipal Financing Planning And Support								
IDP PRIORITY 2	Drive diversified economic growth and job creation								
OBJ 2.1	Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMMEs) business development								
<b>KPA3</b>	<b>Local Economic Development</b>								
CHAPACT13	Building A Capable State								
CHAPACT13.1	Stabilise The Political-Administrative Interface								
Objective	Key Performance Area	KPI NO.	Key Performance Indicator	2014/2015			2015/2016		
				Annual Target	Actual	Achieved / Not Achieved	Annual Target	Actual	Achieved / Not Achieved
Drive diversified economic growth and job creation	Local Economic Development	8	Number of jobs created through local economic development initiatives including capital projects	1000	1029	Achieved	1000	1004	Achieved

NatOut 9	Responsive, Accountable, Effective And Efficient Local Government System								
NatOp9.9	Improved municipal Financial and Administrative Capacity								
Priority 3	Ensure Municipal financial and management								
OBJ 2.7	Implement Sound and Sustainable Financial Management and Compliance Controls								
<b>KPA4</b>	<b>Municipal Financial Viability</b>								
CHAPACT13	Building A Capable State								
Objective	Key Performance Area	KPI NO.	Key Performance Indicator	2014/2015			2015/2016		
				Annual Target	Actual	Achieved / Not Achieved	Annual Target	Actual	Achieved / Not Achieved
Develop and implement integrated	Municipal Financial Viability	9	Percentage of the municipality's Capital Budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	95%	50.03%  <b>Budget:</b> R1405 750 347 <b>Expenditure:</b> R703 285 848	Not Achieved	95%  <b>Original Budget:</b> R1 063 348  <b>Adj Budget:</b> R 905 379  <b>Expenditure:</b> R555 797	66.08%	Not Achieved
		10	Percentage expenditure on the approved operational budget aligned to cashflow	95%	83.99  <b>Budget:</b> R1 405 750 347  <b>Expenditure:</b> R703 285 848	Achieved	95%	86%  <b>Original Budget:</b> R3 567 710 853  <b>Adj Budget:</b> R3 522 472 997  <b>Expenditure:</b> R3 013 833 465	Achieved  (The budget was not exceeded)
		11	Percentage achievement of financial ratios and targets	45%			45%	38%	Not Achieved
				1:1			1:1	1.64	Achieved
				3480b			3480b	883	Not Achieved
				1 month			1 month	0	Achieved

NatOut9	A responsive and, accountable, effective and efficient local government system								
NATOP 9.6	Improve municipal financial administrative capability								
IDP PRIORITY 6	Uphold good governance and public participation								
OBJ 6.1	Drive good governance and legislative compliance in all municipal processes								
KPA5	<b>Good Governance and Public Participation</b>								
CHAPACT13	Building a capable state								
CHAPACT13.1	Stabilise the political-administrative interface								
Objective	Key Performance Area	KPI NO.	Key Performance Indicator	2014/2015			2015/2016		
				Annual Target	Actual	Achieved / Not Achieved	Annual Target	Actual	Achieved / Not Achieved
		12	Percentage compliance with the MFMA Calendar	New KPI	-		100%	100%	
		13	Number of formal review sessions with direct reportees	4	4	Achieved	4	4	Achieved
		14	Percentage reduction in Top Ten Risks	New KPI	-		25%	0	Not Achieved
		15	Percentage implementation of the audit action plan	New KPI	-		100%	100%	Achieved

### 3.35.1 PERFORMANCE IMPROVEMENT PLAN FOR NON-ACHIEVED KEY PERFORMANCE INDICATORS 2015/2016

No.	Key Performance Indicator	Reason for Non- Achievement	Remedial Measures	Responsible Directorate	Progress to Date
1	Percentage of households with access to basic levels of services: <b>Water</b> <b>Sanitation</b>	<ul style="list-style-type: none"> <li>Delay in the extension of contracts in line with Section 116 of the MFMA.</li> </ul>	<ul style="list-style-type: none"> <li>Drilling of boreholes as an alternative to water supply.</li> <li>Installation of solar panels as an alternative for electricity.</li> </ul>	Technical and Infrastructure Services	<ul style="list-style-type: none"> <li>An item on alternative methods for water supply to informal settlements/phasing out water tankers was submitted by Directorate Technical and Infrastructure Services to the Office of the Municipal Manager in February 2016.</li> <li>The directorate has investigated solar panels as an alternative to electricity supply.</li> </ul>
5	Approval of the Comprehensive Integrated Transport Plan for Rustenburg by target date		<u>Remedial Action</u> <ul style="list-style-type: none"> <li>Chapters that are not fully complete will be updated and the full CIP to be sent to council to approve it as a draft for public</li> </ul>	Rustenburg Rapid Transport	CITP draft report is being prepared to Council for the approval of public comments in September 2016.

No.	Key Performance Indicator	Reason for Non- Achievement	Remedial Measures	Responsible Directorate	Progress to Date
			participation by the end of September 2016.		
6	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Moratorium on appointments was posed.	Lifting of the moratorium dated 21 May 2015 to appoint disabled employees.	Corporate Support Services	The moratorium was lifted as per Circular 1 of August 2016.
			Lifting of the moratorium date 21 May 2015 to appoint females in the 3 highest level of management.	Corporate Support Services	Priority to be given to compliance to employment equity.
7	Percentage of the municipality's budget actually spent on implementing the workplace skills plan	<ul style="list-style-type: none"> <li>Bids being below the threshold.</li> <li>Bids being non-responsive</li> <li>Bids being above the seven-day quotation threshold.</li> </ul>	An investigation be undertaken to seek alternative training avenues and methods to procure training programmes.	Corporate Support Services	The training bids were re-advertised in July 2016. Other options are being considered, eg MOU's Orbit TVET College.
9	Percentage of the municipality's Capital Budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	<ul style="list-style-type: none"> <li>Intelligent Transport Systems (ITS) halted by the National Department (Treasury &amp; Transport)</li> <li>Delay in the extension of contract in line with Section 116 of the MFMA.</li> <li>The non-payment of Consultants which led to the suspension of the works.</li> </ul>	<ul style="list-style-type: none"> <li>Acceleration of expenditure on other contracts already committed.</li> <li>Processing of payment after Council approval of the contract extensions.</li> <li>Re-instatement of the works after payment of the service providers.</li> </ul>	All Directorates	Monthly updating of the procurement plan and monitoring of procurement and spending processes.
14	Percentage reduction in Top Ten Risks	<ul style="list-style-type: none"> <li>Non-implementation of mitigation plans and not adhering to timeframes of implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Intervention of the accounting officer</li> </ul>	Chief Risk Officer	Monitoring of implementation of mitigation as per due date on the risk register.

### 3.35.2 PERFORMANCE OF SERVICE PROVIDERS

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
1	Lesego T Projects and construction	Modification of entrances at Kloofspruit and Paul Bodenstein parks.	Yes		01/02/2016	30/03/2016	Yes		Completed
2	Maratwa go bonwa	Planting of trees at Tlhabane and Kloofspruit parks	Yes		24/08/2015	24/09/2015	Yes		Completed
3	Marster Trading	Renovation of Municipal Pools	Yes		07/08/2015	31/08/2015	Yes		Completed
4	Timclyd	Repair of fence at Zinniaville Park	Yes		01/10/2015	23/11/2015	Yes		Completed
5	Meiron	Renovation of pool pump house	Yes		27/01/2016	07/03/2016	Yes		Completed
6	Meshoe Trading and Mokgoshi Electrical JV	Repair sound and Lights at the Civic Centre Auditorium	Yes		03/06/2016	24/06/2016	Yes		Completed

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
7	Future of Transport	Taxi Negotiating Forum, technical advisors: <ul style="list-style-type: none"> <li>Provide taxi industry with expert advisors</li> </ul>	Yes		18 August 2015	18 July 2018	Yes		The contractor has advised the industry to conclude following agreements with RLM <ul style="list-style-type: none"> <li>Memorandum of Agreement</li> <li>Negotiating Framework Agreement</li> <li>Bus Operating Company Establishment Agreement</li> <li>Vehicle Procurement Framework Agreement</li> </ul>
8	Greater Rustenburg Transport Corporative (PTY)LTD	Taxi Negotiation Forum Participation allowance <ul style="list-style-type: none"> <li>The TNF is paid meeting allowance of R1300 per day for negotiations with RLM</li> </ul>		No	01 July 2015	30 June 2016		N o.	The TNF has entered into the following agreements with RLM: <ul style="list-style-type: none"> <li>Memorandum of Agreement</li> <li>Negotiating Framework Agreement</li> <li>Bus Operating Company Establishment Agreement</li> <li>Vehicle Procurement Framework Agreement</li> </ul>
9	Rustenburg Transit (RF)(PTY) LTD	Bus Operating Company ( Interim BOC costs) <ul style="list-style-type: none"> <li>Rustenburg Transit (Pty) Ltd is a Special Purpose Vehicle (SPV) registered in the interim of RRT implementation phase and operations in order to procure the buses.</li> <li>The interim BOC/SPV is owned by a Trust with Trustees from Taxi, Bus operators and a representative of RLM.</li> </ul>		No	01 June 2013	30 June 2017		N o.	The BOC has started with procurement of the buses by advertising for <ul style="list-style-type: none"> <li>Financial arranger to raise funding for the buses</li> <li>Original Equipment Manufacturers to supply the buses</li> <li>Process to appoint and order buses is on-hold pending finalisation of review of the operational plan</li> </ul>

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
10	Strat Align (PTY) LTD	Independent Facilitator <ul style="list-style-type: none"> <li>In terms of the Negotiations with the current operators, the Negotiations are to be fair, transparent and such the RLM has provided an Independent Facilitator for this process.</li> </ul>	Yes		11 February 2016	10 February 2019	Yes		The contractor has produced programme for negotiations.
11	Umso Construction	Construction of the Rustenburg North East Corridor: Schedule B (UMSO Construction Contractor recently completed 1.35 km of road and construction of Road Bridge 8 and Rail Bridge along the R510. That marked the end of a difficult but successful project for the Contractor.)			08 August 2013	09 April 2015			The project was completed in 22 October 2015, where 1.35 km of bus lanes, two bridges and were completed
12	MCivils (PTY) LTD	Construction of the Rustenburg North East Corridor: Schedule C: (The construction of this Section consists of 6.5 km of dedicated bus ways, NT lanes and 4 stations substructure			24 July 2013	01 October 2015	Yes		Mcivils completed this section of works on the 5 May 2016.
13	Mcivils (PTY) LTD	Construction of the Rustenburg North East Corridor: Schedule D (7.6 km of dedicated bus ways, NMT and mixed traffic lanes and 3 stations sub-structures			27 June 2014	15 December 2016	Yes		The Contractor has completed all three stations sub-structures, 7.6km of bus in mixed in traffic, one side only, and will commence with the CBD bound section within August and complete in 15 December 2016

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
14	The Brand Leadership Group (PTY) LTD	Branding Agency to deliver the following: <ul style="list-style-type: none"> <li>System brand naming, Brand strategy development, system brand design, online brand expression, , public art campaign system signage and way finding, bus livery and signage, staff branding campaign, brand launch and building up to operations launch, brand system information materials, operations launch and promotional campaign</li> </ul>	Yes		29 May 2013	30 June 2017	Yes		<ul style="list-style-type: none"> <li>Designs of the public art to the stations 100% complete,</li> <li>System signage and way finding designed 100% complete,</li> <li>bus livery and signage awaiting delivery of buses,</li> </ul>
15	Opex Business Solutions (PTY) LTD	Digital Agency for the following services: Online management, online marketing, content creation for online platforms, platform development mobile marketing platforms, graduate programme and revenue generation	Yes		29 June 2015	29 May 2018	Yes		<ul style="list-style-type: none"> <li>Online management – 36%,</li> <li>online marketing – 38%,</li> <li>content creation for online platforms – 52%,</li> <li>platform development for mobile marketing platforms – 64%,</li> <li>revenue generation – 73%</li> </ul>
16	Lines on White Paper (PTY)LTD	Stakeholder and Media Engagement Agency appointed for the following : Project management, stakeholder engagement strategy and implementation, integrated communications and marketing strategy, media relations, content creation, customer care strategy at call center	Yes		23 March 2015	23 February 2018	Yes		<ul style="list-style-type: none"> <li>Project management - on-going</li> <li>stakeholder engagement strategy and implementation – strategy completed</li> <li>Customer care concept note for call center completed</li> <li>Media relations &amp; monitoring - on going and positive</li> </ul>

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
17	Panel of Marketing Service Providers	Panel of Service Providers to assist in the Implementation of Marketing and Communications Campaigns on the following services : Photography, videography, printing, media buying, translation services, events management, exhibitions, pa system, promotional material, branding material	Yes		30 August 2013	30 August 2016	Yes		These service providers have been in the database for three years. The panel includes service providers who provide the following services on an as and when required basis: Photography, videography, printing, media buying, translation services, events management, exhibitions, pa system, promotional material, branding material.
18	Gibb (PTY) LTD	Appointment of a professional service provider for the development of a CIP for RLM 2013 to 2018	Yes		01 May 2014	28 April 2017			<ul style="list-style-type: none"> <li>The final Integrated Transport Plan and 2017 update are due to be approved by Council</li> </ul>
19	WSP Group Africa	Consultants for the Detailed Planning, Design and Construction Supervision of Way-finding for the RRT			22 June 2015	22 June 2018	Yes		With 35% of the works done in terms of detailed planning and design. The consultant will start doing construction supervision once installation contractor is appointed.
20	Makgotamishe Building Construction	Construction of the RRT Stations Super Structure Contract A: The construction of 6 stations superstructures			16 September 2015	31 December 2016	Yes		20% of the works have been done out of 6 stations along R104 Corridor A which is mainly the structural steel and concrete roof structures, estimated value of the contract is at R103 million
21	Makgotamishe Building Construction	Construction of the RRT Stations Super Structure Contract B The construction of 8 stations superstructures			25 March 2016	25 April 2016	Yes		This contract is for the construction of Station superstructures, with the contractor starting with the first 5 only. 2% progress on site establishment is complete.
22	Prism Architects	Design & Construction Supervision for RRT Bus Depots Phase			23 October 2014	23 October 2017	Yes		The Architects has submitted his Stage 3: Design Development, where the Prism Architects which includes detailed designs drawing of the depots and Cost estimates. They await instruction on approval/disapproval from RLM.



No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
23	Begin Africa	Design & Construction Supervision for closed out stages for the Rustenburg Rapid Transport NE Corridor.			15 July 2015	25 December 2016	Yes		Contract D at 82% is currently underway with 5km of the section completed. Final cost estimated at R439 million
24	Begin Africa	Design Development, Document and Procurement, Contract Administration and Inspection and Close-out on the RRT Feeder Routes and Stops (Phase 1A,1B,1C and 2) in the Rustenburg area and Environs			15 July 2015	December 2017	Yes		The Consultant is in Stage 5: Construction Supervision Monitoring of the contract being implemented by MCivils Contract D
25	ARG Designs	Construction Supervision and close-out stages for the RRT station superstructure Contract A& B			15 July 2015	30 November 2016	Yes		ARG Design is the Principle Agent (Design Architect and other services) to Makgotamishe with 20% of the works have been done out of 6 stations along R104 Corridor A, estimated at R 103 million.
26	MCivils (PTY) LTD	Construction of 700m bus lane and mix traffic lanes on the Thabo Mbeki drive including Central station.	yes		8 July 2016	8 March 2018	yes		Appointment letter handed to the contractor  Site hand-over done
27	Umso Construction(PTY) LTD	Construction of 1.13km of bus lane and mix traffic lanes along Oliver Tambo street with two bridge and Station superstructure around Dept. of Education.	yes		8 July 2016	8 January 2018	yes		Appointment letter handed to the contractor  Site hand-over done
28	MCivils (PTY) LTD	Construction of 1.1km of bus lane, mix traffic lanes and station superstructure around the Rustenburg Court.	yes		8 July 2016	8 March 2018	yes		Appointment letter handed to the contractor  Site hand-over done

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
29	Mcendisi-Ndlovu & Sedumedi Attorneys	Industry Transition and Negotiation Specialist on: <ul style="list-style-type: none"> <li>Technical support on 6 stages of the negotiation process,</li> <li>Determination of routes of affected operators,</li> <li>Negotiation of compensation, value chain and long term negotiated contract with affected operators</li> </ul>	Yes		12 May 2016	12 April 2019	Yes		Review of documentation through engagement with RLM officials to ascertain work to date is 80% complete.
30	Glad Africa Consulting (PTY) LTD	Project Management <ul style="list-style-type: none"> <li>Lead consultant and overall coordinator of other experts,</li> <li>Provide overall project progress report to RRT Director and other stakeholders</li> <li>Coordinates and integrates all project activities</li> </ul>		No	12 May 2016	12 April 2019	Yes		The reporting formats and confirmation of scope of work with other experts is 100% complete.
31		Intelligent Transport specialist on: <ul style="list-style-type: none"> <li>Convergence and integration of ITS components and technologies</li> <li>Documentation and procurement ITS, Security, Safety and Surveillance &amp; Urban Traffic Control services</li> </ul>			12 May 2016	12 April 2019	Yes		Review and advice on changes that must be made on the Statement of work for ITS works is 95% complete.
32		Taxation Specialist on : <ul style="list-style-type: none"> <li>Financial and tax related matters,</li> <li>Conducting research on tax laws and providing tax opinion,</li> </ul>			12 May 2016	12 April 2019	Yes		

No.	Service Provider	Name of project	SLA signed		Project starting	Completion	Specs met		Status
			yes	no			yes	no	
33	Solvem (PTY) LTD	Financial Expert consultancy services on: <ul style="list-style-type: none"> <li>Capital raising processes</li> <li>Review and update of financial model</li> <li>Review of the Fare Policy</li> </ul>	Yes		12 May 2016	12 April 2019	Yes		Initial review of background information on the financial model including advice on bus procurement and financing by the Bus Operating Company.
34	ITS Engineers	Universal Access Specialist on: <ul style="list-style-type: none"> <li>Providing advice on universal accessibility of the system,</li> <li>Making inputs on bus specification and infrastructure</li> </ul>			12 May 2016	12 April 2019	Yes		Review of the Universal Access Plan.
35	Workshop Electronics	Calibration of VTS Equipment	Yes		12 May 2014	31 May 2017	Yes		Active
36	Promptique Trading CC t/a White Leopard Security Services CC	Render security services for Rustenburg Local Municipality for immovable properties	Yes		01 August 2015	31 July 2018	Yes		Active
37	Mabotwane Security Service CC	Render security services for Rustenburg Local Municipality for immovable properties	Yes		01 August 2015	31 July 2018	Yes		Active
38	Tshepanglentswe Construction and Project	Learnerships	Yes		September 2014	December 2016	Yes		Verification, waiting for certificates
39	Bukino Technologies	Network Upgrade And Maintenance		✓	November 2013	December 2016		✓	The project is currently active

## CHAPTER 4

### ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

#### COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

##### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Directorate	Division	No of posts	No Employees	Vacancies
Community Development	Director & Admin Support	6	4	2
	Community Facilities	590	303	287
	Libraries & Information Serv.	90	52	38
	Waste Management	316	176	140
	Integrated Environmental Management	4	4	0
	Civil Facilities & Maintenance	33	24	9
Corporate Support Services	<b>Sub-Total</b>	<b>1039</b>	<b>563</b>	<b>476</b>
	Director & Admin Support	5	5	0
	Human Resources	46	24	22
	Information Technology	26	6	20
	Admin Support Services	44	28	16
	Occupational Health & Safety	27	8	19
	<b>Sub-Total</b>	<b>148</b>	<b>71</b>	<b>77</b>
Technical Infrastructure Services	Director & Admin Support	10	8	2
	Electrical Engineering	262	123	139
	Mechanical Engineering	72	31	41
	Roads & Storm water	226	184	42
	Water and Sanitation	609	182	427
	<b>Sub-Total</b>	<b>1179</b>	<b>528</b>	<b>651</b>
Planning	Director & Admin Support	10	8	2
	Building Control & Regulations	16	9	7
	Development Planning	29	21	8
	Estate Admin & Land Sales	15	6	9
	<b>Sub-Total</b>	<b>70</b>	<b>44</b>	<b>26</b>
Human Settlement	Director & Admin Support	3	0	3
	Unit Housing	23	20	3
	Unit	15	0	15
	Unit	4	0	4
	<b>Sub-Total</b>	<b>45</b>	<b>20</b>	<b>25</b>
Public Safety	Director & Admin Support	9	8	1
	Emergency & Disaster Mang.	325	59	266
	Licensing & Testing	107	61	46
	Traffic Services	362	93	269
	Law Enforcement	128	93	35
	<b>Sub-Total</b>	<b>931</b>	<b>314</b>	<b>617</b>
Budget and	Dir & Deputy CFO & Admin Sup	5	3	2
	Revenue & collection	87	49	38
	Billing	61	23	38
	Financial Management	48	26	22
	Financial Control	34	18	16
	Intern National Treasury		5	
	Supply Chain Management	51	23	28

Treasury	<b>Sub-Total</b>	<b>286</b>	<b>147</b>	<b>139</b>
Local Economic Development	Director & Admin Support	5	5	0
	Trade & Investment	12	1	11
	Economic Research & Policy	9	3	
	Enterprise Development	17	5	12
	<b>Sub-Total</b>	<b>43</b>	<b>14</b>	<b>29</b>
Office of the Municipal Manager	MM & Admin Support	8	4	4
	Strategy & Planning	9	5	4
	Project Management	25	10	15
	Legal & Valuation	10	7	3
	Auditing	8	6	2
	Risk Management	3	2	1
	Office of COO	4	2	2
	RCC Offices	39	24	15
	Customer Care	53	24	29
RRT RRT	Director & Admin Support	10	8	2
	Intern RRT	10	0	10
	<b>Sub-Total</b>	<b>179</b>	<b>92</b>	<b>87</b>
Office of the Executive Mayor	Admin Support Services	14	12	2
	Mayoral Admin Officer	10	8	2
	Communication	5	5	0
	Intergovernmental Relations	3	2	1
	Special Projects	7	4	3
	VIP Protection Services	4	2	2
	Monitoring & Evaluation	6	1	5
Office of Chief Whip	<b>Sub-Total</b>	<b>9</b>	<b>5</b>	<b>4</b>
Office of the Speaker	<b>Sub-Total</b>	<b>58</b>	<b>39</b>	<b>19</b>
	<b>Sub-Total</b>	<b>22</b>	<b>12</b>	<b>10</b>
	<b>TOTAL</b>	<b>3964</b>	<b>1844</b>	<b>2120</b>

**Vacancy Rate = 53.5%**

Vacancy Rate: 2015/16				
No	Designations	No. of approved posts	No. of vacancies	Vacancy Rate (%)
1	Municipal Manager	1	1	0
2	Chief Operations Officer	1	0	0
3	Chief Financial Officer	1	1	0
4	Other section 57 Managers	14	1	7 %
5	Senior Management	84	3	3.5
6	Professionals	400	308	77
7	Skilled people	1900	1220	64.2
8	Semi-skilled people	420	312	74.2
9	Unskilled	1125	274	24.3
<b>TOTALS</b>		<b>3964</b>	<b>2120</b>	<b>53%</b>

Turn-over Rate			
Period	No. of Employees as at the beginning of the financial year	No of terminations during the financial year	Turnover Rate*
2012/13	1 612	66	4
2013/14	1 646	88	5.3
2014/15	1 784	206	11.5
2015/16	1 735	64	3.6
* Divide the number of employees who left the municipality during the period under review, by total number of employees at the beginning of the period			

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

The management of the workforce ensures the alignment to the bargaining council resolutions, municipal council approved policies, procedures and resolutions. The capability essentially facilitates workforce planning in line with projected service delivery demands as outlined in the City Development Strategy and IDP.

The revised structure was approved after a lengthy review process that was led by Deloitte as a preferred service provider. Employees who are in the middle management level (unit and section managers) will begin to participate in the municipality's employee performance management system during the next financial year.

### 4.2 POLICIES

No.	Title of Policy	% Completion	% Reviewed	Date of Approval by Council	Brief Description of Policy
1	Transport Allowance Policy	0%	LLF	07/10/2015	Amendment of transport allowance
2	OHS Policy	0%	LLF	29/03/2016	
3	Cell phone and data Policy	0%	LLF	24/05/2016	Time and attendance
4	Records Management Policy	0%	LLF	31/05/2016	Movement of staff

### 4.3 INJURIES, SICKNESS AND SUSPENSIONS

The table below presents a scenario of employees who are injured on duty and requiring basic medical attention and those that are temporarily incapacitated at approximately sixteen (16) for the period under review.

Type of Injury	Number and Cost of Injuries on Duty				
	No of Sick leave taken due to injury	No of employees taking sick leave due to injuries	Cost to the municipality	Proportion of employees taking sick leave (%)	Average sick leave per employee (Injury) No of Days
Required basic medical attention only	71	71	R18932.86	2,36 %	1 day
Temporary incapacity	156	32	R 41598.96	1.06 %	4,87 days
Permanent incapacity	00	00	00	00	00
Fatal	01	00	00	00	00
<b>TOTAL</b>	<b>228</b>	<b>103</b>	<b>60531.82</b>	<b>3.43 %</b>	<b>4.88</b>

Number of Days and Cost of Sick Leave (Including Sick Leave)					
Salary Band	Total No of Sick Leave taken	% of sick leave taken without medical certificate	No of employees using sick leave	Total No of employees in the post	Average sick leave per employee
Municipal Manager and all section 57	00	00	00	24	00

managers					
Unit & Section managers	00	00	00	Unit-37 Sec-35	00
Professionals	00	00	00	100	0
Skilled Employees Semi-skilled	40	3.43 %	40	859	0.046
Lower skilled	71	8.52 %	71	1200	0.059
<b>TOTALS</b>	<b>111</b>	<b>2.3 %</b>	<b>111</b>	<b>2255</b>	<b>0.049</b>

Number and Period of Suspensions				
Name	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action Taken or Status of Case and Reasons if matter not finalised	Date Matter Settled
K E Ngake	Gross insubordination refusal of instruction	03/03/2015	Employee dismissed.	14/09/2015

#### 4.4 PERFORMANCE REWARDS

The Employee Performance Management System is currently being implemented with regard to the Municipal Manager, Section 56 Managers, and other managers to a limited extent.

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### 4.5 SKILLS DEVELOPMENT AND TRAINING

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#### Introduction

The Training and Development section is the custodian of capacity building of employees in the municipality in terms of the identification of training needs, development and implementation of the workplace skills plan and the management of financial assistance programme for capacity building and training purposes. The Skills Development Act, 1998 (Act No. 97 of 1998) set clear guidelines and requirements for the municipality to implement capacity building initiatives for employees. The municipality is expected to submit a comprehensive Workplace Skills Plan and the Annual Training Report to the Local Government Sector Education and Training Authority (LGSETA) by the end of April each year.

#### Learnerships

The Municipality implemented four learnership programmes which started in September 2014 and ended in December 2015.

Learning Programme	No of Employed	No of Unemployed
Water Reticulation	15	15
Community Based Participation	-	32
Financial Services Management	15	10
Public Sector accounting	10	5
<b>TOTAL</b>	<b>40</b>	<b>62</b>

#### Bursaries awarded to Employees:

The Rustenburg Local Municipality awarded bursaries to 99 employees who studied courses linked to the RLM objective and in line with the national government's priorities: Accounting Science, Public Management, Internal Auditing, Real Estate, Safety Management, Town and Regional Planning, Road Traffic Management, BC: Commerce Management, BA: Human and Social Studies, Human Resource Management, BD: Law, BD: Administration, BC: Communication. The total amount of financial assistance to employees of the municipality to further their studies for the financial year under review and an amount of eight hundred and nine thousand, seven hundred and fifty-two rands was approved (R809 752.00).

#### National Treasury's Minimum Competency Requirements

Altimax was contracted as a preferred service provider to train managers, accountants, finance clerks and interns to comply with the requirements of the minimum competency requirements prescribed by the National Treasury during the period under review. The training programme started in April 2015 and will continue for eighteen months ending November 2016.

#### SKILLS DEVELOPMENT AND TRAINING

The section is also continuously striving to build and create a capable service delivery-oriented municipality by providing and creating extensive opportunities and access to critical, generic and management development-oriented programmes



Skills Development Expenditure								
Management Level	Gender	No of employees at the beginning of the financial year	Original Budget and Actual Expenditure on Skills Development					
			Skills Programmes and other short courses		Other forms of Training		Total	
			Budget	Expend	Budget	Expend	Budget	Expend
Municipal Manager & Section 57s	Female							
	Male							
Professionals	Female	48	625 000	377 272.56	-	-	625 000	377 272.56
	Male	46	937 500	528 585.34	-	-	937 500	528 585.34
Technicians and associate professionals	Female	68	937 500	528 585.34	-	-	937 500	528 585.34
	Male	58	625 000	391 084.75	-	-	625 000	391 084.75
	BTO VIREMENT							1 000 400.00
<b>TOTALS</b>		<b>220</b>	<b>2 500 000</b>	<b>1 419 717.22</b>	<b>-</b>	<b>-</b>	<b>2 500 000</b>	<b>2 420 117.22</b>

## COMMENTS ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS

Adequacy of Training Plans	<ul style="list-style-type: none"> <li>The workplace Skills plan meets the LGSETA standard and requirements and needs are identified according to the LGSETA strategic focus area and contribute to the development of the Sector Skills Plan.</li> <li>Our Training is also in line with the National Skills Development Strategy III as it addresses the needs and shortages of the artisans (Electricians, Plumbers and Mechanics) within the country</li> </ul>
Effectiveness of Implementation	<ul style="list-style-type: none"> <li>Only accredited training institutions are appointed for the implementation of the WSP. More competent staff are realized to achieve the goals of the organization as a result of effective implementation and also the municipality is complying in terms of the Minimum Competency Regulations as Senior Managers, Supply Chain Managers, Chief Financial Manager as well as other Financial Staff completed and others are in the process of complying.</li> </ul>
Variance between Actual Budget and Expenditure	<ul style="list-style-type: none"> <li>The Municipality made a provision of R2 500 000 and all the budget was not utilized as planned because of the slow supply chain process</li> </ul>
Adequacy of Funding	<ul style="list-style-type: none"> <li>The funding for training is not sufficient considering the number of the employees of Rustenburg Local Municipality, and the cost for artisan development is also very high</li> </ul>
Budget Forecast	<ul style="list-style-type: none"> <li>Most of the skills needs that are critical in the municipality are not addressed and that becomes a problem as the goals and objectives of the municipality are not realized</li> </ul>
Assessment of the value of Training	<ul style="list-style-type: none"> <li>All employees undergoing training programmes receives a certificate of competence and as a result, this will reduce any skills gaps that can have a negative impact of the achievements of the organizational goals and also the appointment of external service providers will be reduced as internal staff will be capable of carrying out the duties.</li> </ul>

## COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

### 4.6 EMPLOYEE EXPENDITURE

#### INTRODUCTION

The finalisation of the organisational review process will assist the municipality to identify critical skills and competencies required for effective service delivery. The implementation of the organisational review results (organisational restructuring) will affect the workforce expenditure trends, which should be provided for in the operating budget in the medium term.

The most important asset of the municipality is the workforce, i.e. employees who are directly or indirectly responsible for service delivery. The acquisition, maintenance and management of employees have direct correlation with the cost and quality of service delivery in the municipality.

In determining the municipality's actual workforce capacity, an attempt is made to ensure that talented people with the right competencies and skills are correctly placed. The table below, therefore, presents the trend of total personnel expenditure over the past five years:

#### TREND OF TOTAL PERSONNEL EXPENDITURE OVER THE PAST FIVE YEARS

Financial Year	Budget R'000	Actual R'000	Deviation R'000	% Saving/ (Overspend)	Total Actual Expenditure * R'000	Actual Salaries as % of Total
2011/12	208 656	202 241	6 415	3.07	1901570	10.6
2012/13	403 054	438 995	(35 941)	(8.92)	2 970 043	14.8
2013/14	487 486	499 888	(9 111)	(1.87)	3 537 995	14.03
2014/15	540 549	561 709	(17 103)	(3.16)	3 506 460	15.90
2015/16	559 949 568	565 858 856	(590 9288)	(1.05)	2 653 701 075	21.32

#### Number of Employees whose Salaries were increased

Number of Employees whose Salaries were increased due to the Upgrading of their positions				
No	Beneficiaries	Male	Female	Total No.
1	Lower skilled	22	9	31
2	Semi-skilled	3	0	3
3	Skilled	4	8	12
4	Middle management	5	3	8
5	Senior Management	2	2	4
6	Municipal Manager & Section 57 Managers	0		0
<b>TOTAL</b>		<b>36</b>	<b>22</b>	<b>58</b>

Excess Employees in the Organisational Structure 2014/2015 – 201				
No.	Occupation	Number of Employees	Remuneration / Salary Level	Reason for Deviation
1	Lower skilled	5	R93 156.00/a Level 16	Temporary
2	Semi-skilled	1	R180 000/a Level 10	Temporary 1 year contract
3	Skilled	1	R360 000/a	Temporary 1 year contract
4	Middle management	1	R303 720.00/a Level 6	Temporary 3 year contract
5	Senior Management	0	0	0
6	Municipal Manager & Section 57 Managers	0	0	0
<b>TOTAL</b>		<b>8</b>	<b>R1 309 500.00</b>	

## CHAPTER 5: STATEMENT OF FINANCIAL PERFORMANCE

### COMPONENT A: FINANCIAL PERFORMANCE

Sound financial management practices are essential to the long-term sustainability of municipalities. They underpin the process of democratic accountability. Weak or opaque financial management practices and reports result in misdirected and under-utilisation of resources. The key objective of the Municipal Finance Management Act (2003) (MFMA) is to modernise municipal financial management. Effective municipal financial management has interrelated components:

- planning and budgeting
- asset and liability management
- revenue and expenditure management
- supply chain management
- other financial management
- accounting and reporting, and
- oversight & operational continuity

Each of these components contribute to ensuring that government financial expenditure is developmental, effective and efficient and that municipalities / municipal entities are held accountable for the effective management of their funds.

The aim of this chapter is to provide an overview of the financial performance of the municipality / municipal entity thorough measuring of results. It further provides an opportunity for planning, so as to ensure that future budgetary allocations are brought in line with IDP and functional area activities and outputs.

Operating revenue increased by R276 million in 2015/16 compared to 2014/15 financial year. The expenditure for 2015/16 increased by R212 million compared to the actual of 2014/15 and this is mainly as a result of higher bulk purchases due to tariff increases. The net operations resulted into a surplus of R264 million.

### STATEMENT OF FINANCIAL PERFORMANCE

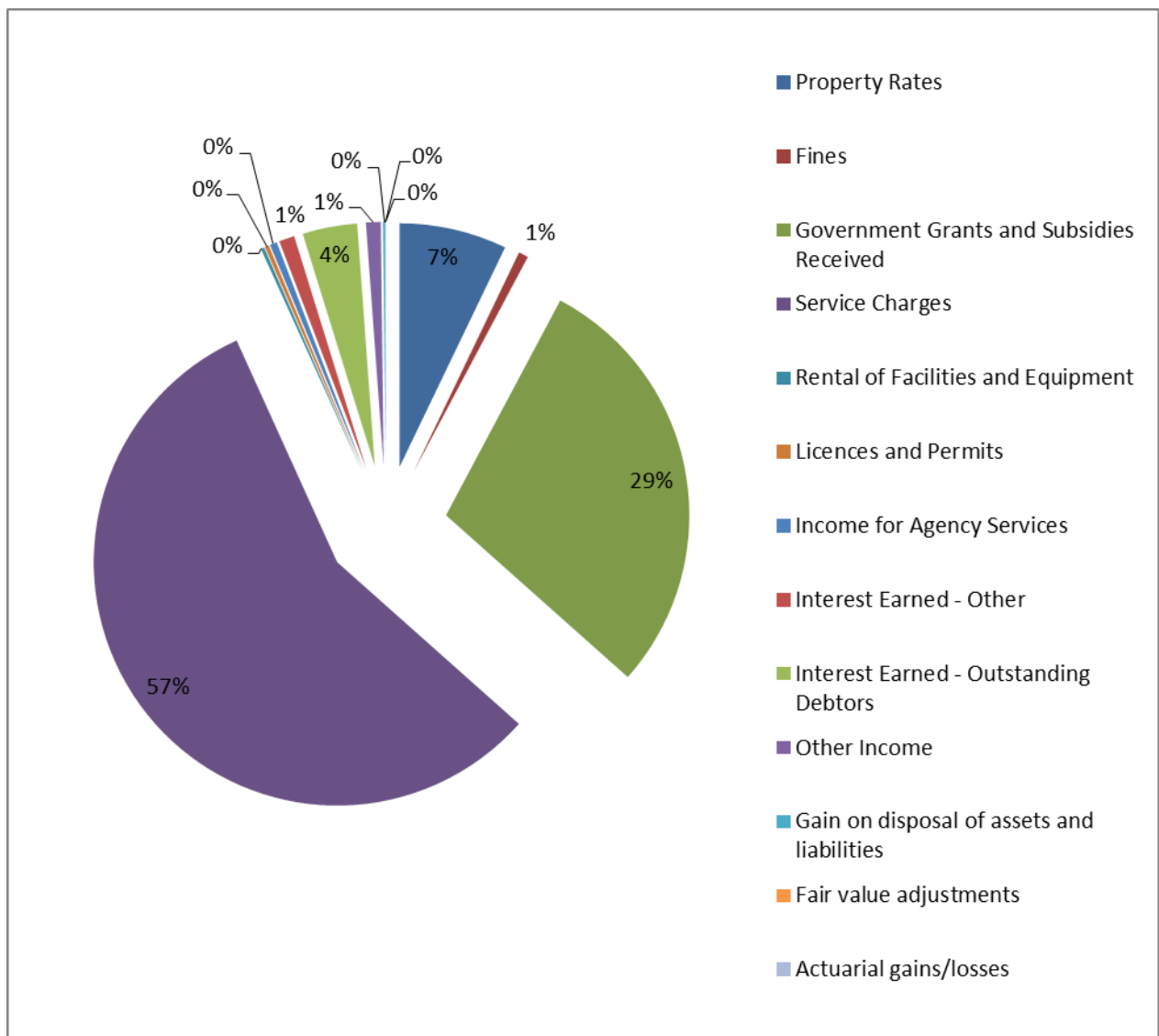
Description	Controlling entity	
Year	2016 R'000	2015 R'000
Total revenue	3 894 112	3 631 865
Total expenditure	(3 716 176)	(3 496 917)
Surplus (deficit) for the year	177 936	134 948

### Overall Operating Results

#### Operating Revenue

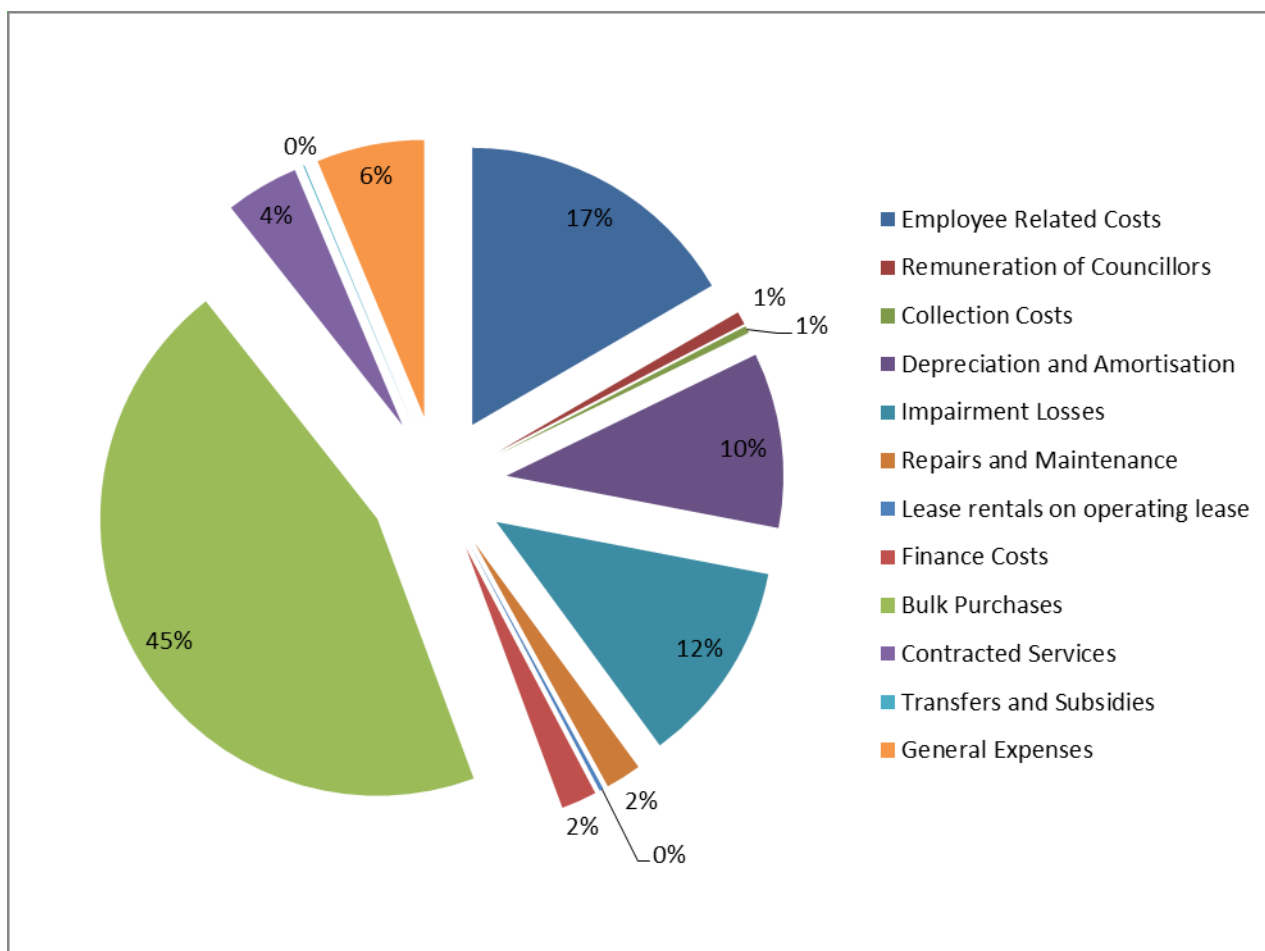
The following graph gives a breakdown of the largest categories of revenue

#### Breakdown of the Largest Categories of Revenue



## Operating Expenditure

The graph below gives the break down per main expenditure group



Analysis of financial position as at the 30 June 2016

### Asset Management

	Economic entity	
	2016	2015
Current Assets	937 146	1 041 399
Non-Current Assets	8 315 863	8 149 124
<b>Total Assets</b>	<b>9 253 009</b>	<b>9 190 523</b>
Current Liabilities	985 452	1 183 455
Non-Current Liabilities	879 263	881 824
<b>Total Liabilities</b>	<b>1 864 715</b>	<b>2 065 279</b>

### FINANCIAL RATIOS BASED ON GENERAL KEY PERFORMANCE INDICATORS

- Liquidity ratio;
- Cost Coverage;
- Debt Coverage;
- Total Outstanding Service Debtors;
- Creditors System Efficiency
- Capital Charges to Operating Expenditure;

- Employee Costs; Repairs and maintenance

## EMPLOYEE RELATED COSTS

The actual expenditure on remuneration expressed as a percentage of the total expenditure is consistent with the previous year. The employee related costs as a percentage of total expenditure is at 17 %.

Description	Economic entity	
	2016	2015
	R'000	R'000
Total revenue	3 963 052	3 687 032
Total expenditure	(3 699 455)	(3 487 106)
Employee related costs	614 855	560 377
Remuneration of councillors	28 318	27 592
<b>Total Employee Related Costs and Councillors Remuneration</b>	<b>643 173</b>	<b>587 969</b>
Ratio : % of Revenue	(16)	(16)
Ratio : % of Expenditure	17	17
% growth in remuneration expenses	9	12

The following is the key financial ratios

## Financial ratios

	2016	2015
Current ratio	0.95	0.88
Solvency Ratio	4.96	4.45
Debt (Total borrowings)/Total Operating Revenue	17%	19%
Total Long Term debt to total revenue(excluding grants)	22%	25%
Capital cost (Interest paid and redemption) as a % of Total Operating Expenditure	2%	2%
Cash / Cost coverage ratio (Excluding unspent conditional grants)	0 Months	1 Month
Contracted Services % of Total Operating Expenditure	4%	7%
Capital expenditure to Total Expenditure	19%	23%
Repairs and maintenance as a % Property Plant and Equipment and Investment Property (Carrying value)	1%	2%
Net Operating Surplus Margin	7%	5%
Cash and cash equivalent at the end of the year	344 363	601 374

## COMPONENT B: CAPITAL EXPENDITURE AND FINANCING

### INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

The municipality's original approved capital expenditure for 2015/2016 amounted to R1, 063 billion. The capital budget was adjusted to R905 million during budget adjustment to include additional allocations and rollovers in respect of conditional grants approved by National Treasury. The actual expenditure incurred during the financial year in respect of property, plant and equipment amounted to R700 million which resulted in under spending of R205 million.

The table below is the capital expenditure against Capital budget

Description	2014 0'000	2015 0'000	2016 0'000
Original Budget: Revenue	R2 795 593	R3 599 712	R3 575 490
Expenditure	R2 773 724	R3 561 324	R3 567 711
Surplus/Deficit	R 21 869	R 38 388	R 7 779
Adjustment Budget: Revenue	R3 159 702	R3 251 080	R3 682 471
Expenditure	R3 597 282	R3 250 723	R3 522 473
Surplus/Deficit	(R 437 580)	R 357	R 159 998
Actual Performance: Revenue	R3 495 227	R3 687 032	R3 963 052
Expenditure	R3 562 520	R3 487 106	R 3 699 455
Surplus/Deficit	(R67 293)	R199 926	R263 597
Percentage actually spent on the Original Budget	128.43%	97.92%	103.69%
Percentage actually spent on the Adjustment Budget	99.03%	107.27%	105.02%

### CARRYING VALUE PER TYPE OF ASSETS

Figures in Rand thousand	Economic entity	
Description	2016	2015
Land	1,032,466	1,036,791
Buildings	753,360	633,637
Buildings - Work in progress	299,239	264,327
Plant and machinery	9,700	18,101
Furniture and fixtures	5,519	6,442
Motor vehicles	28,450	36,970
Office equipment	22,574	30,209
Bins and containers	1,708	2,011
Other	786	1,116
Electrical Equipment	11,244	13,464
Emergency Equipment	570	1,259
Specialised vehicles	21,705	24,656
Infrastructure - Sewerage	356,131	334,625
Infrastructure - Electricity	626,990	665,081
Infrastructure - Roads and Transport	2,001,613	1,882,917
Infrastructure - Water	435,923	410,861

Figures in Rand thousand	Economic entity	
Description	2016	2015
Infrastructure - Work in progress	2,095,981	2,118,147
Rustenburg Water Trust Bulk Water Assets	404,050	352,296
<b>Total</b>	<b>8,108,009</b>	<b>7,832,910</b>

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT

### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENT

Description	Economic entity	
	2016	2015
Cash and cash equivalents at the end of the year	344 363	601 374
Current ratio	0.95	0.88
Solvency ratio	4.96	4.45
Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	0 Months	1 Month

The cash and cash equivalent indicates an decrease of R257 million. The municipality closed the year with a balance of R344 million. A detailed cashflow statement is attached as part of Annual financial statement.

### Borrowings

The short and long term borrowings for 2015/2016 was at R30,9 million and R475 million respectively. Most of the outstanding balance for 2015/2016 is from DBSA and the funds were utilised for refurbishment of electricity and water network.

### Supply Chain Management

Rustenburg Local Municipality established a supply chain management (SCM) Unit under the direct supervision of a unit manager who has been delegated in terms of section 82 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) by the Chief Financial Officer (CFO). The SCM Unit was established in accordance to the requirements of the Municipal Supply Chain Management Regulations, 2005.

The municipality's SCM Policy, which incorporates the Preferential Procurement Regulations, as well as all other relevant legislation, regulations and circulars, was approved per item no. 123 date 30<sup>th</sup> May 2014 by the Municipal Council. It makes provision for a committee system for competitive bids consisting of the following:

1. Bid Specification Committee;
2. Bid Evaluation Committee; and
3. Bid Adjudication Committee.

### Bid Committee Meetings

The following table details the number of meetings held for the 2015/2016 financial year:



Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
34	38	31

#### DEVIATIONS FROM NORMAL PROCUREMENT PROCESSES

Description	2014/15	2015/2016
Deviations approved by Accounting Officer in terms of section 12.22 of SCM policy	29	37

Deviations from the normal procurement processes have been monitored to mitigate the risk of abuse associated with such appointments. Monthly deviations reports are presented to Council on a monthly basis in accordance with the SCM policy and Regulations.

#### DISPOSAL MANAGEMENT

The disposal management system envisage ensuring the following :

- Immovable property is sold at market prices;
- Movable assets are sold either by way of tender process, auction or market related prices, whichever is the most advantageous to the state.
- Any movable item that is identified as obsolete, damaged, surplus or redundant or has come to the end of its life cycle must be properly disposed of.

## CHAPTER 6: AUDITOR GENERAL'S FINDINGS

### INTRODUCTION

According to section 45 of the Municipal Systems Act, 200, the results of performance measurement in terms of section 41(1) must be audited annually by the Auditor-General. Section 41(1) states that the auditing should take place with regard to each of those development priorities and objectives and against key performance indicators and targets to monitor, measure and review municipal performance at least once per annum.

#### 6.1 AUDITOR GENERAL'S REPORT 2015/2016

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*Auditing to build public confidence*

AUDITOR - GENERAL  
SOUTH AFRICA

## Report of the auditor-general to the North West provincial legislature and the council on the Rustenburg Local Municipality

### Report on the consolidated and separate financial statements

#### Introduction

1. I have audited the consolidated and separate financial statements of the Rustenburg Local Municipality and its municipal entity set out on pages 126 to 235, which comprise the consolidated and separate statement of financial position as at 30 June 2016, the consolidated and separate statement of financial performance, the statement of changes in net assets, the cash flow statement and the statement of comparison of budget with actual amounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

#### Accounting officer's responsibility for the consolidated and separate financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements

that are free from material misstatement, whether due to fraud or error.

## **Auditor-general's responsibility**

3. My responsibility is to express an opinion on these consolidated and separate financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

## **Basis for qualified opinion**

### **Property, plant and equipment**

6. The municipality did not review the residual values and useful lives of property, plant and equipment at each reporting date in accordance with GRAP 17 Property, plant and equipment. I was not able to determine the impact on the net carrying amount of property, plant and equipment of R8 108 009 000 and R7 703 959 000 respectively disclosed in note 4 to the consolidated and separate financial statements, the related depreciation and amortisation expenses of R378 247 000 and R361 692 000 respectively disclosed in note 34 to the consolidated and separate financial statements, or the resultant impact on the surplus for the year and the accumulated surplus, as it was impracticable to do so.

### **Service charges**

7. The municipality did not account for all revenue from service charges in the current period in accordance with GRAP 9 Revenue from exchange transactions as not all consumers were billed for services for the year under review. I was unable to determine the full extent of this understatement on service charges, the resultant impact on the surplus for the year and the accumulated surplus, as it was impracticable to do so. In addition, I was unable to obtain sufficient appropriate audit evidence for estimated billings of water and electricity consumption on consumer accounts. The municipality's records did not permit the application of alternative audit procedures. Consequently, I was unable to determine whether any further adjustments to service charges of R2 245 016 000 and R2 193 661 000 disclosed in note 25 and the related receivables from exchange transactions of R387 086 000 and R375 581 000 respectively disclosed in note 13 to the consolidated and separate financial statements, were necessary.

## **Interest received from trading activities**

8. I was unable to obtain sufficient appropriate audit evidence for interest received from trading activities, as the municipality did not have adequate systems to maintain records of the consumer debtor balances on which interest was charged. I was unable to confirm the interest received from trading activities by alternative means. Consequently, I was unable to determine whether any adjustments relating to interest received from trading activities of R143 784 000 and the related consumer debtors of R394 692 000 and R383 352 000 respectively disclosed in note 16 to the consolidated and separate financial statements, were necessary.

## **Commitments**

9. I was unable to obtain sufficient appropriate audit evidence for commitments as the municipality did not have an adequate contract management system to record, maintain and reconcile payments made on its commitments. Additionally, the commitments was understated by R84 734 450 due to the commitments register not being mathematically accurate. I was unable to confirm these commitments by alternative means. Consequently, I was unable to determine whether any further adjustments relating to commitments of R1 173 216 000 (2015: R649 628 000) and R1 059 196 000 (2015: R559 884 000) respectively disclosed in note 44 to the consolidated and separate financial statements, were necessary.

## **Irregular expenditure**

10. Section 125 of the MFMA requires the disclosure of irregular expenditure incurred. The municipality made payments of R6 564 092 (2015: R9 999 751) in contravention with the supply chain management requirements, which were not included in irregular expenditure as disclosed. Additionally, in the prior year the municipality incorrectly included VAT in the total amount of irregular expenditure disclosed, resulting in the irregular expenditure as disclosed in note 54 to the consolidated and separate financial statements being overstated by R410 889 642. However, because the municipality did not quantify the full extent of the irregular expenditure incurred it was impracticable to determine the resultant misstatement of irregular expenditure as disclosed in note 54 to the consolidated and separate financial statements.

## **Qualified opinion**

11. In my opinion, except for the effects of the matters described in the basis for qualified opinion paragraphs, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Rustenburg Local Municipality and its municipal entity as at 30 June 2016 and their financial performance and cash flows for the year then ended, in accordance with the SA standards of GRAP and the requirements of the MFMA and the DoRA.

## **Emphasis of matters**

12. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## **Unauthorised, fruitless and wasteful expenditure**

13. As disclosed in note 52 to the consolidated and separate financial statements,

unauthorised expenditure of R427 557 000 was incurred in the current year and the unauthorised expenditure of R564 023 000 in respect of prior years had not yet been dealt with in accordance with section 32 of the MFMA.

14. As disclosed in note 53 to the consolidated and separate financial statements, fruitless and wasteful expenditure of R894 000 was incurred in the current year and fruitless and wasteful expenditure of R537 000 from prior years had not yet been dealt with in accordance with section 32 of the MFMA.

## **Material losses**

15. As disclosed in note 55 to the consolidated and separate financial statements, material losses of R135 547 000 (2015: R121 389 000) were incurred as a result of water lost through the distribution process.
16. As disclosed in note 35 to the consolidated and separate financial statements, material losses of R423 667 000 (2015: R394 375 000) were incurred as a result of an increase in the provision for impairment on receivables from exchange transactions.

## **Restatement of corresponding figures**

17. As disclosed in note 47 to the consolidated and separate financial statements, the corresponding figures for 30 June 2015 have been restated as a result of errors discovered during 2016 in the financial statements of the Rustenburg Local Municipality at, and for the year ended, 30 June 2015.

## **Material underspending of the conditional grant**

18. As disclosed in note 20 to the consolidated and separate financial statements, the municipality has unspent conditional grants of R263 337 000 (2015: R434 448 000) as a result of conditional grant funding not fully utilised during the financial year.

## **Additional matters**

19. I draw attention to the matter below. My opinion is not modified in respect of this matter.

## **Unaudited disclosure notes**

20. In terms of section 125(2)(e) of the MFMA the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

## **Report on other legal and regulatory requirements**

21. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

## **Predetermined objectives**

22. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2016:
- Development priority 1: Efficient provision of quality basic services and infrastructure within a well-planned spatial structure on page 89.
  - Development priority 2: Drive diversified economic growth and job creation on page 90.
23. I evaluated the usefulness of the reported performance information to determine whether the reported performance was consistent with the planned development priorities. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).
24. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
25. The material findings in respect of the selected development priorities are as follows:

### **Development priority 1: Efficient provision of quality basic services and infrastructure within a well-planned spatial structure**

#### **Usefulness of reported performance information**

26. Section 41(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives, indicators and targets between planning and reporting documents. A total of 69% of reported targets were not consistent with those in the approved integrated development plan.
27. The FMPPI requires that indicators be well defined and verifiable and targets be specific, measureable and time bound:
- A total of 75% of targets were not specific and measurable.
  - A total of 20% of indicators were not verifiable.

#### **Reliability of reported performance information**

28. The FMPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of the reported performance information. This was due to limitations placed on the scope of my work due to the absence of information systems and the fact that the auditee could not provide sufficient appropriate evidence in support of the reported performance information. The auditee's records did not permit the application of alternative audit procedures.

## **Development priority 2: Drive diversified economic growth and job creation**

### **Usefulness of reported performance information**

29. Section 41(c) of the MSA requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives, indicators and targets between planning and reporting documents. A total of 50% of reported indicators and 75% of reported targets were not consistent with those in the approved integrated development plan.
30. The FMPPPI requires that indicators be well defined and verifiable and targets be specific, measureable and time bound:
- A total of 67% of targets were not measurable.
  - A total of 33% of the indicators were not well defined or verifiable.

### **Reliability of reported performance information**

31. The FMPPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of the reported performance information. This was due to limitations placed on the scope of my work due to the absence of information systems and the fact that the auditee could not provide sufficient appropriate evidence in support of the reported performance information. The auditee's records did not permit the application of alternative audit procedures.

### **Additional matter**

32. I draw attention to the following matter:

### **Achievement of planned targets**

33. Refer to the annual performance report on pages 90 to 94 for information on the achievement of the planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information for the selected development priorities reported in paragraphs 26 to 31 of this report.

### **Compliance with legislation**

34. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

### **Strategic planning and performance management**

35. The performance management system did not provide for policies and procedures to take steps of improvement where performance targets were not met, as required by section 41(1)(d) of the MSA.

36. Annual performance objectives and indicators were not established by agreement with the Rustenburg Water Services Trust and included in the municipal entity's multi-year business plan, as required by section 93B(a) of the MSA.
37. Revisions to the service delivery and budget implementation plan (SDBIP) were not approved by the council as required by section 54(1)(c) of the MFMA.

## **Annual financial statements, performance and annual reports**

38. The financial statements submitted for auditing were not in all material respects prepared in accordance with the requirements of section 122 of the MFMA.
39. Material misstatements of non-current assets, current assets, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.
40. The oversight report adopted by the council on the 2014-15 annual report was not made public within seven days, as required by section 129(3) of the MFMA.
41. The annual performance report for the year under review did not include an evaluation of each external services provider as required by section 46(1)(a) of the MSA.

## **Procurement and contract management**

42. I could not obtain sufficient appropriate audit evidence that contracts were awarded to bidders based on points given for criteria that were stipulated in the original invitation for bidding, as required by SCM regulations 21(b) and 28(1)(a) and the Preferential Procurement Regulations.
43. The performance of contractors or providers were not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA .
44. Persons in service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality, failed to disclose such interest, in contravention of SCM regulation 46(2)(e).

## **Human resource and compensation management**

45. The competencies of financial and supply chain management officials were not assessed in a timely manner in order to identify and address gaps in competency levels as required by regulation 13 of the Municipal Regulations on Minimum Competency Levels.
46. The municipality did not develop and adopt appropriate systems (policies) and procedures to monitor measure and evaluate performance of staff in contravention of section 67(d) of the MSA.

## **Expenditure management**

47. Reasonable steps were not taken to prevent unauthorised, irregular and fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

## **Asset management**

48. An effective system of internal control for assets was not in place, as required by section



63(2)(c) of the MFMA.

49. All investments were not made in accordance with the requirements of the investment policy of Council.
50. The municipality made investments in listed shares which are in contravention of regulation 6 of the Municipal Investment Regulations.

## **Conditional grants received**

51. The Public Transport Network Grant (PTNG) allocation was not spent in accordance with the applicable grant framework, in contravention of section 17(1) of the DoRA. Of the total unspent conditional grants at year end that were not backed by sufficient cash in the bank, 82% relates to the PTNG.

## **Revenue management**

52. I was unable obtain sufficient audit evidence that interest had been charged on all accounts in arrears, as required by section 64(2)(g) of the MFMA.

## **Consequence management**

53. Unauthorised, irregular, fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by sections 32(2)(a) and (b) of the MFMA.
54. Council did not always approve the terms of reference of each investigation as required by regulation 6(1) of the Municipal regulations on financial misconduct procedures and criminal proceedings.
55. Allegations of financial misconduct laid against officials of the municipality were not investigated as required by section 171(4)(a) of the MFMA.

## **Environmental management**

56. The municipality did not exercise its legislative and executive authority of managing, monitoring and enforcing environmental related bylaws to promote a safe and healthy environment as required by sections 11(3)(l) and (m) of the MSA.
57. The municipality operated its wastewater treatment facilities without a license in contravention of the section 24(2)(a) of the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA) and section 22(1)(b) of the National Water Act, 1998 (Act No. 36 of 1998) (NWA).
58. The municipality's operational activities at its waste disposals sites contravened or failed to comply with the requirements of the waste management license or the norms and standards as prescribed by sections 67(1)(f) and (h) of the National Environmental Management Waste Act, 2008 (Act No. 59 of 2008) (NEMWA).
59. The municipality's waste management and disposal activities contravened or failed to comply with the requirements of section 28(1) of the NEMA, section 19 of the NWA and sections 16(1)(c) and (d) and 26(1)(b) of the NEMWA.

## **Internal control**

60. I considered internal control relevant to my audit of the financial statements, the annual performance report and compliance with legislation. The matters reported below are

limited to the significant internal control deficiencies that resulted in the basis for qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

## Leadership

61. The corrective action plans initiated by leadership to address prior year audit findings were not effectively implemented by management. The implementation thereof was mostly done through consultants without addressing the underlying deficiencies in the systems or in the day to day internal control environments. There was a lack of continuity in key management positions due to suspensions and resignations. The slow response by leadership, management and oversight to audit findings identified in prior periods has led to a regression in key financial reportable areas.

## Financial and performance management

62. Management did not implement effective controls to ensure that all information in the financial statements and the report on predetermined objectives were reliable before submission for audit. These shortcomings are evident at year-end during the annual reporting but are also seen during the course of the financial year with management relying heavily on consultants to assist in the financial reporting processes. This negatively impacts the reporting and budget monitoring processes and the quality of the financial information provided to council during the course of the year. There remains a continuous non-adherence to the council's supply chain management policy without consequences, reflecting negatively on management's commitment towards a clean administration.

## Governance

63. Management do not have an adequate risk strategy that addresses identified risks and shortfalls in the municipality's financial systems, in supply chain management, performance reporting as well as non-compliances with laws and regulations. The effectiveness of the audit committee and internal audit's role as an assurance provider was compromised by management's inability to adequately address and react to internal audit's findings and recommendations.

*Auditor-General*

Rustenburg

10 February 2017



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



Rustenburg Local Municipality  
Consolidated Financial Statements  
for the year ended 30 June 2016

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Index

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The reports and statements set out below comprise the consolidated financial statements presented to the provincial legislature:

<b>Index</b>	<b>Page</b>
Accounting Officer's Responsibilities and Approval	2
Statement of Financial Position	3
Statement of Financial Performance	4
Statement of Changes in Net Assets	5
Notes To The Financial Statements	6
Statement of Comparison of Budget and Actual Amounts	7 - 8
Accounting Policies	9 - 39
Notes to the Consolidated Financial Statements	40 - 108

### Abbreviations

DBSA	Development Bank of South Africa
GRAP	Generally Recognised Accounting Practice
GAMAP	Generally Accepted Municipal Accounting Practice
HDF	Housing Development Fund
IAS	International Accounting Standards
IPSAS	International Public Sector Accounting Standards
ME's	Municipal Entities
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant (Previously CMIP)

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Officer's Responsibilities and Approval

The accounting officer is required by the Municipal Finance Management Act (Act 56 of 2003), to maintain adequate accounting records and is responsible for the content and integrity of the consolidated financial statements and related financial information included in this report. It is the responsibility of the accounting officer to ensure that the consolidated financial statements fairly present the state of affairs of the municipality as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the consolidated financial statements and was given unrestricted access to all financial records and related data.

The consolidated financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The consolidated financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The accounting officer acknowledges that he is ultimately responsible for the system of internal financial control established by the economic entity and place considerable importance on maintaining a strong control environment. To enable the accounting officer to meet these responsibilities, the accounting officer sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the economic entity and all employees are required to maintain the highest ethical standards in ensuring the economic entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the economic entity is on identifying, assessing, managing and monitoring all known forms of risk across the economic entity. While operating risk cannot be fully eliminated, the economic entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.


The accounting officer is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the consolidated financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The accounting officer has reviewed the economic entity's cash flow forecast for the year to 30 June 2017 and, in the light of this review and the current financial position, he is satisfied that the economic entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

Although the accounting officers are primarily responsible for the financial affairs of the municipality, they are supported by the economic entity's external auditors.

The external auditors are responsible for independently reviewing and reporting on the economic entity's consolidated financial statements. The consolidated financial statements have been examined by the economic entity's external auditors and their report is presented on page 3.

The consolidated financial statements set out on pages 3 to 108, which have been prepared on the going concern basis, were approved by the accounting officer on 30 September 2016 and were signed on its behalf by:



Mr. Gordon Molokwane  
Acting Municipal Manager

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Statement of Financial Position as at 30 June 2016

Figures in Rand thousand	Note(s)	Economic entity		Controlling entity	
		2016	2015 Restated*	2016	2015 Restated*
<b>Assets</b>					
Current Assets					
Inventories	12	139 661	17 297	139 661	17 297
Finance lease receivables	8	-	-	101	75
Operating lease asset	9	202	221	202	22
Receivables from exchange transactions	13&16	387 086	346 887	375 581	336 511
Receivables from non-exchange transactions	14&16	48 824	37 748	48 824	37 748
VAT receivable	15	17 010	37 872	15 891	34 867
Cash and cash equivalents	17	344 363	601 374	226 202	478 407
		<b>937 146</b>	<b>1 041 399</b>	<b>806 462</b>	<b>905 126</b>
Non-Current Assets					
Investment property	3	206 326	314 509	206 326	314 509
Property, plant and equipment	4	8 108 009	7 832 910	7 703 959	7 480 614
Intangible assets	5	608	706	608	706
Heritage assets	6	119	119	119	119
Investments	7	801	880	802	881
Finance lease receivables	8	-	-	2 348	2 450
		<b>8 315 863</b>	<b>8 149 124</b>	<b>7 914 162</b>	<b>7 799 279</b>
<b>Total Assets</b>		<b>9 253 009</b>	<b>9 190 523</b>	<b>8 720 624</b>	<b>8 704 405</b>
<b>Liabilities</b>					
Current Liabilities					
Other financial liabilities	21	45 895	40 759	24 294	21 713
Finance lease obligation	19	6 755	8 257	6 755	8 257
Operating lease liability	9	6	8	6	8
Payables from exchange transactions	23	610 855	652 461	645 310	667 115
Consumer deposits	24	41 174	28 160	41 174	28 160
Employee benefit obligation	10	4 901	4 305	4 901	4 305
Unspent conditional grants and receipts	20	263 337	434 448	263 337	434 448
Provisions	22	12 529	15 057	12 529	15 057
		<b>985 452</b>	<b>1 183 455</b>	<b>998 306</b>	<b>1 179 063</b>
Non-Current Liabilities					
Other financial liabilities	21	613 293	659 279	475 296	499 681
Finance lease obligation	19	-	6 756	-	6 756
Employee benefit obligation	10	194 297	173 969	194 297	173 969
Provisions	22	71 673	41 820	71 673	41 820
		<b>879 263</b>	<b>881 824</b>	<b>741 266</b>	<b>722 226</b>
<b>Total Liabilities</b>		<b>1 864 715</b>	<b>2 065 279</b>	<b>1 739 572</b>	<b>1 901 289</b>
<b>Net Assets</b>		<b>7 388 294</b>	<b>7 125 244</b>	<b>6 981 052</b>	<b>6 803 116</b>
Reserves					
Revaluation reserve	18	122 231	122 778	-	-
Accumulated surplus		7 266 063	7 002 466	6 981 052	6 803 116
<b>Total Net Assets</b>		<b>7 388 294</b>	<b>7 125 244</b>	<b>6 981 052</b>	<b>6 803 116</b>

\* See Note 47



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Statement of Financial Performance

Figures in Rand thousand	Note(s)	Economic entity		Controlling entity	
		2016	2015 Restated*	2016	2015 Restated*
<b>Revenue</b>					
<b>Revenue from exchange transactions</b>					
Service charges	25	2 245 016	2 071 357	2 193 661	2 024 150
Rental of facilities and equipment	26	9 047	7 219	9 047	7 219
Interest received from trading activities		143 784	132 936	143 784	132 936
Agency services		18 572	20 940	18 572	20 940
Licences and permits		10 651	10 449	10 651	10 449
Other income	27	38 788	35 063	30 001	35 041
Interest received - other	28	40 675	39 941	32 112	32 211
<b>Total revenue from exchange transactions</b>		<b>2 506 533</b>	<b>2 317 905</b>	<b>2 437 828</b>	<b>2 262 946</b>
<b>Revenue from non-exchange transactions</b>					
<b>Taxation revenue</b>					
Property rates	29	282 846	262 776	282 846	262 776
<b>Transfer revenue</b>					
Government grants & subsidies	31	1 140 938	1 001 789	1 140 938	1 001 789
Fines, Penalties and Forfeits		25 568	8 092	25 568	8 092
Grant received in kind		-	83 455	-	83 455
<b>Total revenue from non-exchange transactions</b>		<b>1 449 352</b>	<b>1 356 112</b>	<b>1 449 352</b>	<b>1 356 112</b>
<b>Total revenue</b>		<b>3 955 885</b>	<b>3 674 017</b>	<b>3 887 180</b>	<b>3 619 058</b>
<b>Expenditure</b>					
Employee related costs	32	(614 855)	(560 377)	(610 482)	(556 319)
Remuneration of councillors	33	(28 318)	(27 592)	(28 318)	(27 592)
Depreciation and amortisation	34	(378 247)	(363 485)	(361 692)	(346 845)
Impairment loss/ Reversal of impairments	35	(441 105)	(400 131)	(440 175)	(400 026)
Finance costs	36	(76 613)	(69 244)	(54 512)	(44 998)
Lease rentals on operating lease		(8 741)	(12 498)	(8 741)	(12 498)
Collection costs		(15 265)	(15 036)	(15 265)	(15 036)
Repairs and maintenance		(77 346)	(135 193)	(70 264)	(127 976)
Bulk purchases	37	(1 665 810)	(1 425 766)	(1 758 850)	(1 515 541)
Contracted services	38	(158 138)	(234 702)	(158 038)	(234 552)
Transfers and Subsidies	30	(2 631)	(492)	(45 962)	(26 634)
General Expenses	39	(232 386)	(242 590)	(163 877)	(188 900)
<b>Total expenditure</b>		<b>(3 699 455)</b>	<b>(3 487 106)</b>	<b>(3 716 176)</b>	<b>(3 496 917)</b>
<b>Operating surplus</b>		<b>256 430</b>	<b>186 911</b>	<b>171 004</b>	<b>122 141</b>
Gain on disposal of assets and liabilities		6 367	576	6 132	368
Fair value adjustments	40	57	42	57	42
Actuarial gains/losses	10	743	12 397	743	12 397
		<b>7 167</b>	<b>13 015</b>	<b>6 932</b>	<b>12 807</b>
<b>Surplus for the year</b>		<b>263 597</b>	<b>199 926</b>	<b>177 936</b>	<b>134 948</b>

\* See Note 47

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Statement of Changes in Net Assets

Figures in Rand thousand	Revaluation reserve	Accumulated surplus	Total net assets
<b>Economic entity</b>			
Opening balance as previously reported	122 899	6 854 586	6 977 485
Adjustments			
Corrections of errors	-	(52 046)	(52 046)
<b>Balance at 01 July 2014 as restated*</b>	<b>122 899</b>	<b>6 802 540</b>	<b>6 925 439</b>
Changes in net assets			
Surplus (Deficit) for the year - Previously reported	-	205 955	205 955
Impairment adjustment for the year	(121)	-	(121)
Total changes	(121)	205 955	205 834
Opening balance as previously reported - Restated Adjustments	122 778	7 008 495	7 131 273
Adjustments			
Prior year adjustments	-	(6 029)	(6 029)
<b>Restated* Balance at 01 July 2015 as restated*</b>	<b>122 778</b>	<b>7 002 466</b>	<b>7 125 244</b>
Changes in net assets			
Surplus (Deficit) for the year	-	263 597	263 597
Impairment adjustment for the year	(547)	-	(547)
Total changes	(547)	263 597	263 050
<b>Balance at 30 June 2016</b>	<b>122 231</b>	<b>7 266 063</b>	<b>7 388 294</b>
Note(s)	18		
<b>Controlling entity</b>			
Opening balance as previously reported	-	6 720 213	6 720 213
Adjustments			
Correction of errors	-	(52 045)	(52 045)
<b>Balance at 01 July 2014 as restated*</b>	<b>-</b>	<b>6 668 168</b>	<b>6 668 168</b>
Changes in net assets			
Surplus (Deficit) for the year - Previously reported	-	140 979	140 979
Total changes	-	140 979	140 979
Opening balance as previously reported - Restated	-	6 809 147	6 809 147
Adjustments			
Correction of errors	-	(6 031)	(6 031)
<b>Restated* Balance at 01 July 2015 as restated*</b>	<b>-</b>	<b>6 803 116</b>	<b>6 803 116</b>
Changes in net assets			
Surplus for the year	-	177 936	177 936
Total changes	-	177 936	177 936
<b>Balance at 30 June 2016</b>	<b>-</b>	<b>6 981 052</b>	<b>6 981 052</b>
Note(s)	18		

\* See Note 47



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes To The Financial Statements

Figures in Rand thousand	Note(s)	Economic entity		Controlling entity	
		2016	2015 Restated*	2016	2015 Restated*
<b>Cash flows from operating activities</b>					
<b>Receipts</b>					
Sale of goods and services		2 525 030	2 365 725	2 472 994	2 324 583
Grants		1 140 938	1 001 790	1 140 938	1 001 790
Interest income		184 459	172 876	175 953	165 147
Other receipts		75 807	66 620	66 963	64 631
		3 926 234	3 607 011	3 856 848	3 556 151
<b>Payments</b>					
Employee costs		(594 924)	(577 566)	(590 551)	(573 540)
Suppliers		(2 331 394)	(1 876 278)	(2 328 942)	(1 903 931)
Other payments		(467 742)	(428 614)	(510 143)	(454 442)
		(3 394 060)	(2 882 458)	(3 429 636)	(2 931 913)
<b>Net cash flows from operating activities</b>	42	<b>532 174</b>	<b>724 553</b>	<b>427 212</b>	<b>624 238</b>
<b>Cash flows from investing activities</b>					
Purchase of property, plant and equipment	4	(700 398)	(802 282)	(611 415)	(763 659)
Proceeds from sale of property, plant and equipment & Investment property	4	34 578	10 685	16 436	10 323
Other financial assets disposal		2 220	-	-	-
Withdrawn from Investment		-	(18)	-	(18)
<b>Net cash flows from investing activities</b>		<b>(663 600)</b>	<b>(791 615)</b>	<b>(594 979)</b>	<b>(753 354)</b>
<b>Cash flows from financing activities</b>					
Proceeds from other financial liabilities		-	258 000	-	258 000
Repayment of other financial liabilities		(116 334)	(43 673)	(75 187)	(66 135)
Finance lease payments		(9 387)	(72 986)	(9 387)	(9 378)
Realisation of financial assets		136	-	136	-
<b>Net cash flows from financing activities</b>		<b>(125 585)</b>	<b>141 341</b>	<b>(84 438)</b>	<b>182 487</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(257 011)</b>	<b>74 279</b>	<b>(252 205)</b>	<b>53 371</b>
Cash and cash equivalents at the beginning of the year		601 374	527 095	478 407	425 036
<b>Cash and cash equivalents at the end of the year</b>	17	<b>344 363</b>	<b>601 374</b>	<b>226 202</b>	<b>478 407</b>

\* See Note 47

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget (Adjustments Budget)	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Figures in Rand thousand				
<b>Economic entity</b>				
<b>Statement of Financial Performance</b>				
<b>Revenue</b>				
<b>Revenue from exchange transactions</b>				
Service charges	2 595 851	2 245 016	(350 835)	56
Rental of facilities and equipment	10 050	9 047	(1 003)	
Interest received (trading)	139 620	143 784	4 164	
Agency services	18 186	18 572	386	
Licences and permits	9 892	10 651	759	
Other income	28 990	38 788	9 798	56
Interest received - other	31 764	40 675	8 911	56
<b>Total revenue from exchange transactions</b>	<b>2 834 353</b>	<b>2 506 533</b>	<b>(327 820)</b>	
<b>Revenue from non-exchange transactions</b>				
<b>Taxation revenue</b>				
Property rates	281 992	282 846	854	56
<b>Transfer revenue</b>				
Government grants & subsidies	543 309	1 140 938	597 629	56
Fines, Penalties and Forfeits	10 817	25 568	14 751	56
<b>Total revenue from non-exchange transactions</b>	<b>836 118</b>	<b>1 449 352</b>	<b>613 234</b>	
<b>Total revenue</b>	<b>3 670 471</b>	<b>3 955 885</b>	<b>285 414</b>	
<b>Expenditure</b>				
Personnel	(559 172)	(614 855)	(55 683)	56
Remuneration of councillors	(29 186)	(28 318)	868	
Depreciation and amortisation	(288 610)	(378 247)	(89 637)	56
Impairment loss/ Reversal of impairments	(301 719)	(441 105)	(139 386)	56
Finance costs	(59 044)	(76 613)	(17 569)	56
Lease rentals on operating lease	(9 734)	(8 741)	993	56
Collection costs	(16 722)	(15 265)	1 457	
Repairs and maintenance	(133 348)	(77 346)	56 002	56
Bulk purchases	(1 694 821)	(1 665 810)	29 011	
Contracted Services	(245 296)	(158 138)	87 158	56
Transfers and Subsidies	(24 314)	(2 631)	21 683	56
General Expenses	(160 507)	(232 386)	(71 879)	
<b>Total expenditure</b>	<b>(3 522 473)</b>	<b>(3 699 455)</b>	<b>(176 982)</b>	
<b>Operating surplus</b>	<b>147 998</b>	<b>256 430</b>	<b>108 432</b>	
Gain on disposal of assets and liabilities	12 000	6 367	(5 633)	
Fair value adjustments	-	57	57	
Actuarial gains/losses	-	743	743	
	<b>12 000</b>	<b>7 167</b>	<b>(4 833)</b>	
<b>Surplus before taxation</b>	<b>159 998</b>	<b>263 597</b>	<b>103 599</b>	
<b>Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement</b>	<b>159 998</b>	<b>263 597</b>	<b>103 599</b>	

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget (Adjustments Budget)	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Figures in Rand thousand				
<b>Controlling entity</b>				
<b>Statement of Financial Performance</b>				
<b>Revenue</b>				
<b>Revenue from exchange transactions</b>				
Service charges	2 442 759	2 193 661	(249 098)	56
Rental of facilities and equipment	10 050	9 047	(1 003)	
Interest received (trading)	139 620	143 784	4 164	
Agency services	18 186	18 572	386	
Licences and permits	9 892	10 651	759	
Other income	28 990	30 001	1 011	56
Interest received - other	25 671	32 112	6 441	56
<b>Total revenue from exchange transactions</b>	<b>2 675 168</b>	<b>2 437 828</b>	<b>(237 340)</b>	
<b>Revenue from non-exchange transactions</b>				
<b>Taxation revenue</b>				
Property rates	281 992	282 846	854	56
<b>Transfer revenue</b>				
Government grants & subsidies	543 309	1 140 938	597 629	56
Fines, Penalties and Forfeits	10 817	25 568	14 751	56
<b>Total revenue from non-exchange transactions</b>	<b>836 118</b>	<b>1 449 352</b>	<b>613 234</b>	
<b>Total revenue</b>	<b>3 511 286</b>	<b>3 887 180</b>	<b>375 894</b>	
<b>Expenditure</b>				
Personnel	(559 172)	(610 482)	(51 310)	56
Remuneration of councillors	(29 186)	(28 318)	868	
Depreciation and amortisation	(271 210)	(361 692)	(90 482)	56
Impairment loss/ Reversal of impairments	(301 719)	(440 175)	(138 456)	56
Finance costs	(36 948)	(54 512)	(17 564)	56
Lease rentals on operating lease	(9 734)	(8 741)	993	56
Collection costs	(16 722)	(15 265)	1 457	
Repairs and maintenance	(133 348)	(70 264)	63 084	56
Bulk purchases	(1 694 821)	(1 758 850)	(64 029)	
Contracted Services	(161 541)	(158 038)	3 503	56
Transfers and Subsidies	(24 314)	(45 962)	(21 648)	56
General Expenses	(146 370)	(163 877)	(17 507)	
<b>Total expenditure</b>	<b>(3 385 085)</b>	<b>(3 716 176)</b>	<b>(331 091)</b>	
<b>Operating surplus</b>	<b>126 201</b>	<b>171 004</b>	<b>44 803</b>	
Gain on disposal of assets and liabilities	12 000	6 132	(5 868)	
Fair value adjustments	-	57	57	
Actuarial gains/losses	-	743	743	
	<b>12 000</b>	<b>6 932</b>	<b>(5 068)</b>	
<b>Surplus before taxation</b>	<b>138 201</b>	<b>177 936</b>	<b>39 735</b>	
<b>Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement</b>	<b>138 201</b>	<b>177 936</b>	<b>39 735</b>	

# **Rustenburg Local Municipality**

Consolidated Financial Statements for the year ended 30 June 2016

## **Accounting Policies**

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### **1. Presentation of Consolidated Financial Statements**

The consolidated financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act (Act 56 of 2003).

These consolidated financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these consolidated financial statements, are disclosed below.

These accounting policies are consistent with the previous period.

#### **1.1 Presentation currency**

These consolidated financial statements are presented in South African Rand, rounded off to the nearest thousand Rand, which is the functional currency of the economic entity.

#### **1.2 Going concern assumption**

These consolidated financial statements have been prepared based on the expectation that the economic entity will continue to operate as a going concern for at least the next 12 months.



## Accounting Policies

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### 1.3 Consolidation

#### Basis of consolidation

Consolidated financial statements are the financial statements of the economic entity presented as those of a single entity.

The consolidated financial statements incorporate the financial statements of the controlling entity and all controlled entity, including special purpose entities, which are controlled by the controlling entity.

Control exists when the controlling entity has the power to govern the financial and operating policies of another entity so as to obtain benefits from its activities.

The results of controlled entities, are included in the consolidated financial statements from the effective date of acquisition or date when control commences to the effective date of disposal or date when control ceases. The difference between the proceeds from the disposal of the controlled entity and its carrying amount as of the date of disposal, including the cumulative amount of any exchange differences that relate to the controlled entity recognised in net assets in accordance with the Standard of GRAP on The Effects of Changes in Foreign Exchange Rates, is recognised in the consolidated statement of financial performance as the surplus or deficit on the disposal of the controlled entity.

An investment in an entity is accounted for in accordance with the Standards of GRAP on Financial Instruments from the date that it ceases to be a controlled entity, unless it becomes an associate or a jointly controlled entity, in which case it is accounted for as such. The carrying amount of the investment at the date that the entity ceases to be a controlled entity is regarded as the fair value on initial recognition of a financial asset in accordance with the Standards of GRAP on Financial Instruments.

The financial statements of the controlling entity and its controlled entities used in the preparation of the consolidated financial statements are prepared as of the same reporting date.

When the reporting dates of the controlling entity and a controlled entity are different, the controlled entity prepares, for consolidation purposes, additional financial statements as of the same date as the controlling entity unless it is impracticable to do so. When the financial statements of a controlled entity used in the preparation of consolidated financial statements are prepared as of a reporting date different from that of the controlling entity, adjustments are made for the effects of significant transactions or events that occur between that date and the date of the controlling entity's financial statements. In any case, the difference between the reporting date of the controlled entity and that of the controlling entity shall be no more than three months. The length of the reporting periods and any difference in the reporting dates is the same from period to period.

Adjustments are made when necessary to the financial statements of the controlled entities to bring their accounting policies in line with those of the controlling entity.

All intra-entity transactions, balances, revenues and expenses are eliminated in full on consolidation.

Minority interests in the net assets of the economic entity are identified and recognised separately from the controlling entity's interest therein, and are recognised within net assets. Losses applicable to the minority in a consolidated controlled entity may exceed the minority interest in the controlled entity's net assets. The excess, and any further losses applicable to the minority, are allocated against the majority interest except to the extent that the minority has a binding obligation to, and is able to, make an additional investment to cover the losses. If the controlled entity subsequently reports surpluses, such surpluses are allocated to the majority interest until the minority's share of losses previously absorbed by the majority has been recovered.

Minority interests in the surplus or deficit of the economic entity is separately disclosed.

#### 1.4 Significant judgements and sources of estimation uncertainty

In preparing the consolidated financial statements, management is required to make estimates and assumptions that affect the amounts represented in the consolidated financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the consolidated financial statements. Significant judgements include:

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.4 Significant judgements and sources of estimation uncertainty (continued)

#### Trade Receivables

The economic entity assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the surplus makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables is calculated based on an assessment of the extent to which trade receivables have defaulted on payments already due, and an assessment of their ability to make payments based on the history of payments made for municipal services over the last twelve months. This was performed per significant trade receivables first and then for all classes of trade receivables.

#### Allowance for slow moving, damaged and obsolete stock

An allowance / provision to write down stock to the lower of cost or net realisable value is made. Management have made estimates of the selling price and direct cost to sell on certain inventory items. The write down is included in the statement of financial performance.

#### Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 22 - Provisions. Provisions are discounted where the effect of discounting is material using actuarial valuations.

#### Useful lives

The useful lives of assets are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation where appropriate. The estimation of residual values of assets is also based on management's judgement whether the assets will be sold or used to the end of their useful lives, and what their conditions will be at that time. It is a subjective estimate based on management's experience.

#### Post - employment medical benefits

The cost of post - employment medical benefits is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future medical fund contributions increases and mortality rates. Due to the long - term nature of these plans, such estimates are subject to significant uncertainty.

### 1.5 Investment property

Investment property is property (land or a building - or part of a building - or both) held to earn rentals or for capital appreciation or both, rather than for:

- use in the production or supply of goods or services or for
- administrative purposes, or
- sale in the ordinary course of operations.

Owner-occupied property is property held for use in the production or supply of goods or services or for administrative purposes.

Investment property is recognised as an asset when, it is probable that the future economic benefits or service potential that are associated with the investment property will flow to the economic entity, and the cost or fair value of the investment property can be measured reliably.

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement.

Where investment property is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

Costs include costs incurred initially and costs incurred subsequently to add to, or to replace a part of, or service a property. If a replacement part is recognised in the carrying amount of the investment property, the carrying amount of the replaced part is derecognised.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.5 Investment property (continued)

##### Cost model

Investment property is carried at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is provided to write down the cost, less estimated residual value by equal installments over the useful life of the property, which is as follows:

Item	Useful life
Property - land	indefinite
Property - buildings	20 - 30 years

Investment property is derecognised on disposal or when the investment property is permanently withdrawn from use and no future economic benefits or service potential are expected from its disposal.

Gains or losses arising from the retirement or disposal of investment property is the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in surplus or deficit in the period of retirement or disposal.

Compensation from third parties for investment property that was impaired, lost or given up is recognised in surplus or deficit when the compensation becomes receivable.

When classification is difficult, the criteria used to distinguish investment property from owner-occupied property and from property held for sale in the ordinary course of operations, are as follows:

- All properties held to earn market-related rentals or for capital appreciation or both and that are not used for administrative purposes and that will not be sold within the next 12 months are classified as Investment Properties.
- Land held for a currently undetermined future use. (If the municipality has not determined that it will use the land as owner-occupied property or for short-term sale in the ordinary course of business, the land is regarded as held for capital appreciation).
- A building owned by the entity (or held by the entity under a finance lease) and leased out under one or more operating leases (this will include the property portfolio rented out by the Housing Board on a commercial basis on behalf of the municipality) and a building that is vacant but is held to be leased out under one or more operating leases on a commercial basis to external parties.

The following assets do not fall in the ambit of investment property and shall be classified as property, plant and equipment, inventory or non-current assets held for sale, as appropriate:

- Property intended for sale in the ordinary course of operations or in the process of construction or development for such sale.
- Property being constructed or developed on behalf of third parties.
- Property that is being constructed or developed for future use as investment property.
- Properties that is leased to another entity under a finance lease.
- Property held to provide a social service and which also generates cash inflows, e.g. property rented out below market rental to sporting bodies, schools, low income facilities, etc.
- Property held for strategic purposes or service delivery.
- Property being constructed or developed on behalf of third parties.
- Owner-occupied property, including (among other things) property held for future use as owner-occupied property, property held for future development and subsequent use as owner-occupied property, property occupied by employees such as housing for personnel (whether or not the employees pay rent at market rates) and owner-occupied property awaiting disposal.

#### 1.6 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the municipality; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

#### 1.6 Property, plant and equipment (continued)

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment whenever it is possible to reliably differentiate between the different components.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Major spare parts and stand by equipment which are expected to be used for more than one period are included in property, plant and equipment. In addition, spare parts and stand by equipment which can only be used in connection with an item of property, plant and equipment are accounted for as property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses. Similarly, land is not depreciated as it is deemed to have an indefinite life.

Where items of property, plant and equipment have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the period that the impairment is identified.

Subsequent expenditure is capitalised when the recognition and measurement criteria of an asset are met.

Depreciation is calculated on cost, using the straight-line method over the estimated useful lives of the assets and commences when an asset is ready for its intended use.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Infrastructure		
Roads	Straight line	30
Paving	Straight line	20
Electricity	Straight line	20 - 30
Water	Straight line	15 - 20
Sewerage	Straight line	20 - 30
Housing	Straight line	30
Buildings	Straight line	30
Other vehicles	Straight line	5
Office equipment	Straight line	7
Computer Equipment & Software	Straight line	5
Specialist vehicles	Straight line	7
Security	Straight line	5



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.6 Property, plant and equipment (continued)

Furniture and fittings	Straight line	7
Bins and containers	Straight line	10
Specialised plant and equipment	Straight line	15
Other items of plant and equipment	Straight line	5
Landfill sites	Straight line	20
Buildings	Straight line	30
Recreational Facilities	Straight line	20 - 30

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount and an impairment loss is charged to the Statement of Financial Performance.

The useful life and residual value of assets are assessed annually to determine the appropriateness of management's initial estimate. If the expectations differ from the previous estimates, the change is accounted for as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

#### Bulk water assets - Rustenburg Water Services Trust

The Trust maintains and acquires assets to provide a social service to the community, as well as to sell water to the surrounding mines. The useful lives and economic useful lives of these assets are equal. After the loan have been paid up, all assets will revert back to the parent municipality.

The Trust depreciate separately each part of an item of Property, Plant and Equipment that has a cost that is significant in relation to the total cost of the item. Cost of replacing a part are capitalised and the existing parts being replaced are derecognised. The assets were revalued on 30 June 2012 by an independent party. Fair values were determined by obtaining quotations for the different asset types and determining Depreciated Replacement Cost.

Depreciation on Bulk water assets - Rustenburg Service Trust is recorded by a charge to the income statement computed on a straight-line method to write off the cost of the assets over their remaining useful lives or the remaining period of the lease, to their residual values. The expected useful lives are as follows for this group of assets:

Land and Buildings : 5 - 80 years  
Plant and Machinery : 5 - 100 years  
Movable assets: 5 - 50 years

#### 1.7 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the economic entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.7 Intangible assets (continued)

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the economic entity; and
- the cost or fair value of the asset can be measured reliably.

The economic entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Licenses and franchises	3 years
Computer software, other	3 years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss is the difference between the net disposal proceeds, if any, and the carrying amount. It is recognised in surplus or deficit when the asset is derecognised.

### 1.8 Heritage assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

#### Recognition

The economic entity recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the economic entity, and the cost or fair value of the asset can be measured reliably.

#### Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

#### Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.8 Heritage assets (continued)

#### Impairment

The economic entity assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the economic entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

#### Derecognition

The economic entity derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

### 1.9 Investments

#### Controlling entity consolidated financial statements

In the municipality's separate consolidated financial statements, investments in investments are carried at cost less any accumulated impairment.

The cost of an investment in controlled entity is the aggregate of:

- the fair value, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the municipality; plus
- any costs directly attributable to the purchase of the controlled entity.

#### 1.10 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.10 Financial instruments (continued)

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:

- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.10 Financial instruments (continued)

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:

- derivatives;
- combined instruments that are designated at fair value;
- instruments held for trading. A financial instrument is held for trading if:
  - it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
  - on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
  - non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
  - financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

#### Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Receivables from Exchange Transactions	Financial asset measured at amortised cost
Receivables from Non-exchange Transactions	Financial asset measured at amortised cost
Cash and Cash Equivalents	Financial asset measured at fair value
Investment	Financial asset measured at fair value

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Consumer Deposits	Financial liability measured at cost
Payables from Exchange and Non-exchange Transactions	Financial liability measured at amortised cost
Long-term Liabilities	Financial liability measured at amortised cost

#### Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

## **Rustenburg Local Municipality**

Consolidated Financial Statements for the year ended 30 June 2016

### **Accounting Policies**

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#### **1.10 Financial instruments (continued)**

##### **Initial measurement of financial assets and financial liabilities**

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

The entity first assesses whether the substance of a concessionary loan is in fact a loan. On initial recognition, the entity analyses a concessionary loan into its component parts and accounts for each component separately. The entity accounts for that part of a concessionary loan that is:

- a social benefit in accordance with the Framework for the Preparation and Presentation of Financial Statements, where it is the issuer of the loan; or
- non-exchange revenue, in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers), where it is the recipient of the loan.



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.10 Financial instruments (continued)

#### Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.
- Financial instruments at amortised cost.
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

#### Fair value measurement considerations

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, the entity establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal operating considerations. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis and option pricing models. If there is a valuation technique commonly used by market participants to price the instrument and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity uses that technique. The chosen valuation technique makes maximum use of market inputs and relies as little as possible on entity-specific inputs. It incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. Periodically, an economic entity calibrates the valuation technique and tests it for validity using prices from any observable current market transactions in the same instrument (i.e. without modification or repackaging) or based on any available observable market data.

The fair value of a financial liability with a demand feature (e.g. a demand deposit) is not less than the amount payable on demand, discounted from the first date that the amount could be required to be paid.

#### Reclassification

The entity does not reclassify a financial instrument while it is issued or held unless it is:

- combined instrument that is required to be measured at fair value; or
- an investment in a residual interest that meets the requirements for reclassification.

If fair value can no longer be measured reliably for an investment in a residual interest measured at fair value, the entity reclassifies the investment from fair value to cost. The carrying amount at the date that fair value is no longer available becomes the cost.

If a reliable measure becomes available for an investment in a residual interest for which a measure was previously not available, and the instrument would have been required to be measured at fair value, the entity reclassifies the instrument from cost to fair value.

#### Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

#### Impairment and uncollectibility of financial assets

The entity assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

## **Rustenburg Local Municipality**

Consolidated Financial Statements for the year ended 30 June 2016

### **Accounting Policies**

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#### **1.10 Financial instruments (continued)**

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Financial assets measured at cost:

If there is objective evidence that an impairment loss has been incurred on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.10 Financial instruments (continued)

##### Derecognition

##### Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity :
  - derecognise the asset; and
  - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised is recognised in surplus or deficit in the period of the transfer.

If, as a result of a transfer, a financial asset is derecognised in its entirety but the transfer results in the entity obtaining a new financial asset or assuming a new financial liability, or a servicing liability, the entity recognise the new financial asset, financial liability or servicing liability at fair value.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

If a transfer does not result in derecognition because the entity has retained substantially all the risks and rewards of ownership of the transferred asset, the entity continue to recognise the transferred asset in its entirety and recognise a financial liability for the consideration received. In subsequent periods, the entity recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

##### Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.10 Financial instruments (continued)

#### Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Dividends or similar distributions relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

### 1.11 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

#### Finance leases - lessor

The economic entity recognises finance lease receivables as assets on the statement of financial position. Such assets are presented as a receivable at an amount equal to the net investment in the lease.

Finance revenue is recognised based on a pattern reflecting a constant periodic rate of return on the economic entity's net investment in the finance lease.

#### Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

#### Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis.

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Income for leases is disclosed under revenue in statement of financial performance.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.11 Leases (continued)

#### Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

### 1.12 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Redundant and slow-moving inventories are identified and written down from cost to net realisable value with regard to their estimated economic or realisable values.

The cost of inventories (consumable stores, raw materials, work-in-progress and finished goods) is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the economic entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

Unsold properties are valued at the lower of cost and net realisable value on a weighted average cost basis. Direct costs are accumulated for each separately identifiable development. Costs also include a proportion of overhead costs.

Water is regarded as inventory when the municipality purchase water in bulk with the intention to resell it to the consumers or to use it internally, or where the municipality has incurred purification costs on water obtained from natural resources (rain, rivers, springs, boreholes etc.). However, water in dams, that are filled by natural resources and that has not yet been treated, and is under the control of the municipality but cannot be measured reliably as there is no cost attached to the water, and it is therefore not recognised in the statement of financial position.

The basis of determining the cost of water purchased and not yet sold at statement of financial position date comprises all costs of purchase, cost of conversion and other costs incurred in bringing the inventory to its present location and condition, net of trade discounts and rebates.

Water are valued by using the weighted average method, at the lowest of purified cost and net realisable value, in so far as it is stored and controlled in reservoirs at year-end.

### 1.13 Impairment of cash-generating assets

Cash-generating assets are those assets held by the economic entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.13 Impairment of cash-generating assets (continued)

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets held with the primary objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Useful life is either:

- (a) the period of time over which an asset is expected to be used by the economic entity; or
- (b) the number of production or similar units expected to be obtained from the asset by the economic entity.

#### Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The economic entity assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the economic entity estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the economic entity also test a cash-generating intangible asset with an indefinite useful life or a cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

#### Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the economic entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the economic entity applies the appropriate discount rate to those future cash flows.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.13 Impairment of cash-generating assets (continued)

##### Reversal of impairment loss

The economic entity assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

Any reversal of an impairment loss of a revalued cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the cash-generating assets of the unit pro rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets. No part of the amount of such a reversal is allocated to a non-cash-generating asset contributing service potential to a cash-generating unit.

In allocating a reversal of an impairment loss for a cash-generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable amount (if determinable); and
- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

The amount of the reversal of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit.

#### 1.14 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

##### Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The economic entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the economic entity estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also test a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.13 Impairment of cash-generating assets (continued)

##### Reversal of impairment loss

The economic entity assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

Any reversal of an impairment loss of a revalued cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the cash-generating assets of the unit pro rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets. No part of the amount of such a reversal is allocated to a non-cash-generating asset contributing service potential to a cash-generating unit.

In allocating a reversal of an impairment loss for a cash-generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable amount (if determinable); and
- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

The amount of the reversal of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit.

#### 1.14 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

##### Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The economic entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the economic entity estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also test a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.14 Impairment of non-cash-generating assets (continued)

##### Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential.

The present value of the remaining service potential of a non-cash-generating assets is determined using the following approach:

##### Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash-generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost and reproduction cost of an asset is determined on an "optimised" basis. The rationale is that the economic entity would not replace or reproduce the asset with a like asset if the asset to be replaced or reproduced is an overdesigned or overcapacity asset. Overdesigned assets contain features which are unnecessary for the goods or services the asset provides. Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost or reproduction cost of an asset on an optimised basis thus reflects the service potential required of the asset.

##### Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued non-cash-generating asset is treated as a revaluation decrease.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the economic entity recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

##### Reversal of an impairment loss

The economic entity assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the economic entity estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

Any reversal of an impairment loss of a revalued non-cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.14 Impairment of non-cash-generating assets (continued)

##### Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

#### 1.15 Share capital / contributed capital

An equity instrument is any contract that evidences a residual interest in the assets of an economic entity after deducting all of its liabilities.

#### 1.16 Employee benefits

Employee benefits are all forms of consideration given by an entity in exchange for service rendered by employees.

A qualifying insurance policy is an insurance policy issued by an insurer that is not a related party (as defined in the Standard of GRAP on Related Party Disclosures) of the reporting entity, if the proceeds of the policy can be used only to pay or fund employee benefits under a defined benefit plan and are not available to the reporting entity's own creditors (even in liquidation) and cannot be paid to the reporting entity, unless either:

- the proceeds represent surplus assets that are not needed for the policy to meet all the related employee benefit obligations; or
- the proceeds are returned to the reporting entity to reimburse it for employee benefits already paid.

Termination benefits are employee benefits payable as a result of either:

- an entity's decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Vested employee benefits are employee benefits that are not conditional on future employment.

Composite social security programmes are established by legislation and operate as multi-employer plans to provide post-employment benefits as well as to provide benefits that are not consideration in exchange for service rendered by employees.

A constructive obligation is an obligation that derives from an entity's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, the entity has indicated to other parties that it will accept certain responsibilities and as a result, the entity has created a valid expectation on the part of those other parties that it will discharge those responsibilities.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.16 Employee benefits (continued)

##### Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognise the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

##### Post-employment benefits: Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognise the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, an entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.16 Employee benefits (continued)

##### Post-employment benefits: Defined benefit plans

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

Actuarial gains and losses comprise experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and the effects of changes in actuarial assumptions. In measuring its defined benefit liability the entity recognises actuarial gains and losses in surplus or deficit in the reporting period in which they occur.

Assets held by a long-term employee benefit fund are assets (other than non-transferable financial instruments issued by the reporting entity) that are held by an entity (a fund) that is legally separate from the reporting entity and exists solely to pay or fund employee benefits and are available to be used only to pay or fund employee benefits, are not available to the reporting entity's own creditors (even in liquidation), and cannot be returned to the reporting entity, unless either:

- the remaining assets of the fund are sufficient to meet all the related employee benefit obligations of the plan or the reporting entity; or
- the assets are returned to the reporting entity to reimburse it for employee benefits already paid.

Current service cost is the increase in the present value of the defined benefit obligation resulting from employee service in the current period.

Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.

Past service cost is the change in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (when benefits are introduced or changed so that the present value of the defined benefit obligation increases) or negative (when existing benefits are changed so that the present value of the defined benefit obligation decreases). In measuring its defined benefit liability the entity recognises past service cost as an expense in the reporting period in which the plan is amended.

Plan assets comprise assets held by a long-term employee benefit fund and qualifying insurance policies.

The present value of a defined benefit obligation is the present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

The return on plan assets is interest, dividends or similar distributions and other revenue derived from the plan assets, together with realised and unrealised gains or losses on the plan assets, less any costs of administering the plan (other than those included in the actuarial assumptions used to measure the defined benefit obligation) and less any tax payable by the plan itself.

The entity account not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices. Informal practices give rise to a constructive obligation where the entity has no realistic alternative but to pay employee benefits. An example of a constructive obligation is where a change in the entity's informal practices would cause unacceptable damage to its relationship with employees.

The amount recognised as a defined benefit liability is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly;
- plus any liability that may arise as a result of a minimum funding requirement

The amount determined as a defined benefit liability may be negative (an asset). The entity measure the resulting asset at the lower of:

- the amount determined above; and
- the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The present value of these economic benefits is determined using a discount rate which reflects the time value of money.

Any adjustments arising from the limit above is recognised in surplus or deficit.

The entity determine the present value of defined benefit obligations and the fair value of any plan assets with sufficient regularity such that the amounts recognised in the consolidated financial statements do not differ materially from the amounts that would be determined at the reporting date.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.16 Employee benefits (continued)

The entity recognises the net total of the following amounts in surplus or deficit, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- the expected return on any plan assets and on any reimbursement rights;
- actuarial gains and losses;
- past service cost;
- the effect of any curtailments or settlements; and
- the effect of applying the limit on a defined benefit asset (negative defined benefit liability).

The entity uses the Projected Unit Credit Method to determine the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost. The Projected Unit Credit Method (sometimes known as the accrued benefit method pro-rated on service or as the benefit/years of service method) sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

In determining the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost, an entity shall attribute benefit to periods of service under the plan's benefit formula. However, if an employee's service in later years will lead to a materially higher level of benefit than in earlier years, an entity shall attribute benefit on a straight-line basis from:

- the date when service by the employee first leads to benefits under the plan (whether or not the benefits are conditional on further service); until
- the date when further service by the employee will lead to no material amount of further benefits under the plan, other than from further salary increases.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. The results of the valuation are updated for any material transactions and other material changes in circumstances (including changes in market prices and interest rates) up to the reporting date.

The entity recognises gains or losses on the curtailment or settlement of a defined benefit plan when the curtailment or settlement occurs. The gain or loss on a curtailment or settlement comprises:

- any resulting change in the present value of the defined benefit obligation; and
- any resulting change in the fair value of the plan assets.

Before determining the effect of a curtailment or settlement, the entity re-measures the obligation (and the related plan assets, if any) using current actuarial assumptions (including current market interest rates and other current market prices).

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is [OR is not] presented as the net of the amount recognised for a reimbursement.

The entity offsets an asset relating to one plan against a liability relating to another plan when the entity has a legally enforceable right to use a surplus in one plan to settle obligations under the other plan and intends either to settle the obligations on a net basis, or to realise the surplus in one plan and settle its obligation under the other plan simultaneously.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.16 Employee benefits (continued)

##### Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

The rate used to discount post-employment benefit obligations (both funded and unfunded) reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases;
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
  - those changes were enacted before the reporting date; or
  - past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

Assumptions about medical costs take account of estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

##### Other post retirement obligations

The entity provides post-retirement health care benefits, housing subsidies and gratuities upon retirement to some retirees.

The entitlement to post-retirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations. The entity also provides a gratuity and housing subsidy on retirement to certain employees. An annual charge to income is made to cover both these liabilities.

The amount recognised as a liability for other long-term employee benefits is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly.

The entity shall recognise the net total of the following amounts as expense or revenue, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- the expected return on any plan assets and on any reimbursement right recognised as an asset;
- actuarial gains and losses, which shall all be recognised immediately;
- past service cost, which shall all be recognised immediately; and
- the effect of any curtailments or settlements.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.16 Employee benefits (continued)

##### Termination benefits

The entity recognises termination benefits as a liability and an expense when the entity is demonstrably committed to either:

- terminate the employment of an employee or group of employees before the normal retirement date; or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The entity is demonstrably committed to a termination when the entity has a detailed formal plan for the termination and is without realistic possibility of withdrawal. The detailed plan includes [as a minimum]:

- the location, function, and approximate number of employees whose services are to be terminated;
- the termination benefits for each job classification or function; and
- the time at which the plan will be implemented.

Implementation begins as soon as possible and the period of time to complete implementation is such that material changes to the plan are not likely.

Where termination benefits fall due more than 12 months after the reporting date, they are discounted using an appropriate discount rate. The rate used to discount the benefit reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the benefit.

In the case of an offer made to encourage voluntary redundancy, the measurement of termination benefits shall be based on the number of employees expected to accept the offer.

#### 1.17 Provisions and contingencies

Provisions are recognised when:

- the economic entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the economic entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating deficits.

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.17 Provisions and contingencies (continued)

The best estimate of the expenditure required to settle the present obligation is the amount that an entity would rationally pay to settle the obligation at the reporting date or to transfer it to a third party at that time and are determined by the judgement of the management of the entity, supplemented by the experience of similar transactions and, in some cases, reports from independent experts. The evidence considered includes any additional evidence provided by events after the reporting date. Uncertainties surrounding the amount recognised as a provision are dealt with by various means according to the circumstances. Where the provision being measured involves a large population of items, the obligation is estimated by weighting all possible outcomes by their associated probabilities.

Future events that may affect the amount required to settle an obligation are reflected in the amount of a provision where there is sufficient objective evidence that they will occur. Gains from the expected disposal of assets are not taken into account in measuring a provision. Provisions are not recognised for future operating losses. The present obligation under an onerous contract is recognised and measured as a provision. An onerous contract is a contract in which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it - this is unavoidable cost resulting from the contract is the amount of the provision to be recognised.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 45 to enable users to determine the risk involved.

Contingent liabilities represent a possible obligation that arises from past events and whose existence will be confirmed only by an occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A Contingent liability can also arise as a result of a present obligation that arises from past events but which is not recognised as a liability either because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets represent possible assets that arise from past events and whose existence will be confirmed only by an occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

### 1.18 Capital Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of resources/cash.

Capital commitments are not recognised in the statement of financial position as a liability, but are included in the disclosure notes in the following cases:

- Approved and contracted commitments, where the expenditure has been approved and the contract has been awarded at the reporting date.
- Items are classified as commitments where the municipality commits itself to future transactions that will normally result in the outflow of resources.
- Contracts that are entered into before the reporting date, but goods and services have not yet been received are disclosed in the disclosure notes to the financial statements.

### 1.19 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the municipality receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

#### Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.19 Revenue from exchange transactions (continued)

##### Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the economic entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the economic entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the economic entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from the sale of electricity prepaid meter cards are recognised at the point of sale.

##### Rendering of services

Service charges relating to electricity and water are based on consumption. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumptions are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. In respect of estimates of consumption between the last reading date and the reporting date, an accrual is made based on the average monthly consumption of consumers.

Service charges relating to refuse removal are recognised on a monthly basis in arrears by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage, and are levied monthly based on the number of refuse containers on each property, regardless of whether or not all containers are emptied during the month.

Service charges from sewerage and sanitation are based on the number of sewerage connections on each developed property using the tariffs approved from Council and are levied monthly.

##### Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Finance income from the sale of housing by way of instalment sales agreements or finance leases is recognised on a time proportion basis.

Royalties are recognised as they are earned in accordance with the substance of the relevant agreements.

Dividends or similar distributions are recognised, in surplus or deficit, when the entity's right to receive payment has been established.

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

Income for agency services is recognised on a monthly basis once the income collected on behalf of agents has been quantified. The income recognised is in terms of the agency agreement.

#### 1.20 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by an entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.20 Revenue from non-exchange transactions (continued)

Control of an asset arises when the entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

Fines are economic benefits or service potential received or receivable by entities, as determined by a court or other law enforcement body, as a consequence of the breach of laws or regulations.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Tax expenditures are preferential provisions of the tax law that provide certain taxpayers with concessions that are not available to others.

The taxable event is the event that the government, legislature or other authority has determined will be subject to taxation.

Taxes are economic benefits or service potential compulsorily paid or payable to entities, in accordance with laws and or regulations, established to provide revenue to government. Taxes do not include fines or other penalties imposed for breaches of the law.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

### Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

### Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the municipality.

When, as a result of a non-exchange transaction, the municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.20 Revenue from non-exchange transactions (continued)

##### Taxes

The municipality recognises an asset in respect of taxes when the taxable event occurs and the asset recognition criteria are met.

Resources arising from taxes satisfy the definition of an asset when the municipality controls the resources as a result of a past event (the taxable event) and expects to receive future economic benefits or service potential from those resources. Resources arising from taxes satisfy the criteria for recognition as an asset when it is probable that the inflow of resources will occur and their fair value can be reliably measured. The degree of probability attached to the inflow of resources is determined on the basis of evidence available at the time of initial recognition, which includes, but is not limited to, disclosure of the taxable event by the taxpayer.

The taxable event for property tax is the passing of the date on which the tax is levied, or the period for which the tax is levied, if the tax is levied on a periodic basis.

Revenue from property rates is recognised when the legal entitlement to this revenue arises. A composite rating system charging different rate tariffs is employed. Rebates are granted to certain categories of ratepayers and are deducted from revenue.

Collection charges are recognised when such amounts are legally enforceable (property rates). Penalty interest on unpaid rates is recognised on a time proportion basis with reference to the principal amount receivable and effective interest rate applicable.

Changes to property values during a reporting period are valued by a suitably qualified valuator and adjustments are made to rates revenue, based on a time proportion basis. Adjustments to rate revenue already recognised are processed or additional rates revenue is recognised.

##### Fines

Fines are recognised as revenue when the receivable meets the definition of an asset and satisfies the criteria for recognition as an asset.

Assets arising from fines are measured at the best estimate of the inflow of resources to the municipality.

Where the municipality collects fines in the capacity of an agent, the fine will not be revenue of the collecting entity.

The municipality has two types of fines, spot fines and summonses. The municipality recognises the full amount of revenue at the transaction date. Subsequent to initial recognition and measurement, the municipality assesses the collectability of the revenue and recognises an impairment loss.

##### Government Grants and other grants

Equitable share allocation are recognised in revenue at the start of the financial year if no time-based restrictions exist.

Conditional grants, donations and funding are recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. Where the agreement contains a stipulation to return the asset, other future economic benefits or service potential, in the event of non-compliance to these stipulations and would be enforced by the transferor, a liability is recognised to the extent that the criteria, conditions or obligations have not been met. Where such requirements are not enforceable, or where past experience has indicated that the transferor has never enforced the requirement to return the transferred asset, other future economic benefits or service potential when breaches have occurred, the stipulation will be considered a restriction and is recognised as revenue.

The municipality assesses the degree of certainty attached to the flow of future economic benefits or service potential based on the available evidence. Certain grants payable by one level of government to another are subject to the availability of funds. Revenue from these grants is only recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity. An announcement at the beginning of a financial year that grants may be available for qualifying entities in accordance with an agreed programme may not be sufficient evidence of the probability of the flow. Revenue is then only recognised once evidence of the probability of the flow becomes available.

When government remit grants on a reimbursement basis, revenue is recognised when the qualifying expense has been incurred and to the extent that any other restrictions have been complied with.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Accounting Policies

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### 1.20 Revenue from non-exchange transactions (continued)

#### Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the municipality and the fair value of the assets can be measured reliably.

If goods in kind are received without conditions attached, revenue is recognised immediately. If conditions are attached, a liability is recognised, which is reduced and revenue recognised as the conditions are satisfied.

### 1.21 Borrowing costs

Borrowing costs are interest and other expenses incurred by an entity in connection with the borrowing of funds.

Qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use of sale.

Borrowing costs are recognised as an expense in the period in which they are incurred.

### 1.22 Translation of foreign currencies

#### Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous consolidated financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised directly in net assets, any exchange component of that gain or loss is recognised directly in net assets. When a gain or loss on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or loss is recognised in surplus or deficit.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

### 1.23 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

### 1.24 Unauthorised expenditure

Unauthorised expenditure is expenditure that has not been budgeted, expenditure that is not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state and expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No.56 of 2003)

All expenditure relating to unauthorised expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

### 1.25 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Accounting Policies

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#### 1.25 Fruitless and wasteful expenditure (continued)

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

#### 1.26 Irregular expenditure

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), and the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the economic entity's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

#### 1.27 Budget information

Economic Entity are typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by economic entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on a accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2015-07-01 to 2016-06-30.

The budget for the economic entity includes all the entities approved budgets under its control.

The consolidated financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

#### 1.28 Related parties

Individuals as well as their close family members, and/or entities are related parties if one party has the ability, directly or indirectly, to control or jointly control the other party or exercise significant influence over the other party in making financial and/or operating decisions. Key management personnel is defined as the Municipal Manager, Chief Financial Officer and all other managers reporting directly to the Municipal Manager or as designated by the Municipal Manager

Related party relationships are disclosed regardless if any transactions took place between the parties during the reporting period.

#### 1.29 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The economic entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The economic entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 2. New standards and interpretations

##### 2.1 Standards and interpretations issued, but not yet effective

The economic entity has not applied the following standards and interpretations, which have been published and are mandatory for the economic entity's accounting periods beginning on or after 01 July 2016 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• GRAP 18: Segment Reporting	01 April 2017	The impact of the amendment is not material.
• GRAP 20: Related parties	01 April 2017	The impact of the amendment is not material.
• GRAP 32: Service Concession Arrangements: Grantor	01 April 2016	The impact of the amendment is not material.
• GRAP 108: Statutory Receivables	01 April 2016	The impact of the amendment is not material.
• IGRAP 17: Service Concession Arrangements where a Grantor Controls a Significant Residual Interest in an Asset	01 April 2016	The impact of the amendment is not material.
• GRAP 16 (as amended 2015): Investment Property	01 April 2016	The impact of the amendment is not material.
• GRAP 17 (as amended 2015): Property, Plant and Equipment	01 April 2016	The impact of the amendment is not material.
• GRAP 109: Accounting by Principals and Agents	01 April 2017	The impact of the amendment is not material.
• GRAP 21 (as amended 2015): Impairment of non-cash-generating assets	01 April 2017	The impact of the amendment is not material.
• GRAP 26 (as amended 2015): Impairment of cash-generating assets	01 April 2017	The impact of the amendment is not material.
• Directive 12: The Selection of an Appropriate Reporting Framework by Public Entities	01 April 2018	The impact of the amendment is not material.

#### 3. Investment property

Economic entity	2016			2015		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Investment property	305 426	(99 100)	206 326	374 463	(59 954)	314 509

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 3. Investment property (continued)

Controlling entity	2016			2015		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Investment property	305 426	(99 100)	206 326	374 463	(59 954)	314 509

#### Reconciliation of investment property - Economic entity - 2016

	Opening balance	Reclassificati on from PPE	Reclassificati on to Inventory	Depreciation	Total
Investment property	314 509	24 422	(124 355)	(8 250)	206 326

#### Reconciliation of investment property - Economic entity - 2015

	Opening balance	Transfers received	Depreciation	Total
Investment property	238 726	83 454	(7 671)	314 509

#### Reconciliation of investment property - Controlling entity - 2016

	Opening balance	Reclassificati on from PPE	Reclassificati on to Inventory	Depreciation	Total
Investment property	314 509	24 422	(124 355)	(8 250)	206 326

#### Reconciliation of investment property - Controlling entity - 2015

	Opening balance	Transfers received	Depreciation	Total
Investment property	238 726	83 454	(7 671)	314 509

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the municipality.

There are no restrictions on the realisability of Investment Property or the remittance of revenue and proceeds of disposals.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 4. Property, plant and equipment

Economic entity	2016			2015		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	1 032 466	-	1 032 466	1 036 791	-	1 036 791
Buildings	1 495 587	(742 227)	753 360	1 301 525	(667 888)	633 637
Buildings - Work in progress	299 239	-	299 239	264 327	-	264 327
Plant and machinery	44 254	(34 554)	9 700	47 591	(29 490)	18 101
Furniture and fixtures	18 659	(13 140)	5 519	18 290	(11 848)	6 442
Motor vehicles	84 701	(56 251)	28 450	86 949	(49 979)	36 970
Office equipment	54 767	(32 193)	22 574	54 346	(24 137)	30 209
Bins and containers	3 533	(1 825)	1 708	3 533	(1 522)	2 011
Other	2 814	(2 028)	786	2 814	(1 698)	1 116
Electrical Equipment	11 244	-	11 244	13 464	-	13 464
Emergency Equipment	3 668	(3 098)	570	3 668	(2 409)	1 259
Specialised vehicles	47 862	(26 157)	21 705	47 864	(23 208)	24 656
Infrastructure - Sewerage	849 375	(493 244)	356 131	801 349	(466 724)	334 625
Infrastructure - Electricity	1 124 268	(497 278)	626 990	1 120 543	(455 462)	665 081
Infrastructure - Roads and Transport	4 005 728	(2 004 115)	2 001 613	3 788 892	(1 905 975)	1 882 917
Infrastructure - Water	1 142 333	(706 410)	435 923	1 063 578	(652 717)	410 861
Infrastructure - Work in progress	2 095 981	-	2 095 981	2 118 147	-	2 118 147
Rustenburg Water Trust Bulk Water Assets	826 219	(422 169)	404 050	758 973	(406 677)	352 296
<b>Total</b>	<b>13 142 698</b>	<b>(5 034 689)</b>	<b>8 108 009</b>	<b>12 532 644</b>	<b>(4 699 734)</b>	<b>7 832 910</b>

Controlling entity	2016			2015		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	1 032 466	-	1 032 466	1 036 791	-	1 036 791
Buildings	1 495 587	(742 227)	753 360	1 301 525	(667 888)	633 637
Buildings - Work in progress	299 239	-	299 239	264 327	-	264 327
Plant and machinery	44 254	(34 554)	9 700	47 591	(29 490)	18 101
Furniture and fixtures	18 659	(13 140)	5 519	18 290	(11 848)	6 442
Motor vehicles	84 701	(56 251)	28 450	86 949	(49 979)	36 970
Office equipment	54 767	(32 193)	22 574	54 346	(24 137)	30 209
Bins and containers	3 533	(1 825)	1 708	3 533	(1 522)	2 011
Other	2 814	(2 028)	786	2 814	(1 698)	1 116
Electrical Equipment	11 244	-	11 244	13 464	-	13 464
Emergency Equipment	3 668	(3 098)	570	3 668	(2 409)	1 259
Specialised vehicles	47 862	(26 157)	21 705	47 864	(23 208)	24 656
Infrastructure - Sewerage	849 375	(493 244)	356 131	801 349	(466 724)	334 625
Infrastructure - Electricity	1 124 268	(497 278)	626 990	1 120 543	(455 462)	665 081
Infrastructure - Roads and Transport	4 005 728	(2 004 115)	2 001 613	3 788 892	(1 905 975)	1 882 917
Infrastructure - Water	1 142 333	(706 410)	435 923	1 063 578	(652 717)	410 861
Infrastructure - Work in progress	2 095 981	-	2 095 981	2 118 147	-	2 118 147
<b>Total</b>	<b>12 316 479</b>	<b>(4 612 520)</b>	<b>7 703 959</b>	<b>11 773 671</b>	<b>(4 293 057)</b>	<b>7 480 614</b>



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand

#### 4. Property, plant and equipment (continued)

##### Reconciliation of property, plant and equipment - Economic entity - 2016

	Opening balance	Additions	Disposals	Reclassificati on to Investment Property	Transfers	Other changes, movements	Depreciation	Total
Land	1 036 791	925	(5 250)	-	-	-	-	1 032 466
Buildings	633 637	249 390	-	(24 422)	-	(10)	(105 235)	753 360
Buildings - Work in progress	264 327	34 912	-	-	-	-	-	299 239
Plant and machinery	18 101	-	(1 832)	-	-	-	(6 569)	9 700
Furniture and fixtures	6 442	373	(2)	-	-	-	(1 294)	5 519
Motor vehicles	36 970	-	(884)	-	-	-	(7 636)	28 450
Office equipment	30 209	640	(107)	-	-	-	(8 168)	22 574
Bins and containers	2 011	-	-	-	-	-	(303)	1 708
Other	1 116	-	-	-	-	-	(330)	786
Electrical Equipment	13 464	-	-	-	-	(2 220)	-	11 244
Emergency Equipment	1 259	-	-	-	-	-	(689)	570
Specialised vehicles	24 656	-	-	-	-	-	(2 951)	21 705
Infrastructure - Sewerage	334 625	48 025	-	-	-	-	(26 519)	356 131
Infrastructure - Electricity	665 081	3 726	-	-	-	-	(41 817)	626 990
Infrastructure - Roads and Transport	1 882 917	216 836	-	-	-	-	(98 140)	2 001 613
Infrastructure - Water	410 861	78 755	-	-	-	-	(53 693)	435 923
Infrastructure - Work in progress	2 118 147	574 565	-	-	(596 731)	-	-	2 095 981
Rustenburg Water Trust Bulk Water Assets	352 296	88 984	(20 612)	-	-	-	(16 618)	404 050
	<b>7 832 910</b>	<b>1 297 131</b>	<b>(28 687)</b>	<b>(24 422)</b>	<b>(596 731)</b>	<b>(2 230)</b>	<b>(369 962)</b>	<b>8 108 009</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand

#### 4. Property, plant and equipment (continued)

##### Reconciliation of property, plant and equipment - Economic entity - 2015

	Opening balance	Additions	Disposals	Transfers	Other changes, movements	Depreciation	Impairment loss	Impairment reversal	Total
Land	1 018 756	32 065	(14 030)	-	-	-	-	-	1 036 791
Buildings	734 372	-	(3 326)	-	-	(97 409)	-	-	633 637
Buildings - Work in progress	221 208	43 119	-	-	-	-	-	-	264 327
Plant and machinery	24 683	34	-	-	-	(6 576)	(150)	110	18 101
Furniture and fixtures	7 568	170	(21)	-	-	(1 247)	(134)	106	6 442
Motor vehicles	44 717	-	(90)	-	-	(7 658)	(256)	257	36 970
Office equipment	38 158	271	(47)	-	-	(8 138)	(219)	184	30 209
Bins and containers	2 314	-	-	-	-	(303)	-	-	2 011
Other	1 447	-	-	-	-	(331)	-	-	1 116
Electrical Equipment	9 546	3 918	-	-	-	-	-	-	13 464
Emergency Equipment	1 999	-	-	-	-	(738)	(9)	7	1 259
Specialised vehicles	24 392	2 898	-	-	-	(2 634)	(9)	9	24 656
Infrastructure - Sewerage	358 551	2 114	-	-	-	(26 040)	-	-	334 625
Infrastructure - Electricity	706 818	-	-	-	-	(41 737)	-	-	665 081
Infrastructure - Roads and Transport	1 929 724	46 101	-	-	-	(92 908)	-	-	1 882 917
Infrastructure - Water	463 042	754	-	-	-	(52 935)	-	-	410 861
Infrastructure - Work in progress	1 478 373	681 186	-	(48 971)	7 559	-	-	-	2 118 147
Rustenburg Water Trust Bulk Water Assets	330 588	38 623	(275)	-	-	(16 640)	-	-	352 296
	<b>7 396 256</b>	<b>851 253</b>	<b>(17 789)</b>	<b>(48 971)</b>	<b>7 559</b>	<b>(355 294)</b>	<b>(777)</b>	<b>673</b>	<b>7 832 910</b>



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand

#### 4. Property, plant and equipment (continued)

##### Reconciliation of property, plant and equipment - Controlling entity - 2016

	Opening balance	Additions	Disposals	Transfers	Reclassificati on to Investment Property	Other changes, movements	Depreciation	Total
Land	1 036 791	925	(5 250)	-	-	-	-	1 032 466
Buildings	633 637	249 390	-	-	(24 422)	(10)	(105 235)	753 360
Buildings - Work in progress	264 327	34 912	-	-	-	-	-	299 239
Plant and machinery	18 101	-	(1 832)	-	-	-	(6 569)	9 700
Furniture and fixtures	6 442	373	(2)	-	-	-	(1 294)	5 519
Motor vehicles	36 970	-	(884)	-	-	-	(7 636)	28 450
Office equipment	30 209	640	(107)	-	-	-	(8 168)	22 574
Bins and containers	2 011	-	-	-	-	-	(303)	1 708
Other	1 116	-	-	-	-	-	(330)	786
Electrical Equipment	13 464	-	-	-	-	(2 220)	-	11 244
Emergency Equipment	1 259	-	-	-	-	-	(689)	570
Specialised vehicles	24 656	-	-	-	-	-	(2 951)	21 705
Infrastructure - Sewerage	334 625	48 025	-	-	-	-	(26 519)	356 131
Infrastructure - Electricity	665 081	3 726	-	-	-	-	(41 817)	626 990
Infrastructure - Roads and Transport	1 882 917	216 836	-	-	-	-	(98 140)	2 001 613
Infrastructure - Water	410 861	78 755	-	-	-	-	(53 693)	435 923
Infrastructure - Work in progress	2 118 147	574 565	-	(596 731)	-	-	-	2 095 981
	<b>7 480 614</b>	<b>1 208 147</b>	<b>(8 075)</b>	<b>(596 731)</b>	<b>(24 422)</b>	<b>(2 230)</b>	<b>(353 344)</b>	<b>7 703 959</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand

#### 4. Property, plant and equipment (continued)

##### Reconciliation of property, plant and equipment - Controlling entity - 2015

	Opening balance	Additions	Disposals	Transfers	Other changes, movements	Depreciation	Impairment loss	Impairment reversal	Total
Land	1 018 756	32 065	(14 030)	-	-	-	-	-	1 036 791
Buildings	734 372	-	(3 326)	-	-	(97 409)	-	-	633 637
Buildings - Work in progress	221 208	43 119	-	-	-	-	-	-	264 327
Plant and machinery	24 683	34	-	-	-	(6 576)	(150)	110	18 101
Furniture and fixtures	7 568	170	(21)	-	-	(1 247)	(134)	106	6 442
Motor vehicles	44 717	-	(90)	-	-	(7 658)	(256)	257	36 970
Office equipment	38 158	271	(47)	-	-	(8 138)	(219)	184	30 209
Bins and containers	2 314	-	-	-	-	(303)	-	-	2 011
Other	1 447	-	-	-	-	(331)	-	-	1 116
Electrical Equipment	9 546	3 918	-	-	-	-	-	-	13 464
Emergency Equipment	1 999	-	-	-	-	(738)	(9)	7	1 259
Specialised vehicles	24 392	2 898	-	-	-	(2 634)	(9)	9	24 656
Infrastructure - Sewerage	358 551	2 114	-	-	-	(26 040)	-	-	334 625
Infrastructure - Electricity	706 818	-	-	-	-	(41 737)	-	-	665 081
Infrastructure - Roads and Transport	1 929 724	46 101	-	-	-	(92 908)	-	-	1 882 917
Infrastructure - Water	463 042	754	-	-	-	(52 935)	-	-	410 861
Infrastructure - Work in progress	1 478 373	681 186	-	(48 971)	7 559	-	-	-	2 118 147
	<b>7 065 668</b>	<b>812 630</b>	<b>(17 514)</b>	<b>(48 971)</b>	<b>7 559</b>	<b>(338 654)</b>	<b>(777)</b>	<b>673</b>	<b>7 480 614</b>

#### Pledged as security

The assets of Rustenburg Water Trust Bulk Water Assets - Movable assets are encumbered by a general notarial bond, as security for the loan facility. Refer to note 21.

#### Information

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the economic entity.

Certain amounts have been reclassified to improve disclosure.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 4. Property, plant and equipment (continued)

#### Revaluations

Only the class assets of Rustenburg Water Trust - Bulk Water Assets are revalued. The effective date of the revaluation was 30 June 2012. It were performed by independent valuer, Tigros Consulting. These group of assets are revalued every 5 years, with the next revaluation by independent valuers to be performed 30 June 2017. Fair values were determined by obtaining quotations for the different assets types and determining Depreciated Replacement Cost.

### 5. Intangible assets

Economic entity	2016			2015		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	3 019	(2 411)	608	3 019	(2 313)	706

Controlling entity	2016			2015		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	3 019	(2 411)	608	3 019	(2 313)	706

#### Reconciliation of intangible assets - Economic entity - 2016

	Opening balance	Amortisation	Total
Computer software, other	706	(98)	608

#### Reconciliation of intangible assets - Economic entity - 2015

	Opening balance	Amortisation	Impairment loss	Total
Computer software, other	1 241	(521)	(14)	706

#### Reconciliation of intangible assets - Controlling entity - 2016

	Opening balance	Amortisation	Total
Computer software, other	706	(98)	608

#### Reconciliation of intangible assets - Controlling entity - 2015

	Opening balance	Amortisation	Impairment loss	Total
Computer software, other	1 241	(521)	(14)	706

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 5. Intangible assets (continued)

#### Other information

The amortisation expense has been included in the line item "Depreciation and Amortisation" in the Statement of Financial Performance.

All of the municipality's Intangible Assets are held under freehold interest and no intangible Assets had been pledged as security for any liabilities of the municipality.

No restrictions apply to any of the Intangible Assets of the municipality.

### 6. Heritage assets

Economic entity	2016			2015		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Jewellery	119	-	119	119	-	119

Controlling entity	2016			2015		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Jewellery	119	-	119	119	-	119

#### Reconciliation of heritage assets Economic entity - 2016

	Opening balance	Total
Jewellery	119	119

#### Reconciliation of heritage assets Economic entity - 2015

	Opening balance	Total
Jewellery	119	119

#### Reconciliation of heritage assets Controlling entity - 2016

	Opening balance	Total
Jewellery	119	119

#### Reconciliation of heritage assets Controlling entity - 2015

	Opening balance	Total
Jewellery	119	119



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 7. Investments

Name of company	Held by	% holding 2016	% holding 2015	Carrying amount 2016	Carrying amount 2015
Listed Shares - 13 271 Sanlam Shares		- %	- %	801	880
Unlisted - Investment in Municipal Entity - at Cost		100,00 %	100,00 %	1	1
				<b>802</b>	<b>881</b>

#### Detail

Market value of listed investments is 2016: R801; (2015: R880).

### 8. Finance lease receivables

#### Present value of minimum lease payments due

- within one year	-	-	101	75
- in second to fifth year inclusive	-	-	755	605
- later than five years	-	-	1 593	1 845
	-	-	<b>2 449</b>	<b>2 525</b>
Non-current assets	-	-	2 348	2 450
Current assets	-	-	101	75
	-	-	<b>2 449</b>	<b>2 525</b>

#### Leasing Arrangements:

The finance lease was granted to the entity (RWST) for water plant transferred by the municipality to the RWST. The lease is repayable over twenty years, in half yearly payments at the end of June and December, with the last instalment due on 30 June 2025. The interest rate implicit in the lease is 11%. All leases are denominated in Rand Currency Unit.

Management of the municipality is of the opinion that the carrying value of Finance Lease Receivables recorded at amortised cost in the Annual Financial Statements approximate their fair values.

### 9. Operating lease asset (accrual)

Current assets	202	221	202	221
Current liabilities	(6)	(8)	(6)	(8)
	<b>196</b>	<b>213</b>	<b>196</b>	<b>213</b>

Operating leases are recognised on the straight-line basis as per the requirements of GRAP 13. In respect of Non-cancellable Operating Leases the following assets have been recognised:

Balance at beginning of year	221	232	221	232
Operating Lease Revenue	(19)	(11)	(19)	(11)
Subtotal	202	221	202	221
	<b>202</b>	<b>221</b>	<b>202</b>	<b>221</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>9. Operating lease asset (accrual) (continued)</b>				
Balance at beginning of year	(8)	(7)	(8)	(7)
Operating Lease Payable	2	(1)	2	(1)
Subtotal	(6)	(8)	(6)	(8)
	<b>(6)</b>	<b>(8)</b>	<b>(6)</b>	<b>(8)</b>

#### Leasing Arrangements

##### The Municipality as Lessor:

Operating Leases relate to Property/ Equipment owned by the municipality with lease terms of between 1 to 25 years. With yearly escalation rates of between 5% - 12%.

##### The Municipality as a Lessee:

Operating Leases relates to Property leased by the municipality with a lease term of 5 years. With yearly escalation of 5%.

##### Amounts receivable under Operating Leases:

At the reporting date the following minimum lease payments were receivable under non-cancellable operating leases for Property, plant and Equipment, which are receivable as follows:

Up to 1 year	155	141	155	141
2 to 5 years	348	472	348	472
More than 5 years	80	111	80	111
Subtotal	583	724	583	724
	<b>583</b>	<b>724</b>	<b>583</b>	<b>724</b>

##### Total Operating Lease Arrangements:

The impact of charging the escalations in Operating Leases on a straight-line basis over the lease through the Statement of Financial Performance is a increase in current year income of R 19 (2015: R11).

No restrictions have been imposed by the municipality in terms of the operating lease agreements.

##### Accounts payable under Operating Leases:

At the reporting date the following minimum lease payments were payable under non-cancellable operating leases for property, plant and equipment, which are payable as follows:

Up to 1 year	59	56	59	56
2 to 5 years	10	68	10	68
Subtotal	69	124	69	124
	<b>69</b>	<b>124</b>	<b>69</b>	<b>124</b>

##### Total Operating Lease Arrangements

The impact of charging the escalations in Operating Leases on a straight-line basis over the lease through the Statement of Financial Performance is a increase in current year expenditure of R3 (2015: R3).

No restrictions have been imposed by the municipality in terms of the operating lease agreements.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 10. Employee benefit obligations

#### Defined benefit plan

##### Post-retirement Health Care Benefits Liability

The municipality provides certain post-retirement health care benefits by funding the medical aid contributions of qualifying retired members of the municipality. According to the rules of the Medical Aid Funds, with which the municipality is associated, a member (who is on the current Conditions of Service) is entitled to remain a continued member of such medical aid fund on retirement, in which case the municipality is liable for a certain portion of the medical aid membership fee. The municipality operates an unfunded defined benefit plan for these qualifying employees. No other post-retirement benefits are provided to these employees.

The most recent actuarial valuations of the present value of the defined benefit obligation were carried out at 30 June 2016 by Mr C Weiss, Fellow of the Actuarial Society of South Africa. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

##### The members of the Post-employment Health Care Benefit Plan are made up as follows:

In-service Members (Employees)	1 358	1 255	1 358	1 255
In-service Non-members (Employees)	458	436	458	436
Continuation Members (Retirees, widowers and orphans)	125	124	125	124
	<b>1 941</b>	<b>1 815</b>	<b>1 941</b>	<b>1 815</b>

##### The liability in respect of past

In-service Members	118 548	106 247	118 548	106 247
Continuation Members	66 292	58 540	66 292	58 540
In-service: Non members	14 357	13 487	14 357	13 487
	<b>199 197</b>	<b>178 274</b>	<b>199 197</b>	<b>178 274</b>

The municipality makes monthly contributions for health care arrangements to the following Medical Aid Schemes:

- Bonitas
- Hosmed
- Keyhealth
- LA Health
- Samwumed

##### The amounts recognised in the statement of financial position are as follows:

##### Carrying value

Present value of the defined benefit obligation unfunded	(199 198)	(178 274)	(199 198)	(178 274)
Non-current liabilities	(194 297)	(173 969)	(194 297)	(173 969)
Current liabilities	(4 901)	(4 305)	(4 901)	(4 305)
	<b>(199 198)</b>	<b>(178 274)</b>	<b>(199 198)</b>	<b>(178 274)</b>

##### Changes in the present value of the defined benefit obligation are as follows:

Opening balance	178 274	171 215	178 274	171 215
Benefits paid	(4 305)	(4 336)	(4 305)	(4 336)
Net expense recognised in the statement of financial performance	25 229	11 395	25 229	11 395
	<b>199 198</b>	<b>178 274</b>	<b>199 198</b>	<b>178 274</b>

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 10. Employee benefit obligations (continued)

#### Net expense recognised in the statement of financial performance

Current service cost	10 496	9 714	10 496	9 714
Interest cost	15 893	15 385	15 893	15 385
Actuarial (gains) losses	(1 160)	(13 704)	(1 160)	(13 704)
	<b>25 229</b>	<b>11 395</b>	<b>25 229</b>	<b>11 395</b>

#### Key assumptions used

Assumptions used at the reporting date:

Discount rates used	9,49 %	9,02 %	9,49 %	9,02 %
Health Care Cost Inflation Rate	8,52 %	8,09 %	8,52 %	8,09 %
Expected increase in salaries	0,89 %	0,76 %	0,89 %	0,76 %
Net Effective Discount Rate	0,89 %	0,76 %	0,89 %	0,76 %

The basis on which the discount rate has been determined is as follows:

GRAP25 stipulates that the choice of this rate should be derived from high quality corporate bond yields. However, where the market in these bonds is not significant, the market yields on government bonds consistent with the estimated term of the post-employment liabilities should be used.

Consequently, a discount rate of 9.49% per annum has been used. The corresponding index linked yield at this term is 1.84%. These rates do not reflect any adjustment for taxation. These rates were deducted from the Bond Exchange of South Africa yield after the market close on 30 June 2016.

The rate is calculated by using a weighted average of yields for the three components of the liability. Each component's fixed-interest and index-linked yield was taken from the bond yield curve at that component's liability-weighted average duration, using an iterative process (because the yield depends on the liability, which in turn depends on the yield).

#### Expected Retirement Age

Expected Retirement Age - Female	63	63	63	63
Expected Retirement Age - Males	63	63	63	63
	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 10. Employee benefit obligations (continued)

#### Other assumptions

Amounts for the current and previous four years are as follows:

	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000
Accrued liability	123 116	139 401	171 215	178 274	199 198

Sensitivity Analysis on Current-service and interest cost for the year ending 30 June 2016	Current-service cost	Interest cost	Total
Central Assumptions	10 496	15 893	26 389
Health care inflation (+1%)	12 658	18 487	31 145
Health care inflation (-1%)	8 632	13 688	22 320
Discount rate (+1%)	8 523	15 051	23 574
Discount rate (-1%)	13 110	16 792	29 902
Post-retirement mortality (-1 year)	10 857	16 497	27 354
Average retirement age (-1 year)	11 248	16 791	28 039
Continuation of membership at retirement	9 328	14 635	23 963
	-	-	-

Sensitivity Analysis on the Accrued Liability - Assumptions & Change for the year ending 30 June 2016	In-service	Continuation	Total
Central Assumptions	132 905	66 292	199 198
Health care inflation (+1%)	145 419	67 889	213 308
Health care inflation (-1%)	116 448	64 281	180 729
Discount rate (+1%)	110 024	60 997	171 022
Discount rate (-1%)	162 510	72 457	234 967
Post-retirement mortality (-1 years)	137 128	68 684	205 812
Average retirement age (-1 years)	145 189	66 292	211 481
Continuation of membership at retirement (-10%)	116 729	66 292	183 020
	-	-	-

Expected contributions for the year ending 30 June 2017 is R4 901.

### 11. Multi-Employer Retirement Benefit Information

All councillors belong to the Pension Fund for Municipal Councillors.

Employees belong to a variety of approved Pension and Provident Funds are described below.

These schemes are subject to either a tri-annual, bi-annual or annual actuarial valuation, details which are provided below.

The Municipal Councillors Funds and the Municipal Gratuity Fund are defined contribution plans. All of these afore-mentioned funds are multi-employer plans. Sufficient information is not available to use defined benefit accounting for the pension and retirement funds, due to the following reasons: -

- (i) The assets of each fund are held in one portfolio and are not notionally allocated to each of the participating employers.
- (ii) One set of financial statements are compiled for each fund and financial statements are not drafted for each participating employer.

It is therefore seen that each fund operates as a single entity and is not divided into sub-funds for each participating employer.

#### Municipal Councillors Pension Fund:

The Municipal Councillors Pension Fund operates as a defined contribution scheme. The contribution rate paid by the members (13.75%) and Council (15%) is sufficient to fund the benefits accruing from the fund in the future.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 11. Multi-Employer Retirement Benefit Information (continued)

#### Municipal Joint Pension Fund:

Municipal Joint Pension Fund operates as a defined contribution scheme. The contribution rate paid by the members (7.75%) and Council (22.00%) is sufficient to fund the benefits accruing from the fund in the future.

#### National Fund for Municipal Workers - Pension Fund:

National Fund for Municipal Workers operates as a defined contribution scheme. The contribution rate paid by the members (7.5%) and Council (22.00%) is sufficient to fund the benefits accruing from the fund in the future.

#### Municipal Employees Pension Fund:

The Municipal Employees Pension Fund operates as a defined contribution scheme. The contribution rate paid by the members (7.5%) and Council (22.00%) is sufficient to fund the benefits accruing from the fund in the future.

### 12. Inventories

Consumable stores	14 768	16 865	14 768	16 865
Water	537	432	537	432
Unsold Properties Held for Resale	124 356	-	124 356	-
	<b>139 661</b>	<b>17 297</b>	<b>139 661</b>	<b>17 297</b>

Inventories recognised as an expense during the year	275 559	247 211	275 559	247 211
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Consumables stores consists of maintenance material and spare parts.

### 13. Receivables from exchange transactions

Prepaid expenses	165	785	-	-
Other debtors	13 308	13 308	13 308	13 308
Consumer debtors - Electricity	294 481	251 063	294 481	251 063
Consumer debtors - Water	54 935	62 747	43 595	53 156
Consumer debtors - Sewerage	8 131	6 896	8 131	6 896
Consumer debtors - Refuse	7 279	6 527	7 279	6 527
Consumer debtors - Other	8 787	5 561	8 787	5 561
	<b>387 086</b>	<b>346 887</b>	<b>375 581</b>	<b>336 511</b>

#### Fair value of trade and other receivables

Trade and other receivables	387 086	346 887	375 581	336 511
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#### Trade and other receivables past due but not impaired

Trade and other receivables which are less than 1 month past due are not considered to be impaired. At 30 June 2016, R16 515 (2015: R39 354) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

2 months past due	34 506	39 354	34 506	39 354
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#### Trade and other receivables impaired

As of 30 June 2016, trade and other receivables of R2 504 411 - (2015: R2 075 811) were impaired and provided for.

The amount of the provision was R428 600 as of 30 June 2016 (2015: R407 479).



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 13. Receivables from exchange transactions (continued)

#### Reconciliation of provision for impairment of trade and other receivables

Opening balance	2 075 811	1 668 332	2 075 811	1 668 332
Provision for impairment	428 600	407 479	428 600	407 479
	<b>2 504 411</b>	<b>2 075 811</b>	<b>2 504 411</b>	<b>2 075 811</b>

### 14. Receivables from non-exchange transactions

Fines	5 046	1 998	5 046	1 998
Payments made in advance	7 362	3 002	7 362	3 002
Short-term Loans	4 185	3 379	4 185	3 379
Sundry Debtors	10 636	6 772	10 636	6 772
Insurance Claims	516	404	516	404
Consumer debtors - Rates	21 079	22 193	21 079	22 193
	<b>48 824</b>	<b>37 748</b>	<b>48 824</b>	<b>37 748</b>

The average credit period for Receivables are 30 days. No interest is charged for the first 30 days from the date of the invoice. Thereafter interest is charged at the prime rate, charged by the municipality's banker, plus two percent per annum on the outstanding balance. The municipality strictly enforces its approved credit control policy to ensure the recovery of Receivables.

The management of the municipality is of the opinion that the carrying value of Receivables approximate their fair values.

#### Receivables from non-exchange transactions past due but not impaired

Other receivables from non-exchange transactions which are less than 1 month past due are not considered to be impaired. At 30 June 2016, R2 275(2015: R2 663) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

2 months past due	2 275	2 663	2 275	2 663
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#### Receivables from non-exchange transactions impaired

The ageing of these is as follows in rates and other receivables:

Current	30 084	23 484	30 084	23 484
31 - 60 Days	4 917	5 220	4 917	5 220
61 - 90 Days	13 823	9 044	13 823	9 044

#### Reconciliation of provision for impairment of receivables from non-exchange transactions

Opening balance	197 076	161 709	197 076	161 709
Provision for impairment	47 676	35 367	47 676	35 367
	<b>244 752</b>	<b>197 076</b>	<b>244 752</b>	<b>197 076</b>

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 14. Receivables from non-exchange transactions (continued)

The Provision for Impairment on Receivables exists predominantly due to the possibility that these debts will not be recovered. Loans and receivables were assessed individually and grouped together at the Statement of Financial Position as financial assets with similar credit risk characteristics and collectively assessed for impairment.

The Provision for Impairment was calculated after grouping all the financial assets of similar nature and risk ratings and by calculating the historical payment ratios for the groupings and by assuming that the future payment ratios would be similar to the historical payment ratios.

The Provision for Impairment was calculated after grouping all the financial assets of similar nature and risk ratings and assessing the recoverability.

In determining the recoverability of a Debtor, the municipality considers any change in the credit quality of the Debtor from the date credit was initially granted up to the reporting date. The concentration of credit risk is limited due to the customer base being large and unrelated. Accordingly, the management believe that there is no further credit provision required in excess of the Provision for Impairment.

In determining the recoverability of a Rates Assessment Debtor and Receivables from Non-exchange Transactions, the municipality considers any change in the credit quality of the Rates Assessment Debtor from the date credit was initially granted up to the reporting date. The concentration of credit risk is limited due to the customer base being large and unrelated. Accordingly, the management believe that there is no further credit provision required in excess of the Provision for Impairment.

Furthermore, no Provision for Impairment was calculated on Receivables other than Assessment Rates Debtors and fines as the management is of the opinion that all Receivables are recoverable within normal credit terms.

### 15. VAT receivable

VAT	17 010	37 872	15 891	34 867
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VAT is payable on the receipt basis. Only once payment is received from debtors, VAT is paid over to SARS.

No interest is payable to SARS if the VAT is paid over timeously, but interest for late payments is charged according to SARS policies. The municipality has financial risk policies in place to ensure that payments are affected before the due date.

Included in the above amount is an amount of R7 381, (2015: R6 407) that relates to adjustments from SARS for which no transaction breakdown was received to indicate the nature and type of the disallowments relating to transactions. This amount is recorded as a reconciling item till reason for disallowment can be investigated.

### 16. Consumer debtors disclosure

#### Gross balances

Consumer debtors - Rates	222 328	191 976	222 328	191 976
Consumer debtors - Electricity	587 567	467 565	587 567	467 565
Consumer debtors - Water	922 506	796 884	911 166	787 293
Consumer debtors - Sewerage	223 495	177 859	223 495	177 859
Consumer debtors - Refuse	265 545	218 626	265 545	218 626
Consumer debtors - Other	878 911	747 672	878 911	747 672
	<b>3 100 352</b>	<b>2 600 582</b>	<b>3 089 012</b>	<b>2 590 991</b>

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>16. Consumer debtors disclosure (continued)</b>				
<b>Less: Allowance for impairment</b>				
Consumer debtors - Rates	(201 249)	(169 783)	(201 249)	(169 783)
Consumer debtors - Electricity	(293 086)	(216 502)	(293 086)	(216 502)
Consumer debtors - Water	(867 571)	(734 137)	(867 571)	(734 137)
Consumer debtors - Sewerage	(215 364)	(170 963)	(215 364)	(170 963)
Consumer debtors - Refuse	(258 266)	(212 099)	(258 266)	(212 099)
Consumer debtors - Other	(870 124)	(742 111)	(870 124)	(742 111)
	<b>(2 705 660)</b>	<b>(2 245 595)</b>	<b>(2 705 660)</b>	<b>(2 245 595)</b>
<b>Net balance</b>				
Consumer debtors - Rates	21 079	22 193	21 079	22 193
Consumer debtors - Electricity	294 481	251 063	294 481	251 063
Consumer debtors - Water	54 935	62 747	43 595	53 156
Consumer debtors - Sewerage	8 131	6 896	8 131	6 896
Consumer debtors - Refuse	7 279	6 527	7 279	6 527
Consumer debtors - Other	8 787	5 561	8 787	5 561
	<b>394 692</b>	<b>354 987</b>	<b>383 352</b>	<b>345 396</b>
<b>Included in above is receivables from exchange transactions</b>				
Electricity	294 481	251 063	294 481	251 063
Water	54 935	62 747	43 595	53 156
Sewerage	8 131	6 896	8 131	6 896
Refuse	7 279	6 527	7 279	6 527
Other	8 787	5 561	8 787	5 561
	<b>373 613</b>	<b>332 794</b>	<b>362 273</b>	<b>323 203</b>
<b>Included in above is receivables from non-exchange transactions (taxes and transfers)</b>				
Rates	21 079	22 193	21 079	22 193
<b>Net balance</b>	<b>394 692</b>	<b>354 987</b>	<b>383 352</b>	<b>345 396</b>
<b>Rates</b>				
Current (0 -30 days)	13 886	14 310	13 886	14 310
31 - 60 days	4 917	5 220	4 917	5 220
61 - 90 days	2 276	2 663	2 276	2 663
	<b>21 079</b>	<b>22 193</b>	<b>21 079</b>	<b>22 193</b>
<b>Electricity</b>				
Current (0 -30 days)	179 699	156 676	179 699	156 676
31 - 60 days	88 828	61 173	88 828	61 173
61 - 90 days	7 963	33 214	7 963	33 214
> 90 days	17 991	-	17 991	-
	<b>294 481</b>	<b>251 063</b>	<b>294 481</b>	<b>251 063</b>
<b>Water</b>				
Current (0 -30 days)	42 992	52 332	31 652	42 741
31 - 60 days	7 881	7 733	7 881	7 733
61 - 90 days	4 062	2 682	4 062	2 682
	<b>54 935</b>	<b>62 747</b>	<b>43 595</b>	<b>53 156</b>



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>16. Consumer debtors disclosure (continued)</b>				
<b>Sewerage</b>				
Current (0 -30 days)	4 576	4 153	4 576	4 153
31 - 60 days	2 200	1 824	2 200	1 824
61 - 90 days	1 355	919	1 355	919
	<b>8 131</b>	<b>6 896</b>	<b>8 131</b>	<b>6 896</b>
<b>Refuse</b>				
Current (0 -30 days)	4 169	3 845	4 169	3 845
31 - 60 days	1 994	1 799	1 994	1 799
61 - 90 days	1 116	883	1 116	883
	<b>7 279</b>	<b>6 527</b>	<b>7 279</b>	<b>6 527</b>
<b>Other</b>				
Current (0 -30 days)	4 439	1 438	4 439	1 438
31 - 60 days	2 318	2 469	2 318	2 469
61 - 90 days	2 030	1 654	2 030	1 654
	<b>8 787</b>	<b>5 561</b>	<b>8 787</b>	<b>5 561</b>
<b>Summary of debtors by customer classification</b>				
<b>Households &amp; Other</b>				
Current (0 -30 days)	116 924	258 732	116 924	258 732
31 - 60 days	68 817	118 182	68 817	118 182
61 - 90 days	54 080	73 876	54 080	73 876
91 - 120 days	2 297 110	1 949 134	2 297 110	1 929 134
	2 536 931	2 399 924	2 536 931	2 379 924
Less: Allowance for impairment	(2 443 108)	(2 072 577)	(2 443 108)	(2 072 577)
	<b>93 823</b>	<b>327 347</b>	<b>93 823</b>	<b>307 347</b>
<b>Industrial/ commercial</b>				
Current (0 -30 days)	195 073	31 360	183 733	21 769
31 - 60 days	97 366	2 124	97 366	2 124
61 - 90 days	12 911	1 726	12 911	1 726
91 - 120 days	167 308	69 350	167 308	69 350
> 120 days	17 991	-	17 991	-
	490 649	104 560	479 309	94 969
Less: Allowance for impairment	(197 155)	(72 376)	(197 155)	(72 376)
	<b>293 494</b>	<b>32 184</b>	<b>282 154</b>	<b>22 593</b>
<b>Government</b>				
Current (0 -30 days)	5 832	19 134	5 832	19 134
31 - 60 days	2 691	12 507	2 691	12 507
61 - 90 days	8 556	5 548	8 556	5 548
91 - 120 days	55 678	80 071	55 678	80 071
	72 757	117 260	72 757	117 260
Less: Allowance for impairment	(65 396)	(101 804)	(65 396)	(101 804)
	<b>7 361</b>	<b>15 456</b>	<b>7 361</b>	<b>15 456</b>
<b>Total debtor past due but not impaired</b>				
2 month older	36 781	42 017	36 781	42 017

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>17. Cash and cash equivalents</b>				
Cash and cash equivalents consist of:				
Cash on hand	13	13	13	13
Bank balances	148 397	196 036	30 236	73 069
Short-term deposits	195 953	405 325	195 953	405 325
	<b>344 363</b>	<b>601 374</b>	<b>226 202</b>	<b>478 407</b>

The management of the municipality is of the opinion that the carrying value of Current Investment Deposits, Bank Balances and Cash and Cash Equivalents recorded at amortised cost in the Annual Financial Statements approximate their fair value.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 17. Consumer debtors disclosure (continued)

The municipality had the following bank accounts

Account number / description	Bank statement balances			Cash book balances		
	30 June 2016	30 June 2015	30 June 2014	30 June 2016	30 June 2015	30 June 2014
Primary Bank Account - ABSA - Main Branch Rustenburg - Account number 1220000458	33 731	73 178	66 542	16 145	54 516	56 611
Housing Bank Account - ABSA - Main Branch Rustenburg - 4054617192	14 091	18 553	18 992	14 086	18 553	18 992
Distribution Reserve Account - ABSA - Account number 4061024001	260	10 902	97	260	10 931	111
Distribution Call Account - ABSA - Account number 4077517288	39 960	38 770	33 578	39 960	39 084	33 794
Debt Service Reserve Account - ABSA - Account number 4061023877	30	57 501	53 723	30	57 512	53 728
Contingent Reserve Account - ABSA - Account number 4061024116	6	12 837	11 994	6	12 839	11 995
Industrial Reserve Account - ABSA - Account number 4061024051	2	2 601	2 431	2	2 601	2 432
Contingency Reserve Account - ABSA - Account number 2075315886	13 712	-	-	13 712	-	-
Industrial Reserve Account - ABSA - Account number 2075315878	2 778	-	-	2 778	-	-
Debt Service Reserve Account - ABSA - Account number 2075315894	61 418	-	-	61 418	-	-
<b>Total</b>	<b>165 988</b>	<b>214 342</b>	<b>187 357</b>	<b>148 397</b>	<b>196 036</b>	<b>177 663</b>

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
ABSA Call Account	5 498	5 401	5 498	5 401
ABSA	307	1 239	307	1 239
Nedbank	21 888	113 298	21 888	113 298
Standard Bank	61 047	184 989	61 047	184 989
Kagiso Asset Management	52 547	49 302	52 547	49 302
Sanlam	54 070	50 506	54 070	50 506
ABSA Guarantee Deposits	596	590	596	590
Short term Portion of Investments	195 953	405 325	195 953	405 325
	<b>195 953</b>	<b>405 325</b>	<b>195 953</b>	<b>405 325</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 17. Consumer debtors disclosure (continued)

##### Guarantees

Guarantees reflected above in the Notice deposit's of ABSA to the value of R0 (2015: R238) and R0 (2015: R652) are ceded in favour of third parties as well as the ABSA Guarantee deposit of R596 (2015:R590).

The contents of the Contingency Reserve, the Industrial and Debt Service Reserve Accounts are ceded to the bank in terms of note 21

Financial Guarantee R2 163 (rounded to R'000)

Financial Guarantee - (Local Documented Product - Guarantees) R26 782 (rounded to R'000)

##### Facilities

Leases (Full maintenance lease) R200 000 (rounded to R'000)

#### 18. Revaluation reserve

Opening balance	122 778	122 899	-	-
Impairment adjustment for the year	(547)	(121)	-	-
	<b>122 231</b>	<b>122 778</b>	<b>-</b>	<b>-</b>

#### 19. Finance lease obligation

##### Minimum lease payments due

- within one year	6 755	8 257	6 755	8 257
- in second to fifth year inclusive	-	6 756	-	6 756
<b>Present value of minimum lease payments</b>	<b>6 755</b>	<b>15 013</b>	<b>6 755</b>	<b>15 013</b>

##### Present value of minimum lease payments due

- within one year	6 755	8 257	6 755	8 257
- in second to fifth year inclusive	-	6 756	-	6 756
	<b>6 755</b>	<b>15 013</b>	<b>6 755</b>	<b>15 013</b>

Non-current liabilities	-	6 756	-	6 756
Current liabilities	6 755	8 257	6 755	8 257
	<b>6 755</b>	<b>15 013</b>	<b>6 755</b>	<b>15 013</b>

Finance Lease Liabilities relates to IT Equipment with lease terms of 36 months. The effective interest rates on Finance Leases is 10%. Capitalised Lease Liabilities are secured over the items of IT equipment leased.

The municipality's obligations under finance leases are secured by the lessor's charge over the leased assets.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>20. Unspent conditional grants and receipts</b>				
<b>Unspent conditional grants and receipts comprises of:</b>				
<b>Unspent conditional grants and receipts</b>				
National Government Grants - Department of Water, Agriculture and Forestry (DWAF)	358	132	358	132
National Government Grants - Skills Levy	572	572	572	572
National Government Grants - Public Transport Infrastructure System Grant (PTIS)	155 914	349 047	155 914	349 047
National Government Grants - Department Minerals and Energy (DME)	7 492	4 894	7 492	4 894
National Government Grants - Financial Management Grant (FMG)	13	13	13	13
National Government Grants - Municipal Infrastructure Grant (MIG)	-	39 700	-	39 700
National Government Grants -Municipal System Improvement Grant (MSIG)	52	47	52	47
Provincial Government Grants - Department of Sports, Arts and Culture (DSAC Library)	1 458	919	1 458	919
Provincial Government Grants - Housing Project Account	14 052	19 033	14 052	19 033
Provincial Government Grants - Department Sports, Arts and Culture (DSAC)	35	35	35	35
Provincial Government Grants - COGTA	2 031	2 031	2 031	2 031
Provincial Government Grants - Extended Public Works Programme (EPWP)	4 835	4 835	4 835	4 835
Provincial Government Grants - LG Seta	1 146	514	1 146	514
Local: BPDm: Cleaning of cemeteries/ LED business plans and other	13	13	13	13
Other: Royal Bafokeng: Western By-pass	4 564	4 564	4 564	4 564
Other: National Lottery	12	12	12	12
Other: Seed Funding	422	422	422	422
Other	7 544	7 544	7 544	7 544
Other: EEDG	25	25	25	25
Other: Grant Renovation Old Marikana House	7	7	7	7
Other: NSCOOP	89	89	89	89
National Government Grants - Public Transport Network Grant (PTNG)	60 315	-	60 315	-
National Government Grants - Municipal Water Infrastructure Grant (MWIG)	2 388	-	2 388	-
	<b>263 337</b>	<b>434 448</b>	<b>263 337</b>	<b>434 448</b>

See note 31 for reconciliation of grants from National / Provincial Government.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>21. Other financial liabilities</b>				
<b>At amortised cost</b>				
INCA The loan is repayable in equal installments of R4 002 at the end of February and August every year, with final installment payable 29 February 2024. The loan bears interest at 13.82%	39 776	42 368	39 776	42 368
ABSA Loan 30-1798-1971 The loan is repayable in installments of R1 448 payable at the end of May and November, with the final installment payable 31 May 2020. The loan bears interest at 11.73%	9 460	11 094	9 460	11 094
ABSA Loan 30-1798-2317 The loan is repayable in installments of R1 456 payable at the end of May and November, with the final installment payable 30/06/2021. The loan bears interest at 11.95%	11 559	12 949	11 559	12 949
ABSA Loan 30-2236-2516 The loan is repayable in installments of R1 489 payable at the end of May and November, with the final installment payable 30/06/2022. The loan bears interest at 11.95%	12 535	13 881	12 535	13 881
DBSA Loan 61007193 The loan is repayable in 6 monthly installments in December and June, with the redemption date of 2 July 2029. The loan bears interest at 9.90%	282 488	292 790	282 488	292 790
DBSA Loan 61007264 The loan is repayable in 6 monthly installments in December and June, with the redemption date of 28 June 2030. The loan bears interest at 10.07%	143 772	148 312	143 772	148 312
ABSA Loan The loan is repayable in 6 monthly installments of R20 573, with the redemption date of 30 June 2025. The loan bears interest of 12.34%	159 598	178 644	-	-
	<b>659 188</b>	<b>700 038</b>	<b>499 590</b>	<b>521 394</b>
<b>Total other financial liabilities</b>	<b>659 188</b>	<b>700 038</b>	<b>499 590</b>	<b>521 394</b>
The management of the municipality is of the opinion that the carrying value of Other financial liabilities recorded at amortised cost in the Consolidated Financial Statements approximate their fair value.				
The ABSA bank loan of R159 598 in 2016 and R178 643 in 2015 is secured by:				
- a general notarial bond over the movable assets of the trust				
- a cession of the Rustenburg Lease Agreement				
- the Debt Service Reserve Account, the Contingent Reserve Account and the Industrial Contingent Reserve Account.				
<b>Non-current liabilities</b>				
At amortised cost	613 293	659 279	475 296	499 681
<b>Current liabilities</b>				
At amortised cost	45 895	40 759	24 294	21 713

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 22. Provisions

##### Reconciliation of provisions - Economic entity - 2016

	Opening Balance	Additions	Utilised during the year	Total
Environmental rehabilitation	29 989	27 121	(2 381)	54 729
Long-service Awards	26 888	5 382	(2 797)	29 473
	<b>56 877</b>	<b>32 503</b>	<b>(5 178)</b>	<b>84 202</b>

##### Reconciliation of provisions - Economic entity - 2015

	Opening Balance	Additions	Utilised during the year	Total
Environmental rehabilitation	28 793	1 196	-	29 989
Long-service Awards	24 770	5 651	(3 533)	26 888
	<b>53 563</b>	<b>6 847</b>	<b>(3 533)</b>	<b>56 877</b>

##### Reconciliation of provisions - Controlling entity - 2016

	Opening Balance	Additions	Utilised during the year	Total
Environmental rehabilitation	29 989	27 121	(2 381)	54 729
Long-service Awards	26 888	5 382	(2 797)	29 473
	<b>56 877</b>	<b>32 503</b>	<b>(5 178)</b>	<b>84 202</b>

##### Reconciliation of provisions - Controlling entity - 2015

	Opening Balance	Additions	Utilised during the year	Total
Environmental rehabilitation	28 793	1 196	-	29 989
Long-service Awards	24 770	5 651	(3 533)	26 888
	<b>53 563</b>	<b>6 847</b>	<b>(3 533)</b>	<b>56 877</b>

Non-current liabilities	71 673	41 820	71 673	41 820
Current liabilities	12 529	15 057	12 529	15 057
	<b>84 202</b>	<b>56 877</b>	<b>84 202</b>	<b>56 877</b>

##### Environmental rehabilitation provision

In terms of the licensing of the landfill refuse site, the municipality will incur licensing and rehabilitation costs of R44 851 to restore the site at the end of its useful life, estimated to be between 2016 and 2055 for Rustenburg Townlands and Waterval landfill site. Provision has been made for the net present value of this cost, using the average cost of borrowing interest rate.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 22. Provisions (continued)

##### Long Service Awards

The municipality operates an unfunded defined benefit plan for all its employees. Under the plan, a Long-service Award is payable to employees after 10 years of continuous service, and every 5 years of continuous service from 10 years of service to 45 years of service. The provision is an estimate of the long service based on historical staff turnover. Additional cash/gifts are awarded to employees for levels of past service per the LSA policy.

The most recent actuarial valuations of plan assets and the present value of the defined benefit obligation were carried at 30 June 2016 by Mr C Weiss, Fellow of the Actuarial Society of South Africa. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

**The principal assumptions used for the purposes of the actuarial valuations were as follows for the year ended 30 June 2016:**

Discount rate - 8,63%  
General salary inflation - 7,28%  
Net discount rate - 1,26%

**The principal assumptions used for the purposes of the actuarial valuations were as follows for the year ended 30 June 2015:**

Discount rate - 8,11%  
General salary inflation - 7,12%  
Net discount rate - 0,92%

The basis on which the discount rate has been determined is as follow:

GRAP 25 stipulates that the choice of this rate should be derived from high quality corporate bond yields. However, where the market in these bonds is not significant, the market yields on government bonds consistent with the estimated term of the post-employment liabilities should be used.

Consequently, a discount rate of 8.63% per annum has been used. This is derived by using a liability-weighted average of the yields corresponding to the average term until payment of long service awards, for each employee. The corresponding liability-weighted index linked yield is 1.74%. These rates do not reflect any adjustment for taxation. These rates were deduced from the Bond Exchange of South Africa yield curve after the market close on 30 June 2016.

**The principal assumptions used for the purposes of the actuarial valuations were as follows:**

Expected Retirement Age - Females	63	63	63	63
Expected Retirement Age - Males	63	63	63	63
	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>

**Movements in the present value of the Defined Benefit Obligation were as follows:**

Balance at the beginning of the year	26 887	24 770	26 887	24 770
Current service cost	2 895	2 509	2 895	2 509
Interest cost	2 070	1 835	2 070	1 835
Actuarial losses / (gains)	418	1 307	418	1 307
Employer Benefit Vesting	(2 797)	(3 534)	(2 797)	(3 534)
<b>Present Value of Fund Obligation at the end of the Year</b>	<b>29 473</b>	<b>26 887</b>	<b>29 473</b>	<b>26 887</b>

**The amount recognised in the Statement of Financial Position are as follows:**

Present value of unfunded obligations	29 473	26 887	29 473	26 887
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# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 22. Provisions (continued)

The amount recognised in the Statement of Financial Performance are as follows:

Current service cost	2 895	2 509	2 895	2 509
Interest cost	2 070	1 835	2 070	1 835
Actuarial losses / (gains)	418	1 307	418	1 307
<b>Total Post-retirement Benefit included in Employee Related Costs</b>	<b>5 383</b>	<b>5 651</b>	<b>5 383</b>	<b>5 651</b>

### History of liabilities

	30 June 2012	30 June 2013	30 June 2014	30 June 2015	30 June 2016
Accrued Liability	18 462	21 621	24 770	26 887	29 473

### Sensitivity Analysis on Current-service and Interest Costs for the year ending 30 June 2016 - Assumptions & Changes

	Current - service cost	Interest cost	Total
General assumptions	2 895	2 070	4 965
General salary inflation (+1%)	3 183	2 234	5 417
General salary inflation (-1%)	2 639	1 923	4 562
Discount rate (+1%)	2 656	2 154	4 810
Discount rate (-1%)	3 168	1 967	5 135
Average retirement age (-2 yrs)	2 647	1 851	4 498
Average retirement age (+2 yrs)	3 136	2 279	5 415
Withdrawal rates (-50%)	3 996	2 562	6 558
	-	-	-

### Sensitivity Analysis on the Unfunded Accrued Liability (in R millions) for the year ending 30 June 2016 - Assumptions & Change

	Liability
Central assumptions	29 473
General salary inflation (+1%)	31 673
General salary inflation (-1%)	27 495
Discount rate (+1%)	27 428
Discount rate (-1%)	31 791
Average retirement age (-2 yrs)	26 547
Average retirement age (+2 yrs)	32 189
Withdrawal rates	36 006
	-

### 23. Payables from exchange transactions

Trade payables	311 112	379 002	345 567	393 656
Payments received in advanced	83 525	72 927	83 525	72 927
Accrued leave pay	41 786	35 323	41 786	35 323
Accrued bonus	15 466	13 243	15 466	13 243
Unallocated Deposits	64 457	65 429	64 457	65 429
Other Creditors	29 601	23 897	29 601	23 897
Retentions	62 440	60 370	62 440	60 370
Sundry Deposits	2 468	2 270	2 468	2 270
	<b>610 855</b>	<b>652 461</b>	<b>645 310</b>	<b>667 115</b>



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 23. Payables from exchange transactions (continued)

Staff leave accrue to the staff of the municipality on an annual basis, subject to certain conditions. The provision is an estimate of the amount due at the reporting date.

The average credit period on purchases is 30 days from the receipt of the invoice, as determined by the MFMA, except when the liability is disputed. No interest is charged for the first 30 days from the date of receipt of the invoice. Thereafter interest is charged in accordance with the credit policies of the various individual creditors that the municipality deals with. The municipality has policies in place to ensure that all payables are paid within the credit timeframe.

The management of the municipality is of the opinion that the carrying value of creditors approximate their fair values.

### 24. Consumer deposits

Electricity and water	41 174	28 160	41 174	28 160
<b>Guarantees</b>				
Guarantees held in lieu of electricity and water	30 030	30 514	30 030	30 514

Consumer Deposits are paid by consumers on application for new water and electricity connections. The deposits re repaid when the water and electricity connections are terminated. In cases where consumers default on their accounts, the municipality can utilise the deposit as payment for the outstanding account. Defaulters deposit are increased and payment is required before reconnection.

No interest is paid on Consumer Deposits held.

The management of the municipality is of the opinion that the carrying value of Consumer Deposits approximate their fair value.

### 25. Service charges

Sale of electricity	1 675 339	1 510 500	1 675 339	1 510 500
Sale of water	362 902	392 878	311 547	345 671
Sewerage and sanitation charges	106 917	77 193	106 917	77 193
Refuse removal	99 858	90 786	99 858	90 786
	<b>2 245 016</b>	<b>2 071 357</b>	<b>2 193 661</b>	<b>2 024 150</b>

The amount disclosed above for revenue from Service Charges are in respect of services rendered which are billed to the consumers on a monthly basis according to approved tariffs.

### 26. Rental of facilities and equipment

#### Premises

Rental Revenue from Land	2 176	1 183	2 176	1 183
Rental Revenue from Halls	1 149	1 050	1 149	1 050
Rental Revenue from Building	3 958	3 088	3 958	3 088
	<b>7 283</b>	<b>5 321</b>	<b>7 283</b>	<b>5 321</b>

#### Facilities and equipment

Rental Revenue from Amenities	984	1 161	984	1 161
Rental Revenue from Other Facilities	780	737	780	737
	<b>1 764</b>	<b>1 898</b>	<b>1 764</b>	<b>1 898</b>
	<b>9 047</b>	<b>7 219</b>	<b>9 047</b>	<b>7 219</b>

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>27. Other income</b>				
Building Plan Fees	5 099	951	5 099	951
Bank charges recovered	204	188	204	188
Application for clearance certificate	723	829	723	829
Service connections	2 194	3 805	2 194	3 805
Reconnection fees	7 686	5 554	7 686	5 554
Network upgrade contributions	1 968	4 093	1 968	4 093
Cemetery Fees	766	975	766	975
Advertising Signs	1 288	1 350	1 288	1 350
Legal Costs Recovered	71	119	71	119
Photocopies	110	122	110	122
Tender Documents	1 347	1 099	1 330	1 077
Town Planning Fees	61	60	61	60
Surplus cash	11	13	11	13
Sundry Income	8 192	8 220	8 192	8 220
Swimming pool fees	298	139	298	139
Stale Cheques	-	7 546	-	7 546
Recovery of Anglo DAF expenses	8 770	-	-	-
	<b>38 788</b>	<b>35 063</b>	<b>30 001</b>	<b>35 041</b>
<b>28. Interest received - other</b>				
<b>Interest revenue</b>				
Investments	40 675	39 852	31 836	31 840
Finance leases	-	-	276	282
Interest received - other	-	89	-	89
	<b>40 675</b>	<b>39 941</b>	<b>32 112</b>	<b>32 211</b>
<b>29. Property rates</b>				
<b>Rates received</b>				
Residential	123 377	117 139	123 377	117 139
Commercial	132 036	121 994	132 036	121 994
State	15 804	13 488	15 804	13 488
Agriculture	11 629	10 155	11 629	10 155
	<b>282 846</b>	<b>262 776</b>	<b>282 846</b>	<b>262 776</b>
<b>Valuations</b>				
Property Rates are levied on the value of land and improvements, which valuation is performed every four years. The last valuation came into effect on 1 July 2014. Supplementary valuations are processed on a monthly basis to take into account changes to individual property values due to alterations and subdivisions.				
Interim valuations are processed on an continuous basis to take into account changes in individual property values due to alterations and subdivisions.				
Rates are levied monthly on property owners and are payable the end of each month. Interest is levied at a rate determined by council on outstanding rates amounts.				
<b>30. Grants and subsidies paid</b>				
<b>Other subsidies</b>				
Community Projects	2 631	492	2 631	492
Rustenburg Water Service Trust	-	-	43 331	26 142
	<b>2 631</b>	<b>492</b>	<b>45 962</b>	<b>26 634</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 30. Grants and subsidies paid (continued)

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>31. Government grants and subsidies</b>				
<b>Operating grants</b>				
Equitable share	399 145	333 249	399 145	333 249
INEG	7 402	2 814	7 402	2 814
National - Financial Management Grant	1 600	1 587	1 600	1 587
Provincial - Seta: EPWP training	3 384	4 983	3 384	4 983
Other: NSCOOP	-	322	-	322
Provincial - LG Seta	487	1 423	487	1 423
	<b>412 018</b>	<b>344 378</b>	<b>412 018</b>	<b>344 378</b>
<b>Capital grants</b>				
National: Municipal Infrastructure Grant (MIG)	207 103	213 725	207 103	213 725
National: Municipal System Improvement Grant (MSIG)	925	887	925	887
National: Public Transport Infrastructure System Grant (PTIS)	-	432 386	-	432 386
Grants from private Org - Housing DPLG	6 181	2 898	6 181	2 898
Grants from private Org - EEDG	-	1 930	-	1 930
National: Public Transport Network Grant (PTNG)	492 252	-	492 252	-
National: Department of Water, Agriculture and Forestry (DWAF)	6 775	4 868	6 775	4 868
Provincial: Department of Sports, Arts and Culture (DSAC Library)	1 461	717	1 461	717
National: Municipal Water Infrastructure Grant (MWIG)	9 612	-	9 612	-
National: Accelerated Community Infrastructure Program	4 611	-	4 611	-
	<b>728 920</b>	<b>657 411</b>	<b>728 920</b>	<b>657 411</b>
	<b>1 140 938</b>	<b>1 001 789</b>	<b>1 140 938</b>	<b>1 001 789</b>

### Equitable Share

In terms of the Constitution, this grant is used to subsidise the provision of basic services to community members. In terms of the allocation made by DPLG the funds are also utilised to enable the municipality to execute its functions as the local authority.

#### National: DWAF

Balance unspent at beginning of year	132	-	132	-
Current-year receipts	7 000	5 000	7 000	5 000
Conditions met - transferred to revenue	(6 774)	(4 868)	(6 774)	(4 868)
	<b>358</b>	<b>132</b>	<b>358</b>	<b>132</b>

Conditions still to be met - remain liabilities (see note 20).

#### National: Skills Levy

Balance unspent at beginning of year	572	572	572	572
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Conditions still to be met - remain liabilities (see note 20).

#### National: Public Transport Infrastructure

Balance unspent at beginning of year	349 047	261 434	349 047	261 434
Current-year receipts	-	520 000	-	520 000
Conditions met - transferred to revenue	-	(432 387)	-	(432 387)
Roll-over not allowed	(193 133)	-	(193 133)	-



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 31. Government grants and subsidies (continued)

	155 914	349 047	155 914	349 047
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Conditions still to be met - remain liabilities (see note 20).

The grant was received to assist municipalities to create and improve public transport systems in line with the National Land Transport Act (2009) and the Public Transport Strategy. This includes all integrated public transport network infrastructure, such as bus rapid transit systems, conventional bus services and upgrades for pedestrian and cycling infrastructure. It also subsidise the operation of these services.

#### National: Department Minerals and Energy (DME)

Balance unspent at beginning of year	4 894	4 708	4 894	4 708
Current-year receipts	10 000	3 000	10 000	3 000
Conditions met - transferred to revenue	(7 402)	(2 814)	(7 402)	(2 814)
	7 492	4 894	7 492	4 894

Conditions still to be met - remain liabilities (see note 20).

Expenses were incurred to promote rural development and upgrade electricity infrastructure.

#### National: Financial Management Grant (FMG Grant)

Balance unspent at beginning of year	13	-	13	-
Current-year receipts	1 600	1 600	1 600	1 600
Conditions met - transferred to revenue: Capital Expenses	(1 600)	(1 587)	(1 600)	(1 587)
	13	13	13	13

Conditions still to be met - remain liabilities (see note 20).

The Financial Management Grant is paid by National Treasury to municipalities to help implement the financial management reforms required by the Municipal Finance Management Act (MFMA), 2003.

#### National: Municipal Infrastructure Grant (MIG Funds)

Balance unspent at beginning of year	39 700	87 232	39 700	87 232
Current-year receipts	202 743	196 593	202 743	196 593
Conditions met - transferred to revenue	(207 103)	(213 725)	(207 103)	(213 725)
Roll-over not allowed	(39 700)	(30 400)	(39 700)	(30 400)
Disclosed under Sundry Debtors	4 360	-	4 360	-
	-	39 700	-	39 700

Conditions still to be met - remain liabilities (see note 20).

The Municipal Infrastructure Grant (MIG) was allocated for the construction of roads, basic sewerage and water infrastructure as part of the upgrading of poor households, micro enterprises and social institutions, to provide for new, rehabilitation and upgrading of municipal infrastructure.

#### National: Municipal Systems Improvement Grant (MSIG Funds)

Balance unspent at beginning of year	47	-	47	-
Current-year receipts	930	934	930	934
Conditions met - transferred to revenue: Capital Expenses	(925)	(887)	(925)	(887)
	52	47	52	47

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

### 31. Government grants and subsidies (continued)

Conditions still to be met - remain liabilities (see note 20).

The Municipal Systems Improvement Grant is allocated to municipalities to assist in building in-house capacity to perform their functions and to improve and stabilise institutional and governance systems, as required in the Municipal Systems Act (2000) and related legislation.

#### Provincial: Department of Sports, Arts and Culture Grant (DSAC Library)

Balance unspent at beginning of year	919	966	919	966
Current-year receipts	2 000	670	2 000	670
Conditions met - transferred to revenue: Operating expenses	(1 461)	(717)	(1 461)	(717)
	<b>1 458</b>	<b>919</b>	<b>1 458</b>	<b>919</b>

Conditions still to be met - remain liabilities (see note 20).

The grant was received to transform rural and urban community library infrastructure, facilities and services (primarily targeting previously disadvantage communities) through a recapitalised programme at provincial level in support of local government and national initiatives.

#### Provincial: Housing Project Account

Balance unspent at beginning of year	19 033	19 033	19 033	19 033
Current-year receipts	1 199	-	1 199	-
Conditions met - transferred to revenue	(6 180)	-	(6 180)	-
	<b>14 052</b>	<b>19 033</b>	<b>14 052</b>	<b>19 033</b>

Conditions still to be met - remain liabilities (see note 20).

#### Provincial: Department Sports, Arts and Culture (DSAC)

Balance unspent at beginning of year	35	35	35	35
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Conditions still to be met - remain liabilities (see note 20).

#### Provincial: COGTA

Balance unspent at beginning of year	2 031	4 929	2 031	4 929
Conditions met - transferred to revenue: Operating Expenses	-	(2 898)	-	(2 898)
	<b>2 031</b>	<b>2 031</b>	<b>2 031</b>	<b>2 031</b>

Conditions still to be met - remain liabilities (see note 20).

The grant was utilised for the maintenance of roads in the jurisdiction area of the municipality.

#### Provincial: Expanded Public Works Programme Integrated Grant (EPWP)

Balance unspent at beginning of year	4 835	5 208	4 835	5 208
Current-year receipts	3 384	4 611	3 384	4 611
Conditions met - transferred to revenue	(3 384)	(4 984)	(3 384)	(4 984)
	<b>4 835</b>	<b>4 835</b>	<b>4 835</b>	<b>4 835</b>



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

#### 31. Government grants and subsidies (continued)

Conditions still to be met - remain liabilities (see note 20).

The grant was used to incentivise provincial departments to increase job creation efforts in infrastructure, environment and culture programmes through the use of labour-intensive methods and the expansion of job creation in line with EPWP guidelines.

##### Provincial: LG Seta

Balance unspent at beginning of year	514	17	514	17
Current-year receipts	1 119	1 920	1 119	1 920
Conditions met - transferred to revenue	(487)	(1 423)	(487)	(1 423)
	<b>1 146</b>	<b>514</b>	<b>1 146</b>	<b>514</b>

Conditions still to be met - remain liabilities (see note 20).

This grant was utilised to construct a training centre for pupils of the fire services division.

##### Local: BPD: Cleaning of cemeteries / LED Business Plans and other

Balance unspent at beginning of year	13	13	13	13
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Conditions still to be met - remain liabilities (see note 20).

The grant is received from district municipalities for the cleaning of cemeteries, LED business plans and various other initiatives.

##### Other: Royal Bafokeng: Western By-pass

Balance unspent at beginning of year	4 564	4 564	4 564	4 564
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Conditions still to be met - remain liabilities (see note 20).

This grant was received with regards to the Western Bypass at the Royal Bafokeng Stadium, in order to ensure that the bypass made the stadium more accessible during the FIFA 2012 Soccer World Cup.

##### Other: National Lottery

Balance unspent at beginning of year	12	12	12	12
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Conditions still to be met - remain liabilities (see note 20).

The grant was received from National Lottery for the upgrading and maintaining of hospice facilities.

##### Other: Seed Funding

Balance unspent at beginning of year	422	422	422	422
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Conditions still to be met - remain liabilities (see note 20).

This grant was utilised for the maintenance of roads in the jurisdiction area of the municipality. No funds have been withheld.

##### Other

Balance unspent at beginning of year	7 544	7 544	7 544	7 544
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# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 31. Government grants and subsidies (continued)

Conditions still to be met - remain liabilities (see note 20).

Money received from Local business in the promoting to various business ventures.

#### Other: Energy Efficiency and Demand-Side Management Grant

Balance unspent at beginning of year	25	1 955	25	1 955
Conditions met - transferred to revenue	-	(1 930)	-	(1 930)
	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

Conditions still to be met - remain liabilities (see note 20).

The grant funds selected municipalities to implement energy-efficiency projects, with a focus on public lighting and energy-efficient municipal infrastructure.

#### Other: Grant Renovation Old Marikana House

Balance unspent at beginning of year	7	7	7	7
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Conditions still to be met - remain liabilities (see note 20).

#### Other: NSCOOP

Balance unspent at beginning of year	89	377	89	377
Current-year receipts	-	34	-	34
Conditions met - transferred to revenue	-	(322)	-	(322)
	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>

Conditions still to be met - remain liabilities (see note 20).

#### National: Public Transport Network Grant (PTNG)

Current-year receipts	552 567	-	552 567	-
Conditions met - transferred to revenue	(492 252)	-	(492 252)	-
	<b>60 315</b>	<b>-</b>	<b>60 315</b>	<b>-</b>

Conditions still to be met - remain liabilities (see note 20).

#### National: MWIG

Current-year receipts	12 000	-	12 000	-
Conditions met - transferred to revenue	(9 612)	-	(9 612)	-
	<b>2 388</b>	<b>-</b>	<b>2 388</b>	<b>-</b>

Conditions still to be met - remain liabilities (see note 20).

The purpose of this grant is to facilitate the planning, acceleration and implementation of various projects that will ensure water supply to communities identified as not receiving a basic water supply service.

#### National: ACIP

Current-year receipts	4 611	-	4 611	-
Conditions met - transferred to revenue	(4 611)	-	(4 611)	-

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>31. Government grants and subsidies (continued)</b>	-	-	-	-

Conditions still to be met - remain liabilities (see note 20).

Money received from local business in the promoting of various business ventures.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>32. Employee related costs</b>				
Basic	354 617	335 906	350 244	331 848
Bonus	24 381	22 481	24 381	22 481
Medical aid - company contributions	32 683	28 634	32 683	28 634
UIF	3 207	3 103	3 207	3 103
WCA	3 192	3 433	3 192	3 433
SDL	4 976	4 071	4 976	4 071
Group Life	254	245	254	245
Pension	63 325	55 345	63 325	55 345
Industrial Council Levy	159	145	159	145
Other long-term employees benefits: Long-service awards	2 167	811	2 167	811
Travel, Motor Car, Accommodation, Subsistence and Other Allowances	21 059	21 371	21 059	21 371
Housing benefits and allowances	5 177	1 327	5 177	1 327
Overtime payment	37 299	29 526	37 299	29 526
Other Employee Cost	26 368	18 618	26 368	18 618
Defined Benefit Plan Expense	22 085	20 763	22 085	20 763
	<b>600 949</b>	<b>545 779</b>	<b>596 576</b>	<b>541 721</b>
<b>Remuneration of municipal manager</b>				
Annual Remuneration	1 905	1 559	1 905	1 559
Car Allowance	-	18	-	18
Acting Allowance	68	-	68	-
Contributions to UIF, Medical and Pension Funds	21	93	21	93
	<b>1 994</b>	<b>1 670</b>	<b>1 994</b>	<b>1 670</b>
<b>Remuneration of chief finance officer</b>				
Annual Remuneration	1 368	1 041	1 368	1 041
Car Allowance	132	180	132	180
Housing Allowance	33	-	33	-
Contributions to UIF, Medical and Pension Funds	78	272	78	272
	<b>1 611</b>	<b>1 493</b>	<b>1 611</b>	<b>1 493</b>
<b>Remuneration of Director: Community Development</b>				
Annual Remuneration	1 245	1 165	1 245	1 165
Car Allowance	84	84	84	84
Acting Allowance	27	-	27	-
Contributions to UIF, Medical and Pension Funds	34	240	34	240
	<b>1 390</b>	<b>1 489</b>	<b>1 390</b>	<b>1 489</b>
<b>Remuneration of Director: Corporate Services</b>				
Annual Remuneration	1 337	1 223	1 337	1 223
Contributions to UIF, Medical and Pension Funds	79	140	79	140
	<b>1 416</b>	<b>1 363</b>	<b>1 416</b>	<b>1 363</b>
<b>Remuneration of Director: Local Economic Development</b>				
Annual Remuneration	1 237	1 178	1 237	1 178
Contributions to UIF, Medical and Pension Funds	14	14	14	14



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>32. Employee related costs (continued)</b>	<b>1 251</b>	<b>1 192</b>	<b>1 251</b>	<b>1 192</b>
<b>Remuneration of Director: Planning and Development</b>				
Annual Remuneration	1 104	966	1 104	966
Car Allowance	120	120	120	120
Contributions to UIF, Medical and Pension Funds	111	241	111	241
	<b>1 335</b>	<b>1 327</b>	<b>1 335</b>	<b>1 327</b>
<b>Remuneration of Director: Human Settlements</b>				
Acting Allowances	218	-	218	-
<b>Remuneration of Director: Infrastructure Development</b>				
Annual Remuneration	-	828	-	828
Car Allowance	-	231	-	231
Contributions to UIF, Medical and Pension Funds	-	388	-	388
Acting Allowances	683	13	683	13
	<b>683</b>	<b>1 460</b>	<b>683</b>	<b>1 460</b>
<b>Remuneration of Director: Public Safety</b>				
Annual Remuneration	1 135	1 094	1 135	1 094
Car Allowance	84	84	84	84
Contributions to UIF, Medical and Pension Funds	31	309	31	309
	<b>1 250</b>	<b>1 487</b>	<b>1 250</b>	<b>1 487</b>
<b>Remuneration of Director: Rust Rapid Transport</b>				
Annual Remuneration	-	98	-	98
Contributions to UIF, Medical and Pension Funds	15	1	15	1
Acting Allowances	1 061	1 198	1 061	1 198
	<b>1 076</b>	<b>1 297</b>	<b>1 076</b>	<b>1 297</b>
<b>Remuneration of Chief Operating Officer</b>				
Annual Remuneration	1 532	1 478	1 532	1 478
Car Allowance	108	108	108	108
Contributions to UIF, Medical and Pension Funds	42	234	42	234
	<b>1 682</b>	<b>1 820</b>	<b>1 682</b>	<b>1 820</b>
Total employee related cost	614 855	560 377	610 482	556 319

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>33. Remuneration of councillors</b>				
Executive Mayor	943	903	943	903
Speaker	651	620	651	620
Executive Committee Members	6 885	5 915	6 885	5 915
Chief Whip	601	562	601	562
Councillors	16 271	16 692	16 271	16 692
Company Contribution to UIF, Medical and Pension Funds	2 967	2 900	2 967	2 900
	<b>28 318</b>	<b>27 592</b>	<b>28 318</b>	<b>27 592</b>
<b>34. Depreciation and amortisation</b>				
Property, plant and equipment	369 899	355 292	353 344	338 652
Investment property	8 250	7 672	8 250	7 672
Intangible assets	98	521	98	521
	<b>378 247</b>	<b>363 485</b>	<b>361 692</b>	<b>346 845</b>
<b>35. Impairment of assets</b>				
<b>Impairments</b>				
Property, plant and equipment	930	882	-	777
With the assessment of the useful life and inspection of the asset conditions impairments were recognised.				
Inventories	299	1 178	299	1 178
During the inventory count obsolete stock were identified and provided for.				
Trade and other receivables	423 667	394 375	423 667	394 375
Recoverability of receivables from exchange transactions were assessed and provision for impairment were identified.				
Receivables from non-exchange revenue	16 209	4 369	16 209	4 369
Recoverability of IGRAP receivables were assessed and provision for impairment were identified.				
	<b>441 105</b>	<b>400 804</b>	<b>440 175</b>	<b>400 699</b>
<b>Reversal of impairments</b>				
Property, plant and equipment	-	(673)	-	(673)
The BAUD asset management system does not carry over impairment of prior years, resulting that impairment of 2014 was reversed in 2015 and then impairment for new year was assessed again.				
<b>Total impairment losses (recognised) reversed</b>	<b>441 105</b>	<b>400 131</b>	<b>440 175</b>	<b>400 026</b>
<b>36. Finance costs</b>				
Finance leases	1 129	1 912	1 129	1 912
Loans and Payables at amortised cost	75 484	67 332	53 383	43 086
	<b>76 613</b>	<b>69 244</b>	<b>54 512</b>	<b>44 998</b>



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>37. Bulk purchases</b>				
Electricity	1 413 192	1 269 659	1 413 192	1 269 659
Water	252 618	156 107	345 658	245 882
	<b>1 665 810</b>	<b>1 425 766</b>	<b>1 758 850</b>	<b>1 515 541</b>

Bulk Purchases are the cost of commodities not generated by the municipality, which the municipality distributes in the municipal area for resale to the consumers. Electricity is purchased from Eskom whilst water is purchased from Rand Water and Magalies Water.

### 38. Contracted services

Information Technology Services	4 950	-	4 950	-
Professional fees	54 326	45 059	54 326	45 059
Security Services	13 951	20 499	13 951	20 499
Valuation Services	143	1 266	143	1 266
Other Contractors	84 768	167 878	84 668	167 728
	<b>158 138</b>	<b>234 702</b>	<b>158 038</b>	<b>234 552</b>

### 39. General expenses

Advertising	5 641	1 337	1 221	1 337
Auditors remuneration	6 239	6 523	5 876	6 221
Bank charges	4 140	5 522	4 135	5 505
Consulting and professional fees	2 164	-	2 164	-
Consumables	2 161	1 329	2 161	1 329
Donations	-	150	-	150
Entertainment	75	71	75	71
Legal costs	2 259	924	2 156	800
Hire	911	-	911	-
Insurance	8 950	6 621	8 139	5 845
Marketing	216	1 903	216	1 903
Contribution for landfill sites	24 739	1 196	24 739	1 196
Postage and courier	1 653	1 388	1 653	1 388
Printing and stationery	13 287	10 947	13 287	10 947
Protective clothing	-	4	-	4
Subscriptions and membership fees and levies	5 310	4 919	5 310	4 919
Telephone and fax	7 354	7 508	7 354	7 508
Transport and freight	31 965	36 688	31 965	36 688
Travelling Subsistence	871	5 306	871	5 306
Assets written off	-	3 338	-	3 338
Water	62 636	52 371	-	-
Consumption expenditure	-	12 935	-	12 935
Bad debts written off	213	-	213	-
License fees	1 023	2 472	852	2 372
Ward committee	3 947	4 390	3 947	4 390
Printing of license cards	1 698	1 809	1 698	1 809
AVM Online Vending Services	30 650	24 693	30 650	24 693
Chemicals	594	384	594	384
Other expenses	13 690	47 862	13 690	47 862
	<b>232 386</b>	<b>242 590</b>	<b>163 877</b>	<b>188 900</b>

The amount disclosed above for Other General Expenses are in respect of costs incurred in the general management of the municipality and not direct attributable to a specific service or class of expense.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>40. Fair value adjustments</b>				
Other financial assets				
• Other financial assets	57	42	57	42
<b>41. Auditors' remuneration</b>				
Fees	6 239	6 523	5 876	6 221
<b>42. Cash generated from operations</b>				
Surplus	263 597	199 926	177 936	134 948
<b>Adjustments for:</b>				
Depreciation and amortisation	378 247	363 486	361 692	346 846
Loss on sale of assets and liabilities	(6 367)	(576)	(6 132)	(368)
Fair value adjustments	(57)	(42)	(57)	(42)
Interest	76 613	69 244	54 512	44 998
Impairment deficit	441 105	400 131	440 175	400 026
Movements in operating lease assets and accruals	19	500	19	500
Movements in retirement benefit assets and liabilities	20 924	7 059	20 924	7 059
Movements in provisions	27 325	3 313	27 325	3 313
Grant received in kind	-	(83 454)	-	(83 454)
Actuaries gains and losses	743	12 937	743	12 937
<b>Changes in working capital:</b>				
Inventories	1 991	901	1 991	901
Receivables from exchange transactions and non exchange and other receivables	(471 518)	(395 177)	(471 269)	(390 765)
Payables from exchange transactions and non exchange and other payables	(200 448)	146 305	(180 647)	147 339
	<b>532 174</b>	<b>724 553</b>	<b>427 212</b>	<b>624 238</b>

## 43. Financial instruments disclosure

### Categories of financial instruments

#### Economic entity - 2016

#### Financial assets

	At fair value	At amortised cost	Total
Trade and other receivables from exchange transactions	-	387 086	387 086
Other receivables from non-exchange transactions	-	48 824	48 824
Cash and cash equivalents	344 363	-	344 363
Investments	801	-	801
	<b>345 164</b>	<b>435 910</b>	<b>781 074</b>

#### Financial liabilities

	At amortised cost	Total
Other financial liabilities	659 188	659 188
Trade and other payables from exchange transactions	610 855	610 855
Consumer deposits	41 174	41 174
Finance lease obligation	6 755	6 755
	<b>1 317 972</b>	<b>1 317 972</b>

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### Financial instruments disclosure (continued)

#### Economic entity - 2015

##### Financial assets

	At fair value	At amortised cost	Total
Trade and other receivables from exchange transactions	-	346 887	346 887
Other receivables from non-exchange transactions	-	37 748	37 748
Cash and cash equivalents	601 374	-	601 374
Investments	880	-	880
	<b>602 254</b>	<b>384 635</b>	<b>986 889</b>

##### Financial liabilities

	At amortised cost	Total
Other financial liabilities	700 038	700 038
Trade and other payables from exchange transactions	652 461	652 461
Consumer deposits	28 160	28 160
Finance lease obligation	15 013	15 013
	<b>1 395 672</b>	<b>1 395 672</b>

#### Controlling entity - 2016

##### Financial assets

	At fair value	At amortised cost	At cost	Total
Trade and other receivables from exchange transactions	-	375 581	-	375 581
Other receivables from non-exchange transactions	-	48 824	-	48 824
Cash and cash equivalents	226 202	-	-	226 202
Investments	801	-	1	802
Finance lease receivables	-	2 449	-	2 449
	<b>227 003</b>	<b>426 854</b>	<b>1</b>	<b>653 858</b>

##### Financial liabilities

	At amortised cost	Total
Other financial liabilities	499 590	499 590
Trade and other payables from exchange transactions	645 310	645 310
Consumer deposits	41 174	41 174
Finance lease obligation	6 755	6 755
	<b>1 192 829</b>	<b>1 192 829</b>

#### Controlling entity - 2015

##### Financial assets

	At fair value	At amortised cost	At cost	Total
Trade and other receivables from exchange transactions	-	336 511	-	336 511

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>Financial instruments disclosure (continued)</b>				
Other receivables from non-exchange transactions	-	37 748	-	37 748
Cash and cash equivalents	478 407	-	-	478 407
Investments	880	-	1	881
Finance lease receivables	-	2 525	-	2 525
	<b>479 287</b>	<b>376 784</b>	<b>1</b>	<b>856 072</b>

#### Financial liabilities

	At amortised cost	Total
Other financial liabilities	521 394	521 394
Trade and other payables from exchange transactions	667 115	667 115
Consumer deposits	28 160	28 160
Finance lease obligation	15 013	15 013
	<b>1 231 682</b>	<b>1 231 682</b>

#### 44. Commitments

##### Commitments in respect of Capital Expenditure

• Approved and contracted for:	1 173 216	649 628	1 059 196	559 884
<b>Total capital commitments</b>				
Approved and contracted for:	1 173 216	649 628	1 059 196	559 884



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>45. Contingencies</b>				
ABSA Trust & Others / RLM. The applicant has now withdrawn the matter and tendered costs. Plaintiff conceded they had no answer to our Plea. Plaintiff has withdrawn the claim and paid a cost contribution. Matter finalised.	-	15	-	15
Claim by Othutse Rapoo against RLM Applicant is alleging discrimination of the grounds of victimization. The matter is awaiting date from the court. In 2016 the matter has been finalised.	-	123	-	123
Claim by Othutse Rapoo against RLM The application is alleging discrimination of the grounds of mental illness. The matter is now awaiting pre-trial conference. In 2016 the matter has been finalised.	-	110	-	110
Claim by Othutse Rapoo against RLM Review application of the SALGBC's award for dismissal of Applicant's alleged unfair labour dispute. Heads of agreements are being filed as no reply was received from Applicant. In 2016 the matter has been finalised.	-	115	-	115
Claim by Michael Sibongile Mabena for Vandalism to property (3 Vodacom Public Phones Containers) by Rustenburg Local Municipality (Traffic Officers). We were waiting for the complainant to issue summons if any, against the Municipality. In 2016 the matter has been finalised.	-	80	-	80
Claim by Thomas Alexander Brough and Others against RLM for Demolishing of structures. We were waiting for the complainant to issue summons if any, against the Municipality. In 2016 application to demolish structures. Matters still to be set down.	300	300	300	300
Claim by HN Engelbrecht against RLM for Damages of watermelons in the amount of R10. We were waiting for the complainant to issue summons if any, against the Municipality. In 2016 matter has been finalised.	-	20	-	20
Claim for compensation for injuries sustained by Ben Loyd Molapo as a result of severe electric burns when the Plaintiff stepped on a fallen electric cable. Parties are still exchanging pleadings. In 2016 matter has been finalised.	-	200	-	200
Captain Sterling/RLM. Court order to Restrain RLM to interdict the construction of RRT Route at R510 road due to the allegations of the absence of the Water Use Licence as required by the National Water Act. The applicant applied for Rule 35 (to inspect documents referred to in our papers). Matter still pending. In 2016 matter has been finalised.	-	300	-	300
RLM against Mwenzui Service Station. Notice of motion has been issued and served. The application will be made on 4 June 2015 if the matter is unopposed. The Respondents have filed the notice of intention to oppose. Awaiting date of the hearing of the application. In 2016 the matter has been finalised.	-	70	-	70
KE Enterprises CC / RLM. Interdict against RLM not to release the retention money to Mozadem Civils in respect of Ikemeleng water reticulation project. In 2016 the matter has been finalised.	-	300	-	300

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>45. Contingencies (continued)</b>				
RLM / A Tayob. Eviction order has been granted in favour of (Applicant) RLM. The Respondent (A Tayob) has however filed the application for leave to appeal. In 2016 final order against invader was obtained.	300	300	300	300
Unisoft (Pty) Ltd / RLM. Council was informed telephonically by the Plaintiff's attorneys that they are withdrawing as attorney of record. We have not received notice of withdrawal. In 2016 matter has been finalised.	-	200	-	200
RLM against Shaikh and Shaikh. Claim against the RLM arising out of alleged unlawful destruction of property. Pleading have closed, awaiting trial date.	300	130	300	130
TORO YA Afrika / RLM. Claim against RLM for payment of R1,5 million for services of constructing housing development within Rustenburg. Pleading have closed, awaiting trial date. In 2016 matters proceeding to trial. TORO expected to set down for hearing in the next two months.	300	130	300	130
UMSO Construction / RLM. The Applicant applied for Leave to Appeal and was dismissed. The applicant launched a Petition to the Chief Justice in the Supreme Court of Appeal applying for leave to appeal against the dismissal of their application. SCA has granted the Applicant leave to appeal. Awaiting the hearing for the appeal. In 2016 UMSO not proceeding. The matter will be withdrawn or set down to force a withdrawal and a bill of costs then taxed.	50	400	50	400
Murwatch / RLM. Application to compel RLM to furnish the information in terms of the Promotion of Access to information Act 2 of 2000, Parties are still exchanging pleadings.	250	30	250	30
Media Dawn / RLM. RLM defended claim against alleged wrongful award of tender. In 2016 matter has been finalised.	-	10	-	10
Robigyn (Pty) Ltd / RLM. Declaratory Order to compel the Respondent (RLM) to provide pre-paid meter systems for both electricity and water due to the allegations that the latter is rendering inaccurate and improper invoices to the Applicant. In 2016 matter has been finalised.	-	300	-	300
Bokaba's Refuse Removal / RLM. Dispute in respect of a claim for cost working days during civil unrest at Lethabong in the amount of R2 336 against the Engineers ruling for the amount of R236. Claimant has requested further particulars.	500	500	500	500
Moitse Lebogang / RLM. Demolishing of illegal structure and stopping to operate illegal business activity (Zake's Tavern) at House No. 1927 Mmupudu Street Unit B Tlhabane. Matter postponed to 02 July 2015. In 2016 matter has been finalised.	-	50	-	50
Nkgweng Mapula / RLM. Demolishing of illegal structure and stopping to operate illegal business activity (Lazi's Tavern) at House No. 1311 Serobebe Street Tlhabane. Matter postponed to 02 July 2015. In 2016 matter has been finalised.	-	50	-	50
Vinah Mimbiri / RLM. Demolition of illegal structures erected at ERF 82 Marikana Extension 4. Matter is still pending. In 2016 matter has been finalised.	-	25	-	25



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>45. Contingencies (continued)</b>				
Mambo Julio Michaque / RLM. Demolishing of illegal structure and stopping to operate illegal business activity (Michaque's Tavern) at House No. 1851 Mooka Street, Tlhabane. Matter postponed to 02 July 2015. In 2016 matter has been finalised.	-	50	-	50
Themba Samuel Mthembu / RLM. Stopping to operate illegal business activity (Tuck Shop) and demolishing of illegal accommodation at ERF 863, Mothuka Street, Tlhabane. In 2016 matter has been finalised.	-	50	-	50
Sound Life Bible Church / RLM. Demolishing of illegal structure to wit Concrete Precast at Erf.14451 Boitekong Ext.15. In 2016 matter has been finalised.	-	50	-	50
Salthiel Matsila and Others / RLM. Urgent Interdict and / or restrain the Respondents from threatening and/or interfering with and/or hampering the RLM's officials in their process of allocating RDP Houses to the legitimate and lawful beneficiaries at Monakato. The matter was heard on 15 June 2015 and the Interim Order was granted with the return date on 2 July 2015 for the Respondents to show cause why the Interim Order should not be made final order. In 2016 matter has been finalised.	-	400	-	400
Unit Managers / RLM. Both Parties have exchanged pleadings and the Applicants will now have to make arrangements for the pre-trial conference, indexing and paginating the court file and arranging for the matter to be set down for. The applicants have thus far not taken any further steps. In 2016 matter has been finalised.	-	100	-	100
Ehcowu obo Setlale and 7 others / RLM. Review application against the adverse Arbitration Award of the SALGBC. The Review Application has been served and was filed on the 4 June 2012. Record has been filed. Supplementary affidavit has been filed. Awaiting trial date. In 2016 matter has been finalised.	-	60	-	60
Various / RLM. Notice of motion issued for 6 cases of R10 each. Declaratory order restraining the unauthorised use of property as incorrect establishment. In 2016 matters has been finalised.	-	60	-	60
Augustinus Thabang Mokoma / RLM. Urgent interdict to cause RLM to restore possession of the keys, licence taken and Rustenburg Trading licence of the vehicle Mercedes Benz Sprinter to the lawful owner. The Respondent filed the opposing papers to show cause why the Interim Order should not be made final. The matter is set for trial on 23 September 2015. In 2016 matter has been finalised.	-	8	-	8
All the tenants of Plot 35 Waterval, Rustenburg / RLM. Application to cause RLM to restore electricity and water supply at Plot 35 Waterval, Rustenburg. On 17 June 2015, the matter was removed from unopposed rolland has been set for trial on 29 July 2015. Matters have been finalised in 2016.	-	8	-	8

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>45. Contingencies (continued)</b>				
Leberegan Engineering Services CC / Ingplan Africa (Pty) Ltd / RLM. RLM has appointed the First Applicant for the construction of Apolo lights at various villages. Applicant is sub-contracted to the First Respondent and there is a dispute between the Parties over payment, hence joining of RLM in the application. In 2016 matter argued successfully on behalf of RLM and application dismissed with costs. In process of taxation of costs to recover same from applicant.	20	40	20	40
Action against IBD for declaring the sale agreement of land invalid and return of purchase price - High Court - Mafikeng. Application for joinder of Eskom granted and court order. In 2016 matter has been finalised.	-	10 000	-	10 000
RLM Mdango Vincent and 21 Others. Appeal Court referred matter back to High Court for filing further documents and joinder of Department of Land and Rural Development. In 2016 matter has been finalised.	-	200	-	200
Various / RLM. 8 Cases of awaiting Sheriff's return of service and Warrant of Execution and Eviction. In 2016 matters has been finalised.	-	40	-	40
Claim between Magalies Water and RWST - Restrospective invoice	11 000	11 000	-	-
Telkom SA / RLM. Action instituted by Telkom for damages sustained due to negligence by employees of RLM in damaging cables of Telkom. I process of discovery of documents where after the plaintiff should apply for a trial date.	40	-	40	-
Nehemia Segoe / RLM & Another. Summons issued against RLM for damages sustained as a result of a fire. Exception was granted in favour of RLM and Plaintiff amended his Summons. Awaiting a trial date to be allocated.	50	-	50	-
Samancor Chrome Limited / RLM. Application for declaratory order that: The declaration of Waterkloof East Extension 34 as an approved township in terms of section 103 of the Town planning and Township Ordinance 15 of 1996 by RLM as published on 31 March 2015 in Local Authority Notice 29 in the North West Provincial Gazette No.7423 be reviewed and set aside.	100	-	100	-
Agency for new agenda & Others / RLM & Others. Urgent High Court Application to order the removal of the mayor and MM and placing RLM under administration. Matter argued successfully on behalf of RLM and application dismissed with costs. In process of taxation of costs to recover same from applicant.	20	-	20	-
Keiko Productions CC & Another / RLM. High Court Application to interdict RLM against further steps to invite tenders in relation to BID RLM/OEM/0049/2015/2016 and related relief. Opposing papers filed on behalf of RLM and awaiting allocation for date of hearing to argue application.	60	-	60	-
Sarascope (Pty) Ltd & Others / RLM & Another. High Court Application to review and set aside the cancellation of tender RLM/DTIS/0041/201415-Delivery of Water Tanks. Opposing papers filed on behalf of RLM and waiting allocation for date of hearing to argue application.	60	-	60	-



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>45. Contingencies (continued)</b>				
Various Parties / RLM. 42 Cases of estimated R20 each for seeking restraining to operate a business and/or to Declaratory Order to remove the extended part of the original boundary.	840	-	840	-
JST Construction CC / RLM. A claim in the amount of in respect of the design and construction: Extension of the CCTV monitoring unit as per BID No: RLM/DPS/0043/2013/14	3 517	-	3 517	-
Telkom SA / RLM. Action instituted by Telkom SA for damages sustained allegedly due to negligence by employees of RLM in damaging 200PR underground cables for 60M (telecommunication line) of at Kremetart Avenue, Geelhout Park.	100	-	100	-
Venter Foods (Pty) Ltd t/a Fires Rustenburg / RLM. Spoliation application for the reopening of the business property and interdicting from closing the business.	100	-	100	-
Gert and Maria Laubscher / RLM. The applicants are declared not to be liable for 11KV High Tension service connection for electricity services and charges levied against their property, Portion 31 of the Farm Waterval 306 JQ.	250	-	250	-
RLM / All other persons invading and encroaching the remaining extent of the farm Rietspruit No. 83JQ. Urgent application for Court interdict against invaders of the property described as the remaining extent of the farm Rietspruit No 83 JQ	200	-	200	-
Bogadi Gloria Thekwe and others / Ernst Dinale, RLM and Others. Application for claims of damages in respect of the property known as Erf 2025 Geelhoutpark Ext 6, which is alleged to have extensive domestic refuse and therefore become unsuitable for residential purposes.	481	-	481	-
Bheki Khenisa / RLM. Application to challenge the Municipal Managers dismissal	150	-	150	-
Nehemia Segoe / RLM & Another. Summons issued against RLM for damages as a result of a fire. Court date awaiting. Matter finalised in 2016	-	10	-	10
RLM / Expropriation road upgrades on R24. Requested to advise and assist on procedure to be followed to continue with road upgrades at Waterfall Mall on R24. Awaiting further instructions. Matter finalised in 2016	-	6	-	6
RLM / Growthpoint Properties: Requested to assist RLM with advise to letter from attorney of Growthpoint regarding application of township development at X30, Portion 1 of Farm Town and Townlands Rustenburg 272JQ. Awaiting further instructions, Matter finalised in 2016	-	6	-	6
OJS Fourie and 2 others / RLM : Eviction proceedings. In 2016 matter was finalised.	-	10	-	10
Xstrata SA / RLM: Private eviction proceedings in terms of PIE Act before Mafikeng High Court. Matter finalised in 2016	-	10	-	10
<b>Subtotal</b>	<b>18 988</b>	<b>25 866</b>	<b>7 988</b>	<b>14 866</b>
	<b>18 988</b>	<b>25 866</b>	<b>7 988</b>	<b>14 866</b>

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 45. Contingencies (continued)

Landfill Sites:

The municipality does not have permits for the following landfill sites:

- Bethanie
- Lethabong
- Marikana
- Monnaka
- Phatsima

The municipality might be fined and penalised for operating unlicensed landfill sites by the Department of Environmental Affairs. However, municipality could not reliably estimate the probable fine that might be incurred as there are no known similar cases against other municipalities.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 45. Contingencies (continued)

##### Contingent assets

The municipality has no contingent assets.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 46. Related parties

##### Relationships

Controlled entities

Refer to note 7

Members of key management and councillors

Refer to note 32 and 33

##### Related party balances

##### Loan accounts - Owing (to) by related parties

Rustenburg Water Services Trust		2 450	2 525
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##### Amounts included in Trade receivable (Trade Payable) regarding related parties

Rustenburg Water Services Trust	(58 890)	(28 732)
---------------------------------	----------	----------

##### Related party transactions

##### Interest paid to (received from) related parties

Rustenburg Water Services Trust	(276)	(282)
---------------------------------	-------	-------

##### Purchases from (sales to) related parties

Rustenburg Water Services Trust	93 041	89 775
---------------------------------	--------	--------

##### Transfer payment / Grant & subsidy paid to (received from) related parties

Rustenburg Water Services Trust	43 330	26 142
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##### Transfer payment / Grant & subsidy (conditions met) by related party

Rustenburg Water Service Trust	(43 330)	(26 142)
--------------------------------	----------	----------

The transactions between the Rustenburg Local Municipality and the Rustenburg Water Services Trust is classified as related party transactions. The nature of the relationship is that Rustenburg Local Municipality is the sole beneficiary of the trust and has the right to appoint 4 representatives on the board of trustees.

##### Transactions between Trustees and RSWT

Rafat Khan	26	55	-	-
Obakeng Kutsoane	43	42	-	-
Daisy Sedumedi	26	30	-	-
Torrence Mathonsi	38	35	-	-
	<b>133</b>	<b>162</b>	<b>-</b>	<b>-</b>

The transactions between the Trustees and The Rustenburg Water Services Trust is classified as related party transactions. The nature of the relationship is that the Trustees are also on the board and thereby has an influence on financial and operating policies of the Trust

##### Transactions and Balances Between ABSA Bank Limited and RWST

Interest received	8 839	8 012	-	-
Bank charges	(5)	(17)	-	-
Interest paid on term loan	(22 101)	(24 246)	-	-
Term Loan	159 598	178 643	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The transactions between ABSA Bank limited and The Rustenburg Water Services Trust is classified as related party transactions. The nature of the relationship is that ABSA has the right to appoint one representative to the board of Trustees and thereby has an influence on financial and operating policies of the Trust.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 47. Prior period errors

Transactions reflected in this note are rounded to thousands.

##### The following Prior period error corrections were done for the 2014 financial year:

After year-end payments were noted that relates to expenses in 2013/2014. This resulted in the following effects increase in General expenditure: membership fee of R8 and an increase in payables from exchange transaction of R8. Furthermore payments that relates to 2012/2013 was identified that resulted an an increase of R14 on Retained earnings and an increase of R14 in payables from exchange transactions. These transactions have increase in VAT receivable of R2 and a increase in trade payables amounts of R2.

A decrease in Receivables from exchange transactions of R11 400 an increase of VAT receivables of R1 400 and a decrease in Services charges of R10 000 occurred due to corrections made after year end to accounts due to various reasons which include over and under billing of customer accounts. Furthermore based on the same reasons Rates allocated under revenue from non-exchange transactions decreased with R486 and Property rates turnover decrease with R486.

Operating lease assets and operating lease liabilities were corrected to be in line with supporting schedules. This resulted in a decrease in rental income - Rental from buildings R489 and a decrease oin operating lease assets of R489. A increase in General expenses: Lease charges of R3 and a increase in operating lease liabilities of R3.

Land to the value if R41 033 was removed as after investigation it was found it was never the property of the municipality, resulting in a decrease in land of R41 033 and an decrease in retained earnings of R41 033.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 47. Events after the reporting date (continued)

The following Prior period error corrections were done for the 2015 financial year as reflected in below tables:

A decrease in employee cost relating to section 57 employees of R1 298 occur with a increase in sundry debtors of R1 298, due to the fact that the Director of Infrastructure received remuneration from Rustenburg Local Municipality however the director was seconded to another municipality. This money is to be recovered from Treasury

After year-end various payments were noted that relates to expenses in 2014/2015. This resulted in the following effects: Increase in repairs and maintenance of R17 426 and a increase in payables from exchange transactions of R17 426, Increase in Contracted services: Professional fees of R350 and a increase in Contracted services: Meter Readings of R1 228 with a increase in Payables from exchange transactions of R1 578. Also an increase in General expenses: Membership fee of R5, General expenses: Printing and stationary of R3, General expenses: Other general expenses of R171 and a increase of General expenses: Protective clothing of R4 with a increase in payables from exchange transaction of R183. These transactions have a increase in VAT receivables of R2 662 and a increase in payables from exchange transactions effect of R2 662.

From the payments made after year end payments were identified that relates to assets. That resulted in an increase in Infrastructure WIP of R363, increase in infrastructure WIP of R7 483 and a resulting increase in payables from exchange transactions of R7 846. This transaction has a increase in VAT receivables of R1098 and a increase in payables of exchange transactions of R1098.

The accrued bonus amount allocated under payables from exchange transactions were corrected in line with the schedules. Also raised in last years exceptions resulting in a decrease in accrued bonus and a decrease in employee cost of R33.

Impairment not supported by witten support was written back. This is in line with the finding raised in the prior year resulting in a increase in Intangible assets of R14 and a decrease in impairment in intangible assets.

A decrease in Receivables from exchange transactions of R15 645 an increase of VAT receivables of R1 921 and a decrease in Services charges of 13 724 occurred due to corrections made after year end to accounts due to various reasons which include over and under billing of customer accounts. Furthermore based on the same reasons Rates allocated under revenue from non-exchange transactions decreased with R1 758 and Property rates turnover decrease with R1 758.

The effect of the correction and adjustments made to 2015 and 2014 receivable accounts have the effect that accumulated impairment and impairment in 2015 will also be affected. The write back on those is as follows. Decrease in impairment: Non-Exchange of R2 244, Decrease in impairment: exchange of R23 724, Decrease in VAT receivables of R3 321, decrease in Accumulated Impairment: Non-exchange Receivables of R2 244 and a decrease in Accumulated Impairment : Exchange Receivables of R27 045.

MAXPROF investigated and found that VAT on WIP Infrastructure roads were incorrectly never claimed. Corrections made had the effect of a decrease in WIP Infrastructure of R9 685 and an increase in VAT receivables of R9 685.

Transactions were noted that has not been correctly posted to the expense accounts which resulted in a increase in general expenses: material & stock of R60 an a decrease in inventory of R60.

Impairment as per the listing did not agree to impairment as per the financial statements the correction of this resulted in a decrease in impairment: Inventory of R683 and an increase in Inventory R683.

Operating lease assets and operating lease liabilities were corrected to be in line with supporting schedules. This resulted in a decrease in rental income - Rental from buildings R94 and a decrease oin operating lease assets of R94. A increase in General expenses: Lease charges of R1 and a increase in operating lease liabilities of R1.

VAT claims was investigated by MAXPROF and the following lines were effected by VAT. Decrease in WIP Infrastructure of R781 and a increase in VAT receivable of R781. Furthermore VAT receivable increased with R788 and decrease in repairs and maintenance of R308, Decrease in other income - settlement discount of R1, decrease of General expenses: travelling and subsistence R3, General expenses: transport costs R1, General expenses: telephone costs R47, General expenses: membership fee R1, General expenses: printing and stationary R67, General expenses: other general expenses R37, general expenses: license fee R43, General expenses: Insurance R1, General expenses: Consumptions R7, General expenses: chemicals and poisons R1, and a decrease in contracted services: professional services of R271.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

#### 47. Events after the reporting date (continued)

Finance lease obligation was corrected due to incorrect monthly payments that was used in amortisation schedules. This resulted in a Increase in finance lease liability of R39 and a increase in office equipment of R39.

Cash and bank was overstated with R1 600 (refer to bank recon prior year for reconciling item twice processed) overpayment allocated against payables. In current year correction was made that resulted in a decrease in cash and bank of R1 600 and a decrease in payables from exchange transactions.

Commitment increased with R168 due to exception raised last year that was investigated and additional items identified when population was investigated.

Contingent liabilities increased with R57 due to exceptions raised last year that was investigated and additional items identified when the population was investigated.

Contingent assets decreased with R45. Based on exceptions raised in the prior year contingent assets population were investigated and none was found. That resulted in removal of contingent assets.

Irregular expenditure increased with R148 260 after exceptions raised were investigated and based on findings population was investigated which resulted in the increase.

An increase of R58 735 occurred with the PAYE and UIF disclosure under additional disclosures in terms of the MFMA due to the fact that it was noted that PAYE was not included in the disclosure made.

The correction of the error(s) results in adjustments as follows - Rounded to R'000

2015	2014	2015	2014
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# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015
<b>47. Events after the reporting date (continued)</b>				
<b>Statement of financial position</b>				
Increase in Sundry debtors under Receivables from non-exchange transactions	1 298	-	1 298	-
Increase in Payables from exchange transactions	17 426	-	17 426	-
Increase in Payables from exchange transactions	1 578	-	1 578	-
Increase in payables from exchange transactions	183	-	183	-
Increase in VAT receivables	2 662	-	2 662	-
Increase in payables from exchange transactions	2 662	-	2 662	-
Increase in payables from exchange transactions	-	8	-	8
Increase in payables from exchange transactions	-	14	-	14
Decrease in Retained earnings	-	14	-	14
Increase in VAT receivables	-	2	-	2
Increase in payables from exchange transactions	-	2	-	2
Increase in PPE: Infrastructure water	363	-	363	-
Increase in PPE: Infrastructure WIP	7 484	-	7 484	-
Increase in payables from exchange transactions	7 846	-	7 846	-
Increase in VAT receivables	1 098	-	1 098	-
Increase in payables from exchange transactions	1 098	-	1 098	-
Decrease in Payables from exchange transactions: Accrued bonus	33	-	33	-
Increase in intangible assets	14	-	14	-
Decrease in receivables from exchange transactions	15 645	-	15 645	-
Increase in VAT receivables	1 921	-	1 921	-
Decrease in receivables from non-exchange transactions	1 758	-	1 758	-
Decrease in receivables from non-exchange transactions	-	486	-	486
Decrease in receivables from exchange transactions	-	11 400	-	11 400
Increase in VAT receivables	-	1 400	-	1 400
Decrease in WIP Infrastructure	9 685	-	9 685	-
Increase in VAT receivables	9 685	-	9 685	-
Decrease in Inventory	60	-	60	-
Increase in Inventory	683	-	683	-
Decrease in Operating lease asset	94	489	94	489
Increase in Operating lease liabilities	1	3	1	3
Decrease in retained earnings	-	41 033	-	41 033
Decrease in PPE: Land	-	41 033	-	41 033
Decrease in infrastructure WIP	781	-	781	-
Increase in VAT receivables	781	-	781	-
Increase in VAT receivables	788	-	788	-
Decrease in VAT receivable	3 321	-	3 321	-
Decrease in Accumulated Impairment - Exchange Receivables	27 045	-	27 045	-
Decrease in Accumulated Impairment - Non-Exchange Receivables	2 244	-	2 244	-
Increase in Finance lease liability	39	-	39	-
Increase in PPE: Office Equipment - Cost	39	-	39	-
Decrease in Cash and Bank	1 600	-	1 600	-
Decrease in Payables from exchange transactions	1 600	-	1 600	-

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>47. Events after the reporting date (continued)</b>				
<b>Statement of Financial Performance</b>				
Decrease in Employee Cost	1 298	-	1 298	-
Increase in repairs and maintenance	17 426	-	17 426	-
Increase in Contracted services: professional services	350	-	350	-
Increase in Contracted services: meter readings	1 228	-	1 228	-
Increase in General expenses: membership fees	5	-	5	-
Increase in General expenses: printing and stationary	3	-	3	-
Increase in General expenses: other general expenses	171	-	171	-
Increase in General expenses: protective clothing	4	-	4	-
Increase in General expenses: membership fee	-	8	-	8
Decrease in employee cost	33	-	33	-
Decrease in Impairment : Intangible assets	14	-	14	-
Decrease in service charges	13 724	-	13 724	-
Decrease in property rates	1 758	-	1 758	-
Decrease in property rates	-	486	-	486
Decrease in service charges	-	10 000	-	10 000
Increase in General expenses: Material & stock	60	-	60	-
Decrease in impairment: Inventory	683	-	683	-
Decrease in Rental income - Rental from buildings	94	489	94	489
Increase in General expenses: Lease charges	1	3	1	3
Decrease in repairs and maintenance	308	-	308	-
Decrease in Other income : Settlement discount	1	-	1	-
Decrease in General expenses: travelling and subsistence	3	-	3	-
Decrease in General expenses: transport costs	1	-	1	-
Decrease in General expenses: telephone costs	47	-	47	-
Decrease in General expenses: membership fee	1	-	1	-
Decrease in General expenses: printing and stationary	67	-	67	-
Decrease in General expenses: other general expenses	37	-	37	-
Decrease in General expenses: license fee	43	-	43	-
Decrease in General expenses: Insurance	1	-	1	-
Decrease in General expenses: Consumption expenditure	7	-	7	-
Decrease in General expenses: chemicals and poisons	1	-	1	-
Decrease in Contracted services: professional services	271	-	271	-
Decrease in impairment - non-exchange	2 244	-	2 244	-
Decrease in impairment - exchange	23 725	-	23 725	-
<b>Notes to the financial statements</b>				
Increase in Commitments	168	-	168	-
Increase in Contingent liabilities	57	-	57	-
Decrease in Contingent assets	45	-	45	-
Increase in irregular expenditure	148 260	-	148 260	-
Increase in PAYE and UIF disclosure as part of additional disclosure in terms of MFMA	58 735	-	58 735	-
	-	-	-	-

### 48. Comparative figures

Certain comparative figures have been reclassified. Mainly due to prior year errors, refer to note above.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 49. Risk management

##### Financial risk management

##### Capital Risk Management

The municipality manages its capital to ensure that the municipality will be able to continue as a going concern while delivering sustainable services to consumers through the optimisation of the debt and equity balance. The municipality's overall strategy remains unchanged from 2011.

The capital structure of the municipality consists of debt, which includes the Long-term Liabilities disclosed in Note 7, Cash and Cash Equivalents and Equity, comprising Funds, Reserves and Accumulated Surplus as disclosed in Note 16 and the Statement of Changes in Net Assets.

The capital structure of the municipality consists of debt, which includes Cash and Cash Equivalents and Equity, comprising Funds, Reserves and Accumulated Surplus as disclosed in Note 20 and the Statement of Changes in Net Assets.

##### Gearing Ratio's

The gearing ratio at the year-end was as follows:

Debt	(659 188)	(700 038)	(499 590)	(521 394)
Cash and Cash Equivalents	344 363	601 374	226 202	478 407
Net Debt	(314 825)	(98 664)	(273 388)	(42 987)
	<b>(314 825)</b>	<b>(98 664)</b>	<b>(273 388)</b>	<b>(42 987)</b>

Debt is defined as Long- and Short-term Liabilities

Equity includes all Funds and Reserves of the municipality, disclosed as Net Assets in the Statement of Financial Performance and Net Debt as described above.

##### Financial Risk Management Objectives

The Accounting Officer has overall responsibility for the establishment and oversight of the municipality's risk management framework. The municipality's risk management policies are established to identify and analyse the risks faced by the municipality, to set appropriate risk limits and controls and to monitor risks and adherence to limits.

The municipality's Finance department provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the municipality through internal risk reports which analyse exposures by degree and magnitude of risks. These risks include market risk (including currency risk, fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk.

Due to the largely non-trading nature of activities and the way in which they are financed, municipalities are not exposed to the degree of financial risk faced by business entities. Financial Instruments play a much more limited role in creating or changing risks that would be typical of listed companies to which the IAS's mainly apply. Generally, Financial Assets and Liabilities are generated by day-to-day operational activities and are not held to manage the risks facing the municipality in undertaking its activities.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

#### 49. Risk management (continued)

The Department of Finance monitors and manages the financial risks relating to the operations through internal policies and procedures. These risks include interest rate risk, credit risk and liquidity risk. Risk management policies and systems are reviewed regularly to reflect changes to market conditions and the municipality's activities, and compliance with policies and procedures is reviewed by the internal auditors on a continuous basis, and annually by external auditors. The municipality does not enter into or trade financial instruments for speculative purposes.

Internal audit, responsible for initiating a control framework and monitoring and responding to potential risk, reports periodically to the municipality's audit committee, an independent body that monitors the effectiveness of the internal audit function.

#### Significant Risks

It is the policy of the municipality to disclose information that enables the user of its Annual Financial Statements to evaluate the nature and extent of risks arising from Financial Instruments to which the municipality is exposed on the reporting date.

The municipality has exposure to the following risks from its operations in Financial Instruments:

- ' - Credit Risk;
- ' - Liquidity Risk; and
- ' - Market Risk.

Risks and exposures are disclosed as follows:

#### Market Risk

The municipality's activities expose it primarily to the financial risks of changes in interest rates. No formal policy exists to hedge volatilities in the interest rate market.

#### Credit Risk

Credit Risk is the risk of financial loss to the municipality if a customer or counterparty to a Financial Instrument fails to meet its contractual obligations and arises principally from the municipality's receivables from customers and investment securities.

#### Liquidity Risk

Liquidity Risk is the risk that the municipality will encounter difficulty in meeting the obligations associated with its Financial Liabilities that are settled by delivering cash or another financial asset. The municipality's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the municipality's reputation.

Liquidity Risk is managed by ensuring that all assets are reinvested at maturity at competitive interest rates in relation to cash flow requirements. Liabilities are managed by ensuring that all contractual payments are met on a timeous basis and, if required, additional new arrangements are established at competitive rates to ensure that cash flow requirements are met.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

### 49. Risk management (continued)

#### Credit risk

Credit Risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the municipality. The municipality has a sound credit control and debt collection policy and obtains sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The municipality uses its own trading records to assess its major customers. The municipality's exposure of its counterparties are monitored regularly.

Potential concentrations of credit rate risk consist mainly of fixed deposit investments, long-term receivables, other debtors, bank and cash balances.

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

#### Investments/Bank, Cash and Cash Equivalents

Refer to <http://www.fidfund.co.za/banking-options/bank-credit-ratings/> for the most updated ratings.

The municipality limits its counterparty exposures from its short-term investments (financial assets that are neither past due nor impaired) by only dealing with well-established financial institutions short term credit rating of BBB and long-term credit rating of AA- and higher at an International accredited credit rating agency. The municipality's exposure is continuously monitored and the aggregate value of transactions concluded is spread amongst different types of approved investments and institutions, in accordance with its investment policy. Consequently, the municipality is not exposure to any significant credit risk.

The municipality limits its counterparty exposures from its money market investment operations (financial assets that are neither past due nor impaired) by only dealing with well-established financial institutions of high credit standing. The credit exposure to any single counterparty is managed by setting transaction / exposure limits, which are included in the municipality's Investment Policy. These limits are reviewed annually by the Chief Financial Officer and authorised by the Council.

The municipality limits its counterparty exposures from its money market investment operations (financial assets that are neither past due nor impaired) by only dealing with Absa Bank, First National Bank, Nedbank and Standard Bank. No investments with a tenure exceeding twelve months are made.

#### Trade and Other Receivables

Trade and Other Receivables are amounts owed by consumers and are presented net of impairment losses. The municipality has a credit risk policy in place and the exposure to credit risk is monitored on an on-going basis. The municipality is compelled in terms of its constitutional mandate to provide all its residents with basic minimum services without recourse to an assessment of creditworthiness. Subsequently, the municipality has no control over the approval of new customers who acquire properties in the designated municipal area and consequently incur debt for rates, water and electricity services rendered to them.

Trade Receivables consist of a large number of customers, spread across diverse industries in the geographical area of the municipality. Periodic credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee is increased accordingly.

Consumer Debtors comprise of a large number of ratepayers, dispersed across different industries and geographical areas within the jurisdiction of the municipality. On-going credit evaluations are performed on the financial condition of these debtors. Consumer debtors are presented net of a provision for impairment.



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 49. Risk management (continued)

In the case of debtors whose accounts become in arrears, it is endeavoured to collect such accounts by "demand for payment", "restriction of services" and, as a last resort, "handed over for collection", whichever procedure is applicable in terms of Council's Credit Control and Debt Collection Policy.

The municipality limits this risk exposure in the following ways, in addition to its normal credit control and debt management procedures:

- The application of section 118(3) of the Municipal Systems Act (MSA), which permits the municipality to refuse connection of services whilst any amount remains outstanding from a previous debtor on the same property;
- A new owner is advised, prior to the issue of a revenue clearance certificate, that any debt remaining from the previous owner will be transferred to the new owner, if the previous owner does not settle the outstanding amount;
- The consolidation of rates and service accounts, enabling the disconnecting services for the non-payment of any of the individual debts, in terms of section 102 of the MSA;
- The requirement of a deposit for new service connections, serving as guarantee and are reviewed annually;
- Encouraging residents to install water management devices that control water flow to households, and/or prepaid electricity meters.

There were no material changes in the exposure to credit risk and its objectives, policies and processes for managing and measuring the risk during the year under review. The municipality's maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position, without taking into account the value of any collateral obtained. The municipality has no significant concentration of credit risk, with exposure spread over a large number of consumers, and is not concentrated in any particular sector or geographical area.

The municipality establishes an allowance for impairment that represents its estimate of anticipated losses in respect of trade and other receivables.

The municipality does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The municipality defines counterparties as having similar characteristics if they are related entities. Concentration of credit risk did not exceed 5% of gross monetary assets at any time during the year. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Financial assets exposed to credit risk at year end were as follows:

Financial instrument	Economic entity - 2016	Economic entity - 2015	Controlling entity - 2016	Controlling entity - 2015
Finance Lease Receivables	-	-	2 449	2 525
Receivables from exchange transactions	387 086	346 887	375 581	336 511
Receivables from non-exchange transactions	48 824	37 748	48 824	37 748
Cash and cash equivalents	344 363	601 374	226 202	478 407
Investments	801	880	802	881

#### Market risk

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 49. Risk management (continued)

#### Detail

The municipality's activities expose it primarily to the financial risks of changes in interest rates. No formal policy exists to hedge volatilities in the interest rate market.

- interest rate swaps to mitigate the risk of rising interest rates.

Market risk exposures are measured using value-at-risk (VaR) and are supplemented by sensitivity analysis.

The municipality's activities expose it primarily to the financial risks of changes in interest rates. No formal policy exists to hedge volatilities in the interest rate market.

There has been no change to the municipality's exposure to market risks or the manner in which it manages and measures the risk.

#### Sensitivity analysis for financial instruments - Economic entity 2016

Interest received for the year: - 2%	148 467	(35 992) Decrease in net surplus
Interest received for the year	184 459	-
Interest received for the year: + 2%	220 451	35 992 Increase in net surplus
	-	-

Note that no interest paid are linked to prime and therefore no impact on the sensitive analysis for interest paid.

#### Sensitivity analysis for financial instruments - Economic entity 2015

Interest received for the year: - 2%	139 144	(33 732) Decrease in net surplus
Interest received for the year	172 877	-
Interest received for the year: + 2%	206 609	33 732 Increase in net surplus
	-	-

Note that no interest paid are linked to prime and therefore no impact on the sensitive analysis for interest paid.

#### Sensitivity analysis for financial instruments - Controlling entity 2016

Interest received for the year: - 2%	141 620	(34 332) Decrease in net surplus
Interest received for the year	175 953	-
Interest received for the year: + 2%	210 285	34 332 Increase in net surplus
	-	-

Note that no interest paid are linked to prime and therefore no impact on the sensitive analysis for interest paid.

#### Sensitivity analysis for financial instruments - Controlling entity 2015

Interest received for the year: - 2%	132 923	(32 224) Decrease in net surplus
Interest received for the year	165 147	-
Interest received for the year: + 2%	197 371	32 224 Increase in net surplus
	-	-



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015

### 49. Risk management (continued)

#### Interest rate risk

Interest Rate Risk is defined as the risk that the fair value or future cash flows associated with a financial instrument will fluctuate in amount as a result of market interest changes.

Financial Assets and Liabilities that are sensitive to interest rate risk are cash and cash equivalents, investments, and loan payables. The municipality is not exposed to interest rate risk on these financial instruments as the rates applicable are fixed interest rates.

Potential concentrations of interest rate risk consist mainly of variable rate deposit investments, long-term receivables, other debtors, bank and cash balances.

Potential concentrations of interest rate risk consist mainly of variable rate deposit investments, long-term receivables, consumer debtors, other debtors, bank and cash balances.

The municipality limits its counterparty exposures from its money market investment operations by only dealing with well-established financial institutions of high credit standing. No investment with a tenure exceeding twelve months shall be made.

The municipality limits its counterparty exposures from its money market investment operations by only dealing with Absa Bank, First National Bank, Nedbank and Standard Bank. No investments with a tenure exceeding twelve months are made.

Consumer Debtors comprise of a large number of ratepayers, dispersed across different industries and geographical areas. Consumer debtors are presented net of a provision for impairment.

In the case of debtors whose accounts become in arrears, it is endeavoured to collect such accounts by "demand for payment", "restriction of services" and, as a last resort, "handed over for collection", whichever procedure is applicable in terms of Council's Credit Control and Debt Collection Policy. Consumer Deposits are increased accordingly.

Long-term Receivables and Other Debtors are individually evaluated annually at Balance Sheet date for impairment or discounting. A report on the various categories of debtors is drafted to substantiate such evaluation and subsequent impairment / discounting, where applicable.

The municipality is not exposed to interest rate risk as the municipality borrows funds at fixed interest rates.

The municipality's exposures to interest rates on Financial Assets and Financial Liabilities are detailed in the Credit Risk Management section of this note.

#### Foreign exchange risk

The municipality undertakes certain transactions denominated in foreign currencies. Hence, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilising forward foreign exchange contracts.

The municipality's activities do not expose it to the financial risks of foreign currency and therefore has no formal policy to hedge volatilities in the interest rate market.

#### Price risk

The municipality is not exposed to equity price risks arising from equity investments as the municipality does not trade these investments.

### 50. Going concern

The consolidated financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 51. Events after the reporting date

On 15 July 2016, vandalism occurred at the newly built Waterval Landfill Site to the estimated value of R13 million. The case has been opened with the South African Police Service. The municipality is currently obtaining final quotations for the repair and replacement of these items. Furthermore, the municipality is considering a claims against the security service provider for failure to protect the property of the municipality.

No other material events occurred, other than mentioned above, with respect to the 2015/2016 financial year end after the date of the statement of financial position in respect of loans, investments and any other aspects.

#### 52. Unauthorised expenditure

Opening balance	564 023	838 057	564 023	838 057
Unauthorised Expenditure current year	427 557	13 394	427 557	13 394
Condoned during the financial year	-	(287 428)	-	(287 428)
	<b>991 580</b>	<b>564 023</b>	<b>991 580</b>	<b>564 023</b>

The amount of overspending of R427 557 consist of R67 497 non cash items that relates to leave accrual and actuarial losses of R36 447, depreciation charges of R8 250, fines and leave recognition of R16 207 as well as land fill sites provision of R6 593 that was not budgeted for. An amount of R4 081 can be attributed to operational requirements and bad debts written off of R249. The amount of R355 730 relates to roads and transport expenditure under vote 2 - municipal manager.

Disclosure of unauthorised expenditure were retrospectively done per department level.

Unauthorised expenditure for the current year relates to the following departments:

Budget and Treasury	-	-	-	-
Community Development	6 593	-	6 593	-
Corporate Support Services	-	1 244	-	1 244
Local Economic Development	-	712	-	712
Municipal Manager	355 730	-	355 730	-
Planning and Human Settlements	8 997	-	8 997	-
Public Safety	19 541	11 438	19 541	11 438
Rustenburg Rapid Transport	-	-	-	-
Executive Mayor	36 696	-	36 696	-
	<b>427 557</b>	<b>13 394</b>	<b>427 557</b>	<b>13 394</b>

#### 53. Fruitless and wasteful expenditure

Opening Balance	537	-	537	-
Expenditure incurred during the year	894	537	894	537
Written off / recovered during the financial year	-	-	-	-
	<b>1 431</b>	<b>537</b>	<b>1 431</b>	<b>537</b>

Expenditure incurred during the year resulted from interest paid on late payments of suppliers to the value of R894. The matters is currently under investigation, no disciplinary steps taken to date.

#### 54. Irregular expenditure

Opening balance	3 448 280	2 723 775	3 448 280	2 723 775
Irregular Expenditure current year	610 720	724 505	610 720	724 505
Amounts written-off during the financial year	-	-	-	-
Amounts recovered / transferred to receivables during the financial year	-	-	-	-
	<b>4 059 000</b>	<b>3 448 280</b>	<b>4 059 000</b>	<b>3 448 280</b>



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

#### 54. Irregular expenditure (continued)

##### Details of irregular expenditure – current year

	Status of investigation and disciplinary hearings	
SCM process not followed, limitation to determine whether process were followed, minor SCM breaches and evidence to proof that advert was running for the required period. Deviation that was approved that did to comply the SCM for 2016 was included. (refer to Note 2016 - Irregular)	1560 Cases: Cases for 2016 have not yet been investigated. No disciplinary actions have been taken against any official.	527 725
Contract exceeded the appointment amount (Contract amount)	11 Contracts are currently under investigation, no disciplinary actions have been taken.	82 995
		<b>610 720</b>

Rustenburg Local Municipality undertook an extensive review of irregular expenditure from the period 2010/2011 to date to address the completeness of disclosure of irregular expenditure. In cases where the information for financial years pre-2013-2014 was not available to determine whether all procurement processes were followed such were identified as irregular expenditure and flagged for investigation.

##### Details of irregular expenditure - prior year

	Status of investigation and disciplinary hearings	
SCM process not followed, limitation to determine whether process were followed, minor SCM breaches and evidence to proof that advert was running for the required period.	1388 Cases : All cases (except where information is not available) have been investigated. Refer to amounts written off for additional details. No disciplinary actions have been taken against any official.	643 568
Contract expired and continued with service for 2015.	3 Cases are currently under investigation, no disciplinary actions have been taken. These are limited to capital projects, which includes expired capital contracts.	413
Contract exceeded the appointment amount (Contract amount)	28 Cases are currently under investigation, no disciplinary actions have been taken.	80 524
		<b>724 505</b>

Rustenburg Local Municipality undertook an extensive review of irregular expenditure from the period 2010/2011 to date to address the completeness of disclosure of irregular expenditure. In cases where the information for financial years pre-2013-2014 was not available to determine whether all procurement processes were followed such were identified as irregular expenditure and flagged for investigation.

#### Note 2016 - Irregular expenditure

The readers of the financial statements attention are drawn to the fact that the breakdown for irregular expenditure incurred are categorised as followed:

Contract and awards relating to 2015/2016 year which are deemed irregular	5 325
Contracts and awards relating to prior periods where payments for these contracts had to be honored in 2015/2016	522 400
	<b>527 725</b>

During the financial year council approve the write-off of R2 156 672 for supply chain management processes not followed and or breaches for minor SCM breaches. Despite the above the amount has not been included in the above note as RLM will re-assess these irregular expenditure in line with the latest updated guidance from National Treasury to first determine whether any loss were incurred before making any recommendation for write-off or recovery.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 54. Irregular expenditure (continued)

#### Note 2015 - Irregular expenditure

The readers of the financial statements attention are drawn to the fact that the breakdown for irregular expenditure incurred are categorised as followed

Contract and awards relating to 2014/2015 year which are deemed irregular	20 815
Contracts and awards relating to prior periods where payments for these contracts had to be honored in 2014/2015	703 690
	<b>724 505</b>

### 55. Additional disclosure in terms of Municipal Finance Management Act

#### Contributions to organised local government

Current year expense	5 295	4 904	5 295	4 904
Amount paid	(5 295)	(4 904)	(5 295)	(4 904)
	-	-	-	-

#### Bulk Electricity and Water Losses in terms of Section 125 (2)(d)(i) of the MFMA

Material Electricity and Water losses were as follows and are not recoverable:

Electricity	Units (kWh)	Units (kWh)	Units (kWh)	Units (kWh)
Purchased during the year	1 874 475	1 921 991	1 874 475	1 921 991
Sold during the year	(1 740 423)	(1 823 161)	(1 740 423)	(1 823 161)
Unaccounted - Normal distribution losses - % of electricity (2016 - 7,15%); (2015 - 5,14%)	134 052	98 830	134 052	98 830
<b>Loss (R): At Cost</b>	<b>283 313</b>	<b>65 287</b>	<b>283 313</b>	<b>65 287</b>

Electricity losses occur due to inter alia, the tampering of meters, the incorrect ratios used on bulk meters, faulty meters and illegal electricity connections. The problem with tampered meters and illegal connections is an on-going process, with regular action being taken against defaulters. Faulty meters are replaced or repaired as soon as they are reported.

Water	Units (kl)	Units (kl)	Units (kl)	Units (kl)
Purchased during the year	41 427	42 556	41 427	42 556
Sold during the year	(20 966)	(22 225)	(20 966)	(22 225)
Unaccounted - Normal distribution losses - % of water (2016 - 49,39%); (2015 - 47,78%)	20 461	20 331	20 461	20 331
<b>Loss (R): At Cost</b>	<b>135 547</b>	<b>121 389</b>	<b>135 547</b>	<b>121 389</b>

Water losses occur due to inter alia, leakages, the tampering of meters, the incorrect ratios used on bulk meters, faulty meters and illegal water connections. The problem with tampered meters and illegal connections is an on-going process, with regular action being taken against defaulters. Faulty meters and leakages are replaced / repaired as soon as they are reported.

# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 55. Additional disclosure in terms of Municipal Finance Management Act (continued)

#### Audit fees

Opening balance	52	460	52	460
Current year expense	5 876	6 523	5 876	6 221
Amount paid	(5 796)	(6 931)	(5 796)	(6 629)
	<b>132</b>	<b>52</b>	<b>132</b>	<b>52</b>

#### PAYE and UIF

Current year expense	73 168	61 853	73 168	61 853
Amount paid	(73 168)	(61 853)	(73 168)	(61 853)
	-	-	-	-

#### Pension and Medical Aid Deductions

Current year expense	98 974	88 604	98 974	88 604
Amount paid	(98 974)	(88 604)	(98 974)	(88 604)
	-	-	-	-



# Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

## Notes to the Consolidated Financial Statements

	Economic entity		Controlling entity	
Figures in Rand thousand	2016	2015	2016	2015

### 55. Additional disclosure in terms of Municipal Finance Management Act (continued)

#### Councillors' arrear consumer accounts

The following Councillors had arrear accounts outstanding for more than 90 days at 30 June 2016:

30 June 2016	Outstanding less than 90 days	Outstanding more than 90 days	Total
Clr Ackerman CF	4	-	4
Clr Beukes E	1	-	1
Clr Beukes E	1	-	1
Clr Bisschoff IJ	2	-	2
Clr Coetzee DL	1	-	1
Clr Coetzee M	1	-	1
Clr Dhlunge W	2	9	11
Clr Du Plessis G	1	-	1
Clr Edwards I	1	-	1
Clr Khunou ME	1	-	1
Clr Khunou ME	2	-	2
Clr Lebethe M	2	21	23
Clr Marekoa - Kodongo BB	1	-	1
Clr Mataboge AL	1	-	1
Clr Mataboge AL	4	-	4
Clr Mathudi RM	5	83	88
Clr Mhlungu SBM	1	-	1
Clr Miny CFM	1	-	1
Clr Mohube MM	1	-	1
Clr Mokoe	1	-	1
Clr Mokopo LE	2	21	23
Clr Molathegi PR	2	42	44
Clr Molotsi CN	3	12	15
Clr Mosome PK	5	30	35
Clr Motlhasedi RK	-	4	4
Clr Mputle GJ	2	-	2
Clr Mtyotywa EB	1	37	38
Clr Mutle MG	2	19	21
Clr Mzizi J	2	7	9
Clr Omarjee M	2	-	2
Clr Poopedi JM	-	15	15
Clr Ramatlhapeng ML	1	14	15
Clr Segale M	-	1	1
Clr Segaoale	1	2	3
Clr Segaoale AB	12	-	12
Clr Serongoane H	1	2	3
Clr Smith L	1	-	1
Clr Tlhapi PI	2	67	69
Clr Tsamai A	1	-	1
Clr Vosloo JM	1	-	1
Clr Willemse MJ	2	54	56
	<b>77</b>	<b>440</b>	<b>517</b>
<b>30 June 2015</b>			
	<b>Outstanding less than 90 days</b>	<b>Outstanding more than 90 days</b>	<b>Total</b>
Clr Bisschoff IJ	2	-	2
Clr Breytenbach A	1	-	1

## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

Figures in Rand thousand	Economic entity		Controlling entity	
	2016	2015	2016	2015
<b>55. Additional disclosure in terms of Municipal Finance Management Act (continued)</b>				
Clr Coetzee DL	4		3	7
Clr Coetzee MJ	1		-	1
Clr Du Plessis GJ	1		-	1
Clr Damoyi M	3		55	58
Clr Khunou ME	3		-	3
Clr Letshole MG	12		104	116
Clr Mathudi RM	22		101	123
Clr Masilo OS	1		2	3
Clr Mataboge AL	4		-	4
Clr Miny CFM	1		-	1
Clr Mokopo LE	3		55	58
Clr Mhlungu SBM	1		-	1
Clr Molotsi KS	3		39	42
Clr Mokowe LJ & NE	1		-	1
Clr Mosome JL	5		65	70
Clr Motlhasedi RK	-		19	19
Clr Motshegwe SM	2		2	4
Clr Mputle GJ	1		-	1
Clr Mtyotywa EB	7		78	85
Clr Mutle MG	5		51	56
Clr Mzizi J	2		30	32
Clr Omarjee M	1		-	1
Clr Poopedi JM	-		48	48
Clr Segale M	2		32	34
Clr Segaoale CG & DR	2		4	6
Clr Segaoale AB	3		-	3
Clr Sepotokele M	-		1	1
Clr Sithole EE	5		75	80
Clr Serongoane NJ	3		16	19
Clr Smith LJ	1		-	1
Clr Tsamai A	1		-	1
Clr Vosloo JM	6		-	6
Clr Vosloo EE & M	3		1	4
	<b>112</b>		<b>781</b>	<b>893</b>

#### 56. Budget differences

Material differences between budget and actual amounts



## Rustenburg Local Municipality

Consolidated Financial Statements for the year ended 30 June 2016

### Notes to the Consolidated Financial Statements

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Figures in Rand thousand

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#### 56. Budget differences (continued)

##### Controlling entity:

Service Charges, Property rates - The reduction of revenue relates to the weak economic climate, including the effect of load shedding and the drive of the customers to utilise alternative energy sources.

Fines - The increase in fines are due to enhanced presence and enforcement of municipal law enforcement and traffic services.

Government grants and subsidies - Increase in the government grants and subsidies relates to conditional grants utilised during the year for projects completed.

Other Income - Increase in other income as a result of unallocated deposits transferred to revenue which were outstanding for more than three years.

Interest received other - Effect of four successive increases in Interest Rates by the South African Reserve bank for 2015/16.

Personnel - Increase expenditure relates to additional staff being appointed and actuarial valuations.

Finance Costs - Increase as a result of additional loans taken up in the 2014/2015 financial year.

Repairs and maintenance - Due to aging infrastructure on assets and increased maintenance required.

Contracted Services - Decrease due to utilisation of internal personnel, cost containment measures and reduced reliance on consultants.

Lease rentals on operating leases - Decrease due to cost containment measures

Transfers and subsidies - Quicker than expected utilisation of grant funding by the entity of the municipality.

##### Economic Entity

Reasons for variances the same as above

## 6.2 ACTION PLAN TO ADDRESS AUDIT FINDINGS 2015/2016

AUDIT ACTION PLAN - Class: Financial Statements Components					
Audit Finding	Audit Finding	Audit Action Plan	Progress	Timeframe	Responsible Official
Property, Plant and Equipment (PPE)	The municipality did not review the residual values and useful lives of property, plant and equipment at each reporting date in accordance with GRAP 17, PPE.	<ul style="list-style-type: none"> <li>The conditional assessment of assets for the current year will be prioritised and any resulting adjustments to asset impairment or depreciation will be processed without delay.</li> <li>Useful lives of assets will be aligned with the results of the conditional assessment.</li> </ul>	Engagement ongoing with current service providers to provide required services.	31 July 2017	BTO: CFO and Edwin Dibetso  DTIS
Revenue: Service Charges	The municipality did not account for all revenue from service charges in the current period in accordance with GRAP 9, revenue from exchange transactions as not all consumers were not billed for services for the year under review. In addition, I was unable to obtain sufficient appropriate audit evidence for estimated billings of water and electricity consumption on consumer accounts.	<ul style="list-style-type: none"> <li>Undertake data cleansing to address incomplete billing and use of estimate for extended period of time.</li> <li>Undertake meter reading internally to address challenges of meters' not read or incorrect readings which impacts of the billing accuracy.</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives are currently underway to address the completeness and accuracy of billing.</li> <li>A Revenue protection team has been established to address all metered services related queries.</li> </ul>	30 June 2017	BTO: CFO Billing Unit
Revenue: Interest received from trading services	I was unable to obtain sufficient appropriate audit evidence for interest received from trading activities, as the municipality did not have adequate systems to maintain records of the consumer debtor balances on which interest was charged.	<ul style="list-style-type: none"> <li>The procurement of the new mSCOA compliant financial system will assist with addressing this finding as the current financial system could only recalculate the interest for the month of June 2016.</li> <li>The service provider has also been requested to keep monthly backups of the income database and not at year end.</li> </ul>	Monthly back-ups kept for the remainder of the financial year i.e. Jan – June 2017, as the first six months they were not kept.	30 June 2017	BTO: CFO Billing Unit

Commitments	I was unable to obtain sufficient appropriate audit evidence for commitments as the municipality did not have an adequate contract management system to record, maintain and reconcile payments made on its commitments.	<ul style="list-style-type: none"> <li>The commitments register will be recalculated from the 30 June 2015 to date to ensure that all payments and retentions are linked to the correct contract.</li> <li>A field has been added to include the contract number when capturing payments which will assist with contract management.</li> <li>The municipality will explore the possibility of adding a contract management module onto the new financial system</li> </ul>	Contract Management Module to be implemented in the new mSCOA compliant system	31 May 2017	BTO: CFO SCM Unit Manager
Irregular expenditure	Section 125 of the MFMA requires the disclosure of irregular expenditure. The municipality made payments of R6 564 092 (2015: R9 999 751) in contravention with the supply chain management requirements, which were not included in irregular expenditure as disclosed. Additionally, in the prior year the municipality incorrectly included VAT in the total amount of irregular expenditure disclosed, resulting in the irregular expenditure as disclosed in Note 54 to the consolidated and separate financial statements being overstated by R410 889 642.	<ul style="list-style-type: none"> <li>The irregular expenditure register will be recalculated from the 30 June 2015 to date to ensure that all payments that meet the definition of irregular expenditure are included in the register.</li> <li>The VAT implications of each payment will be assessed and the applicable VAT will be removed.</li> <li>The municipality will seek expert advice and buy-in from the AGSA on the correct procedure to write off irregular expenditure</li> </ul>	No progress recorded as yet	30 June 2017	BTO: CFO SCM Unit Manager

## APPENDIX A: COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

The following table depict all councillors in the Municipal Council, the political parties they represent, they standing in the council (Ward or Proportional Representative), number of meetings planned and attended.

Councillor	Political Representation	Ward or Proportional Representation	Council Meetings		Attendance of each Councillor	
			Ordinary	Special	Total no of meetings	No. of meetings attended
Clr Babe Nosipho Bridget	ANC	PR	1	0	18	1
ClrBeukes Ernest(Mr)	DA	Ward 15	12	4	18	16
ClrBodenstein Maria	DA	16	12	0	18	12
ClrBisschoff Elizabetha Johanna(Me)	FF Whip	PR	11	6	18	17
ClrBothomanePogiso (Mr)	ANC	21	9	6	18	15
ClrChauke O R	DA	PR	8	3	18	11
Clr Coetzee D	ANC	20	10	3	18	13
Clr Coetzee Martin	DA	PR	12	5	18	17
ClrDiutlwile M M	ANC		0	0	18	0
ClrDlunge Welcome	ANC	37	10	16	18	16
Clr Du PlessisGertJacobus (Mr)	DA	14	12	4	18	16
ClrHabi Abram Sello	ANC		10	5	18	15
ClrKgaladi P	ANC		12	5	18	17
Clr Khunou M (Mr)	ANC		9	4	18	13
ClrLeabile K E	COPE		8	6	18	14
ClrLekoro B F (Me)	ANC		10	5	18	15
ClrLetlhoo Matlhomola Daniel(Mr)	UCPD		6	0	18	6
ClrLombaard A	DA		11	2	18	13
ClrMabale-HumaShiela Shirley Kgomotso	ANC		11	3	18	14
ClrMakhaula V N	ANC		10	6	18	16
ClrMakhutle M P	DA		0	0	18	0
ClrMakopoTieho	ANC		9	4	18	13
Clr Malan A	DA		6	2	18	8

Councillor	Political Representation	Ward or Proportional Representation	Council Meetings		Attendance of each Councillor	
			Ordinary	Special	Total no of meetings	No. of meetings attended
ClrMalebana-Metsing Peter Ishmail Rocky	ANC		11	3	18	14
ClrMangweni M	ANC		10	4	18	18
ClrMantsho R B	ANC		11	6	18	17
ClrMaqwane L	ANC		10	3	18	13
ClrMarekoa-Kodongo Boipelo Brillind(Me)	ANC		12	5	18	17
ClrMashishi-Ntsime Joyce Itumeleng(Me)	ANC		10	6	18	16
ClrMasilo Q S	ANC		10	6	18	16
ClrMatabane E	ANC		8	4	18	12
ClrMataboge Amos Lekgotla (Mr)	ANC		10	6	18	16
ClrMhlungu Sikambuso Benjamin Michael	ANC		9	5	18	14
ClrMiny C	DA		11	5	18	16
ClrMmolotsi C N	DA		12	6	18	18
ClrMutle Glen Michael	ANC		7	1	18	8
ClrMogotsi M M	ANC		12	5	18	17
ClrMohube M M	DA		9	6	18	15
ClrMokgotlhwe S E	ANC		6	2	18	8
ClrMokoweNtswaki Emily	ANC		9	4	18	13
ClrMolatlhegi Pako Rueben (Mr)	Independent		5	2	18	7
ClrMolefe Michael Mogorosi	ANC		3	2	18	5
ClrMosome Papaki David	ANC		10	5	18	15
ClrMotlhamme D	ANC		12	6	18	18
ClrMotlhasedi Rosinah Kgomotso (Me)	ANC		10	4	18	14
ClrMotshegwe SanahMmule(Me)	ANC		11	6	18	17
ClrMotsoadi Phenia Medupe(Mr)	ANC		7	5	18	12
ClrMtjotja E Bernard	ANC		10	5	18	15
ClrMpengu Mina Lisiwe(Me)	ANC		11	5	18	16
ClrMputle Gaongalloe Jeremiah	ANC		8	5	18	13
ClrMutle G M	ANC		7	1	18	8



Councillor	Political Representation	Ward or Proportional Representation	Council Meetings		Attendance of each Councillor	
			Ordinary	Special	Total no of meetings	No. of meetings attended
ClrMzizi J	ANC		3	3	18	3
ClrNdlovu A	ANC		3	2	18	5
ClrNtshole M	ANC		7	2	18	9
ClrNgwato J D	ANC		10	4	18	14
ClrNqcinelo F	ANC		7	5	18	12
ClrOmarjee M	DA		10	5	18	15
Clr Phiri Jarnett Mofolo(Mr)	ANC		11	6	18	17
ClrPhologane A P M(Mr)	ANC		10	4	18	14
ClrPitsoe D I (Me)	ANC		7	5	18	12
ClrPoopedi J M	ANC		11	6	18	17
ClrPutu N	ANC		6	1	18	7
ClrRamatlapeng	ANC		12	6	18	18
ClrSegale M	ANC		12	6	18	18
ClrSegaole Benny (Mr)	ACDP		11	3	18	14
ClrSegoai S S	COPE		1	0	18	1
ClrSephai Johannes Lebogang(Mr)	ANC		6	3	18	9
ClrSepotokele M	ANC		10	2	18	12
ClrSerongoane PH	ANC		9	4	18	13
Clr Smith Louisa Johanna (Me)	DA		12	6	18	18
Clr Tau L N	ANC		8	6	18	14
ClrTlhapi G V	ANC		6	4	18	10
ClrTlhapi Percy Phistus	ANC		6	4	18	10
ClrTsamai Agnes (Me)	DA		11	5	18	16
ClrTsienyane P	ANC		10	4	18	14
ClrTsitsi Aubrey Frederick(Mr)	ANC		2	0	18	2
CLlr Vosloo J	DA		11	3	18	14
ClrWillemse M	ANC		10	6	18	16
ClrWolmarans M J	ANC		8	0	18	8

## APPENDIX B: COMMITTEES AND COMMITTEE PURPOSE

### Section 79 Committees

No.	Name of Committee	Purpose of Committee	Names of Councillors Serving on the Committee	Attendance of each Councillor	
				Total no of meetings held	No. of meetings attended
1.	Rules of Order	To regulate the internal arrangements, business and proceedings, establishment, composition, procedure, powers and functions of its Council and Committees and to provide for matters incidental thereto	Clr Marekoa B B	2	2
			Clr Beukes E	2	0
			Clr Bisschoff E J	2	2
			Clr Coetzee D	2	1
			Clr Kgaladi P	2	2
			Clr Letlhoo M D	2	2
			Clr Mokowe N E	2	2
			Clr Motlhamme M D	2	0
			Clr Mhlungu S B M	2	2
			Clr Segaole A B	2	2
			Clr Segoi S S	2	2
			Clr Sepotokele M	2	2
			Clr Tlhapi G V	2	2
			Clr Tsamai A	2	2
2.	Performance Audit Committee	To advise and assist Council, Management and Internal Audit on improving the quality of accounting and internal control functions and to strengthen the credibility of financial reporting	Mr. Mogotsi I.S	3	3
			Mr. Mokwepa S	3	1
			Mr. Martiz P	3	2
			Mr. Ntshiea E.M	3	3
			Mr. Letsoane A	3	2
			Mr. Latiff A	3	2
			Ms Jamile M	3	0
			Ms. Tjale A	3	2
			Ms Motlhabane	3	1
3.	Local Labour	To provide a framework	Clr Ackerman L	5	1

No.	Name of Committee	Purpose of Committee	Names of Councillors Serving on the Committee	Attendance of each Councillor	
				Total no of meetings held	No. of meetings attended
	Forum	within which employees and their trade unions, employers and employer's organisations can collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest	Clr Habi S	5	1
			ClrKgaladi P	5	1
			ClrLetlhoo M D	5	1
			ClrMhlungu S B M	5	1
			ClrPhiri J M	5	0
			Clr Mangweni M	5	4
			Clr Mtyotywa E	5	2
			Clr Pitsoe D	5	3
			Clr Ngwato J	5	4
			Clr Chauke O	5	1
			Clr Dlunge W	5	4
			Clr Sepotokele M	5	1
4.	Municipal Public Accounts Committee	To provide oversight over the executive obligations of Council and administration	ClrPhiri J.M	5	5
			Clr Bisschoff E J	5	5
			Clr Bothomane P	5	0
			Clr Chauke O	5	2
			Clr Mantsho R B	5	5
			Clr Makopo T	5	0
			Clr Mokowe E	5	5
			Clr Mokgotlhwe S.E	5	5
			Clr Ndlovu A	5	0
			Clr Putu J	5	0
			Clr Sepotokele M.	5	1
			Clr Tsamai A	5	5
			Clr Tau L	5	4
			Clr Wolmarans M	5	0
5	Land Tribunal Management		Segale M	3	3
			Malebana-Metsing P.I.R	3	2
			Mataboge A.L.	3	3
			Makhutle	3	0
6	Ward		<b>Clr BB Marekoa-Kodongo</b>		

No.	Name of Committee	Purpose of Committee	Names of Councillors Serving on the Committee	Attendance of each Councillor	
				Total no of meetings held	No. of meetings attended
	Delimitation Committee		ClrBisschof EJ		
			ClrKgaladi L.P		
			ClrKhunou P.		
			ClrLetlhoo M.D		
			ClrMabale-Huma SSK		
			ClrMhlungu SBM		
			ClrSegaole B		
			ClrSegoai SS		
			ClrSephaiJl		
			ClrSepotokele M		
			ClrSerongoane H		
			ClrTsamai A		
			ClrVosloo JM		

### Section 80 Committees

No.	Name of Committee	Purpose of Committee	Names of Councillors Serving on the Committee	Attendance of each Councillor	
				Total no of meetings held	No. of meetings attended
1.	Budget & Treasury	Provide portfolio responsibilities on issues of income, expenditure, budgeting, risk management and auditing	Mabale-Huma SSK (MMC)	11	4
			Beukes E	11	9
			Bisschoff E J	11	9
			Makhutle M P	11	1
			Malan A	11	6
			Mantsho R.B	11	8
			Masilo Q S	11	8
			Motsoadi P	11	8
			Mputle G J	11	7

			Ntshole M A	11	5
			Phologane A PM	11	5
			Pitsoe D I	11	7
			Poopedi JM	11	5
			Smith L J	11	3
			Tsamai A	11	6
			Tsitsi A	11	0
			Segale M	11	4
			Kgaladi L P (MMC)	11	6
			Ackerman L	11	5
2.	Corporate Support Services	Provide portfolio responsibilities on issues of human resources, administration and information and technology	<b>Pitsoe D I (MMC)</b>	8	7
			Babe N B	8	1
			Chauke O	8	3
			Baloi D J	8	0
			Masilo Q S	8	7
			Mohube M	8	8
			Motlhamme D	8	8
			Mtjotjywa E B	8	4
			Mutle G M	8	3
			Ngoato J	8	4
			Omarjee M	8	4
			Segale M	8	8
			Segaole B	8	7
			Tlhapi P P	8	5
3.	Community Development	Provide portfolio responsibilities on issues of health services, community facilities and library and information management.	<b>Mhlungu S B M (MMC)</b>	10	9
			<b>Pitsoe D</b>	10	10
			Bisschoff E J	10	6
			Mmolotsi C N	10	10
			Mogotsi M M S	10	10
			Motlhasedi R	10	6
			Motshegwe S	10	10
			Omarjee M	10	9
			Sepotokele M	10	9
			Smith L J	10	7
			Tlhapi G V	10	6



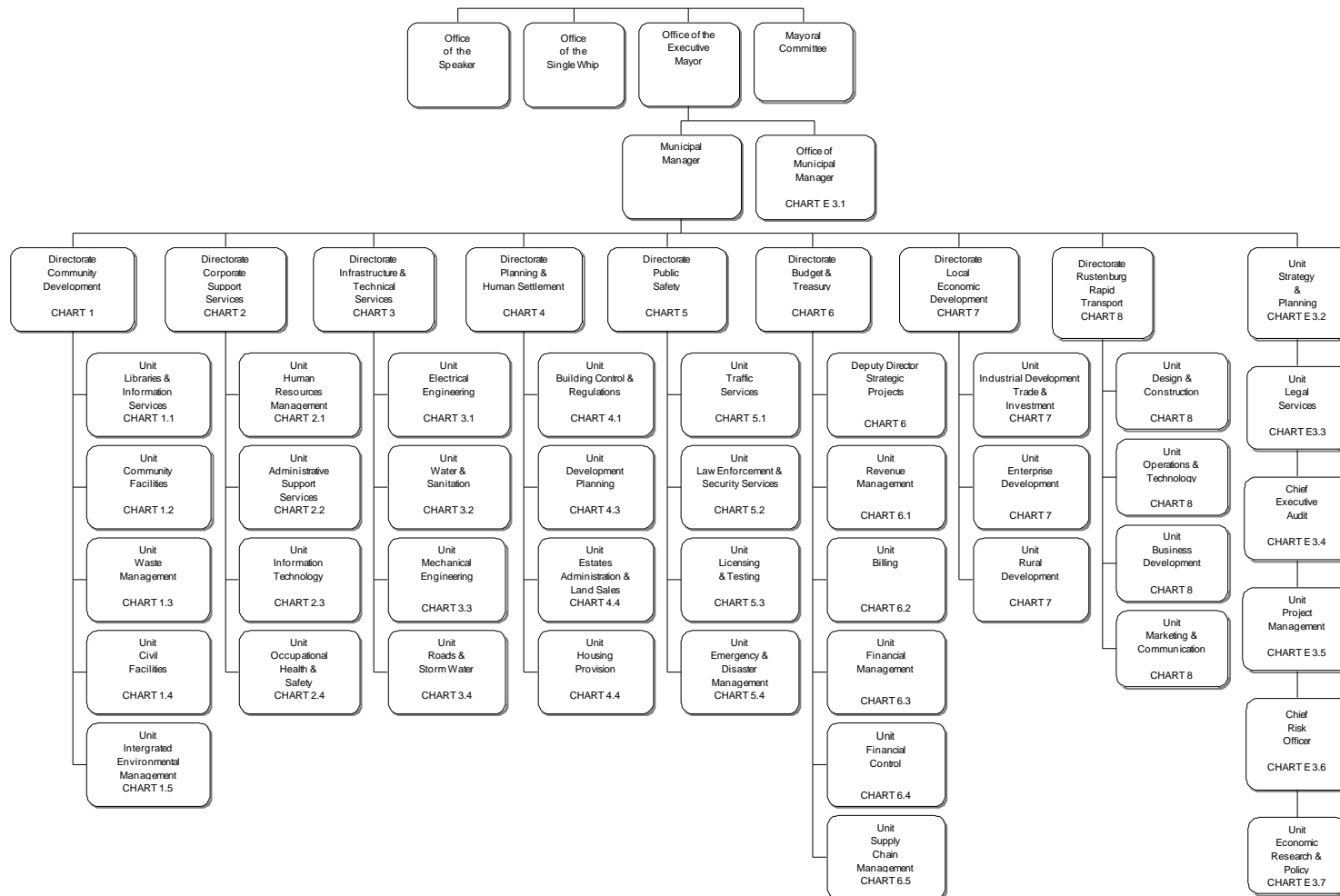
			Tsienyane P	10	4
			Baloi DJ	10	0
4.	Technical and Infrastructure Services	Provide portfolio responsibilities on issues of electricity, water and sanitation, waste management, roads and stormwater and mechanical engineering	Mpengu M L (MMC)	6	6
			Bisschoff E J	6	4
			Boddenstein M	6	0
			Du Plessis G	6	4
			Dibetsoe-Nyathi J	6	0
			Lombard A	6	3
			Makopo T	6	0
			Makhaula V	6	0
			Mantsho RB	6	5
			Miny C	6	5
			Motsoadi P	6	0
			Mtyotywa E	6	6
			Mzizi J	6	0
			Ramatlapeng I E	6	6
			Phologoane AP	6	5
			Tlhapi PP	6	4
			Tsitsi A	6	0
5.	IDP, Performance Management, Legal & Valuation	Provide portfolio responsibilities on issues of IDP, performance management, legal and valuations and internal auditing	Clr Lekoro B (MMC)	6	6
			Clr Bothomane P	6	2
			Clr Lombard A	6	2
			Clr Mantsho R B	6	3
			Clr Maqwane P L	6	1
			Clr Miny C	6	6
			Clr Mmolotsi N	6	6
			Clr Mogotsi M M S	6	5
			Clr Mputle G J	6	4
			Clr Nqinelo F	6	2
			Clr Ntshole M A	6	4
			Clr Ramatlapeng E	6	4
			Clr Tsitsi A	6	0
			Clr Vosloo J M	6	3
			Clr Wolmarans M	6	0
			Clr Malebana-Metsing PIR	6	1

6.	Local Economic Development	Provide portfolio responsibilities on issues of enterprise development, SMME support, industrial development/manufacturing, LED projects, arts, culture and heritage development, tourism development and marketing, agriculture and rural development and research and development	<b>Malebane-Metsing P I R</b>	5	5
			Bodenstein M	5	3
			Chauke O R	5	1
			Lekoro B	5	0
			Malan A	5	4
			Matabane E	5	4
			Mokgotlhwe S E	5	3
			Molatlhegi R P	5	2
			Motlhasedi R	5	4
			Motsoadi P	5	5
			Mzizi J	5	0
			Sep hai J	5	2
			Segoai S S	5	2
			Willemse M.J	5	5
			Wolmarans M	5	0
7.	Planning, Human Settlement & Transport	Provide portfolio responsibilities on issues of environmental management, housing provision, building control, development planning and estates administration	<b>Mataboge A L</b>	9	8
			Bisschoff E J	9	4
			Coetzee M	9	6
			Habi S	9	5
			Makhutle M P	9	1
			Makhaula V	9	3
			Malebana-Metsing PIR	9	5
			Ramatlapeng E	9	3
			Mashishi-Ntsime J	9	6
			Mohube M M	9	9
			Mokowe N E	9	4
			Mputle GJ	9	8
			Ndlovu A	9	1
			Segale M	9	8
			Sep hai J L	9	1
			Vosloo J M	9	6
8	Public Safety	Provide portfolio responsibilities on issues of emergency, disaster management, road traffic	<b>Kgaladi L P (MMC)</b>	10	8
			Dlunge W	10	8
			Du Plessis G	10	8
			Makhaula V N	10	7

		management and by-law enforcement	Makhutle M P Makopo T Malinga Mangweni M Molatlhegi RP Molefe MM Mosome P D Morei C Mtyotywa EB Poopedi J M Smith LJ Tsamai A Vosloo JM	10 10 10 10 10 10 10 10 10 10 10 10 10 10	2 2 0 7 1 1 8 4 0 7 7 6 0
No. 9	Name of Committee  Human Settlement	Purpose of Committee	Names of Councillors serving in the Committee  Clr Makhaula BN Clr Beukes E Clr Bischoff E J Clr Makopo T Clr Mshishi-Ntsime J Clr Coetzee M Clr Mogotsi MMS Clr Mohume MM Clr Molatlhegi P Clr Ngqinelo F Clr Putu N J Clr Sephai L J Clr Tlhapi PP	Attendance of each Councillor  1 1 1 1 1 1 1 1 1 1 1 1 1	No. of meetings attended  1 0 0 0 0 1 1 0 0 0 0 0 0
No. 10	Name of Committee  Ward	Purpose of Committee	Names of Councillors serving on the Committee	Attendance of each Councillor  Total No.of meetings held No. of meetings attended	

	Delimitation		Clr Serogoane P H	3	2
			Clr Bicshoff E J	3	3
			Clr Lekoro B F	3	1
			Clr Letlhoo M D	3	3
			Clr Mabale-Huma S S K	3	3
			Clr Malebana-Metsing P I R	3	0
			Clr Mhlungu SBM	3	3
			Clr Mpengu M L	3	0
			Clr Segaoale A B	3	3
			Clr Segoi S S	3	1
			Clr Tlhapi G V	3	0
			Clr Tsamai A	3	1

## APPENDIX C: THIRD TIER ADMINISTRATIVE STRUCTURE (INCLUDING MUNICIPAL ENTITY)



## APPENDIX D: FUNCTIONS OF THE MUNICIPALITY/ENTITY

### POWERS AND FUNCTIONS ALLOCATED TO RUSTENBURG LOCAL MUNICIPALITY

POWERS AND FUNCTIONS	DESCRIPTION	Performed/ Not Performed
Air Pollution	Management of the air quality that affects human health.	P
Building Regulations	Regulations through by-laws that provide for approval of building plans, building inspections and control of operations and enforcement of contraventions of building regulations.	P
Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government.	NP
Electricity Reticulation	Bulk supply of electricity which includes for the purposes of supply, transmission, distribution and where applicable generation of electricity to areas where the municipality has been providing this services prior to authorisation.	P
Fire Fighting Services	Planning, coordination and regulation of fire services.	P
Local Tourism	Promotion, marketing and development of tourist attraction within the municipal area in order to grow the local economy.	P
Municipal Airport	A demarcated area on land or water or a building which is used for the arrival or departure of aircraft.	NP
Municipal Planning	Compilation and implementation of integrated development plan.	P
Municipal Public Transport (only with regard to taxis)	The regulation and control of services for the carriage of passengers.	P
Storm Water Management Systems	Management of systems to deal with storm water in built-up areas	P



POWERS AND FUNCTIONS	DESCRIPTION	Performed/ Not Performed
Trading Regulations	Regulation of any area or facility dealing with trade in goods or services.	P
Water	Establishment, operation, management and regulation of a portable water supply system, including the services and infrastructure required.	P
Sanitation	Establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required.	P
Amusement Facilities	Management and control of a public places for entertainment.	NP
Billboards and Display of Advertisement in Public Places	Display of written or visual descriptive material which promotes the sale and encourages the use of goods and services found in streets, roads, etc.	P
Cemeteries, Funeral Parlours and Crematoria	Establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.	P
Control of Public Nuisance	Cleaning of public streets, roads, and other public spaces.	P
Control of Undertakings that sell Liquor to the Public	Includes inspection service to monitor liquor outlets for compliance to license requirements.	NP
Facilities for the accommodation, Care and Burial of Animals	Control and monitoring of facilities which provide care for the animals and their burial or cremation	NP
Fencing and Fences	Provision and maintenance or regulation of any boundary or deterrents to animals and pedestrians along a street or road.	NP
Licensing of Dogs	Control over the number and health status of dogs through a licensing mechanism.	NP
Licensing and control of Undertakings that sell Food to the Public	Maintenance of environmental health standards through regulation, licensing and monitoring of any place that supply refreshments or food for consumption to the public.	P

POWERS AND FUNCTIONS	DESCRIPTION	Performed/ Not Performed
Local Amenities	Provision, maintenance and control of any municipal land or building reserved for the protection of places or scenic objects, historical and cultural value or interest.	P
Local Sport Facilities	Provision, management and control of any sport facility within the municipal area.	P
Markets	Establishment operation or management of markets other than fresh produce markets.	NP
Municipal Abattoirs	Establishment, conduct and control of facilities for the slaughtering of livestock.	NP
Municipal Parks and Recreation	Provision, management and control of any land or gardens set aside for recreation, sightseeing and or tourism.	P
Municipal Roads	Construction, maintenance and control of a roads.	P
Noise Pollution	Control and monitoring of any noise that might affect human health or wellbeing.	P
Pounds	The provision, management and maintenance of a facility set aside for securing animals confiscated by the municipality.	P
Public Places	Management, maintenance and control of any land or facility for public use.	P
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Removal of any household or other waste and the disposal of such waste in an area.	P
Street Trading	Control, regulation and monitoring of eth selling of goods and services along public pavement or road reserve.	P
Street Lighting	Provision and maintenance of lighting for illuminating of streets.	P
Traffic and Parking	Management and regulation of traffic and parking within the area of the municipality.	P
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions.	P
Cleansing	Cleaning of public places.	P

## **APPENDIX E: WARD REPORTING**

### **WARD COMMITTEES ROLE AND FUNCTIONS**

From a broader view of community participation, the legislation on local government set clear mechanism for the establishment of the ward committees as a structure to liaise with the municipalities. Establishing ward committee is currently not mandatory for municipality and thus not all municipalities have to have them. However legislation makes it mandatory for municipalities to develop mechanism to consult and involve communities in the affairs of the municipality and its processes.

Municipalities are obliged to develop lasting and successful model by ensuring that participation takes place through these established structured and as are institutionalized. They are creation of legislation, the Municipal Structure act, giving effect to the Constitution of the South Africa. Ward Committees are a part of local government and an important way of achieving the aims of local governance and democracy as mentioned in the constitution,1996. these structures are a committee of not more than 10 members of a ward and ward councillor is the chairperson.

Its role is to facilitate participatory democracy; disseminate information; help rebuild partnership for better service delivery; and assist with problems experienced by the people at ward level. A general understanding has emerged that ward committee is an area based committee whose boundaries coincide with the boundaries. Ward committee resource book (2005:20) provide this information of a particular ward:

- Are made up of representatives of a particular ward
- Are made up of members who represent various interests within a ward
- Are chaired by the Ward Councillor
- Give the community members the opportunity to express their needs, opinions on issues that affect their lives and to have them heard at the municipal level via ward councillor
- Are advisory bodies created within the sphere of the community to assist the ward in carrying out his or her mandate in the most democratic manner

Ward No	Surnames	Names	Contacts	Sector
1	Matinyane	Emily	0738321227	Women
	Mafora	Daniel	0730776409	Community
	Manenzhe	Agnes	0836066071	Youth
	Nkashe	Rose	073393431	Business
	Myamane	Dudu	0792356646	Civil Society
	Nkosi	Silvano	0735591403	Business
	Motlhabi	Sophy	0785174221	Religion
	Semakane	Daphney	0826744895	Community
	Padi	Kagiso	0725413105	Disability
	Modisane	Tshepang	0738332487	Community
	<b>Clr Mzizi</b>	<b>Jacob</b>	<b>0736660161</b>	
2	Katane	Dorothy	0766866010	Community
	Montsho	Tabea	0785914769	Youth
	Gabe	Onkarahatse	072048617	Community
	Motene	Nkele		Community
	Moreetsi	Abrey	0730601218	Sports
	Phetoe	Tsholofelo	0739758617	Women
	Konopi	Phillip	0782072740	Business
	Ikaneng	Martha	0743707645	Civil Society
	Motshegwe	Sadie	073079885	Disability
	Mabjaia	Daniel		Religious
	<b>CLR S.B.M Mhlungu</b>		<b>0825523078</b>	
3	Rantho	Maggy	0785645739	Business
	Mooketsi	Michael	0832316417	Women
	Taukobong	Tshepo	0783195717	Civil Society
	Rapoo	Irish	0736995463	Youth
	Mputle	Solly	0718423939	Religious
	Tsitsi	Dikeledi	0744655605	Community
	Zipporah	Thipe	0730190423	Community
	Mogopodi	Salome	0835993779	Disability
	Kgabe	Sylvia	0763128139	Community
	Khunou	Molefi	0788366729	Traditional

	<b>Clr Tsitsi</b>	<b>Aubrey</b>	<b>0837017280</b>	
4	Nameng	Rosina	0767573774	Youth
	Khunou	Tumelo		Business
	Francinah	Mvala	0731752911	Women
	Tlhapane	Thuso	0739825880	Traditional
	Rathuloane	Martha	0720885516	Business
	Selomane	Mathapelo	0769594687	Community
	Diale	Moss		Community
	Diphoko	Kgomotso	0729173138	Religious
	Kgatitso	Mapula	0781748920	Community
	<b>Clr Sephai</b>	<b>Lebogang</b>	<b>0832483005</b>	
5	Senne	Sonto	0732535933	Disability
	Senne	Annah	0827316492	Traditional
	Ditsele	Eunice	0761411352	Women
	Irine	Mogane	076719-0217	Community
	Pooe	Seipati	0735721772	Religious
	Petlele	Dolly	0731753495	Civil Society
	Phale	Richard	0721448648	Community
	Ramadiro	Keaoleboga	0781318931	Community
	Mbhele	Thulane	0712636559	Youth
	Ditsi	John Nicholas	0733775111	Community
	<b>Clr D.I Pitsoe</b>		<b>0716753452</b>	
6	Mmutle	Didintle	0728494191	Women
	Modisakeng	Lesedi	0780315593	Religious
	Mofokeng	Alinah	0835699417	Community
	Kwinda	Kenalemang	0783334438	Community
	Mokgatle	Regomoditswe	0736690369	Disability
	Tshoagong	Tsholofelo	0720934487	Traditional
	Motsisi	Kutlwano	0736282452	Community
	Molefe	Keneilwe	0793965148	Business
				Youth
	Mmane	Bogopane	0722228816	Civil Society
	<b>Clr S.Morei</b>		<b>0825383284</b>	
7	Letupu	Nicolas	0791102802	Community
	Molapisi	Koketso	0730177265	Youth

	Moatshe	Kabelo	0732275597	Business
	Molokwane	Kagiso	0786600461	Women
	Mokgatlhe	Obed	0736294933	Civil Society
	Ramorwa	Pogiso	0728189281	Community
	Mwawa	Ntosi	0726221456	Community
	Tleane	Murium	0827053819	Religious
	Pule	Selebaleng	0780200844	Community
	Mputle	Stanley	083893880	Community
	<b>Clr P.M Motswadi</b>		<b>0828407929</b>	<b>Clr</b>
8		Masha	0761540444	
			0793298456	Business
	Noko	Tshidiso		Education
			0726186492	Women
	Makhele	David	0734761719	Civil Society
	Makhele	Florina	0834675245	Community
	Mokgatlhe	Juliet	0738788765	Community
	Kose	Amos	0718939040	Community
	Moiloa	Vincent	0718428721	Youth
	Mogorosi	Queen	0837271745	
	<b>CLR Mputle</b>	<b>Jerry</b>	<b>0822940127</b>	
9	Mputle	Mabel	083 761 0222	Business
			072 198 1111	Clr
	Montwedi	Johanna	078 555 5416	Women
	Kubyane	Phille	073 867 2874	Community
	Phasha	Phistos	076 885 3743	Community
	Malapile	Bachipile	073 928 1833	Civil Society
			078 541 9019	Youth
	Mokwena	Maria	073 770 0148	Disability
	Phiri	Jaconia	0838984292	Community
	Pitse	Solomon	079 101 4240	Community
10	Mooketsi	Daniel	0763049745	Youth
	Maise	Poppy	0727921033	Community
	Dada	Mavis	0733720701	Community
	Mothuloe	Anna	0761564407	Community



	Foko	Gertrude	0845705626	Community
	Parafin	Fezile	0725506403	Disability
	Diale	Oupa	0781912309	Civil Society
	Setshedi	Phillip	0846408893	Religious
	Selope	Moeder	0603505335	Women
	Mashasha	Violete	0840526100	Community
	Willemse	Marria	0840526100	Cllr
11	Mantswe	Lebogang	0603953887	Youth
	Malope	Lucky	0742064434	Community
	Mutloane	Annie	0796224416	Community
	Msikeni	Nomthandazo	0838729116	Community
	Tlhogwe	Richard	0785857373	Disability
	Matabane	Phillip	0710634089	Religious
	Masoke	Neo	0729855669	Community
	Malatjie	Stayn	0780092243	Disability
	Tlhowe	Nkefi	0728448243	Women
	Mosele	Lucas	0723522354	Business
	Tlhapi	Percy	0836229675	Cllr
	Bogatsu	Primrose	0718742363	Cdw
12	Matshana	Nkele	0782819646	Community
	Rannyadi	Evelyn	0832169421	Community
	Brian Edia	Mashilo	0712053147	Youth
	Lekadile	Esther	0730088791	Women
	Montwedi	Kgomotso	0712528236	Civil Society
	Mogopodi	Caroline	0713262235	Community
	John	Khumalo	0718232877	Business
	Chauke	Joseph Kopano	0838912550	Community
	Gakeitumele	Patrick	0721718122	Community
	Pitse	Lebogang	0710348934	Community
	<b>Clr J Ngwato</b>		<b>0792443551</b>	<b>Cllr</b>
13	Mmakau	Mmamolete	0786436689	Women
	Pitsoe	mabale	0730296054	Women
			0784739043	Community
			0726312775	Civil Society
			0829541948	Community

	Boom	Jane	0762611903	Community
			0784941844	Community
	Diale	Eva	0721555353	Community
	Senokwane	Lebogang	0731363200	Community
14	Kekae	Moses	0827887717	Community
	Hattingh	Braam	0845110151	Community
	Bezuidenhout	Attie	0145926533	Community
	Meyer	Annette	0825559865	Community
	Meyer	Jak	0827791810	Community
	Van Heerden	Jakes	0828059252	Community
	Greyling	Danie	0846021086	Community
	Brent	Belinda	0748908093	Community
				Community
	Steyn	Elize	0724360058	Community
	Du Plessis	Gert	0827371650	Cllr
15	Wentzel	Willie	0824724678	Community
	Miny	Lettie	0834446495	Community
	Scoombie	Rene		Community
	Ansie	Alma	0824666290	Community
			0824523463	Community
	Child	Meisie	0837080540	Community
	Mpipi	Thomas	0736361545	Community
	Coetzee	Marian	0824555012	Community
	Van Rensburg	Ockert	0723773051	Community
				Community
	<b>Clr C.F Miny</b>	<b>Chris</b>	<b>0828785964</b>	<b>Cllr</b>
16	<b>Pr Clr E. Beukes</b>	<b>Ernie</b>	<b>0845807462</b>	<b>Cllr</b>
	Haramse	jcd		Community
	Van Royen	Aleta		Community
	Bosman/Smith	Lida		
	Okert	Van Der merwe		
	Jonny	Classen		
	Rozonne	Theron		
	De beer	Michelle		

17	Martinus	Beyers		
	Hendrico	Elandie	0797912254	Community
	Watschon	Ansie	0834604799	Community
	Watschon	Johanita	0846008552	Community
	Van heerden	Franci	0791066909	Community
	Marrie	Anna	0828974961	Community
	Styn	Peens		Community
				Community
				Community
				Community
18	Marumo	Lawrens	0788894827	Community
	Kubheka	Thili	0835452926	Women
	Nyamane	Patricia	0835637881	Community
	Ramohlokoane	Elsie	0832487850	Community
	Moale	Anna	0729280507	Community
	Nel	Jacobus	0823625421	Community
	Vosloo	Magrieta	0825601031	Community
	Voster	Christo	0829357802	Community
	Nel	Kosie	0825637725	Community
	Bulbulia	Ahmed	0832310474	Business
	Clr Vosloo			
	Ally	Aasif	0833248955	Business
19	Mokwena	Audrey	0818486389	Civil Society
	Mekgwe	John	0762778227	Community
	Sefanyetso	Keobakile	0785092591	Community
	Manganzi	Victoria	0786104666	Community
	Tau	Ace	0780132135	Community
	Lesejane	Kontse	0797996753	Community
	Thebe	Letlole	0813263872	Community
	Molekanyo	Mabel	0732880894	Community
	Mpele	Janson	0835499101	Community
	Molalete	Mosimanegape		Disability
	CLR Motjotja		0603585998	

20	Bogacwi	Lillian	0724681621	Women
	Metlhaleng	William	0724320187	Community
	Tlou	Edward	0792189957	Community
	Ngobeni	joseph	0781111406	Community
	Qweleza	Phillemon	0768219603	Community
	Ramosidi	k.g	0783759243	Community
	Ramaboa	Salome	0781697366	Youth
	Ndlovu	Kefiloe	0737260422	Business
	Van Royen	B.M	0719457897	Community
	Monthosi	Francinah	0730913680	Community
	Clr Coetzee	David	0824010799	
21	Bogosi	Teko	072 085 2778	Community
	Lesejane	Johanna	073 456 6874	Community
	Sello	Phillip	0786002543	Community
	Masisi	Masego	083 623 2280	Community
	Molwana	Ntombi	0781090469	Youth
	Makhubela	Eddie	0731554824	Civil Society
	Molefe	Lisbeth	078 243 6031	Community
	Moselakgomo	Alfred	073 772 2329	Community
	Motswasele	Hermina	073 830 3257	Community
	Molebatsi	Ntebaleng	0732119971	Community
22			0719983264	Community
	Mozinyane	patricia	076 257 8859	Community
	Pelesi	Lizel	071 308 8831	Community
	Lebepe	Eric	076 788 0643	Community
			076 464 9807	Community
	Ncapai	Zwelidinga	074 537 2361	Community
			072 978 9648	Business
	Matsi	Kelebilemang	078 757 5134	Community
			071 998 3264	Civil Society
	Motlhaloga	Honey	084 272 5338	Women
	Maqwane	Lp	073 7072 355	Cllr
23	Motlhabane	Obed	073 477 9141	Community
	Khalipa	Patiance	084 734 2762	Community

	Motloba	Pitse	082 813 6062	Community
	Shezi	Maureen	076 834 7344	Women
	Makhaula	Nomaveli	076 653 2442	Community
			072 966 7870	Community
	Rakgokong	Boitumelo	076 646 6028	Community
	Mashele	Ernest	072 767 6398	Disability
	Mahube	Joseph	084 272 5338	Community
	Motang	Jafta	082 734 7583	Youth
	Makhaula	Victoria	076 5593114	Cllr
24	Teach me	Lebogang	076 844 1203	Community
	Molefe	Nancy	082 762 2901	Community
	Macamba	Jeanett	078 296 8527	Community
	Moisi	John	072 674 6156	Youth
	Khuduge	Portia	078 715 2531	Community
			071 743 9356	Community
	Mogwaemane	Andries	0745368349	Community
	Chiliba	Lydia	073 937 0446	Women
	Thapelo	Vincent	084 367 9416	Civil Society
25	Tshigeng	Kgaugelo	073 496 4433	
	Moremi	Ruth	072 157 1954	Community
	Sohaba	Percy	079 074 2491	Community
	Mojanaga	Lesego	071 228 5800	Community
			073 800 5259	Community
			071 408 1890	Community
	Seripe	Reuben	079 710 1269	Community
	Matsila	Salthiel	072 821 1754	Community
	Mfuloane	Bethuel	082 097 7857	Community
26	Mosito	Susan	078 814 8212	Community
	Abraham Mabiletsa	Susan	073 483 3285	Religious
	Kgaladi	Margaret	083 599 6194	Community
	Marobe	Rozeline	071 142 2813	Community
	Maselane	Peter	078 110 9025	Community
	Mafoko	Poppie	082 637 0003	Community

	Mabuza	Sibusiso	072 450 5402	Community
	Molefe	Sophy	073 647 2261	Community
	Sepolwane	Maria	071 793 9144	Civil Society
	Mosoeru Solly		076 707 6462	Community
	P.L Kgaladi		082 5463878	Cllr
27	Mosime	Johannes	071 463 2553	Community
	Molantoa	Elizabeth	073 013 6544	Women
	Masedi	Matshediso	083 470 7179	Women
	Khumalo	Dorah	082 955 5222	Women
	Mosiane	Jack	073 944 6996	Community
	Molokwane	Magdelinah	079 932 2704	Community
	Mafusi	Joyce	078 791 6028	Community
			072 018 0810	Community
	Mmusa	Nathaniel	079 835 7390	Community
	Pholusi	Jack	082 765 9166	Community
29	Phalatse	Maria	0730189826	Community
	Mashishi	Christine	082 627 6987	Community
	Mpuru	Josphina	071 123 4383	Community
	Nchoshosho	Joseph	071 442 0488	Business
	Dibetswe	Lebogang	076 256 7582	Community
	Petlele	Jacob	074 376 4748	Religious
	Marwale	Collen	071 162 5959	Community
	Pule	Sekese	078 107 8451	Community
	Molefi	Sydney	073 154 3458	Community
	Thage	Ivonne	076 023 6346	Women
30	Monageng	Victor	073 987 8122	Community
	Setlodi	Jacobeth	082 869 9140	Community
	Morolong	Lerato	084 0431078	Community
	Maila	Joseph	073 899 8433	Traditional
	Mokhutswane	Dinah	083 758 5387	Community
	Tshukudu	Gauta	078 359 1599	Youth
	Marima	Johanna	072 278 7058	Women
	Sikoe	Solly	071 690 1783	Religious
	Mahube	Theressa	082 072 2206	Community



	Mosito	Lydia	084 469 7077	Community
	Matabane	E.B	0738150811	Cllr
31	Thusi	Nteseng	084 832 4148	Community
	Mokwele	Julia	079 404 6219	Business
	Molepolle	Esther	079 585 6790	Community
	Moeletsi	Lehata	072 097 9757	Community
	Nyamoswa	Grace	078 951 6029	Community
	Skosana	Nancy	079 141 8236	Community
	Shomang	Vuyiswa	071 000 1054	Women
	Setshego	Mavis	072 887 5699	Youth
			072 988 3208	Community
			071 845 4905	Community
32	Rathaga	Jonas	071 238 4837	Business
	Mtande	Siphokasi	079 588 5486	Community
	Mathebula	Collins	072 285 9643	Community
	Maphosa	Johanna	078 737 9636	Youth
	Chali	Sabatha	078 310 6679	Community
			072 316 6077	Community
	Ncheche	Thabo	076 064 3164	Community
	Mondleni	Eric	083 546 0091	Community
			076 365 3757	Women
		Obed	076 639 3896	Sports
33	Cllr Molefe	Michael	072 114 0042	
	Jongela	Sthembiso		Community
	Mosiane	Hendric		Women
	Kholisile	Zoleka	078 261 3962	Community
	Gxikimani	Miselwa	071 811 8110	Community
			078 642 6287	Community
	Khunou	Ferd	078 577 6793	Disabilty
			073 881 5492	Civil Society
	Morapedi	Maria	072 265 7469	Community
	Morapedi	Naleseng	073 244 9431	Community
34	Manamathela	Lindile	073 529 8321	Community

	Setshedi	Bogosi	083 876 3555	Community
	Glandile	Ziselwa	073 455 1027	Community
	Mbotho	Andile	073 607 9594	Youth
	Mjanyelwa	Ndileka	072 425 2607	Civil Society
	Fonyelwa	Nomveliso	078 027 9786	Community
	Senza	Willington	076 686 5218	Community
	Sebaeng	Malebo	073 078 2964	Community
	Kgotleng	Lawrence	078 348 8201	Community
	Choenemang	Virginia	073 690 1155	Women
35	Mokwena	Catherine	0825930436	Community
	Lebelo	Maria	0724969436	Women
	Gautsang	Eric	0782600672	Youth
	Klaas	Evelyn	0838578950	Community
	Mashava	Hasani	0847077145	Community
	Rikhotso	Shavela	0783834982	Community
	Mmulotsi	Moilwa	0732760135	Civil Society
	Mazendala	Eric	071 3541594	Community
			0827628594	Community
	Mqanqeni	Virginia	0730571360	Community
	Clr Putu	Nj	0735227662	
36	Twice	Tlholetswe	072 182 9647	Youth
	Francinah	Pheto	079 454 5514	Community
	Dirulelo	Mosimane gape	079 932 0706	Community
	Mantsho	Babua	083 330 4492	Community
	Seabelo	Victor	076 248 9181	Community
	Shabalala	Kefiloe	073 178 5761	Women
	Segopa	Jan		
	Swartbooi	Mpho	079 456 1115	Community
37	Mathikhe	Thabo		
	Ramodia	Tsholofelo	0730887567	Women
	Selwane	Edward	0735273805	Community
	Maunamele	Ezekiel	0711685579	Community
	Xhinele .Z.	zenzel	0734100753	Civil Society

	Dlunge	Welcome	0717902285	Cllr
	Lesele	Neo	0782779079	Community
	Mbuyisele	N		
	Molebanje	Thabiso		
	Mohaswe	Ishmmael		
	Majemane	ms	0737285377	Community
38	Mvuka	Daliquolo	073 378 8730	Women
	Magwebu	Xolisile	078 968 3451	Community
	Motha	Themba	083 496 4749	Community
	Cikiso	Zamicebo	078 365 0130	Civil Society
	Monnanyana	Julius	079 484 7743	Community
	Pheko T.S		076 104 1681	Community
	Khutle	Stela	072 399 6414	Community
	Peter Zanyiswa		073 254 7421	Community
	Mofokeng	Lebogang	083 728 2887	Youth
	Mbali	Sindiswa	073 172 3151	Community

#### CHALLENGES EXPERIENCED AND MEASURES TAKEN TO ADDRESS THEM

Ward	Challenges	Remedial Measures
1 - 38	Functions of ward committees vs other structure in the ward	Capacity building program developed and has been roll out in the first and second quota
	Relationship between ward councillor and ward committee members and their role	Joint workshop has been held between ward councillor and ward committee members to clarify roles and responsibilities
	Infrastructure and service delivery related issues	Establishment of ward councillors forum and secretarial forum to address service delivery challenges
	Information and communication on critical government programs and community involvement	The municipality has created a public participation unit and in the process of developing a public participation policy
	Resources: human resource and financial resources	We have provided them with operational tools e.g. laptops to secretaries; capacity building on minutes and

APPENDIX G: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Date of Meeting	Resolution			
	No.	Details	Adopted by Council	Not Adopted by Council
28 August 2015	1	Audit Committee meeting	<p><b>Review of the Annual Financial Statements</b></p> <p>The AFS were submitted late for review to the committee and also it was a draft.</p> <p><b><u>Recommendations</u></b></p> <ul style="list-style-type: none"> <li>➤ Risk stated on the annual financial statement should be based on the real threats to service delivery.</li> <li>➤ Monitoring of grant spending on quarterly basis against the budget.</li> <li>➤ Budget of the municipality be cash backed.</li> </ul>	
4 March 2016	2	Audit Committee meeting	<p><b>Three Strategic Operational Plan &amp; one year rolling plan</b></p> <ul style="list-style-type: none"> <li>➤ The one year operational plan be specific in terms of the start dates of the audit assignments instead of the current one which is indicating quarterly time frames (1<sup>st</sup> , 2<sup>nd</sup> , 3<sup>rd</sup> and 4<sup>th</sup> quarter).</li> <li>➤ The staffing of internal audit be prioritised.</li> </ul> <p><b><u>Recommendation (future audits)</u></b></p> <ul style="list-style-type: none"> <li>➤ Water &amp; Sanitation (detailed controls review) to be considered in the financial year</li> <li>➤ Environmental Management audit (illegal dumping site &amp; landfill site compliance)</li> <li>➤ License fees &amp; Fines (cancellation &amp; write-off)</li> </ul>	

Date of Meeting	Resolution			
	No.	Details	Adopted by Council	Not Adopted by Council
			<ul style="list-style-type: none"> <li>➤ Electricity (compliance review)</li> </ul> <p><b>Municipal Standard Chart of Accounts (MSCOA)</b></p> <ul style="list-style-type: none"> <li>➤ Risks of the project;</li> <li>➤ Readiness of the municipality;</li> <li>➤ Capacity of the municipality to implement / comply; and</li> <li>➤ Review of implementation.</li> </ul> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>➤ Risk assessment</li> <li>➤ Risk Register</li> <li>➤ Risk register versus the strategic plan</li> </ul> <p><b><u>Recommendation</u></b></p> <ul style="list-style-type: none"> <li>➤ Risk register to cover the issues affecting the municipality's business continuity.</li> <li>➤ Monitoring and management of risk should be done on a continuous basis.</li> <li>➤ Evaluation of service provider's performance</li> <li>➤ Monitoring and evaluation of projects on quarterly basis.</li> </ul> <p><b>Compliance Management System</b></p>	

Date of Meeting	Resolution			
	No.	Details	Adopted by Council	Not Adopted by Council
			<p><b><u>Recommendation</u></b></p> <ul style="list-style-type: none"> <li>➤ Municipality to develop a compliance management system / framework to ensure continuous compliance with all the applicable legislation.</li> </ul> <p><b>Irregular, Unauthorised, Fruitless and Wasteful (IUFW) Expenditure</b></p> <p><b><u>Recommendation</u></b></p> <ul style="list-style-type: none"> <li>➤ Municipality to develop a plan to ensure that the IUFW of prior years is reduced by following the legislative prescript.</li> <li>➤ Municipality to ensure that new IUFW is prevented at all times going forward.</li> </ul> <p><b>Auditor General South Africa (AGSA) Management report.</b></p> <p><b><u>Recommendation</u></b></p> <ul style="list-style-type: none"> <li>➤ The report is accepted.</li> <li>➤ The action plan be developed and implementation report be presented to the committee and council.</li> </ul> <p><b>Performance Management System (PMS)</b></p> <p>The PAC has repeatedly raised a concern about the usefulness and reliability of information</p>	



Date of Meeting	Resolution			
	No.	Details	Adopted by Council	Not Adopted by Council
			<p>supplied to it by management of the municipality. That reports are submitted only to comply with deadlines, therefore compromising on quality and reliability.</p> <p>The committee realised that the report presented to council was based on what was agreed upon between the assessor (Municipal Manger) and the person assessed (Director/Manager directly accountable to the Municipal Manger) during the assessments. Minutes of this process could not be verified to confirm the final assessment conclusion.</p> <p>The PAC also realised that the Performance report submitted to Internal Audit and PAC was different from that presented to Council. Internal Audit performed the quality assurance as requested by the committee and issued the report to the responsible officials and the municipal manager but to date no response or corrected mid-year report submitted to council to effect those corrections.</p> <p>It is concerning to the PAC that the Performance management report was submitted to Council before it can be reviewed by the necessary oversight committees. Compliance on submission of key documents should be prioritised and quality should not be compromised.</p> <p>Adherence to time lines is critical in terms of compliance.</p> <p>The Key Performance Indicators (KPI's) are not aligned and not coined correctly to reflect the actual performance. The SMART (Specific, Measurable, Achievable, Realistic and Time-bound) principle should also be applied in this regard.</p> <p>The Data definition sheets must be introduced to clarify the KPI's contents in detail.</p>	

Date of Meeting	Resolution			
	No.	Details	Adopted by Council	Not Adopted by Council
			<p>The legislation in terms MSA, Section 41 (1), (d) (e) and (2) is very specific in terms of the improvement of performance which is stated as follows:</p> <p><i>(1) A municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed –</i></p> <p><i>(d) take steps to improve performance with regard to those development priorities and objectives where performance targets are not met; and</i></p> <p><i>(e) establish a process of regular reporting to –</i></p> <p><i>(i) the council, other political structures, political office bearers and staff of the municipality; and</i></p> <p><i>(ii) the public and appropriate organs of state.</i></p> <p><i>(2) The system applied by a municipality in compliance with subsection (1) (c) must be devised in such a way that it may serve as an early warning indicator of under-performance.</i></p> <p><i>(3)</i></p> <p>No consequence management for under-performance is being implemented.</p>	

**APPENDIX H: LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS**

No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Comment Date	Expiry Date	Period	Contract Value.	Payment Made To Date
1.	Water & Sanitation	Ditholo Consulting Engineers	Water Meter Maintenance.	RLM/Di/0088/2011/12	2013/02/11	2016/02/11	36 Months	Per Rate	R64 124,75
2.	Water & Sanitation	Epilite 390-Morobane Construction Jv	Adhoc Maintenance Of Manhole For Rustenburg Local Municipality	RLM/Di/0056/2012/13	2013/05/02	2015/05/02	31 Months	Per Rate	R8 859 455,62
3.	Water & Sanitation	Bonco Enterprise Cc	Water Meter Maintenance.	RLM/0088/2012/13	2013/02/11	2016/02/11	36 Months	Per Rate	R608 805,43
4	Water & Sanitation	Zamadlambi Trading And Projects	Supply And Delivery Of Chemicals For Rustenburg Local Municipality Areas	RLM/DTIS/0151/2013/14	2014/03/03	2017/03/31	36 Months	Per Rate	R22 086,00
5	Water & Sanitation	Trems Masilo Construction Trading And Projects	Supply And Delivery Of Various Water And Sewer Materials	RLM/DTIS/0148/2012/13	2014-06-02	2017-06-02	36 Months	Per Rate	R866 816,64
5.	Water & Sanitation	Baithusi Consulting Cc	Design And Implementation Of Tlhabane Ac Pipes	RLM/DTIS/0156/2012/13	2013/09/01	2016/09/01	36 Months	Price Per Rate	R3 373 008,64
6	Local Economic Development	Naledia Group	Implementation Of The Led Strategy For RLM	RLM/Led/0076/2013/14	2013/11/01	2016/11/30	36 Months	R5 656 493.68	R2 262 597,87
7.	Library Services	Booktalk(Pty)Ltd	Supply And Delivery Of Books And Other Printed Information Resources And Audiovisual Material To Libraries And Info Hubs	RLM/DCD/0104/2012/13	2014/02/03	2017/02/03	36 Months	Per Rate	R1 607,89
8	Legal Unit	Dpp Valuers	Compilation Of Valuation Roll For RLM	RLM/Bto/0032/2012/13	2010/06/30	2015/06/30	60 Months	Per Rate	R566 237,72

No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Commencement Date	Expiry Date	Period	Contract Value.	Payment Made To Date
9	Water & Sanitation	Magalies Water	Interim Water Services Provider Agreement	N/A	2010/10/19	2015/10/18	60 Months	Per Rate	
10	Budget And Treasury Office	S O Matshidiso Construction & Projects	Supply, Storage And Transportation Of Alternative Energy For Indigent Households In RLM Area:Paraffin, Lamps& Primus Stove	RLM/DTIS/0033/2013/14	2013/10/01	2016/10/31	36 Months	Per Rate	R19 855 839.41
11	Assets Unit	Lateral Unison Insurance Broker's	Appointment Of Insurance Brokers :For Short Term Insurance Portfolio	RLM/Bto/0129/2012/13	2013/09/01	2015/09/01	36 Months	Per Rate	R8 281 134,26
12	Office Of The Municipal Manager	Fox Power North West (Pty) Ltd&Phithlollo Construction (Pty) Ltd	Composite Master Sale Agreement Between RLM & Joint Venture	RLM/Mm/0059/2007/08	2011/09/30	2016/08/31	60 Months	Per Property Rate	No Payment Made
13	Public Safety	Intexol	Acquisition Of Maintenance Services Associated With RLM Electronic Security System	RLM/Dps/0020/2011/12	2012/03/01	2015/02/28	36 Months	Per Rate	R14 398 647,72
14	Fleet Management Unit	Afs Group & Fleet Data Technologies Jv	Supply Of On-Road Fuel, Installation Of Vehicle Monitoring System And Integrated Fleet Management System	RLM/Di/0049/2011/12	2012/03/12	2015/02/28	36 Months	Per Rate	R40 473 264,24
15	Revenue Management Unit	Revenue Consulting (Pty)Ltd	Performance Of Debt Collection	Pf.01/2010	2012/06/05	2015/02/28	36 Months	Per Rate	R22 474 422,58

No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Comment Date	Expiry Date	Period	Contract Value.	Payment Made To Date
16	Fleet Management Unit	Ma Gregs Rustenburg Trading Solutions	Supply And Delivery Of Material And Spares.	RLM/Di/0028/2011/12	2012/07/13	2015/08/22	36 Months	Per Rate	R4 168 409,40
17	Fleet Management Unit	Marks Auto Parts	Supply And Delivery Of Material And Spares.	RLM/Di/0028/2011/12	2012/07/13	2015/08/22	36 Months	Per Rate	R4 546 527,00
18	Fleet Management Unit	Jodenco Trading And Projects	Supply And Delivery Of Material And Spares.	RLM/Di/0028/2011/12	2012/07/13	2015/08/22	36 Months	Per Rate	R5 409 239,57
19	Fleet Management Unit	Remmone Trading Enterprise Cc	Supply And Delivery Of Materials And Spares	RLM/Di/0028/2011/12	2012/07/13	2015/08/22	36 Months	Per Rate	R2 044 009,51
20	Fleet Management Unit	MFM Motor Spares (PTY) LTD	Supply And Delivery Of Materials And Spares	RLM/DI/0028/2011/12	2012/07/13	2015/08/22	36 Months	Per Rate	R5 378 840,40
21	Public Safety	Promptique Trading 7 Cc T/A White Leopard Security	Security Services	RLM/DPS/0035/2010/11	2012/03/01	2015/02/28	36 Months	R983 044.80	R40 097015,22
22	Planning	EPS Consulting Engineers (PTY) LTD	Provision Of The Traffic Impact Assessment Services	RLM/DPHS/0060/2011/12	2012/10/01	2015/10/31	36 Months	R2 498.00 Per Hour	R3 552 224,13
23	Revenue	African Meter Reading (PTY) LTD	Provision Of Water Meter Reading Services	RLM/BTO/0019/2011/12	2012/07/24	2015/07/31	36 Months	R16.50 Per Meter	R7 990 653,35
24	Assets Management Unit	Assets Management And Disposal Corporation	Auctioneerin g Services For Council's Immovable Property.	RLM/DPHS/0064/2011/12	2012/09/01	2015/08/31	36 Months	5% Commission Chargeable To The Buyer	R46 180.00
25	Water & Sanitation	Maratwa Go Bonwa Trading CC	Gardening Services For Reservoirs And Pump Stations	RLM/DI/0126/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R732 373,03
26	Water & Sanitation	Jetvac South Africa (PTY) Ltd	Hiring Of High Pressure Combination Cleaner Unit For Sewer Lines & Cctv	RLM/DI/0057/2012/13	2013/05/13	2016/05/13	36 Months	Per Rate	NO PAYMENT TO DATE

No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Comment Date	Expiry Date	Period	Contract Value.	Payment Made To Date
			camera For Inspection Of Sewer						
27	Water & Sanitation	Key Spirit Trading 218	Hiring Of High Pressure Combination Cleaner Unit For Sewer Lines & Cctv camera For Inspection Of Sewer Lines	RLM/DI/0057/2012/13	2013/05/13	2016/05/13	36 Months	Per Rate	R33 205,92
28	Water & Sanitation	Mosetsa Trading And Projects	Gardening Services For Reservoirs And Pumpstations	RLM/DI/0126/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R953 315,14
29	Water & Sanitation	Bodolo Trading	Gardening Services For Reservoirs And Pump Stations	RLM/DI/0126/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R1 584 280,35
30	Water & Sanitation	Manthaofe Construction Services	Gardening Services For Reservoirs And Pump Stations	RLM/DI/0126/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R1 454 325,96
31	Water & Sanitation	Sego Segolo Contractors	Gardening Services For Reservoirs And Pump Stations	RLM/DI/0126/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R395 384,21
32	Local Economic Development	AGRO Tractor House Import And Export	Supply And Delivery Of Machinery For Cooperatives Within Rustenburg	RLM/LED/0108/2012/13	2013/07/01	2016/07/01	36 Months	Per Rate	R2 663 625,96
33	Library Services	Early Readers Cc	Supply And Delivery Of Books And Other Printed Information Resources And Audiovisual Material To Libraries And Info Hubs	RLM/DCD/0104/2012/13	2014/02/03	2017/02/03	36 Months	Per Rate	R99 473,20
34	Office Of The Municipal	Development Bank Of	Memorandum Of	N/A	2014/02/24	2050/02/24	240 Months	Per Rate	R4 341 041,10



No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Comment Date	Expiry Date	Period	Contract Value.	Payment Made To Date
	Manger	Southern Africa Limited	Agreement For Loan Agreement				ths		
35	Water & Sanitation	Baithusi Consulting Cc	Design And Implementation Of Phatsima Bulk Water	RLM/DI/0155/2012/13	2013/09/01	2016/09/01	36 Months	Per Rate	R571 553.68
37	Library Services	Sky Information Suppliers Cc	Supply And Delivery Of Books And Other Printed Information Resources And Audiovisual Material To Libraries And Info Hubs	RLM/DCD/0104/2012/13	2014/02/03	2017/02/03	36 Months	Per Rate	R127 125,60
38	Local Economic Development	The Brand Leadership Group(Pty) Ltd	Proposal To Brand The City Of Rustenburg	RLM/LED/0139/2012/13	2013/08/12	2016/09/01	36 Months	R22 657 768.00	R5 622 364,39
39	Water & Sanitation	Reonet (Pty)Ltd T/A Reonet Utility	Automated Meter Reading-Water Demand Management Programme	RLM/DI/0135/2012/13	2013/09/09	2016/09/09	36 Months		R753 733.800
40	It Unit	Total Client Services Ltd	Software License Agreement	N/A	2012/07/01	2015/06/30	36 Months	Per Rate	R357 944,04
41	Roads & Stormwater	No Regret Tenbosch & Projects	Supply And Delivery Of Cold Premix As When Required	RLM/DI/0125/2012/13	2013/09/09	2016/09/09	36 Months	R5 774.75 Per Part H Of The Bill Of Quantity	R2 438 270,42
42	Licensing Unit	Workshop Electronics	Maintenance Of Equipment	N/A	2014-05-22	2017-05-02	36 Months	R8 234.00	R17 535,40
43	Water & Sanitation	Aptovox(Pty)Ltd	Supply And Delivery Of Various Water And Sewage Materials	RLM/DTIS/0148/2012/13	2014-06-22	2017-06-22	36 MONTHS	Per Rate	No Payment To Date
44	Water & Sanitation	Morobane Construction Jv Peu Ya Africa	Supply And Delivery Of Various Water And Sewage	RLM/DTIS/0148/2012/13	2014-06-22	2017-06-22	36 MONTHS	Per Rate	No Payment To Date

No	Responsible Directorates And Units	Service Provider	Description	Bid/Contract No.	Commencement Date	Expiry Date	Period	Contract Value.	Payment Made To Date
			Materials						
45	Water & Sanitation	Katlego Baphiring Trading And Enterprise	Supply And Delivery Of Various Water And Sewer Materials	RLM/DTIS/0148/2012/13	2014-06-02	2017-06-02	36 MONTHS	Per Rate	R144 500,10
46	Library Services	Missing Link Education Cc	Supply And Delivery Of Books	RLM/DCD/0104/2012/13	2014-02-03	2017-02-03	36 Months	Per Rate	R309 633,18
47	Library Services	Corner Bookshop	Supply And Delivery Of Books	RLM/DCD/0104/2012/13	2014-02-03	2017-02-03	36 Months	Per Rate	R5 027,87
48	Prepaid Management Unit	Cigicell (Pty)Ltd	Supply And Delivery Of An All Inclusive Prepaid Electricity Distributed And Online Vending System	RLM/DTIS/0110/2013/14	2014-02-05	2017-02-05	36 Months	Per Rate	R8 570 241,21
49	Library Services	Alicanie Book Distributors	Supply And Delivery Of Books	RLM/DCD/0104/2012/13	2014-02-05	2017-02-05	36 Months	Per Rate	R35 238,47
50	Admin Support	Ricoh Consensus	Supply, Delivery And Maintenance Of Printers And Equipments	RLM/DCS/0182/2013/2014	2014-04-01	2017-04-03	36 MONTHS	Per Rate	No Payment To Date
51	Office Municipal Manger	M-Cavils	Construction Of The Bus Rapid Transport Route	RLM/1099/2012/13	2013-05-22	2015-10-21	30 MONTHS		R325 958 035.93
52	Office Municipal Manager	M-Civils	Construction Of The Bus Rapid Transport Route	RLM/0066/2012/13	2012-06-15	2013-09-17	15 MONTHS		R371 600 791.74

**PRIVATE PUBLIC PARTNERSHIP**

<b>N o .</b>	<b>Responsible Directorates And Units</b>	<b>Service Provider</b>	<b>Description</b>	<b>Bid/Contract No.</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>Period</b>	<b>Contract Value.</b>	<b>Payment Made To Council</b>
1	Local Economic Development	Tulanie Trust T/A Omaramba Vakansie-Oord En Konferensie Sentrum & Rustenburg Kloof Resort Cc	Management And Maintenance Agreement	N/A	2004/12/ 24	2024/ 12/24	240 months	5% of monthly turnover	R10 138 9 34,39


**RUSTENBURG WATER SERVICES TRUST**

<b>N o .</b>	<b>Responsible Directorates And Units</b>	<b>Service Provider</b>	<b>Description</b>	<b>Bid /Contract No.</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>Period</b>	<b>Contract Value.</b>	<b>Payment Made To Date</b>
1	Water & Sanitation	Rustenburg Water Services Trust	Bulk Water Supply And Water Treatment	N/A	2003.10 .27	2018.1 0.27	15 YEARS	Per rate	R602 935 399,91



## APPENDIX J: DISCLOSURE OF FINANCIAL INTEREST

NAME	DIRECTORATE	DIVISION	POSITION	PERSONAL INFORMATION	DISCLOSURE OF BENEFITS	1 Shares	2 Direct ownership	3 Interest in any Trust	4 Member of Close Corp.	5 Other Financial Inter.	6 Consultancies Retain- erships	7 Sponsor- ships	8 Gifts	9 Interest in Land/prop- erty
ABOO J	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
AFRICA C	PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF MOTOR VEHICLES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ALVIN N N	EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
APRIL AK	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ATHIBENG M K	PLAN TRANSPORT & HUMAN	PHS ADMIN SUPPORT	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BADENHORST C J	COM DEVELOPMENT	CIVIL FACILITIES	FOREMAN: CIVIL MA INTENANCE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BALOYI FL	EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	MESSENGER/D RIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BANDA SS	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BARNARD AJ	TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	MECHANIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BARNARD AM	PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	SR TOWN PLANNER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BASSARDIEN CG	COM DEVELOPMENT	COMMUNITY FACILITIES	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
BELE PS	COM	COMMUNITY	SECT MAN:	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME	DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
	DEVELOPMENT	FACILITIES	CIVIC C ENTRE & HAL										A	
BELLE T E E	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R 111	 YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BERGH VP	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	PLANNING ENGINEER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	YES
BEZUIDENHO UT S A	CORP SUPPORT SERV	INFORMATION TECHNOLOGY	ADMINISTRAT OR/OPE RATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOGATSU MC	TECH & INFRASTRUCT URE	WATER AND SANITATION	TELEMETERIN G TECH NICIAN	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
BOGOPANE M N	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOGOSI MR	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	SEC MAN: URBAN RE NEWAL	YES	YES	N/A	YES	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOIKANYO D D	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOLOKOE FR	TECH & INFRASTRUCT URE	T&INFR ADMIN SUPPORT	SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOPALAMO K	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	CO- ORDINATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BOSHOFF JJ S	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	STATION COMMANDER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
BREITENBAC H DA	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	SENIOR OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
BURGER WF	MUN: MANAGER	RISK MANAGEMENT	RISK OFFICER	YES	YES	YES	N/A	YES	N/A	N/A	N/A	N/A	N/ A	YES
CARRIM MR	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	SUPT TEST & INSTR UMENTATION	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
CHAUKE C T	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
CHAUKE G P	CORP SUPPORT SERV	HUMAN RESOURCES	SR HUMAN RESOURCE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME	DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
CHIMA S J	COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER COMMUNI TY HALLS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
CHIRWA A J	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
CHIZAMA C G	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
CLERENCE J M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
COETZER AS	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	STOCK CONTROLLER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
COLLINS MS	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	LIBRARIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DE JAGER J J	TECH & INFRASTRUCT URE	T&INFR ADMIN SUPPORT	BUDGET CONTROL OF FICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DE JAGER L	PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF LEARN ERS' LICENC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DE VILLIER S JM	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	CLERK GR 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DELPORT LA	BUDGET & TREASURY	REVENUE MANAGEMENT	SUPERVISOR CASHIE R	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIALE LW	BUDGET & TREASURY	BILLING	FINANCE CLERK APP PLICATIONS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIALE M R	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIAMOND T H	TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIBETSO BE	BUDGET & TREASURY	FINANCIAL MANAGEMENT	SEC MAN: ASSET MA N & INSURAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIKGOMO KY	BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIKHUTSO-M OTLHALE OP	BUDGET & TREASURY	REVENUE MANAGEMENT	SNR CLERK INDIGEN T REGISTRA	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIKOLE S E	EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIKUTLE BN	MUN:	STRATEGY &	PERFORMANCE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
		MANAGER	PLANNING	MANAG EMENT SPECI										A	
DIKUTLE S T		PUBLIC SAFETY	LICENSING & TESTING	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DILLOANE B		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	CENTRE MANAGER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DILWANE LR		PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF LEARN ERS' LICENC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DINTWA LM		TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DINTWE M M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DINTWE MT		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DIRE GG		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	FIRE FIGHTER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
DIRE V		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DITIBANE L B		PLAN TRANSPORT & HUMAN	BUILDING CONTROL	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DITIRA TC		BUDGET & TREASURY	FINANCIAL MANAGEMENT	ASSET CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DU PLESSIS J D		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DU PLESSIS M D		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DU RAND L		CORP SUPPORT SERV	HUMAN RESOURCES	SEC MAN: RECRUITM ENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	YES
DU TOIT AS		TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	ELECTRICIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DU TOIT M		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	ASS LIBRARIAN; MA IN LIBRARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
DUBE DG		PUBLIC SAFETY	TRAFFIC SERVICES	UNIT MANAGER TRAF	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	YES

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
				FIC SERVICE											
DUDHIA F		BUDGET & TREASURY	FINANCIAL MANAGEMENT	CHIEF FINANCE CLERK CREDITOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ERNST EJ		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FAKU B		BUDGET & TREASURY	BILLING	UNIT MANAGER: BILLING	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
FETMANI V	D	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FOLOKWE N	C	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GAANAKG OMO	A L	EXECUTIVE MAYOR	SPECIAL PROJECTS	GENDER & CHILDREN S DESK OFFI	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GADISE K C		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GONA P		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GOUWE P T		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GUMEDE P L		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	METER INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
HAMNCA RM		COM DEVELOPMENT	CD ADMIN SUPPORT	DRIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
HARABA M M		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMENT	CONTROL ROOM ATTENDANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
HELBERG L		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HOLL E		CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	OCCUP HEALTH & SAFETY OFFICE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HOLL HB		BUDGET & TREASURY	BILLING	FIN CLERK CLEARANCES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HOLT JE		PUBLIC SAFETY	TRAFFIC SERVICES	ADMINISTRATOR (T.S.) LOGISTICS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
JACOBS A G		BUDGET & TREASURY	FINANCIAL MANAGEMENT	SNR FINANCE CLERK CREDITORS	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
JACOBS WJ		CORP SUPPORT SERV	INFORMATION TECHNOLOGY	SYSTEMS ANALYST AND COORDINATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
JANSE VAN	RENSBURG GCM	BUDGET & TREASURY	FINANCIAL MANAGEMENT	SR ADMIN PAYROLL & LEAVE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JANSEN VAN	VUUREN JW	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	SECTION MANAGER: GEN ADMIN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JANTJIE S M	D	BUDGET & TREASURY	REVENUE MANAGEMENT	FINANCE CLERK RD CHEQUES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JELE LG		COM DEVELOPMENT	COMMUNITY FACILITIES	HEAD: COMMUNITY FACILITIES	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
JELE VM		PUBLIC SAFETY	TRAFFIC SERVICES	SUPERINTENDENT: TRAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JIKWANA L	P	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	PROCUREMENT ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JONAS ML		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JONAS R		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
JUGMOHAN T		BUDGET & TREASURY	FINANCIAL CONTROL	SECTION MANAGER: FIN PLANNING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KABEKA H N		TECH & INFRASTRUCTURE	WATER AND SANITATION	STOREMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KALEDI S M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KAMENYE P	M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KAMPI S I		EXECUTIVE MAYOR	CHIEF WHIP ADM SUPPORT	ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KAPARI B T		PUBLIC SAFETY	LICENSING & TESTING	EYE TESTING OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
KATANE L		LOCAL ECONOMIC DEVL	LED ADMIN SUPP	SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KEASITS E K	C	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KEDIGE T J		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KEDIJAN G M	C	PUBLIC SAFETY	TRAFFIC SERVICES	SUPERINTENDENT: T RAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KEHITLH ILE	K P	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KEKANA J R		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KESWA C B		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGALADI OI		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
KGALADI S	H	CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	OCCUP HEALTH & SAFETY OFFICE	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
KGALADI Z	M	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
KGAMPE G S		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGARE KJ		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGASOAN E A	M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGASU D S		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGASU M J	E	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGASWAN E G	G	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KGASWE		EXECUTIVE	COMMUNICATION	MULTI MEDIA	YES	YES	N/A	YES	N/A	N/A	YES	YES	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
P T		MAYOR	SECTION	DESIG NER										A	
KGATLE JM		TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	TECHNICAL ASSISTA NT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KGOMO B B		TECH & INFRASTRUCT URE	WATER AND SANITATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KGOSIEM ANG	M O	MUN: MANAGER	PROJECT MANAGEMENT	HEAD: PROJECT MAN AGE UNIT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KGOSIEM ANG	M D	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KGWAKGW A R	O	BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KGWEREM E	O	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHIBA B		MUN: MANAGER	RISK MANAGEMENT	CHIEF RISK OFFICE R	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
KHIBA P A		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
KHOALI M H		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHULE O J		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHUMALO BA		PLAN TRANSPORT & HUMAN	BUILDING CONTROL	BUILDING INSPECTO R	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHUMALO JO		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	HEAD: LAW ENFORCE & SECURITY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHUMALO K	G	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHUMALO S	J	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
KHUMALO W	K	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN T/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
KHUNOU		CORP	ADMIN SUPPORT	ADMIN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
B		SUPPORT SERV	CORP SUPPORT	ASSISTANT										A	
KHUNOU F N		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KHUNOU G B		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KHUNOU S M		PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRA FFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KHUTLEL ANG	F M	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KIBINYA NE	SJ	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KLAAS VI		MUN: MANAGER	LEGAL & VALUATIONS	LEGAL ADVISOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOBEDI T J		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOBUE LL		BUDGET & TREASURY	REVENUE MANAGEMENT	FINANCE CLERK MET ERS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KODONGO K	R	OFFICE: SPEAKER	SPEAKER ADMIN SUPPORT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOLE J S		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOMANE EN		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	INFORMATION DEVEL OPMENT OFF	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOMANE RK		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R 0.11	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOPONG JB		BUDGET & TREASURY	BILLING	FINANCE CLERK - T RANSFERS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOTANE MM		MUN: MANAGER	PROJECT MANAGEMENT	DATA CAPTURER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOTSIE MP		BUDGET & TREASURY	FINANCIAL MANAGEMENT	SNR FINANCE CLERK CREDITORS	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
KOTU JS		BUDGET & TREASURY	FINANCIAL MANAGEMENT	FILING CLERK/OPER ATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KOTU M		COM DEVELOPMENT	LIBRARY AND INFORMATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
			SERVIC												
KUNTELE PAN	O B	CORP SUPPORT SERV	OFFICE OF DIRECTOR CSS	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KWAPE MB		PUBLIC SAFETY	TRAFFIC SERVICES	CHIEF TRAFFIC OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KWATLHA I J	M	BUDGET & TREASURY	FINANCIAL CONTROL	CHIEF ACCOUNTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KWATLHA I M	J	BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGETS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEBANG M E		COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEBELE SI		BUDGET & TREASURY	BILLING	FIN CLERK - SUN D EBT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEBELO O M		PLAN TRANSPORT & HUMAN	HOUSING PROVISION	SENIOR CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEDINGWANE	NR	EXECUTIVE MAYOR	SPECIAL PROJECTS	LIFE SKILLS & CAREER GUIDANCE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEFIRI RKJ		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEGODI T B		PUBLIC SAFETY	TRAFFIC SERVICES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKGANYANE	PD	PLAN TRANSPORT & HUMAN	ESTATES ADMINISTRATION	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKGETHISO	T G	LOCAL ECONOMIC DEVL	ENTERPRISE/SMME DEVELOPMENT	COORD TOURISM & MARKETING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKHOBAPM		BUDGET & TREASURY	FINANCIAL MANAGEMENT	SNR FINANCE CLERK CREDITORS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKOROG M		TECH & INFRASTRUCTURE	WATER AND SANITATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKOROE K	J	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEKOTOP P		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
LEKULE C N		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEMAO E M	T	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEONARD P	S	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEOTWAN E J	O	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEPHOGO LE	DPL	COM DEVELOPMENT	CIVIL FACILITIES	HEAD: CIVIL FAC. DEV. & MAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LESEJAN E L	S	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LESEYAN E M	B	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LESOMO TI		BUDGET & TREASURY	FINANCIAL MANAGEMENT	FINANCE CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETADI L L		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETHOKO MK		MUN: MANAGER	AUDITING	INTERNAL AUDITOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETLAPE A	R	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETLAPE KM		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETSHOLO C	D	TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETSHWITI	M	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	COM ADMIN: COMMITTEE WORK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETSOAL O S	A	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	SUPERINTENDENT: DISTRIBUTION	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LETUPU J		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LEWISA		COM	CIVIL	SPECIAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
J N		DEVELOPMENT	FACILITIES	WORKMAN										A	
LIEBENBERG	LT	PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF MOTOR VEHICLES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LOLWANE S	M	COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER COMMUNITY HALLS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LOUW H A		COM DEVELOPMENT	CIVIL FACILITIES	SPECIAL WORKMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LUNDERS TED	T DM	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	LIBRARIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABALAN E E	P	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	BUYER: GENERAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABALAN E O	M	PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNING INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABALE K L		CORP SUPPORT SERV	HUMAN RESOURCES	HUMAN RESOURCES OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABE BA		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABE HH		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABE M L		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABE M T		CORP SUPPORT SERV	HUMAN RESOURCES	FILING CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABE P K		EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MABELE Y B		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MABEO C T		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MADUBE S B		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAFELA MA		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAFISA DR		COM DEVELOPMENT	CD ADMIN SUPPORT	SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MAFORA D		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAFORA OJ		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAGALE D L		MUN: MANAGER	STRATEGY & PLANNING	PERFORMANCE MAN O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAGANO P	O	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MAGANO C K		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAGANO E L		PUBLIC SAFETY	PS ADMIN SUPPORT	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MAGASA ASL		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	SNR SUPT LAW ENFORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAGASA KC		PLAN TRANSPORT & HUMAN	PHS ADMIN SUPPORT	SNR ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAHAO S H		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAHAPEL A J	M	TECH & INFRASTRUCTURE	WATER AND SANITATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAHOTO KH		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAISELA H	B	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	PROCUREMENT ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAITHUF I G	J	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAITHUF I G	J	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAJOKO K C		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAKGAKG E R	B	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAKGALE	G	MUN:	PROJECT	TECHNICIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
O		MANAGER	MANAGEMENT	PROJEC T CO-ORDINA										A	
MAKGAL MEL	E K R	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	STOCK CONTROLLER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAKGETH E L	J	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	NA
MAKGOTH I L	K	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN T	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MAKHANY E L	KP	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R 0.11	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MAKHUTL E G	M	CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	ADMIN OFFICER EMP WELLNESS	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N
MAKINIT A R	J	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	SECTION MANAGER: SECURITY	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MAKO KN		CORP SUPPORT SERV	HUMAN RESOURCES	HUMAN RESOURCES O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAKWAKW A A		TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALATSI AM		PUBLIC SAFETY	LICENSING & TESTING	SUPERVISOR CASHIE R	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MALEKA EK		PLAN TRANSPORT & HUMAN	HOUSING PROVISION	SENIOR CLERICAL A SSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALEPAN E A	R	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALEPAN E M	M	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALINGA C	B	TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALOLEK A M		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	ASST SUPT LAW ENF ORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MALOPE MS		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
				T											
MANAMEL A K	N	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MANGANY E B		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	BUYER: TECHNICAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MANTHAT A J	M	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	SUPERVISORY TYPIS T	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MANTSWE P	D	LOCAL ECONOMIC DEVL	POLICY RESEARCH & DEVELOPMENT	HEAD: POLICY RESE ARCH DEVL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MANYAKA L	M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAPHOLO GEL	A T G	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAREKOA B	A	EXECUTIVE MAYOR	MMC ADMIN SUPPORT	ADMINISTRAT IVE OF FICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAREUME ES		BUDGET & TREASURY	FINANCIAL CONTROL	FINAN SYSTEM ADMI NISTRATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MAROB A K	M	PLAN TRANSPORT & HUMAN	ESTATES ADMINISTRATION	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASELWA F	J	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MASHABA NE	EM	BUDGET & TREASURY	FINANCIAL MANAGEMENT	ADM PAY & LEAVE E NQ HIGH LEV	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASHALA A	I	COM DEVELOPMENT	CIVIL FACILITIES	ARTISAN WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASHAO I		BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGE TS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASHEKE MP		COM DEVELOPMENT	CIVIL FACILITIES	CLER ASS: BUILD/P L FILING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASHIAN E M	C	BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MASIKE MW		TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	ARTISAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MASINGA J		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	PROCUREMENT ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASISI I H		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASOKWANE	P F	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASOKWE QL		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	SNR SUPT LAW ENFORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASUGETA A		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASUMBUKA	PL	BUDGET & TREASURY	SECTION MANAGER: SUPPLY CHAIN		YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MASUKUL C		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MATABAN E D	P	COM DEVELOPMENT	COMMUNITY FACILITIES	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATABAN E T	I	MUN: MANAGER	MM ADM SUPP	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATABOG E H	N	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MATABOG E S	D	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATABOG E T	K	TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATEBES I T	J	EXECUTIVE MAYOR	COMMUNICATION SECTION	UNIT MANAGER: COMMUNICATION	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATHE KJ		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATHE L L		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATHE P S		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MATHULWE T	S	BUDGET & TREASURY	FINANCIAL MANAGEMENT	SNR FIN CLERK CONTRACT PAYMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MATLHOLA J	T	CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	OCCUP HEALTH & SAFETY OFFICE	YES	YES	N/A	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A
MATSEMLA	M K	COM DEVELOPMENT	WASTE MANAGEMENT	FOREMAN: GARDEN SITES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSHABAC		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSHABAT		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSHEGO J	D	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	HEAD: HOUSING PROVISION	YES	YES	N/A	N/A	N/A	YES	YES	N/A	N/A	N/A	YES
MATSHEGOR	S	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR 111	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSHEHAFE	ELAJD	COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSHIDISO	OK	LOCAL ECONOMIC DEVL	ENTERPRISE/SMME DEVELOPMENT	HEAD: ENTERPRISE/SMME	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MATSIOLOKO	L M	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAUBANE PL		BUDGET & TREASURY	FIN ADMIN SUPP	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAZIBUKOL	N	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	COMP OFF: SUP CHAIN MANAGEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MAZIBUKOM	V	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MBENGE B M		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	BOOK PACKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MBONIN M		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MDHLULI V	V	BUDGET & TREASURY	FINANCIAL CONTROL	HEAD: FINANCIAL C	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
				ONTROL											
MDINI C N		TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MEKGOE E K		COM DEVELOPMENT	INTEGRATED ENVIRONMENTAL MANG	ENVIRN IMPACT ASS ESS OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MEKGWE CK		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	COMP OFF: SUP CHA IN MANAGEME	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MEKGWE H L		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSIST F ILING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MEKGWE SP		OFFICE: SPEAKER	SPEAKER ADMIN SUPPORT	CO-ORD WARD COMMI TTEES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MERE W A		CORP SUPPORT SERV	OFFICE OF DIRECTOR CSS	MESSENGER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MESESA S A		TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	STOREMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MEYER DMCS		COM DEVELOPMENT	WASTE MANAGEMENT	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
MEYER G		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MFATI MB		LOCAL ECONOMIC DEVL	ENTERPRISE/SMME DEVELOPMENT	CO- ORDINATOR: PRO JECTS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MFOLO M H		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MFOLWE BE		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	HEAD: EMERGENCY & DISASTER M	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
MFULOAN E O	IA	COM DEVELOPMENT	CIVIL FACILITIES	CARETAKE: MUNICIP AL OFFICES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MFULWAN E J	M	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MILONGO RA		PUBLIC SAFETY	LICENSING & TESTING	EYE TESTING OFFIC ER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MIPA M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MITTANRS		PUBLIC SAFETY	LICENSING & TESTING	SR.EXAMNR(V EHC) & TEST/OFFICER	not signed										
MKHOBOLE		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MLAMBOGA		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MMETHIM		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	HELP DESK OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MMOLAIMM		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MMUTLANEG	T	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MNDAWESP		CORP SUPPORT SERV	INFORMATION TECHNOLOGY	GEO IN SYSTEM ADMINSTRATOR	YES	YES	N/A	N/A	N/A	YES	YES	N/A	N/A	N/A	N/A
MOAGIDL		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	FIRE FIGHTER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOAGIEM		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOAISER		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOATETM		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOATISET	R	COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOATSHEC	MO	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOATSHEMB		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	SEC MAN TECH ROAD S & STORMWA	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOATSHERB		COM DEVELOPMENT	INTEGRATED ENVIRONMENTAL MANG	EDUCATION PROMO & COMMUNICAT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
MODIBAM K		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SENIOR FIRE FIGHTER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MODIKEL E M	J	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MODIKO O		PLAN TRANSPORT & HUMAN	PHS ADMIN SUPPORT	MESSENGER/D RIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MODIMOENG	PK	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MODIMOKOAN	E M M	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISAGAE	C N	BUDGET & TREASURY	FINANCIAL CONTROL	FINANCE CLERK - BUDGET OFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISAGAE	M J	PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF LEARNERS' LICENC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISAKENG	D M	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SENIOR CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISANEA	L	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISANEE	MG	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	LIBRARIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISANET	P	LOCAL ECONOMIC DEVL	POLICY RESEARCH & DEVELOPMENT	RECRUITMENT CENTRE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISEFT		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISEKG		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	PRINTING SERVICE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISEMT	M	PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODISEMR		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MODUPEJ M		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
MODUTWA NE	D M	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOENG B R		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	GENERALIST WORKER /OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOFOKEN G I	P	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOFOKEN G M	P	TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOFOKEN G N		BUDGET & TREASURY	FINANCIAL MANAGEMENT	SNR FINANCE CLERK CREDITORS	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOFURUT SHE	A L	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOFURUT SHE	P M M	MUN; MANAGER	MM ADM SUPP	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAKAB E J	K	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAKAB E L	S	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAKAB E L	B	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAKAB E M	D	CORP SUPPORT SERV	HUMAN RESOURCES	HUMAN RESOURCES O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAKWE K	R	TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGALE BF		PUBLIC SAFETY	TRAFFIC SERVICES	CLERICAL ASSISTAN T	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGALE M D		TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGALE O S		PUBLIC SAFETY	TRAFFIC SERVICES	SUMMONS OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOGANO TS		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R 0.11	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAPI BK		COM DEVELOPMENT	WASTE MANAGEMENT	FOREMAN: STREET C LEAN & ILLE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGASE		PUBLIC	LICENSING &	CLERICAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
M H		SAFETY	TESTING	ASSISTAN T										A	
MOGASWA L	B	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGAU CK		PUBLIC SAFETY	PS ADMIN SUPPORT	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGODIR I M	A	CORP SUPPORT SERV	HUMAN RESOURCES	ADMINISTRAT IVE CL ERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGOTSI B	M L	BUDGET & TREASURY	FINANCIAL MANAGEMENT	PAYROLL CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGOTSI M	J	MUN: MANAGER	REGIONAL COMMUNITY CENTRE	CENTRE MANAGER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGOTSI M	L	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	CLERK GR 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOGWASE B	H	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOHLABI L		CORP SUPPORT SERV	HUMAN RESOURCES	ADM ASSISTANT: LA BOUR RELATI	YES	YES	N/A	YES	N/A	YES	N/A	N/A	N/A	N/ A	N/A
MOHLALA D	L	TECH & INFRASTRUCT URE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOHOLO GP		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNING INS PECTOR	YES	YES	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/ A	N/A
MOHUTSI WA	B C	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOIDI P B		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	SNR SUPT LAW ENFO RCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOILOA MI		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	BOOK PACKER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/ A	N/A
MOILOE LS		BUDGET & TREASURY	FINANCIAL MANAGEMENT	ACCOUNTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOJI RD		LOCAL ECONOMIC DEVL	POLICY RESEARCH & DEVELOPMENT	CO- ORDINATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOKALE G L		PUBLIC SAFETY	LICENSING & TESTING	SR EXAMINER:VT	YES	YES	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
				& L & D L & T											
MOKALE J		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKANTL A S	T	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOKGALA KA	MJ	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	TECHNICIAN: TESTING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGATL A J	K	LOCAL ECONOMIC DEVL	LED ADMIN SUPP	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGATL HE	G	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGELE P	S	COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGETH I A	T	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOKGETH I S	P	BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGOPH E M	MG	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	SECT MAN: ARCHIVE S	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MOKGORO L	N	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOKGOSI MF		EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	ADMINISTRATIVE SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKGOTH U P	P	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKHUTS HWA	NE T R E	TECH & INFRASTRUCTURE	WATER AND SANITATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKHWIT I F	M	PUBLIC SAFETY	LICENSING & TESTING	HEAD: LICENSING & TESTING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOENA P	T	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOENA SH		MUN: MANAGER	COO OPERATIONS	CUSTOMER CARE AGENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MOKOKA B M	K	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOKA R M		BUDGET & TREASURY	BILLING	FINANCE CLERK - TRANSFERS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOKA R P		TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	SUPERINTENDENT: MECHANICAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKONYA MA	OH	MUN: MANAGER	LEGAL & VALUATIONS	LEGAL ADVISOR	YES	YES	YES	N/A	N/A	N/A	N/A	YES	N/A	N/A	N/A
MOKOROA NE	MJ	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOTEDI J	M	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	INFORMATION DEVELOPMENT OFF	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKOTEDI L	K	COM DEVELOPMENT	COMMUNITY FACILITIES	SECTION MANAGER: PARKS, CEME	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKWAFI NDA	E L	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOKWATS I R	M	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOLAI L M		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	LIBRARIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLAMU J M		COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLAODZ I T	I	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLATLHEGI	K	TECH & INFRASTRUCTURE	WATER AND SANITATION	SPECIAL WORKMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLATLO U T	E	BUDGET & TREASURY	FINANCIAL MANAGEMENT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLEBAT SI	HM	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	SNR AID CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLEBAT SI	S M D	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLEBAT SI	R D	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
		URE													
MOLEFAB ANG	WE K S	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE ESE		TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	SUPT: VEHICLE WOR KSHOP	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE F B		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE G E		MUN: MANAGER	COO OPERATIONS	CUSTOMER CARE AGE NT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE I		TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOLEFE L		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE PM		MUN: MANAGER	PROJECT MANAGEMENT	TECHNICIAN PROJEC T CO-ORDINA	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE RM		PUBLIC SAFETY	LICENSING & TESTING	MANAGEMENT REPRES ENTATIVE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE S N		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEFE SPJ		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSIST F ILING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLELEK ENG	ST	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLEOFI BG		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLETSA NE	KC	BUDGET & TREASURY	BILLING	FINANCE CLERK - T RANSFERS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLLO S S		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	STOREMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOLOANA H	M	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN T/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLOBEN G G	M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOLOI M M		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
				T/CASHIER											
MOLOISANE	S S T	PUBLIC SAFETY	LICENSING & TESTING	LICENCE INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOLOKOANE	K C	CORP SUPPORT SERV	HUMAN RESOURCES	FILING CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLOKOANE	S G	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLOKOMME	RS	PUBLIC SAFETY	TRAFFIC SERVICES	SUPERINTENDENT: T RAFFIC											
MOLOPEM F		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	HELP DESK OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLOSEKP		COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER CEMETERY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLOSIKD		COM DEVELOPMENT	WASTE MANAGEMENT	SEC MAN: REFUSE REMOVAL	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOLOTSA NE	SL	MUN: MANAGER	LEGAL & VALUATIONS	HEAD: LEGAL & VALUATIONS	YES	YES	YES	N/A	YES	YES	N/A	N/A	N/A	N/A	YES
MOLOTSI S		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOLUSIDE		MUN: MANAGER	LEGAL & VALUATIONS	VALUATION OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLWANTWA	JM	CORP SUPPORT SERV	HUMAN RESOURCES	HUMAN RESOURCES OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOLWANTWA	T	PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	HEAD: DEVELOPMENT PLANNING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONAISA CS	M	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MONAMAR M		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT/CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONARENG K	D	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	ELECTRICIAN	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MONDLAN A J	T	PUBLIC SAFETY	LICENSING & TESTING	SUPERVISOR CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MONEGI TP		TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	ARTISAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONGAEP S		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SENIOR FIRE FIGHTER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MONGAEP P		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	HEAD: ROADS & STORM WATER	YES	YES	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A	N/A
MONGALE MM		PLAN TRANSPORT & HUMAN	BUILDING CONTROL	HEAD: BUILDING CONTROL & REGU	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
MONGALE TJ		BUDGET & TREASURY	BILLING	SUB ACCOUNTANT CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONGWAK ETS	I BA	EXECUTIVE MAYOR	MMC ADMIN SUPPORT	ADMINISTRATIVE OFFICER											
MONNANAM	P	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MONNAPULA	C	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONTSHO L		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONTSHO S	S	PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MONTSHO SI	T D	COM DEVELOPMENT	COMMUNITY FACILITIES	SWIMMING INSTRUCTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOOKETS I J	K	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOOKETS I T	C	BUDGET & TREASURY	BILLING	FIN CLERK CLEARANCES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOOPELWAM	G	MUN: MANAGER	STRATEGY & PLANNING	IDP SPECIALIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MORAKE L P		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	REG FUNC & INFO OFFICER	YES	YES	YES	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
MORE CB		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MOREI J J		PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOREKI KL		PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRAFFIC											
MOREKI KMT		OFFICE: SPEAKER	SPEAKER ADMIN SUPPORT	GENERALIST WORKER	YES	YES	n/a	n/a	n/a	n/a	N/A	N/A	N/A	N/A	N/A
MORETI JK		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROBAN E E	B	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	ARCHIVES ADMINISTRATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROBAN E E	T	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROBAN E N	J	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROKE GS		COM DEVELOPMENT	COMMUNITY FACILITIES	REGIONAL CARETAKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROLON G I	B	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOROMAN E S	E	COM DEVELOPMENT	COMMUNITY FACILITIES	TRACTOR DRIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOSANYA L	S	BUDGET & TREASURY	REVENUE MANAGEMENT	MESSENGER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOSEKI GG		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSEKWA NE	T V	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSES J		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOSIAH J T		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSIANE AW		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSIANE C		MUN: MANAGER	STRATEGY & PLANNING	IDP OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MOSIITR		PLAN TRANSPORT & HUMAN	HOUSING PROVISION	CARETAKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSIMANE	J	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSIMEJM		BUDGET & TREASURY	FINANCIAL MANAGEMENT	FINANCE CLERK SUN DRY PAYMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSIMEKC		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOSIMERN		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSITOKS		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSOANEOS		TECH & INFRASTRUCTURE	WATER AND SANITATION	CAD OPERATING OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSOBETM		PUBLIC SAFETY	TRAFFIC SERVICES	SUMMONS OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSOMESN		MUN: MANAGER	COO OPERATIONS	SWITCHBOARD : SUPERVISOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOSWANEB		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSWETS IJ	M	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	ARCHIVES ADMINISTRATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOSWEUJM		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTALEAEB		BUDGET & TREASURY	BILLING	ACCOUNTANT: UNMETTERED SERVICE	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTALEMMB		PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUPERVISOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTALERT		PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF LEARNERS' LICENC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTAU		PUBLIC	TRAFFIC	SUPT.	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
MS		SAFETY	SERVICES	ADMINISTRATION (TSL)										A	
MOTAUNGB	C	CORP SUPPORT SERV	HUMAN RESOURCES	RECEPTIONIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTAUNGK	F	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTENEJ P		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT/CASHIER											
MOTENERM		BUDGET & TREASURY	BILLING	FIN CLERK: VALUATIONS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTHIBIK	G	MUN: MANAGER	REGIONAL COMMUNITY CENTRE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTHOBIK	A	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTHULOES	S	CORP SUPPORT SERV	OFFICE OF DIRECTOR CSS	SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTHUSIK	C	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	BOOK PACKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOTITSWEM	L	PUBLIC SAFETY	TRAFFIC SERVICES	ADMIN: TRAFFIC FINES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTLHABANE	R J	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	LIBRARIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOTLHAKEO	V	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTLHAKOE		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOTLHAKOF	M	MUN: MANAGER	REGIONAL COMMUNITY CENTRE	REG FUNC & INFO OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOTLHAMME	J	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
MOTLHAPING	KN	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MOTLHASEDI	WM	MUN: MANAGER	REGIONAL COMMUNITY	HELP DESK OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
			CENTRE	R											
MOTLHOK I S	M	TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	ARTISAN AID	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTLOU E B		TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOTSAAL ORE	T J	PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSATS I I	W	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSHAB I J	M	PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRA FFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOTSHEG ARE	R E	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	STREET LIGHT ATTE NDANT											
MOTSHEG WA	I T	EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	ADMINISTRAT IVE OF FICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSHEG WA	EM	EXECUTIVE MAYOR	CHIEF WHIP ADM SUPPORT	RESEARCHER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOTSHID ISI	S P	BUDGET & TREASURY	OFFICE OF THE CFO	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOTSHWA NE	S J	TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	ARTISAN AID	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSISE E	A	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
MOTSISI MG		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNING INS PECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSWAB ANG	M D	TECH & INFRASTRUCT URE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOTSWAS ELE	SBP	TECH & INFRASTRUCT URE	WATER AND SANITATION	SEC MANAGER: WATE R & SEWER	YES	YES	YES	YES	N/A	YES	N/A	N/A	N/A	N/ A	N/A
MOYO ES		CORP SUPPORT SERV	HUMAN RESOURCES	ADMIN OFFICER GR II			YES	YES	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
MOYO JJ		COM	COMMUNITY	SNR AID	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
		DEVELOPMENT	FACILITIES	CLERK										A	
MPAMBAN I L		MUN: MANAGER	AUDITING	SNR INTERNAL AUDIT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPETE A S		EXECUTIVE MAYOR	SECURITY	VIP PROTECTION OF FICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPIPI A M		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPIPI A L		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPIPI B B		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	PLAN ADMINISTRATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPITI TI		PLAN TRANSPORT & HUMAN	HOUSING PROVISION	SENIOR CLERICAL AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MPUTLE P R	V	PUBLIC SAFETY	TRAFFIC SERVICES	CLERK OF THE COURT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MTHAPAN G K	V	PUBLIC SAFETY	TRAFFIC SERVICES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MTJOTJO A M	J	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY AS SISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MTYOTJA T	M	CORP SUPPORT SERV	HUMAN RESOURCES	SEC MAN: EMP TRAIN & DEVELOP	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MUDAU T		TECH & INFRASTRUCTURE	WATER AND SANITATION	TECHNICIAN: WATER SERVICES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MUDZIWA TE		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MULAUDZ I M	E	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	FOREMAN MAINTENANCE	INCOMPLETE										
MULLER JP		TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	MECHANIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MUNDLUL	O	TECH &	ELECTRICAL	CLERICAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
I M		INFRASTRUCTURE	ENGINEERING SERVICE	ASSISTANT										A	
MUTLOANE K	E	PUBLIC SAFETY	TRAFFIC SERVICES	ADMINISTRATOR (T.S. LOGISTICS)	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MWASE C		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NAKEDI TM		MUN: MANAGER	COO OPERATIONS	SEC MAN: CUSTOMER CARE CENTR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
NALISAMA A		PUBLIC SAFETY	PS ADMIN SUPPORT	ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NAWA S		PLAN TRANSPORT & HUMAN	ESTATES ADMINISTRATION	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NDLOVUS		COM DEVELOPMENT	COMMUNITY FACILITIES	STOREMAN (PARKS)	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NEMURAMBA	TL	COM DEVELOPMENT	COMMUNITY FACILITIES	ASST. HORTICUL. GARDEN SERV	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGQOLANA A		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGUBENITG		MUN: MANAGER	COO OPERATIONS	CUSTOMER CARE AGENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGWASHE NG	ME	MUN: MANAGER	LEGAL & VALUATIONS	LEGAL ADVISOR	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGWENYA A	M	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGWENYA E	V	COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NGWENYAM	L	CORP SUPPORT SERV	OFFICE OF DIRECTOR CSS	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NJORO LP		BUDGET & TREASURY	BILLING	SUB ACCOUNTANT ME TERED SERVI	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
NKADIMENG	S D	TECH & INFRASTRUCTURE	WATER AND SANITATION	MANAGER: CONSTRUCTION	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
NKEBENYANE	M I	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
NKELENN		MUN: MANAGER	MM ADM SUPP	EXECUTIVE SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKELEPD		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	CLIENT ADVISOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKGOTHE N	M	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKOMOT		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKOPANEK	I	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	SPECIAL WORKMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKOSIAC		BUDGET & TREASURY	REVENUE MANAGEMENT	CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKUNAM		BUDGET & TREASURY	FINANCIAL MANAGEMENT	FINANCE CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NKWE EK		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NOCUZED B		COM DEVELOPMENT	COMMUNITY FACILITIES	ASST HORTICULTURIST: NURSERY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NOKWANE PB		PUBLIC SAFETY	LICENSING & TESTING	MANAGEMENT REPRESENTATIVE	PAGES MISSING										
NOKWANE W	J	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
NOMAFUSIG	N	MUN: MANAGER	COO OPERATIONS	CUSTOMER CARE AGENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTATERM		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTLANESS S		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTLEBIMC		COM DEVELOPMENT	COMMUNITY FACILITIES	ASST HORTICULTURIST: NURSERY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
NTSAAGAE J	D	PUBLIC SAFETY	TRAFFIC SERVICES	CONTROL ROOM ATTENDANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTSHABELE	LD	CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	SAFETY ADMINISTRATOR	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTSIMANE T		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTSIME M T		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	STOREMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTSWE B R		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NTULI JQ		BUDGET & TREASURY	FINANCIAL MANAGEMENT	ACCOUNTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NXOMALAW	P	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SNR FIRE FIGHTER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
NYANDANS		EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NYATHI T G		EXECUTIVE MAYOR	EXE MAYOR ADM SUPP	ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OBERHOLZER	PS	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SENIOR FIRE FIGHTER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
OKAILE K C	S	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OLIVIER T		PLAN TRANSPORT & HUMAN	BUILDING CONTROL	TEAM LEADER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OOOR AM		PUBLIC SAFETY	TRAFFIC SERVICES	CHIEF TRAFFIC OFFICER	YES	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PAADI OO		MUN: MANAGER	AUDITING	MANAGER INTERNAL AUDIT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PATEL S		COM DEVELOPMENT	WASTE MANAGEMENT	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PETLELE L	R	COM DEVELOPMENT	COMMUNITY FACILITIES	TRACTOR DRIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PETLELE	A	PUBLIC	EMERGENCY &	GENERALIST	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
M		SAFETY	DISASTER MANAGEMENT	WORKER										A	
PHALAESIL	E K I J	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHANTSIM	M	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHANTSINP		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	ARCHIVES ADMINISTRATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHARASIM	G	PLAN TRANSPORT & HUMAN	ESTATES ADMINISTRATION	ADMINISTRATOR: ESTATE & LAND	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHATUDIC	G	PLAN TRANSPORT & HUMAN	BUILDING CONTROL	BUILDING INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	NN	N/A	N/A	N/A	N/A
PHETHEN I Z	S	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHETOANER	M	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	INCOMPLETE										
PHIRIED		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHIRIMA		PUBLIC SAFETY	LICENSING & TESTING	SUPERVISOR CASHIER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHIRIY		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHIRICHWAN	E T V	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHOIRP		COM DEVELOPMENT	CIVIL FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHOKOJEGE		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	OFF ADM LAW ENFORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHOLOTR	J	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHOLOSEAE		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	HEAD: ADMIN SUPP SERVICES	YES	YES	N/A	N/A	NA	YES	N/A	N/A	N/A	N/A	N/A
PHOLOSE	N	PUBLIC	LICENSING &	EXAMINER OF	YES	YES	N/A	N/A	NA	YES	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSO NAL	DISCL OSURE	1	2	3	4	5	6	7	8	9
P		SAFETY	TESTING	LEARN ERS' LICENC										A	
PIENAAR JS		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	LIBRARY ASST.SR.R EF.&INFORM	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PILA K L		PUBLIC SAFETY	TRAFFIC SERVICES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N	N/A	N/A	N/ A	N/A
PILANE E N	E	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSIST F ILING	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PILANE I D		COM DEVELOPMENT	COMMUNITY FACILITIES	TEAM LEADER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PILANE PA		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	ASST SUPT LAW ENF ORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
PINE B K		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PITSO L V		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	PROCUREMENT ASSIS TANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
PITSOE W		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
POOE KC		CORP SUPPORT SERV	HUMAN RESOURCES	RECEPTIONIS T	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
POOE M E		TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	ARTISAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
POOE MS		PUBLIC SAFETY	TRAFFIC SERVICES	ASSISTANT SUP TRA FFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
POOE S D		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTAN T	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/ A	N/A
POONYAN A B		TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PRETORI US	JJ	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
PRIEM EA		TECH & INFRASTRUCT URE	MECHANICAL ENGINEERING SERVICE	MECHANIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A
RADITLA DI	OE	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SECTION MANAGER: LIBRARY BRA	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/ A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
RADITLADI	ES	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
RAKOMALRM		CORP SUPPORT SERV	OCCUPATIONAL HEALTH & SAFETY	COORDINATOR EMPL WELLNESS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAKOMAMA		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SNR FIRE FIGHTER	NOT SIGNED		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAKOTOAR		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	CONTROL ROOM ATTE NDANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAKOTOJD		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	METER INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAKUBANEM	S	MUN: MANAGER	REGIONAL COMMUNITY CENTRE	TRAINING & DEVELOPMENT OFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMADIEC	M	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMAKOBYA	MG	CORP SUPPORT SERV	INFORMATION TECHNOLOGY	NETWORK TECHNICIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMANTSIR	K	COM DEVELOPMENT	COMMUNITY FACILITIES	MARKETING OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMAWELAC	S	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
RAMAWELAK	E	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
RAMELAS		TECH & INFRASTRUCTURE	WATER AND SANITATION	JET CLEANER OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMOKGADI	NE	PUBLIC SAFETY	TRAFFIC SERVICES	SUMMONS OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMOKOKAM	T	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	BUYER: GENERAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMOKOKAW	L	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMORULAG	T	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	SEC MAN MONI & CONTROL OF IS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMORUL	K	TECH &	WATER AND	CLERICAL	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
A T		INFRASTRUCTURE	SANITATION	ASSISTANT										A	
RAMOTEBELE	SP	TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAMOTSWATL	HABAS	PLAN TRANSPORT & HUMAN	BUILDING CONTROL	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RANKUDUTB		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
RAPELEGOW	MV	CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAPULAME		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RASELLOS	P	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RASOGOSS		MUN: MANAGER	COO OPERATIONS	CALL CENTRE AGENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RATSHIMOLO	T G	COM DEVELOPMENT	WASTE MANAGEMENT	ASSISTANT DEPOT CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
REINECKEL	J	TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	ARTISAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RILEYCR		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVICE	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ROSELTARA		PUBLIC SAFETY	TRAFFIC SERVICES	SUPERINTENDENT: TRAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RUELEMC		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SATHEKGEV	B	COM DEVELOPMENT	COMMUNITY FACILITIES	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEANERT		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	SEC MAN MAIN ROADS & STORMWATER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEBAKOIJ		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMENT	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SEBAKO		COM	COMMUNITY	GENERALIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
R S		DEVELOPMENT	FACILITIES	WORKER										A	
SEBEGO O M		COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER COMMUNITY HALLS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEBOLEV		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEDUMEDI E		MUN: MANAGER	AUDITING	INTERNAL AUDITOR	YES	YES	N/A	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEECO GP	P	BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	CHIEF PROCUREMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SEGALE P M		MUN: MANAGER	PROJECT MANAGEMENT	PROJECT ADMIN OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEGALOE EM		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEGOE Z N		COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER COMMUNITY HALLS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEGONES		PUBLIC SAFETY	TRAFFIC SERVICES	SENIOR SUPERINTENDENT	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
SEJESHO-JA	NSEN S D	PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEKALE O		TECH & INFRASTRUCTURE	WATER AND SANITATION	CLEANER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEKANO MB		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	SENIOR ADMINISTRATIVE CLERK											
SEKANO R S	M	EXECUTIVE MAYOR	CHIEF WHIP ADM SUPPORT	EXECUTIVE SECRETARY	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEKANO T		BUDGET & TREASURY	FINANCIAL MANAGEMENT	FINANCE CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEKATI JL		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	GENERALIST WORKER	INCOMPLETE										
SEKETE P M		MUN: MANAGER	LEGAL & VALUATIONS	ADMINISTRATIVE OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEKHU MD		BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGETS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
SEKHUTE J	R	CORP SUPPORT SERV	HUMAN RESOURCES	LABOUR RELATIONS OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SELEKA O E		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	COMP OFF: SUP CHA IN MANAGEME	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SELEKE MT		PUBLIC SAFETY	LICENSING & TESTING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SELEKE RS		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNING INS PECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SELOI C M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SENNE M M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SENNE M M		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SENNE T P		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SENNE WT		COM DEVELOPMENT	WASTE MANAGEMENT	HEAD: WASTE MANAG EMENT SERV	YES	YES	YES	N/A	YES	N/A	YES	N/A	N/A	N/A	YES
SENOKWA NYA	NE W M	COM DEVELOPMENT	COMMUNITY FACILITIES	TRACTOR DRIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEOME A L		EXECUTIVE MAYOR	COMMUNICATION SECTION	COMMUNICATI ON SPE CIALIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEPOTOK ELE	T P	COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SERAME B E		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SERE E D		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEREKO G P		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEREME TM		BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGE TS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEROLE O		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	ADMINISTRATIVE CL ERK	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
SESHABELA	Z M	PUBLIC SAFETY	TRAFFIC SERVICES	SENIOR SUPERINTENDENT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SESUPPO		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SETSHOGOE	B O	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMENT	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SETSHOTLHO	B P	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SHEBIKA		MUN: MANAGER	COO OPERATIONS	CALL CENTRE AGENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SHIBAMBOM	H	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	ELECTRICIAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SHOLESRK		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SIKWANE CG		BUDGET & TREASURY	SUPPLY CHAIN MANAGEMENT	ADMINISTRATIVE CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SIKWEKT		PUBLIC SAFETY	TRAFFIC SERVICES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SINDANENL		PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	TOWN PLANNING INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SINDANEVS	P	COM DEVELOPMENT	COMMUNITY FACILITIES	CARETAKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SITHOLEGB		PUBLIC SAFETY	LICENSING & TESTING	EYE TESTING OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SITHOLEI	I	COM DEVELOPMENT	COMMUNITY FACILITIES	AIDS CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SITHOLEL	K	PLAN TRANSPORT & HUMAN	DEVELOPMENT PLANNING	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SITHOLEP	L	PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SNYMANDD	E V	COM DEVELOPMENT	COMMUNITY FACILITIES	HORTICULTURIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
SNYMAN M J		COM DEVELOPMENT	COMMUNITY FACILITIES	REGIONAL SUP: GRASS CUTTING	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SPECOAS		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	SYSTEM SUPERVISOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
SPIES BJ		MUN: MANAGER	PROJECT MANAGEMENT	ENVIRN IMPACT ASSESS OFFICER	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
STACHIA J	M	TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
STEYN FM		CORP SUPPORT SERV	ADMIN SUPPORT CORP SUPPORT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
STOLS PB		TECH & INFRASTRUCTURE	ELECTRICAL ENGINEERING SERVICE	ADMIN SUPPORT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SUZE TC J		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SECTION MANAGER: MAIN LIBRAR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SWANEPOEL	E	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SENIOR FIRE FIGHTER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
TABANE N J		TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	MECHANIC AID	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TAELE MS		TECH & INFRASTRUCTURE	WATER AND SANITATION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
TAPILE TG		BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGETS	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
TAUKOBONG	KC	CORP SUPPORT SERV	HUMAN RESOURCES	SEC MANAGER EMPLOY RELATIONS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
THALE G		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	LAW ENFORCEMENT OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
THAMAGAM	J	PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	CONTROL ROOM ATTENDANT	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
THEBE TN		CORP SUPPORT SERV	HUMAN RESOURCES	ADMINISTRATIVE CLERK	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
THIBEDIL	L P	PUBLIC SAFETY	LICENSING & TESTING	LICENCE INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
THIPE B		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
THOANERS		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	BOOK PACKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
THOKE C N		MUN: MANAGER	REGIONAL COMMUNITY CENTRE	REG FUNC & INFO O FFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
THOKE EH		BUDGET & TREASURY	REVENUE MANAGEMENT	SEC MAN CRE CONT & DEBT COLL	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
THWANE JL		PLAN TRANSPORT & HUMAN	PHS ADMIN SUPPORT	TYPIST	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLADINY ANA	N C	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLALE KP		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER G R 111	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLALE ME		PUBLIC SAFETY	EMERGENCY & DISASTER MANAGEMEN	SHIFT COMMANDER	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
TLALE OJ		MUN: MANAGER	PROJECT MANAGEMENT	TECHNICIAN PROJEC T CO-ORDINA	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLHABAN E D	J	TECH & INFRASTRUCTURE	ROADS AND STORMWATER	SPECIAL WORKMAN	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLHANKO C	G	COM DEVELOPMENT	WASTE MANAGEMENT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLHARES ENG	MC	OFFICE: SPEAKER	MPAC	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TLOU E I		COM DEVELOPMENT	COMMUNITY FACILITIES	MACHINE OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOGMAN P		PUBLIC SAFETY	TRAFFIC SERVICES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSHABALALA	NJ	PUBLIC SAFETY	LICENSING & TESTING	EXAMINER OF LEARN ERS' LICENC	YES	YES	N/A	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
TSHEPE MJ		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	CLERICAL ASSISTAN T	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
TSHINAN GWE	R C	COM DEVELOPMENT	COMMUNITY FACILITIES	ADMIN ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSHITO M D		COM DEVELOPMENT	COMMUNITY FACILITIES	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSIMELE BP		BUDGET & TREASURY	BILLING	FIN CLERK CLEARANCES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSITSI MF		BUDGET & TREASURY	FINANCIAL CONTROL	ACCOUNTANT: BUDGETS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSOPODI B	C	PUBLIC SAFETY	TRAFFIC SERVICES	SUPERINTENDENT: TRAFFIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TSOTETS I H	T	PLAN TRANSPORT & HUMAN	HOUSING PROVISION	PROJECT CO-ORDINATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TUBATSE T	E J	MUN: MANAGER	COO OPERATIONS	SUPERV: CUSTOMER CARE CENTRE	YES	YES	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
VAN ASWEGE	N BJ	COM DEVELOPMENT	CIVIL FACILITIES	CIVIL CONSTRUCT CLE RK OF WORKS	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAN BLERK	M S	PUBLIC SAFETY	LICENSING & TESTING	EYE TESTING OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAN DER LI	NDE L	PUBLIC SAFETY	LICENSING & TESTING	LICENCE INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAN NIEKER	K TA	COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	SENIOR LIBRARY ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAN STADEN	MC	PUBLIC SAFETY	LICENSING & TESTING	SEC MAN: VEH, LEARN & DRIVER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAN WYK WJ		PLAN TRANSPORT & HUMAN	BUILDING CONTROL	BUILDING INSPECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VENTER HMP		PUBLIC SAFETY	TRAFFIC SERVICES	ADMIN: TRAFFIC FINES	INCOMPLETE										
VOKAZI EP		PUBLIC SAFETY	PS ADMIN SUPPORT	CLERICAL ASSISTANT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WADJAH E D		COM DEVELOPMENT	LIBRARY AND INFORMATION SERVIC	BOOK PACKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



NAME		DIRECTORATE	DIVISION	POSITION	PERSONAL	DISCLOSURE	1	2	3	4	5	6	7	8	9
WEYI PM		PUBLIC SAFETY	LAW ENFORCEMENT & SECURITY	ASST SUPT LAW ENFORCEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WIENEKE JF		TECH & INFRASTRUCTURE	ROADS AND STORMWATER	SENIOR OPERATOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WITTES GM		TECH & INFRASTRUCTURE	MECHANICAL ENGINEERING SERVICE	MECHANIC	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YABO T T		PUBLIC SAFETY	TRAFFIC SERVICES	TRAFFIC OFFICER GR. 1	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ZIMBA G		COM DEVELOPMENT	INTEGRATED ENVIRONMENTAL MANG	AIR QUALITY MAN OFFICER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ZIMBA RD		BUDGET & TREASURY	FINANCIAL MANAGEMENT	HEAD: FINANCIAL MANAGEMENT	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ZWANE EM		COM DEVELOPMENT	COMMUNITY FACILITIES	REGIONAL CARETAKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MALATSI MP		BUDGET & TREASURY	OFFICE OF THE CFO	DEPUTY CFO	YES	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DIRE MM		OFFICE OF THE MM	COO	MANAGER: OFFICE OF COO	YES	YES	YES	YES	NO	YES	N/A	N/A	N/A	N/A	YES
MOLEELE MO		OFFICE OF THE MM	BUSINESS DEVELOPMENT	UNIT MANAGER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RAPOO MK		OFFICE OF THE MM	RRT	DIRECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
MOGAKI GK		OFFICE OF THE MM	RRT	GENERALIST WORKER	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PHIRI TS		OFFICE OF THE MM	RRT	SENIOR ADMIN OFF	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SEGATLE F S		CORPORATE SUP SERV	CORPORATE SUPPORT SERVICES	DIRECTOR	YES	YES	YES	N/A	YES	YES	N/A	N/A	N/A	N/A	YES
PIETERS JC		PLANNING	PLANNING	DIRECTOR	YES	YES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HLATSHW AYO L N		OMM	RRT	UNIT MANAGER: MARKETING	YES	YES	YES	N/A	N/A	YES	N/A	N/A	N/A	N/A	N/A
KOTSEDI SS		PUBLIC SAFETY	PUBLIC SAFETY	DIRECTOR	YES	YES	N/A	YES	N/A	N/A	N/A	N/A	N/A	N/A	YES
MAKONA SV		OMM	MUN MANAGER	ACTING MM	YES	YES	YES	N/A	N/A	YES	N/A	BLANK	N/A	N/A	YES



## APPENDIX K: REVENUE COLLECTION PERFORMANCE

Refer to attached financial statements

## APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Refer to attached financial statements

## APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/ RENEWALPROGRAMME: INCLUDING MIG

Refer to attached financial statements

## APPENDIX N: CAPITAL PROGRAMME BY PROJECT: CURRENT YEAR

Refer to attached financial statements

## APPENDIX O: CAPITAL PROGRAMME BY WARD

### CAPITAL PROGRAMME BY WARD

WARD	DESCRIPTION	BUDGET 2015/2016
1	RASIMONE HIGH MAST LIGHTS	4 387 738.97
1	PHATSIMA ROADS AND STORMWATER DRAINAGE PHASE 3	4 499 262.73
1	MAFENYA INTERNAL ROADS & STORMWATER UPGRADING	3 921 284.40
1	RASIMONE ROADS & STORMWATER DRAINAGE	2 881 145.92
2	ROBEGA HIGH MAST LIGHTS	3 425 503.66
2	ROBEGA ROADS & STORMWATER	4 987 313.12
2	CHANENG INTERNAL ROADS & STORMWATER UPGRADING	3 479 102.66
2	MACHARORA VIP TOILETS	3 256 774.93
5	WARD 5 ROADS & STORMWATER UPGRADING	5 751 746.71
6	THABANENG HIGH MAST LIGHTS	4 175 022.84
6	WARD 6 ROADS & STORMWATER UPGRADING	5 773 051.30
8	GEELHOUTPARK EXT 10 - WATER RETICULATION SYSTEM	463 266.00
8	TLHABANE WEST-RESEVOIR AND PUMPSTATION	500 000.00
8-10	TLHABANE-AC PIPES(REPLACEMENT)	4 838 935.00
10	ZINNIIVILLE & KARLIEN PARK - UPGRADING OF WATER METERS & AGED CONNECTIONS	4 218 292.00
12	MERITING - ROADS AND STORWATER - WARD 18	9 693 371.27
14	CBD - REFURBISHMENT OF WATER RETICULATION SYSTEM	448 520.00
14	RTB EAST UPGRADING OF WATER METERS & AGED CONNECTIONS	573 059.00
14 -17	RUSTENBURG - (INCL - EXTENTIONS) REPLACEMENT OF WATER AC PIPES	20 411 941.00
14-18	RTB & EXTENSIONS - UPGRADING OF WATER METERS AND AGED CONNECTIONS	16 552 740.00
15	BOSCHDAL - WATER SUPPLY	12 845 725.00
19, 20, 21	UPGRADING OF OUTFALL SEWER LINES TO RUSTENBURG WWTW	712 211.00
19, 20, 21	REFURBISHMENT OF SEWER TREATED WATER RETICULATION SYSTEM	2 209 353.33
19, 20,	REFURBISHMENT OF SEWER TREATED RETICULATION	793 780.36

WARD	DESCRIPTION	BUDGET 2015/2016
21		
19, 20, 21	RUSTENBURG WWTW & BOITEKONG WWTW - LINK LINE	23 531.00
21-22	BOITEKONG UPGRADING WASTE WATER TREATMENT PLANT	2 496 157.77
22	BOITEKONG - ROADS AND STORMWATER - WARD 22	4 087 224.09
23	KANANA HIGH MAST LIGHTS	2 762 742.71
23	MAFIKA HIGH MAST LIGHTS	2 839 247.79
23	SERUTUBE HIGH MAST LIGHTS	2 845 589.08
23	SERUTUBE & MAFIKA-UPGRADING & CONSTRUCTION OF INTERNAL ACCESS ROADS	2 195 248.89
23	KANANA-UPGRADING & CONSTRUCTION OF INTERNAL ACCESS ROADS	2 726 329.55
23	BOSPOORT - UPGRADING OF PIPELINES	1 659 160.00
24	FREEDOM PARK ROADS & STORMWATER	1 881 386.65
26	LESUNG HIGH MUST LIGHTS	2 967 856.80
26	MOSENTHAL/IKAGENG HIGH MAST LIGHTS	2 387 865.83
26	TSITSING ROADS & STORMWATER DRAINAGE	4 715 910.79
26	TLASENG ROADS AND STORMWATER DRAINAGE PHASE 3	2 865 045.45
27 - 28	INSTALLATION OF PREPAID/SMART METERS	1 403 144.00
27 -28	INSTALLATION OF PREPAID/SMART METERS	2 350 143.00
27-28	LETHABONG WARD 27 AND 28 -INTERNAL SEWER RETICULATION AND TOILET STRUCTURES	681 790.92
29	VERGENOEG HIGH MAST LIGHT	536 213.40
29	MABITSE HIGH MUST LIGHTS	3 295 930.08
29	MAUMONG HIGH MAST LIGHTS	3 554 950.16
29	TLAPA HIGH MAST LIGHTS	3 367 042.45
29	RANKELANYANE HIGH MAST LIGHTS	4 363 820.88
29	MAUMONG ROADS & STORMWATER	2 865 305.00
29	RANKELEYANE-WATER SUPPLY	1 663 100.00
29	MAUMONG WATER SUPPLY	1 454 791.00
29	LEKGALONG-WATER SUPPLY	1 551 389.00
30	BETHANIE,MODIKWE AND BERSEBA-WATER SUPPLY	2 350 000.00
31	MARIKANA ROADS & STORMWATER	3 142 048.80
35	LEKONYANENG HIGH MAST LIGHTS	1 386 197.93
35	IKEMELENG BULK ROADS CONSTRUCTION PHASE 3	1 229 191.99
36	SYFERFONTEIN-WATER SUPPLY	3 465 103.00
36	BOSCHFONTEIN-WATER SUPPLY	8 495 665.13
36	BOSCHFONTEIN-WATER SUPPLY	454 834.00
36	SYFERFONTEIN-WATER SUPPLY	326 190.00
36	MATHOPESTAD WATER SUPPLY	260 000.00
ALL	REPLACEMENT OF WATER AC PIPES	4 716 749.00
ALL	REFURBISHMENT OF BULK PIPELINES	3 893 276.00
ALL	RESERVOIRS-PALISADE FENCING	720 000.00
ALL	WATER INFRASTRUCTURE GRANT	11 513 164.30

**APPENDIX P: SERVICE CONNECTION BACKLOGS AT SCHOOLS & CLINICS**

Information was not readily available during period under review. However it will be identified during the Ward Based Planning process which is currently underway in the municipality.

**APPENDIX Q: SERVICE BACKLOGS EXPERIENCED BY COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION**

**APPENDIX R: DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY**

Refer to attached financial statements

**APPENDIX S: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA s71**

Refer to attached financial statements.

**APPENDIX T: NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT**

<b>NATIONAL OUTCOME</b>	<b>ROLE OF MUNICIPALITY</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>TARGET</b>	<b>ACTUAL</b>	<b>PROGRESS REGISTERED</b>
<b>4. Decent employment through inclusive economic growth</b>	a) Create an enabling environment for investment by streamlining planning application processes;	% Implementation of Business Retention & Expansion Strategy	40	28	12% was not achieved.
	b) Improve procurement systems to eliminate corruption and ensure value for money;	Percentage of bids awarded to companies with BBBEE content in line with municipality's Preferential Procurement Policy	40	39	Only one company without BBBEE content was used since they are sole providers.
	c) Utilise community structures to provide services.	Number of public and stakeholder consultation meetings/sessions held	4	8	4 IDP Rep Forum meetings were held and separate meetings with stakeholders were conducted
<b>5. A skilled and capable workforce to support inclusive growth</b>	a) Link municipal procurement to skills development initiatives	Number of SMMEs work-shopped on tendering, business planning, export market, cooperative governance, business skills	200	224	20 Cooperatives in Marikana (8 people per cooperatives) 2 in Phatsima (12 people per cooperatives) 40 Stock farmers
<b>6. An efficient, competitive and responsive economic infrastructure network</b>	a) Maintain and expand water purification works and waste water treatment works in line with growing demand;				A KPI addressing the objective will be designed.
<b>7. Vibrant, equitable and sustainable rural communities and food security</b>	a) Facilitate the development of local markets for agricultural produce;	Number of Intensive Agricultural Development Programmes Facilitated and Established	1	2	3 Tractors Boreholes Fire belts



NATIONAL OUTCOME	ROLE OF MUNICIPALITY	KEY PERFORMANCE INDICATOR	TARGET	ACTUAL	PROGRESS REGISTERED
	b) Promote home production to enhance food security;				A KPI addressing the objective will be designed.
<b>8. Sustainable human settlements and improved quality of household life</b>	a) Cities must prepare to be accredited for the housing function;	Date of finalisation of Accreditation Implementation Protocol	June 2015	0	The Accreditation Implementation Protocol has not been finalised.
	b) Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements;	Land Requirement Framework for realignment with sector plans Revised by target date	June 2015	0	The revision of Land Requirement Framework not finalised.
	c) Participate in the identification of suitable land for social housing;	Quarterly progress reports in the development of a social housing entity for RLM tabled before Council	04	2	Establishment of a social housing entity for RLM has not been finalised. Only 2 reports served before council.
	d) Ensure capital budgets are appropriately prioritised to maintain existing services and extend services.				A KPI addressing the objective will be designed.
<b>9. A responsive and, accountable, effective and efficient local government system</b>	a) Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.				A KPI addressing the objective will be designed.

NATIONAL OUTCOME	ROLE OF MUNICIPALITY	KEY PERFORMANCE INDICATOR	TARGET	ACTUAL	PROGRESS REGISTERED
<b>10. Protection and enhancement of environmental assets and natural resources</b>	a) Ensure effective maintenance and rehabilitation of infrastructure;				A KPI addressing the objective will be designed.
	b) Run water and electricity saving awareness campaigns;				A KPI addressing the objective will be designed.
	c) Ensure proper management of municipal commonage and urban open spaces;				A KPI addressing the objective will be designed.
	d) Ensure development does not take place on wetlands.				A KPI addressing the objective will be designed.

NATIONAL OUTCOME	ROLE OF MUNICIPALITY	KEY PERFORMANCE INDICATOR	TARGET	ACTUAL	PROGRESS REGISTERED
<b>11. Decent employment through inclusive economic growth</b>	c) Create an enabling environment for investment by streamlining planning application processes;	% Implementation of Business Retention & Expansion Strategy	40	28	12% was not achieved.
	d) Improve procurement systems to eliminate corruption and ensure value for money;	Percentage of bids awarded to companies with BBBEE content in line with municipality's Preferential Procurement Policy	40	39	Only one company without BBBEE content was used since they are sole providers.

NATIONAL OUTCOME	ROLE OF MUNICIPALITY	KEY PERFORMANCE INDICATOR	TARGET	ACTUAL	PROGRESS REGISTERED
	c) Utilise community structures to provide services.	Number of public and stakeholder consultation meetings/sessions held	4	8	4 IDP Rep Forum meetings were held and separate meetings with stakeholders were conducted
<b>12. A skilled and capable workforce to support inclusive growth</b>	b) Link municipal procurement to skills development initiatives	Number of SMMEs work-shopped on tendering, business planning, export market, cooperative governance, business skills	200	224	20 Cooperatives in Marikana (8 people per cooperatives) 2 in Phatsima (12 people per cooperatives) 40 Stock farmers
<b>13. An efficient, competitive and responsive economic infrastructure network</b>	b) Maintain and expand water purification works and waste water treatment works in line with growing demand;				A KPI addressing the objective will be designed.
<b>14. Vibrant, equitable and sustainable rural communities and food security</b>	c) Facilitate the development of local markets for agricultural produce;	Number of Intensive Agricultural Development Programmes Facilitated and Established	1	2	3 Tractors Boreholes Fire belts
	d) Promote home production to enhance food security;				A KPI addressing the objective will be designed.
<b>15. Sustainable human settlements and improved quality of</b>	e) Cities must prepare to be accredited for the housing function;	Date of finalisation of Accreditation Implementation Protocol	June 2015	0	The Accreditation Implementation Protocol has not been finalised.

NATIONAL OUTCOME	ROLE OF MUNICIPALITY	KEY PERFORMANCE INDICATOR	TARGET	ACTUAL	PROGRESS REGISTERED
household life	f) Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements;	Land Requirement Framework for realignment with sector plans Revised by target date	June 2015	0	The revision of Land Requirement Framework not finalised.
	g) Participate in the identification of suitable land for social housing;	Quarterly progress reports in the development of a social housing entity for RLM tabled before Council	04	2	Establishment of a social housing entity for RLM has not been finalised. Only 2 reports served before council.

Wards	Project Name	Start Date	End date	Value	Progress
8, 14, 15, 16 ,17, 18 & 37	Upgrading / refurbishment of 33KV Substation	29-Jan-14	2014/15 financial year.	R99 325 000.00	Contractor appointed.
All	Waterval, Regional Waste Disposal Facility Phase 2	22-Nov-12	22-Nov-13	R171 000 000.00	Project completed.
14, 17 & 18	Upgrading of water meters and aged connections - RTB and	29-Nov-13	28-Feb-15	R31 000 000.00	Contractor appointed.

	extensions				
14, 17 & 18	Replacement of water AC pipes - Rustenburg (incl. extensions)	29-Nov-13	28-Feb-15	R20 000 000.00	Contractor appointed.
19,20 & 21	Installation of prepaid / smart meters	Project is still at procurement stage.		R24 000 000.00	The project is still undergoing procurement processes.
37	Seraleng - Roads and Stormwater	18-Aug-11	18-Aug-14	R15 000 000.00	Project is complete.
	<b>TOTAL</b>			<b>R279 783 190.00</b>	



**RUSTENBURG WATER SERVICES TRUST  
ANNUAL PERFORMANCE EVALUATION - 1 JULY 2015 TO 30 JUNE 2016**

Prepared for:



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## LIST OF CONTENTS

1. Terms Of Reference
2. Introduction
3. Plant Operator
4. Business Plan
5. Performance Information and Management System
6. Performance Management
7. Performance Measurement
8. Performance Verification
9. Rustenburg Sewage Treatment Plant
10. Boitekong Sewage Treatment Plant
11. Lethabong Sewage Treatment Plant
12. Monakato Sewage Treatment Plant
13. Conclusion – Waste Water Treatment Plants
14. Bospoort Water Purification Plant
15. Kloof Water Purification Plant
16. Conclusion – Water Treatment Plants
17. Financial Performance



**PERFORMANCE REPORT FOR RUSTENBURG LOCAL MUNICIPALITY ON THE RUSTENBURG WATER SERVICES  
TRUST FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016.**

**INTRODUCTION**

**1. TERMS OF REFERENCE**

The following report is the result of a performance assessment of the Rustenburg Water Services Trust, for the 12 month period from 1 July 2015 to 30 June 2016. The report takes account of the Treasury Guidelines entitled “Framework for Managing Programme Performance Information” dated May 2007 (ISBN:- 978-0-621-37152-9), and the Trust is committed to giving effect to these.

**2. INTRODUCTION**

The Rustenburg Water Services Trust (RWST) is a municipal entity (being a Municipal Services Entity) belonging to the Rustenburg Local Municipality (RLM). It is responsible for all Municipal sewage purification and also for the supply of up to 14 Mℓ/d potable water to Rustenburg Local Municipality from the Bospoort Water Purification Works (design capacity 12 Mℓ/d) as well as the Kloof Water Purification Works (design capacity 2 Mℓ/d).

The Rustenburg Water Services Trust manages the following facilities on behalf of RLM: (the plant capacity is indicated and will form part of the measurable performance objectives for the two water purification plants)

- Rustenburg Sewage Purification Works (42 Mℓ/d design capacity)
- Boitekong Sewage Purification Works (8 Mℓ/d design capacity)
- Monakato Sewage Purification Works (1,0 Mℓ/d design capacity)
- Lethabong Sewage Purification Works (2 Mℓ/d design capacity)
- Kloof Water Purification Works (2 Mℓ/d design capacity)
- Bospoort Water Purification Works (12 Mℓ/d design capacity)

Of the above facilities, the Kloof Water Purification Works and the Bospoort Water Purification Works can theoretically operate continuously at their maximum design capacity and only the following aspects can have a negative impact on the production of potable water:

- If insufficient raw water is available. This is uncontrollable.
- Power outages. Uncontrollable.

- Incorrect operation of terminal reservoirs (if they are full, the plants must stop). The reservoirs are not under control of the Trust
- Reduced shifts (not operating the plant for 24 hours)
- The quality of the raw water has an effect on the treatment processes which in turn may affect the production.
- Natural disasters.

The design of these two plants is such that they can theoretically not exceed their design capacity, and any change in production will normally be a reduction.

In the case of the sewage purification plants it is important to understand that the operator cannot influence the incoming flow volumes. The flows vary not only on a daily basis but also seasonally and it will also grow over the years. At this stage the capacity of both the Rustenburg and the Boitekong Sewage Purification Plants are insufficient during high inflow conditions. In the case of Boitekong the inflow exceeds the capacity all the time, but that is a situation which is currently being addressed.

### **3. PLANT OPERATOR**

Water and Sanitation Services South Africa (Pty) Ltd, trading as Water Solutions Southern Africa (WSSA) is the current operator, following an open competitive tender process which culminated in a contract that commenced on 1 September 2014, and this is the first annual report dealing with the new contract. WSSA was the Operator for the Trust since 1 March 2011 following their appointment in February 2011. The current contract is a three-year contract which will transpire on 30 August 2017..

In addition to the plant operator the Trust has also contracted with an operator for the safe handling, processing and disposal of the waste water sludge produced at the Rustenburg WWTW. The contractor is Agriman (Pty) Ltd, of which operations have already commenced.

### **4. BUSINESS PLAN**

As part of the bidding process the Operational Business Plan, in the form of a description of the works and of the management, operation and maintenance of the plants was updated and incorporated in the bid documents. Based on the experience gained with the previous contract, the specifications were updated, describing a complete protocol of requirements for the Operator, with the degree of input required, and which included a full regime of all the operating and maintenance activities as well as tests to be performed on a daily, weekly, monthly and annual basis. All these specifications were issued in terms of South African Standards. Following from above, the Operator will be required to update his

Asset Management Plans for each plant. The operator's performance will be monitored against an updated set of KPI's.

## **5. PERFORMANCE INFORMATION AND MANAGEMENT SYSTEM**

An electronic, computer based, performance information and management system is in place. Called the Pivotal System, it was developed and patented by the Operator, WSSA, specifically for Water and Waste Water treatment plants. The system is populated with all the information from the business plan as contemplated in the bid document and the different asset management plans. From all this information works orders are generated and issued for daily weekly, monthly and annual tasks which are to be undertaken on specific dates. On completion of the work, the work is inspected by an independent agent and signed off, after which it is entered into the system for record keeping. The system is linked to the asset register and detailed information on each asset can be obtained from the system. Monthly reports and any other feedback required can also be generated by the system.

## **6. PERFORMANCE MANAGEMENT**

The custodian of water in South Africa is the Department of Water Affairs (DWA), who has introduced a robust Water Services Regulation Strategy for the water sector. It clarifies the requirements and obligations placed on Water Services Institutions, thereby protecting consumers from potentially unsustainable and unsafe services. A regulation programme was conceived within the Department of Water Affairs as a means to identify, reward, ensure and encourage excellence in waste water management. The concept was defined by two programmes: the Blue Drop Certification Programme for Drinking Water Quality Management Regulation; and the Green Drop Certification Programme for Wastewater Quality Management Regulation. These Certification incentive-based regulations seek to identify and develop the core competencies required for the sector that, if strengthened, will gradually and sustainably improve the level of water- and wastewater management in South Africa

Being a Management tool specifically developed for the water sector, and used to improve performance in that sector, it was used as a guide in drawing up the KPA's for the contract. The KPA's were therefore fashioned around these regulations.

The Trust has introduced a Variation Order on the Operator contract aimed at putting systems and plans into place to foster the chances of obtaining Blue Drop and Green Drop Certification.

## **7. PERFORMANCE MEASUREMENT**

The quality performance on a treatment plant is measured against chemical and biochemical parameters, and the interpretation thereof. In the case of the Rustenburg Plants sampling is done at

various points on all the plants on a daily, weekly and monthly basis, and these are tested for various determinants. The results of these analyses are contained in monthly reports submitted by the operator, and evaluated by specialists to determine whether the plants are operated to acceptable standards. In addition the daily tests are used by the operator to do adjustments to the process in order to sustain the quality of the final product. These reports have to be submitted in accordance with specific timelines and these are incorporated in the KPA's

Operational meetings are held every month between officials from the Plant Operator, the Sludge Handling Operator, the Trust and the Rustenburg Local Municipality. At these meetings these monthly reports are discussed amongst others, and various adjustments are considered to improve performance. Other reports which are submitted on a monthly basis contain record of the repairs, refurbishments and reinstatements carried out on all the plants during the previous month.

Some performance indicators are generic, and applies to all plants in general, whilst some indicators are plant related. The performance measurement of those indicators which are plant related will be reported on at the section dealing with the specific plants, while the generic indicators are reported on in table 1 below

**Table 1: Performance measurement against generic performance indicators**

Determinant	Performance standard	Performance achieved	Compliance 30 June 2016
Meter readings	Daily meter readings at the same time every day at all plants	100%	Compliant
Plant condition	Conduct annual condition survey of assets in all the treatment plants	The annual survey was carried out, and the report submitted.	Compliant
Date	Monthly reports to be submitted by the 7 <sup>th</sup> business day of the following month	7 August 2015 7 September 2015 7 October 2015 4 November 2015 7 December 2015 6 January 2016 4 February 2016 4 March 2016 6 April 2016 6 May 2016 7 June 2016 7 July 2016	100% Compliant

## **8 PERFORMANCE VERIFICATION**

All meter readings, on-site tests, and other on-site determinants are checked and verified by agents of the Trust. Sampling carried out at the four plants are analysed by the Operator in their own laboratories, and the same tests are performed by independent external laboratories for verification. Records are kept of all invoices payment advices etc. relevant to repairs and refurbishment, and these are checked on a regular basis. Progress on work carried out in terms of the license requirements are monitored continuously.

## SEWAGE TREATMENT PLANTS

### 9. RUSTENBURG SEWAGE TREATMENT PLANT

The Rustenburg Sewage Treatment Plant has a design capacity of 42 Mℓ/d consisting of a 30 Mℓ/d of biological nutrient removing activated sludge plant (2x15Mℓ/d modules) plus a 12Mℓ/d biological filter module. The biological filter plant, being older technology, cannot achieve the modern standards set for nitrate and phosphate (collectively known as nutrient) removal by biological means. If this situation is correctly managed this is not necessarily a problem. The bio-filter effluent can still undergo chemical phosphate precipitation. The plant is designed for this tertiary chemical treatment step. If effluent is predominantly used for irrigation, the fact that it is high in nitrates will be a benefit rather than a problem.

#### Flow Volumes

The average flow to the plant during the 12 month period since 1 July 2015 was 33,9 Mℓ per day, which is less than the preceding 12 months. There were days when the flow reached lows of 22,1 Mℓ per day. The highest daily flow, recorded on 17 March 2016, was 64,2 Mℓ, which is almost 3 times the lowest flow.

#### Effluent Quality

The effluent standards that must be achieved are the stricter of the standards agreed with the mines, or the license conditions on this plant as follows:

- pH to be between 6.5 - 8.5
- Elec. Conductivity not to exceed 150mS/m
- COD not to exceed 75 mg/ℓ
- Ammonia not to exceed 1.0 mg/ℓ
- Nitrate not to exceed 6 mg/ℓ
- Suspended Solids not to exceed 10 mg/ℓ
- E-coli not to exceed 0/100mℓ
- Free Chlorine not to exceed 0.2 mg/ℓ

Table 2 below gives an indication of the performance of the plant during the period under review, 1 July 2015 to 30 June 2016

**Table 2 Quality Measurement at Rustenburg Sewage Treatment Plant**

Determinant	Performance standard	Current performance 30 June 2016	
		Performance achieved	Compliance
<ul style="list-style-type: none"> <li>• pH</li> <li>• Elec. Conductivity</li> <li>• COD</li> <li>• Ammonia</li> <li>• Nitrate</li> <li>• Suspended Solids</li> <li>• E-coli</li> <li>• Free Chlorine</li> </ul>	<ul style="list-style-type: none"> <li>• 6.5 – 8.5</li> <li>• &lt;150mS/m</li> <li>• &lt; 75 mg/ℓ</li> <li>• &lt;1 mg/ℓ</li> <li>• &lt; 6 mg/ℓ</li> <li>• &lt; 10 mg/ℓ</li> <li>• &lt; 0/100mℓ</li> <li>• &lt; 0.2 mg/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>• 7.0 – 7.7</li> <li>• &lt;101 mS/m</li> <li>• &lt; 32 mg/ℓ</li> <li>• .05 – 1.59 mg/ℓ</li> <li>• 1.65 – 9.4 mg/ℓ</li> <li>• 5 - 11 mg/ℓ</li> <li>• 0 - 68/100mℓ</li> <li>• 0.1 – 0.3 mg/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>• Compliant</li> <li>• Compliant</li> <li>• Compliant</li> <li>• 75% Compliant</li> <li>• 67% Compliant</li> <li>• 92% Compliant</li> <li>• 33% Compliant</li> <li>• 75% Compliant</li> </ul>

The construction of a dissolved air flotation plant is under way to treat the final effluent and, once commissioned, will make a substantial contribution in the removal of fat, oil and grease (FOG). It is however more cost-effective to deal with the problem at source, which, up to now, was not possible as the by-laws did not deal with this issue. The by-laws were approved during this review period, and this will allow the RLM to address the problems of FOG at source.

### Performance Review

Essentially the plant did not perform as well as in the previous 12 months in respect of compliance, but slightly better as far as values are concerned, and specifically so with regards to the E-Coli and free Chlorine. Following the poor performance with these two determinants, the operator carried out an investigation into the matter, and achieved better results by changing both the sampling procedure and the sampling tools. As confirmation, the E-Coli values were non-compliant for the first 6 months of the review period, with an average value of 33, while it was 67% compliant with an average value of 12 for the last 6 months. Similarly the Free Chlorine values were fully compliant for the last 5 months.

### Restitution Measures



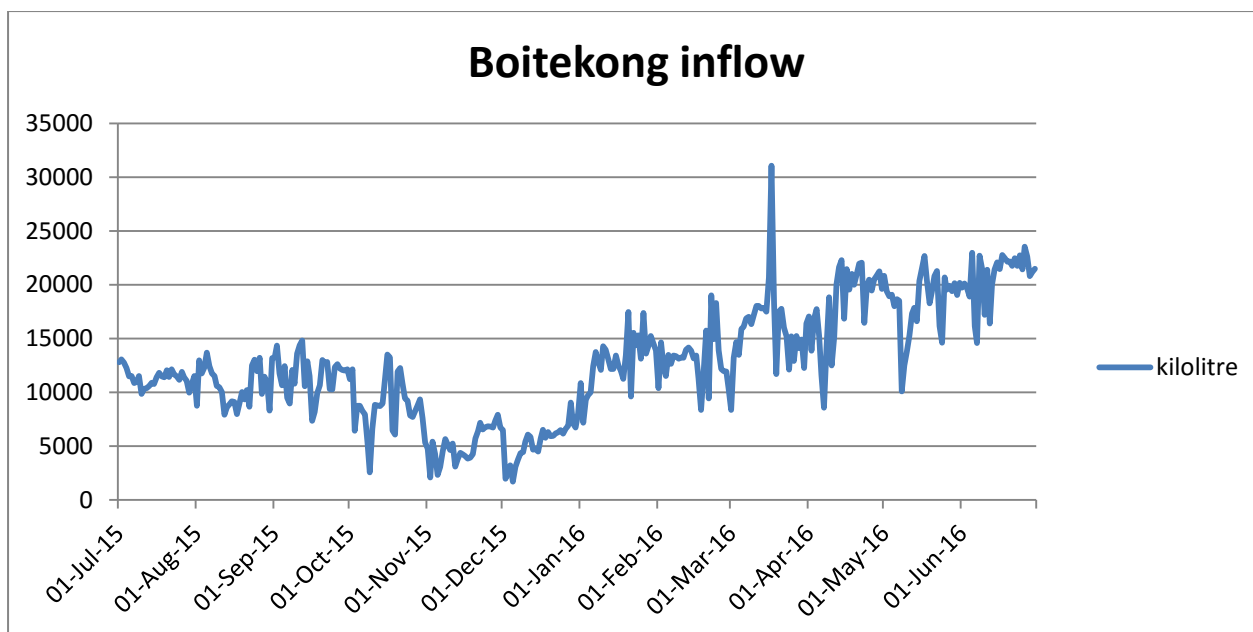
1. The RLM is assisted to formalise industrial effluent tariffs and water services bylaws which is in process of being promulgated.
2. In an effort to control dumping of illegal substances by tankers, the position, size and management of the tanker discharge point were investigated, and redesigned. The new discharge point will be constructed shortly.
3. Work is carried out to put plans in place to curb the illegal disposal of FOG into the sewer system.
4. During the past year the continuous efforts to improve the performance of the Plant (increased quality control, control in dumping of the tankers, frequent interaction with Rainbow Chicken, implementation of the industrial billing process, improved process control procedures, etc.) have impacted positively on the effluent quality.
5. A site has been identified and prepared to accommodate the composting process and is currently in use.
6. The use of more advanced sampling procedures and equipment has resolved the problem of non-compliance with regard to chlorine and E-coli.

### **Challenges Outside Operator Control**

The daily inflow into the plant at times exceeds the design capacity. Funding for the augmentation of the plant needs to be considered.

## **10. BOITEKONG SEWAGE TREATMENT PLANT**

The Boitekong Sewage Treatment Plant is an activated sludge plant with a design capacity of 8 Mℓ/d. Due to rapid growth in the catchment area, the plant is currently over committed and construction work is currently in place to have the plant extended to 24 Mℓ/d. However, as result of blockages the flow received into the plant during the 12 months prior to the period under review varied from a low of 2,2 Mℓ per day to a high of 16,9 Mℓ which is nearly an 8-fold difference. However, during the period under review, a contractor was engaged to clear the blockages in the outfall sewer from Meriting. The effect of his work is clearly visible in the graph below.



#### Effluent Quality

In spite of the above constraints, the Operator was able to maintain a good quality effluent by careful control of the process. Table 3 below gives an indication of the performance of the plant during the period under review, 1 July 2015 to 30 June 2016.

**Table 3    Quality Measurement at Boitekong Sewage Treatment Plant**

Determinant	Performance standard	Current performance 30 June 2016	
		Performance achieved	Compliance
• pH	• 6.5 – 8.5	• 7.2 – 8.8	• 92% Compliant
• Elec. Conductivity	• <150mS/m	• 98 - 193 mS/m	• 83% Compliant
• COD	• < 75 mg/ℓ	• < 60 mg/ℓ	• Compliant
• Ammonia	• <1 mg/ℓ	• 0.05 – 14.7 mg/ℓ	• 67% Compliant
• Nitrate	• < 15 mg/ℓ	• 0.23 – 3.88 mg/ℓ	• Compliant
• Suspended Solids	• < 25 mg/ℓ	• 5 – 50 mg/ℓ	• 83% Compliant
• Faecal Coliform	• < 0/100mℓ	• 0 – 830 /100mℓ	• 92% Compliant
• Free Chlorine	• < 0.25 mg/ℓ	• 0.22 – 0.35 mg/ℓ	• 50% Compliant
• Ortho-Phosphate	• < 1.0 mg/ℓ	• 0.05 – 1.48 mg/l	• 83% Compliant

## Performance Review

The plant's performance was lower than in the previous year as far as compliancy is concerned, but it performed better with regard to values. The determinants which were not compliant were:-

- pH. The single suspect value of 8.8 is marginal.
- Free Chlorine. Although the standard for free Chlorine was exceeded the effect on the receiving waters will be none as the concentration will be diluted considerably to well within the limit.
- E-coli: The result of the high chlorine had the beneficial effect that the e-coli count was, with one exception, consistently within limits. The single value of 830 is clearly incorrect and could probably be as result of a contaminated sampling bottle. A subsequent resample returned a 0 value
- Ammonia: With the excess loading it will be impossible to remove Ammonia consistently. This is also the case with the other determinants (suspended solids and orthophosphates) falling outside the limits

## Restitution Measures

The company Deonak was appointed to attend to the blockages on the Freedom Park outfall sewer which are particularly severe, but once the line is cleared and cleaned, special efforts must be made to prevent a recurrence of the problem.

Construction has already commenced to extend the plant by 16 M/ℓ/d to 24 M/ℓ/d. This is a 30 month goal and MIG funding was approved.

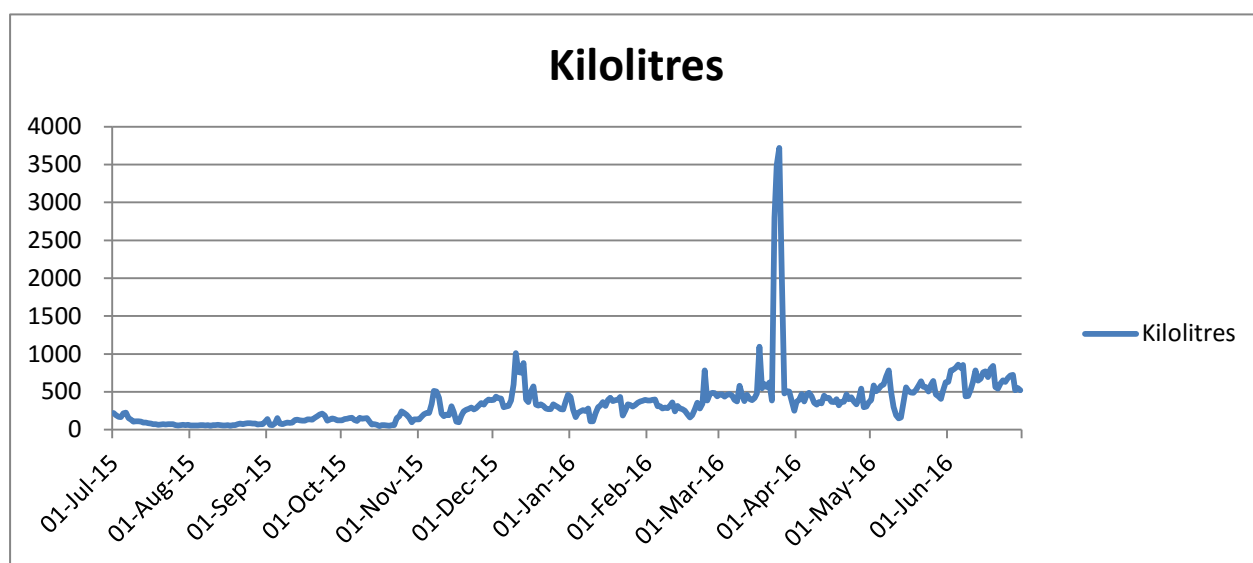
## Challenges Outside Operator Control

The only reliable way to ensure a consistent inflow into the plant is to get a Sewer Cleaning Management Plan in place and to fund and appoint contractors to implement the plan and ensure that blockages are attended to on a sustained basis. The Trust can assist with this once a budgetary commitment has been received from the RLM.

## 11. LETHABONG SEWAGE TREATMENT PLANT

The Lethabong Sewage Purification Works serve the township of Lethabong. It is designed for 2 Mℓ/d and is an activated sludge plant capable of basic nutrient removal. The incoming flow during the review

period was very erratic, with lows of 48 kl per day, to highs of 3718 kl per day, a ratio of nearly 80. But as can be seen from the graph below, there was a steady increase in incoming flow during the year. This is the result of an active involvement by the RLM in the upkeep of the water services in the area.



The Table 4 below reflects the performance of the Lethabong Sewerage Purification Works, for the 12-month period under consideration. These values are not very reliable, because a lot of the incoming flow was clear water or rainwater.

**Table 4 Quality Measurement at Lethabong Sewage Treatment Plant**

Determinant	Performance standard	Current performance 30 June 2016	
		Performance achieved	Compliance
• pH	• 6.5 – 8.5	• 7.2 – 8.0	• Compliant
• Elec. Conductivity	• <150mS/m	• 101 - 194 mS/m	• 75% Compliant
• COD	• < 75 mg/ℓ	• < 74 mg/ℓ	• Compliant
• Ammonia	• <1 mg/ℓ	• 0.05 – 6.8 mg/ℓ	• 75% Compliant
• Nitrate	• < 15 mg/ℓ	• 3.9 – 69.8 mg/ℓ	• 50% Compliant
• Suspended Solids	• < 25 mg/ℓ	• 5 - 16mg/ℓ	• Compliant
• Faecal Coliform	• < 0/100mℓ	• 0 - 1 /100mℓ	• 92% Compliant
• Free Chlorine	• < 0.25 mg/ℓ	• 0.15 – 0.3 mg/ℓ	• 83% Compliant
• Ortho-Phosphate	• < 1.0 mg/ℓ	• 0.1 – 4.9 mg/l	• 25% Compliant

## Performance Review

The variations in flow noted above can be very hazardous, especially if it occurs over extended periods. The low flows deprive the biomass of its source of food, resulting in their expiry. Without sufficient biomass, no treatment can take place. In addition to the quantities, there are also large fluctuations in the quality of incoming flow, which places a further burden on the already depleted biomass.

The higher inflow and more consistency in the flow towards the second half of the review period had a beneficial effect on the performance of the plant, once again underlining the need for a sustained consistent flow. In the case of sewage purification plants it is important to understand that the operator cannot influence the incoming flow volumes, as indicated earlier in this report. The situation at Lethabong is aggravated by the fact that the inflow of raw sewage is reduced by blockages in the system, whilst the flow is also increased by water leaks and storm water finding its way into the sewerage reticulation. These conditions can be attributed to reticulation systems which are in poor condition.

From enquiries made it appears that there are collapsed lines in the sewer reticulation, stones and rubble in the manholes and blockages which are stuck to the extent that special equipment will be required to remove it.

### **Restitution Measures**

The water and sewer reticulation systems at Lethabong need to be rehabilitated and refurbished where required. It is believed that there are sections in the sewerage reticulation where some sections of the line do not have a sufficient gradient. It is further believed that large numbers of houses have not been connected to the reticulation. In order to address the situation the following will have to be done;

1. A CCTV inspection of the sewer lines to identify and pin-point problem areas;
2. A level survey and compilation of actual as-built layouts and cross sections;
3. A survey of the number of stands connected to the system;
4. An investigation regarding the ingress of rainwater into the sewer system;
5. Planning and design of reinstatement plans for the water, sewer and stormwater systems;
6. Implementation.

### **Challenges Outside Operator Control**

The above restitution proposals fall outside the mandate of the Trust. This is something which needs to be given serious consideration by the RLM.

## 12. MONAKATO SEWAGE TREATMENT PLANT

The Monakato Sewage Purification Works is a basic oxidation dam system, designed to treat 1000 kℓ/day. On average the inflow for the period under consideration was 731 kℓ/day, which is slightly higher than the previous reporting period.

With reference to the performance of the Monakato Sewage Purification Works, during the period under question, this is indicated in Table 5 below.

**Table 5                      Quality Measurement at Monakato Sewage Treatment Plant**

Determinant	Performance standard	Current performance 30 June 2016	
		Performance achieved	Compliance
• pH	• 6.5 – 8.5	• 7.6 – 8.6	• 92% Compliant
• Elec. Conductivity	• <150mS/m	• 112 - 142mS/m	• Compliant
• COD	• < 75 mg/ℓ	• 84 - 295 mg/ℓ	• Non-Compliant
• Ammonia	• <1 mg/ℓ	• 1.67 – 26.8 mg/ℓ	• Non-Compliant
• Nitrate	• < 15 mg/ℓ	• 0.23 – 26.5 mg/ℓ	• 92% Compliant
• Suspended Solids	• < 25 mg/ℓ	• 18 – 64 mg/ℓ	• 8,3% Compliant
• Faecal Coliform	• < 0/100mℓ	• 0 - 3/100mℓ	• 92% Compliant
• Free Chlorine	• < 0.25 mg/ℓ	• 0.28 - 0.34 mg/ℓ	• Non-Compliant
• Ortho-Phosphate	• < 1.0 mg/ℓ	• 0.05 – 5.3 mg/l	• 33% Compliant

### Performance Review

In general the performance of the plant was about the same as in the previous 12 months. The plant was not designed to perform in accordance with the license conditions, but it did perform remarkably well in this respect.

### Restitution Measures

The Trust and the Rustenburg Local Municipality are currently engaged in preparing plans to increase the size of the inlet structure.

A new distribution pipeline to increase the flow distribution effectiveness and retention time through the oxidation ponds was installed. 'The installation of PVC curtains in the oxidation ponds in order to prevent short-circuiting has been put on hold, pending the emptying of the pond. The main aim is to improve the final effluent quality for compliance purposes.

Upgrading of the plant was included in the Council's IDP in the amount of R32 million spread over three years, and MIG funding has since been approved. To apply the MIG funding, however, will depend on its position on the priority list.

### **Challenges Outside Operator Control**

The Monakato upgrade project needs to be given a high priority on the priority list for MIG projects.

## **13. CONCLUSION – WASTE WATER TREATMENT PLANTS**

The plants have performed reasonable during the 12-month period up to 31 March 2016, and although all the standards were not consistently achieved, deviations from standards were not significant. Although there is room for improvement, very significant successes have been achieved.

Based on the performance results discussed above, it is clear that there are a number of common factors which negatively affect the performance of all the plants. These are indicated below.

**Incoming Flow:** Most of the time the incoming flow varies little from the average flow, during which times the plants operate satisfactorily. At times, however, the inflow can increase up to 20 times the design flow, particularly during rainy seasons, and at times it can reduce to about 50% of the norm as a result of blockages. Large fluctuations in flow have a bad impact on the operation of any treatment plant. The operator has no control over the volume of flow coming in, and no corrective measures can be put into place to address the situation.

**Power Failures:** Fortunately there was a substantial reduction in power failures, both in frequency and duration, and this has quite a beneficial effect on both the performance and economy of the plants.



**Process Failure:** It still happens at times that illegal tanker discharges or illegal spillages from industries or other sources cause process failures. Restitution measures have however reduced both the frequency and severity of these occurrences. In addition the Operator continuously updates the Risk Abatement Plans following the lessons learned from previous such events.

## WATER PURIFICATION PLANTS

### 14. BOSPOORT WATER PURIFICATION PLANT

The Bospoort Water Purification Plant is a 12 Mℓ/d sophisticated water purification plant. It incorporates processes such as granular activated carbon and dissolved air flotation to enable to cope with the highly eutrophic water from Bospoort Dam. The primary objective of Bospoort Water Purification Works is to produce potable water fully compliant with SANS 241.

The following Table 6 shows the ability of the plant to produce compliant water:

**Table 6: Performance Measurement at Bospoort Treatment Plant**

Key performance indicator	Target	Performance 30 June 2016
Production from the plant must be equal to design capacity of 12 Mℓ/d	Production be 90% or more of the design capacity	The average daily production over the relevant 12 months was 9.1 Mℓ, which is almost 76% of design capacity.
Water Quality to comply with SANS 241	100% Compliance	Nearly 94% compliance was achieved, which is slightly less than the previous year.

### Performance Review

There were plant stoppages totaling more than 1216 hours during the period, which is one of the reasons for the plant failing to reach its production target. Some of these were the result of power failures, and some were deliberate close-down for various reasons, including maintenance on the pipeline. Poor quality of the source water is another reason for the plant's failure to reach its full production. Poor quality water requires more backwashing which reduces the produced water and the time in which to produce water. The poor quality of the source water is a direct result of main line sewer blockages which allows raw sewage to find its way into the Hex River.

It still happened frequently during the review period that the Booster reservoir was full causing the plant to be stopped. This constitutes the third reason for the plant not reaching its production target. The matter was investigated, and a pressure sustaining valve was installed to address the problem.

As far as quality of the water is concerned, the chloride values were outside the limits. This has no health implications and only the taste may be affected. The reason for this is the quality of the source water, as referred to above, and the plant is not designed to remove chlorides.

### **Restitution Measures**

To improve the production of the plant, a pressure sustaining valve was installed on the Bospoort pipeline at the Bospoort plant. This will have the effect that the valve will automatically assist in redirecting the flow, allowing the plant to pump more continuously.

The operator has no control over the quality of the source water. The efforts to remove blockages from the outfall sewers serving the Boitekong WWTW, has however drastically reduced the inflow of raw sewage into the Bospoort dam. The resultant improvement in the quality of source water will unfortunately be slow, as it is a gradual process.

### **Challenges Outside Operator Control**

The only reliable way to improve the quality of the source water is to get a Sewer Cleaning Management Plan in place and to fund and appoint contractors to implement the plan and ensure that blockages are attended to on a sustained basis.

## **15. KLOOF WATER PURIFICATION PLANT**

The Kloof Water Purification Works is a small, very old facility that used to be one of the first sources of potable water to Rustenburg. It is fed predominantly from the Dorpspruit which originates in the Magalies mountain range from springs, and the water quality is normally of a very high standard.

The following Table 6 shows the ability of the plant to produce compliant water:

**Table 6: Performance Measurement at Kloof Treatment Plant**

Key performance indicator	Target	Performance 30 June 2016
Production from the plant must be equal to design capacity of 2 Mℓ /d	Production be 90% or more of the design capacity	The total production for the twelve months ending 30 June 2016 was 52000 kℓ, which is the equivalent of less than one month production at design capacity.
Water Quality to comply with SANS 241	100% Compliance	Compliance was 96%. The quality of the water was fully compliant for the period under review, except for some samples which failed to reach the requirements for color & turbidity.

### Performance Review

The dam feeding the Kloof Treatment Plant ran empty during October 2015, since which time no further water was produced except for a few days in April 2016 after some good rains

It is acknowledged that WSSA does not have control over the raw water quality. Fats coming from the hotel sporadically cause blockages in the sewer lines in the vicinity, resulting in spillages in the area. The situation is monitored on a daily basis to prevent further contamination.

The plant is a relatively simple process. Because of the high quality of the source nothing more sophisticated is necessary. But the plant cannot treat turbidity or color. During the period under review there were some samples which exceeded the required standard for turbidity and/or color.

### Restitution Measures

An investigation into the improvement of the yield of the dam is ongoing, and it is expected that the possibilities of this being achieved will become clear in due course.

## 16. CONCLUSION – WATER TREATMENT PLANTS

Except for those circumstances which cannot be controlled, the two water treatment plants performed very well during the 12-month period up to *30 June 2016*.

## 17. FINANCIAL PERFORMANCE

In terms of the loan agreement entered with the financiers, the financial health of the RWST is enforced through a KPI called a “debt service ratio covenant”.

This is a criteria that is well defined in the agreement and is easily measurable and measures the profitability and the ability to repay all outstanding long term debt.

The ratio is defined in terms of the loan agreement as “earnings before interest, tax and depreciation + cash reserves, expressed as a percentage of annual debt repayment”.

The ratio is set at 1,5 times and we achieved 4,34 times including cash and excluding cash we achieved 1,46 times in June 2016. What this means is the trust is in a healthy financial position and earnings is 1.46 times higher than the annual commitments.

Attached is the 12 month audited financial statements for the period ending 30 June 2016.



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

# **Report of the auditor-general to the North West provincial legislature and the council on the Rustenburg Water Services Trust**

## **Report on the financial statements**

### **Introduction**

1. I have audited the financial statements of the Rustenburg Water Services Trust set out on pages 358 to 378, which comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

### **Accounting officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor-general's responsibility**

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the

financial statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Opinion**

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Rustenburg Water Services Trust as at 30 June 2016 and its financial performance and cash flows for the year then ended, in accordance with the SA standards of GRAP and the requirements of the MFMA.

## **Additional matters**

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## **Unaudited disclosure notes**

8. In terms of section 125(2)(e) of the MFMA the municipal entity is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

## **Unaudited supplementary schedules**

9. The supplementary information set out on pages 376 to 377 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

## **Report on other legal and regulatory requirements**

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

## **Predetermined objectives**

11. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected development priority presented in the annual performance report of the municipal entity for the year ended 30 June 2016:
  - Development priority: Rustenburg Water Treatment Plant on pages 341 to 343
12. I evaluated the usefulness of the reported performance information to determine whether it was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).

13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information on any of the selected development priority of the municipal entity.

## **Additional matters**

15. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected development objectives, I draw attention to the following matters:

## **Achievement of planned targets**

16. Refer to the annual performance report on pages 331 to 332 for information on the achievement of the planned targets for the year.

## **Compliance with legislation**

17. I performed procedures to obtain evidence that the municipal entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

## **Financial statements, performance and annual reports**

18. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were subsequently corrected.

## **Internal control**

19. I considered internal control relevant to my audit of the financial statements, the annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

## **Leadership**

20. The leadership of the municipal entity has established effective internal controls however, the oversight practices of leadership were not able to prevent, detect and correct all the possible reportable matters on the financial statements and the consequential compliance findings.

## **Financial and performance management**

21. Controls regarding daily and monthly processing and reconciling of transactions as well as regular, accurate and complete financial and performance reports have been maintained by the entity. The entity however still needs to improve their controls ensuring monitoring compliance to laws and regulations on a regular basis.



## Governance

22. The audit committee and internal audit did not fulfil their legislative function and provided limited support to the municipal entity. Future focus can be directed towards assisting the municipal entity to address findings and weaknesses in internal controls as identified by the internal and external auditors.

*Auditor - General*

Rustenburg

30 November 2016



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



## **ANNUAL FINANCIAL STATEMENTS**

**30 JUNE 2016**

## Rustenburg Water Services Trust

### FINANCIAL STATEMENTS

For the year ended 30 June 2016



#### TRUST INFORMATION

TRUST REFERENCE NUMBER : IT 6155/03

#### TRUSTEES

*Date of appointment*

TJ Ehlers	1 December 2009
OG Khutsoane	6 June 2013
RU Khan	6 June 2013
D Sadumedi	*****
T Mathonsi	*****

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#### AUDITORS

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#### BANKERS

ABSA Business Bank  
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#### CONTENTS

#### PAGE

Report of the Independent Auditors	3 - 4
Trustees' Report	5 - 6
Statement of Financial Position	7
Statement of Comprehensive Income	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
Accounting Policies	11 - 13
Notes to the Financial Statements	14 - 20
Appendices to the Financial Statements	21 - 22

## Rustenburg Water Services Trust

TRUSTEES' REPORT (Continued)  
For the year ended 30 June 2016



### 10 Contingent Liability

As reported in 2015, the Trust received a retrospective invoice from Magalies Water, the previous operator, amounting to R 13.8 mil. They have subsequently reduced their claim to R 11.3 mil. The Trust obtained a legal opinion on the matter which states that there is likely to be no liability to the Trust. Magalies approached National Treasury who indicated the steps to be followed by Magalies Water, should they wish to take the matter on-appeal. The Trust is waiting for Magalies to take the process forward, should they wish to do so.

### 11 Fair Value Adjustment

The Trust has carried out a valuation in terms of GRAP 17 and all Property Plant and Equipment on the plants have been realised on 30 June 2016. This resulted in a valuation surplus on the Statement of Financial Position. An impairment test was conducted on the assets in 2016 and resulted in a write down of some of the assets.

The financial statements were accepted by the trustees on 25/07/2016 and are signed as follows:

  
TRUSTEE  
ADMINISTRATOR

Rustenburg Water Services Trust

TRUSTEES' REPORT (Continued)  
For the year ended 30 June 2018



10 Contingent Liability

As reported in 2017, the Trust received a retrospective invoice from Magalies Water, the previous operator, amounting to R 17.9 m. They have subsequently reduced their claim to R 11.2 m. The Trust obtained a legal opinion on the matter which states that there is likely to be no liability to the Trust. Magalies approached National Treasury who indicated the steps to be followed by Magalies Water, should they wish to sue the Trust for an adjustment. The Trust is waiting for Magalies to take the process forward, should they wish to do so.

11 Post-Voice Adjustment

The Trustee embarked on a valuation in terms of GRAP 17 and all Property Plant and Equipment on the plants have been reviewed on 30 June 2017. This resulted in a valuation surplus on the Statement of Financial Position. An impairment test was conducted on the assets in 2017 and resulted in a write down of some of the assets.

The financial statements were accepted by the trustees on 25/10/2018 and are signed on its behalf by:

  
TRUSTEE

  
REPRESENTATIVE

# Rustenburg Water Services Trust



## STATEMENT OF FINANCIAL POSITION At 30 June 2016

	NOTES	2016 R	2015 R
<b>LIABILITIES</b>			
<b>Non-Current Liabilities</b>			
Long term liabilities	5	140,345,433	162,047,359
<b>Current liabilities</b>			
Trade and other payables (exchange transactions)	8	24,434,918	13,227,109
Short Term Portion of Liabilities	5	21,701,925	19,120,525
		<u>46,136,843</u>	<u>32,347,634</u>
<b>Total Liabilities</b>		<u>186,482,276</u>	<u>194,394,993</u>
<b>ASSETS</b>			
<b>Non-current Assets</b>			
Lease Hold Improvements	3	404,050,197	352,296,026
		<u>404,050,197</u>	<u>352,296,026</u>
<b>Current assets</b>			
Trade receivables (exchange transactions)	6	53,584,278	22,244,200
Trade receivables (non-exchange transactions)	6	16,810,509	16,116,007
VAT receivable		1,118,755	2,900,138
Cash resources	7	118,161,259	122,967,208
		<u>189,674,801</u>	<u>164,227,553</u>
<b>Total Assets</b>		<u>593,724,998</u>	<u>516,523,579</u>
<b>NET ASSETS</b>			
Statutory funds		1,000	1,000
Revaluation Surplus		122,230,571	122,777,505
Distributable reserves	4	285,011,151	199,350,081
<b>TOTAL NET ASSETS</b>		<u>407,242,722</u>	<u>322,128,586</u>

# Rustenburg Water Services Trust

## STATEMENT OF FINANCIAL PERFORMANCE For the year ended 30 June 2016



	2016 R	2016 R
<b>REVENUE</b>		
Sales - water	144,395,208	136,981,507
<b>COST OF SALES</b>		
Rustenburg WWTW	31,044,092	27,213,166
Boitekong WWTW	9,171,391	5,547,796
Bospoort WTW	12,644,323	10,859,565
Kloof WTW	1,186,168	924,154
Monakato WWTW	780,219	683,798
Lethabong WWTW	2,304,438	1,949,877
Effluent monitoring	1,005,255	980,229
<b>Operator overheads</b>		
Day works and provisional sums	723,884	1,030,662
Management and general staff	3,776,085	3,151,902
	62,635,855	52,371,149
<b>GROSS MARGIN</b>	81,759,353	84,610,358
<b>OTHER INCOME - From exchange transactions</b>		
Tender documents	16,750	22,200
(Loss)/Profit on disposal of fixed assets	234,653	207,930
	251,403	230,130
<b>OTHER INCOME - From non-exchange transactions</b>		
MIG grant funding	43,330,477	26,141,795
Recovery of Anglo DAF expenses	8,770,403	-
	52,100,880	26,141,795
	134,111,636.00	110,982,283.00
<b>EXPENSES</b>		
Administrator's remuneration	2,123,356	1,925,949
Auditors Remuneration	362,710	301,787
Master Plan	4,420,471	-
Bank charges	4,895	17,305
Consulting fees	100,000	150,000
Depreciation	16,555,120	16,639,807
Insurance	811,279	776,243
Impairment loss	930,063	104,672
Legal Fees	102,804	124,140
O & M Supervision	2,116,619	1,969,786
Repairs	7,081,866	7,217,163
O & M SCM Contract	-	-
Trustees Remuneration	132,955	161,964
DWA License cost	171,080	100,231
	34,913,218	29,489,047
<b>Surplus from operations</b>	99,198,418	81,493,236
<b>Finance costs</b>		
Interest received (from exchange transactions)	8,839,141	8,011,722
Interest paid (from exchange transactions)	(22,376,489)	(24,528,027)
<b>Surplus for the period</b>	85,661,070	64,976,931



# Rustenburg Water Services Trust



## STATEMENT OF CHANGES IN EQUITY For the year ended 30 June 2016

	Note	Statutory funds R	Retained Earnings R	Revaluation Surplus R	Total R
Balance at 30 June 2008		1,000	7,361,725		7,362,725
Net deficit for the year			(5,331,223)		(5,331,223)
Balance at 30 June 2009		1,000	2,030,502		2,031,502
Net deficit for the year			(545,853)		(545,853)
Balance at 30 June 2010		1,000	1,484,649		1,485,649
Prior year adjustments			42,441,834		42,441,834
Net surplus for the year			21,185,034		21,185,034
Balance at 30 June 2011		1,000	65,111,517		65,112,517
Net surplus for the year			13,824,361		13,824,361
Revaluation surplus for the year			-	124,187,680	124,187,680
Balance at 30 June 2012		1,000	78,935,878	124,187,680	203,124,558
Net surplus for the year			21,105,656		21,105,656
Impairment adjustment for the year				(700,759)	(700,759)
Balance at 30 June 2013		1,000	100,041,534	123,486,921	223,529,455
Net surplus for the year			34,331,616		34,331,616
Impairment adjustment for the year				(588,134)	(588,134)
Balance at 30 June 2014		1,000	134,373,150	122,898,787	257,272,937
Net surplus for the year			64,976,931		64,976,931
Impairment adjustment for the year				(121,282)	(121,282)
Balance at 30 June 2015		1,000	199,350,081	122,777,505	322,128,586
Net surplus for the year			85,661,070		85,661,070
Impairment adjustment for the year	19			(546,934)	(546,934)
Balance at 30 June 2016		1,000	285,011,151	122,230,571	407,242,722

# Rustenburg Water Services Trust



## STATEMENT OF CASH FLOWS For the year ended 30 June 2016

	NOTES	2016 R	2015 R
<b>Cash flows from operating activities</b>			
Cash receipts from operating activities		166,494,294	162,613,469
Cash paid to suppliers		68,856,081	69,663,203
Cash generated from operations	10	97,638,213	92,950,266
Interest paid		(22,376,489)	(24,528,027)
Interest received		8,839,141	8,011,722
<b>Net cash flow from operating activities</b>		84,100,865	76,433,961
<b>Cash flows from investing activities</b>			
Proceeds on disposal of property, plant and equipment		234,853	248,001
Acquisition of property, plant and equipment		(70,020,941)	(38,573,987)
<b>Net cash flow from investing activities</b>		(69,786,288)	(38,573,987)
<b>Cash flow from financing activities</b>			
Long term Liabilities	5	(19,120,526)	(16,952,267)
<b>Net cash flow from financing activities</b>		(19,120,526)	(16,952,267)
Net increase / (decrease) in cash and cash equivalents		(4,805,949)	20,907,707
Cash and cash equivalents at beginning of year		122,967,208	102,059,501
<b>Cash and Cash equivalents at end of year</b>	7	118,161,259	122,967,208

**ACCOUNTING POLICIES**  
**For the year ended 30 June 2016**

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The principal accounting policies adopted in the preparation of these financial statements are set out below:

**1 BASIS OF PREPARATION**

The financial statements comply with standards of GRAP. Financial statements are prepared on the accrual basis of accounting, using the historical cost as measurement basis, except for assets which are revalued. The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

Where a Standard of GRAP is approved as effective, it replaces the equivalent Statement of IPSAS, IFRS or SA GAAP. Where a standard of GRAP has been issued, but not yet in effect, an entity may select to apply the principles established in that standard in developing an appropriate accounting policy dealing with a particular section or event before applying paragraph 12 of the Standard of GRAP on Accounting Policies, Changes in Accounting Estimates and Errors.

The following GRAP standards have been issued but are not yet effective and have not been early adopted by the RWST:

GRAP 32, Service Concession Arrangements: Grantor  
GRAP 108, Statutory Receivables  
GRAP 20, Related Party Disclosures (Revised)

**2 TRADE RECEIVABLES**

All receivables constitutes receivables from both exchange transactions and non-exchange transactions. Consumer debtors are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a review of all outstanding amounts at the year-end. Bad debts are written off during the year in which they are identified.

**3 TRADE PAYABLES**

Trade payables are measured at fair value.

**4 CASH AND CASH EQUIVALENTS**

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short-term highly liquid with original maturities of 12 months or less, and bank overdrafts. In the balance sheet, bank overdrafts are included in borrowings in current liabilities, when applicable.

**5 BORROWINGS AND BORROWING COST**

Borrowings are recognised initially at the fair value of proceeds received, net of transaction cost incurred, when they become party to the contractual provisions. Borrowings are subsequently stated at amortised cost using the effective interest rate method; any difference between proceeds (net of transaction cost) and the redemption value is recognised in the income statement over the period of the borrowings as interest. Initial borrowing cost were capitalised until the assets became productive.

## Rustenburg Water Services Trust

### ACCOUNTING POLICIES (Continued) For the year ended 30 June 2016



#### 6 LEASEHOLD IMPROVEMENTS

Leases of fixed assets where the Trust assumes substantially all the benefits and risks of ownership are classified as finance leases. Finance leases are capitalized at the net present value of the total lease payments at the commencement of the lease. Each lease payment is allocated between the liability and finance charges to achieve a constant rate on the finance balance outstanding. The corresponding lease obligation, net of finance charges, are included in other long-term liabilities. The interest element of the finance charge is charged to the income statement over the lease period.

Property, plant and equipment (PPE) are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services and are expected to be used during more than one period.

Property, plant and equipment is stated at Fair Value where it was previously stated at cost less accumulated depreciation. This is a change in accounting policy. Subsequent expenditure is capitalised when the recognition and measurement criteria of an asset is met. Land is not depreciated as it is deemed to have infinite life.

The cost of an item of PPE is the purchase price and other cost attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost. Cost also includes initial estimates of the cost of dismantling and removing the asset and restoring the site on which it is located.

Where an asset is acquired at no cost, or for an nominal cost, its cost is its fair value as at the date of acquisition. Property plant and equipment are only depreciated once commissioned.

The Trust maintains and acquires assets to provide a social service to the community, as well as to sell water to the surrounding mines. The useful lives and economic useful lives of these assets are equal. After the loan have been paid up, all assets will revert back to the parent municipality.

Depreciation is recorded by a charge to the income statement computed on a straight-line method to write off the cost of the assets over their remaining useful lives or the remaining period of the lease, to their residual values. The expected useful lives are as follows:

Land and Buildings	5 - 80 years
Plant - Machinery	5 - 100 years
Movable assets	5 - 50 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. Revaluation of the assets occur every 5 years.

At the end of each reporting period, the trust reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Recoverable amount is the higher of fair value less costs to sell and value in use. If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

The cost of major renovations are included in the carrying amount of the asset when it is probable that the future economic benefits associated with the renovation will flow to the entity and its costs can be reliably measured.

Borrowing Directly attributable to the acquisition, construction and production of qualifying assets, which are assets necessarily taking a substantial amount of time to get ready for its intended use or sale, are added to the cost of those assets until such time that the assets are ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

The Trust depreciate separately each part of an item of PPE that has a cost that is significant in relation to the total cost of the item. Cost of replacing part are capitalised and the existing parts being replaced are derecognised.

#### 7 REVALUATION AND IMPAIRMENT

Impairment loss on revalued assets shall first be used to reduce the revaluation surplus on that asset, the balance shall then be recognised in the surplus or deficit. When assets are revalued the cost price as well as the accumulated depreciation is restated. Any revaluation surplus recognised on an item of PPE included in net assets shall be transferred directly to the surplus or deficit upon derecognition in the period of the derecognition.

## Rustenburg Water Services Trust



### ACCOUNTING POLICIES (Continued) For the year ended 30 June 2016

#### 8 PROVISIONS

Provisions are recognised when the Trust has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and when a reliable estimate of the amount of the obligation can be made.

#### 9 REVENUE RECOGNITION

Revenue comprise of exchange transactions as well as non-exchange transactions. Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the trust's activities. Revenue is shown net of value added tax. The trust recognises revenue when the amount of revenue can be reliably measured, it is possible that future economic benefits will flow to the trust and specific criteria have been met for each of the trust's activities described below.

##### (a) Sale of goods

The entity purifies water at its plants and sells the purified water to its customer, Rustenburg Local Municipality. Sale of water is recognised when the entity has delivered the water to the customer.

##### (b) Interest income

Interest income is recognised on a time proportion basis using the effective interest rate method unless collectability is in doubt.

##### (c) Contributions received

Contributions received for refurbishment of infrastructure are recognised in the year it is received and as the costs of the projects incurred.

##### (d) MIG Grants received

Contributions received for refurbishment of infrastructure are recognised in the year it is received and as the costs of the projects incurred.

#### 10 RESERVE ACCOUNTS

##### Contingency Reserve Account

Means the contingency reserve created by the borrower and to be held in the contingency reserve account. If the required level is exceeded the excess will be deposited into the Distribution Reserve Account. The amount in the account will be utilised for paying the costs of maintenance work, which falls outside the ambit of the Operating & Maintenance Agreement.

##### Debt Service Reserve Account

Means the debt service reserve created by the borrower and to be held in the debt service reserve account. If the required level is exceeded the excess can be deposited in the Distribution account. The amount in the account will be utilised for purpose of the repayment of the Term Loan.

##### Industrial Contingency Reserve account

Means the industrial contingency reserve created by the borrower and to be held in the industrial contingency reserve account. If the required level is exceeded the excess will be deposited into the Distribution Reserve Account. The amount in the account will be utilised for undisputed claims of the Industrial Off-Takers in accordance with the Industrial Off-Take Agreements.

#### 11 FINANCIAL INSTRUMENTS

Financial instruments recognised in the balance sheet include loans, trade and other receivables, trade and other payables and cash and cash equivalents.

Financial assets and financial liabilities are recognised on the Trust's balance sheet when the Trust becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially recognised at the fair value of the consideration given (in the case of an asset) or received (in the case of a liability) for it. Cash flows relating to current receivables are generally not discounted, unless significant.

Financial assets and liabilities are offset and the net amount reported in the balance sheet only when there is a legal right to set-off the recognised amounts, and the Trust intends to settle on a net basis or to realise the asset and the liability simultaneously.

Financial assets or a portion of the financial assets are de-recognised when the Trust loses control of the contractual rights that comprise the financial asset. The Trust loses such control if it realises the rights to benefit from the contract, the rights are surrendered. Financial liabilities are de-recognised when they are extinguished - that is, when the obligation specified in the contract is discharged, cancelled or expires.

#### 12 GOING CONCERN

The financial statements are prepared using the Going Concern basis, which assumes that the Trust will be able to meet the mandatory payments on a day to day basis. If for any reason the Trust is unable to continue as a going concern, it could have an impact on the Trust's ability to realise assets at their recognised values and to extinguish liabilities in the normal course of business at the amounts stated in the financial statements.

#### 13 ROUNDING

The numbers presented in the financial statements are rounded to the nearest rand.

#### 14 EVENTS AFTER YEAR END

To the knowledge of the Trustees there were no events after year end which could negatively impact on the going concern of the Trust.

**1. FINANCIAL RISK MANAGEMENT**

The Trust is exposed to financial risk through its financial assets and financial liabilities.

The Trustees has overall responsibility for the establishment and oversight of the entity's risk management framework. The Trust has appointed the trust administrator, which is responsible for developing and monitoring the Trust's risk management policies. The administrator reports regularly to the Trustees on its activities.

The Trust's risk management policies are established to identify and analyse the risks faced by the Trust, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Trust's activities. The Trust, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all Trustees and contractors understand their roles and obligations.

The Trust's exposure to risk, its objectives, policies and processes for managing the risk arising from its financial instruments and methods used to measure the Trust's exposure to these risks, have not changed significantly from the prior year.

The Trust does not have major exposure to credit, liquidity and market risk, which is described in more detail below.

*Credit risk*

Financial assets, which potentially subject the Trust to concentrations of credit risk, consist principally of cash, short-term deposits and trade receivables. The Trust's cash equivalents and short-term deposits are placed with high-credit quality financial institutions. Credit risk with respect to trade receivable is limited due to the fact that there are only three major customers, being the Rustenburg Local Municipality, Anglo Platinum and Impela Platinum.

The carrying amounts of financial assets included in the balance sheet represent the Trust's exposure to credit risk in relation to these assets.

*Fair values*

The fair values of the financial assets and liabilities are disclosed in the relevant notes.

*Interest rate risk*

The Trust's income and operating cash flows are substantially independent of changes in market interest rates. The Trust has no significant interest bearing assets.

*Liquidity risk*

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying business, the Trust aims at maintaining flexibility in funding by keeping committed credit lines available.

## Rustenburg Water Services Trust



### NOTES TO THE FINANCIAL STATEMENTS (Continued) For the year ended 30 June 2016

#### 2.1 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements in conformity with SA GAAP and GRAP requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the trust's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the annual financial statements, are disclosed below:

##### Critical accounting estimates and assumptions

The trust makes estimates and assumptions concerning the future. The resulting accounting estimates will by definition rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of the assets and liabilities within the next financial year are outlined below:

##### Depreciation:

During each financial year, management reviews the assets within property plant and equipment to assess whether the useful lives and residual values applicable to each asset are appropriate.

##### Leasehold Improvements

In 2004, the Trust entered into a long-term lease with the local municipality whereby specified old water and sewage infrastructure assets are leased on long term (up to June 2025) from the Local Municipality. After the Term Loan is settled (30 June 2025) it is up to the Parent Municipality whether to take back the assets. Expansion and refurbishment conducted since the start of the project have previously been reported under 'owned assets' and will from now on all be reported as 'lease hold improvements assets'. This will be for the current as well as comparative years. It is not possible to physically differentiate between original and subsequent refurbished assets. The depreciation charge is limited to the shortest of the remaining lease period and remaining useful life of the individual asset.

#### 3. LEASE HOLD IMPROVEMENTS

	Cost / Valuation	2016 Accumulated depreciation and impairment	Carrying value	Cost / Valuation	2015 Accumulated depreciation	Carrying value
Land & Buildings	49,595,486	(24,129,559)	25,465,927	49,180,328	(23,602,210)	25,578,117
Plant & Equipment	673,091,997	(395,477,404)	277,614,593	657,837,212	(380,943,074)	276,894,138
Moveable's	7,521,049	(2,561,699)	4,959,350	3,381,597	(2,131,747)	1,249,850
Other Assets	2,115,402	-	2,115,402	1,567,527	-	1,567,527
Work in Progress	93,894,921	-	93,894,921	47,006,387	-	47,006,387
<b>Total</b>	<b>826,218,855</b>	<b>(422,168,662)</b>	<b>404,050,193</b>	<b>758,973,050</b>	<b>(406,677,032)</b>	<b>352,296,019</b>

##### Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions / Asset Allocations	Disposals / Asset Allocations	Depreciation and impairment	Carrying value
Land & Buildings	25,578,117	513,954	(36,323)	(589,821)	25,465,927
Plant & Equipment	276,894,138	18,182,967	(1,893,838)	(15,568,676)	277,614,593
Moveable's	1,249,850	4,200,836	(32,344)	(458,992)	4,959,350
Other Assets	1,567,526	691,850	(143,974)	-	2,115,402
Work in Progress	47,006,387	65,394,337	(18,505,803)	-	93,894,921
<b>Total</b>	<b>352,296,019</b>	<b>88,983,944</b>	<b>(20,612,281)</b>	<b>(16,617,489)</b>	<b>404,050,193</b>

##### Reconciliation of property, plant and equipment - 2015

	Opening balance	Additions / Asset Allocations	Disposals / Asset Allocations	Depreciation and impairment	Carrying value
Land & Buildings	25,948,177	181,174	(8,714)	(542,519)	25,578,117
Plant & Equipment	289,274,050	3,492,435	(67,266)	(15,805,081)	276,894,138
Moveable's	1,334,307	399,182	(191,428)	(292,212)	1,249,850
Other Assets	1,464,821	110,507	(7,802)	-	1,567,526
Work in Progress	12,566,442	34,761,867	(321,922)	-	47,006,387
<b>Total</b>	<b>330,587,798</b>	<b>38,945,165</b>	<b>(597,132)</b>	<b>(16,639,811)</b>	<b>352,296,019</b>

Assets consist Portion 4 of the farm Tweedepoort 283JQ, commonly known as Bospoort Treatment Plant; a portion of portion 1 of Town and town lands of Rustenburg 272JQ, commonly known as Rustenburg Sewage Treatment Plant; and portions of the farms PTN 54, PTN 23, PTN 76, PTN 22, PTN 21& PTN 41 commonly known as Boitekong Sewage Treatment Plant. The Trust went through a revaluation process on 30 June 2012 and subsequently revalued and re-classified its major assets classes.

The assets are encumbered by a general notarial bond, as security for the loan facility referred to in note 5.



## Rustenburg Water Services Trust

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
For the year ended 30 June 2016



### 3.1 PROCEEDS ON DISPOSALS OF PPE

During the year under review there were assets damaged due to violent protest and this resulted in some assets being derecognised. The Trust subsequently put in an insurance claim and received an amount of R 234,653 excluding VAT.

### 3.2 COMMITMENTS

As described in note 20 the entity is contractually committed to spent R 114,020,046 on an extension of the Boitekong Sewer Plant as well as a DAF unit for the Rustenburg Sewer Plant.

		2015 R	2015 R
<b>4</b>	<b>DISTRIBUTABLE RESERVES</b>		
	At beginning of year	199,350,081	134,373,150
	Profit for the year	85,661,070	64,976,931
		285,011,151	199,350,081
	Balance at end of year	285,011,151	199,350,081
<b>5</b>	<b>LONG TERM LIABILITIES</b>		
	<b>Non-current</b>		
5.1	Bank borrowings		
	ABSA Bank Limited	159,597,689	178,643,407
	The loan is secured by:		
	• a general notarial bond over the movable assets of the Trust.		
	• cession of the Rustenburg Lease Agreement		
	• the Debt Service Reserve Account, the Contingency Reserve Account and the Industrial Contingency Reserve Account.		
	The loan bears interest at a rate, 12.34% NACM. The loan is repayable over a period of 15 years.		
	Initial borrowing costs were capitalised		
	Less short term portion	(21,600,531)	(19,045,718)
		137,997,058	159,597,689
5.2	Finance lease liabilities		
	Rustenburg Local Municipality	2,449,869	2,524,477
	Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default, subject to the cession of the lease agreement as security for the bank borrowings. The interest rate implicit in the lease is 11%		
	Less short term portion	(101,294)	(74,807)
		140,345,433	162,047,359
5.2.1	Reconciliation of future minimum lease payments to the present value of future minimum lease payments.		
	<b>Future minimum lease payments</b>	<b>4,060,078</b>	<b>4,410,689</b>
	Not later than 1 year	368,166	350,611
	Later than 1 year and not later than 5 years	1,666,274	1,586,872
	Later than 5 years	2,025,638	2,473,206
	<b>Interest</b>	<b>-1,610,408</b>	<b>-1,886,213</b>
	<b>Present value of future minimum lease payments</b>	<b>2,449,670</b>	<b>2,524,476</b>
	Not later than 1 year	101,294	74,807
	Later than 1 year and not later than 5 years	755,383	605,398
	Later than 5 years	1,592,993	1,844,271

# Rustenburg Water Services Trust



## NOTES TO THE FINANCIAL STATEMENTS (Continued) For the year ended 30 June 2016

	2016	2015		
	R	R		
<b>6 TRADE AND OTHER RECEIVABLES (from exchange transactions)</b>				
<b>Total</b>	<b>70,394,787</b>	<b>38,360,207</b>		
<b>Debtors' ageing</b>				
Current	17,860,668	15,813,046		
30 days	14,983,185	6,394,375		
60 days	9,778,558			
90 days +	10,797,234			
	<b>53,419,645</b>	<b>22,207,421</b>		
<b>TRADE AND OTHER RECEIVABLES (non-exchange transactions)</b>				
<b>Debtors' ageing</b>				
Current	5,618,735	16,116,008		
30 days	5,515,365	-		
60 days	5,676,410	-		
	<b>16,810,510</b>	<b>16,116,008</b>		
<b>Insurance - Prepayments</b>	<b>164,632</b>	<b>36,778</b>		
	<b>164,632</b>	<b>36,778</b>		
<b>7 CASH AND CASH EQUIVALENTS</b>				
	<b>2016 Balances</b>	<b>2015 Balances</b>		
	<b>Opening</b>	<b>Closing</b>	<b>Opening</b>	<b>Closing</b>
ABSA Bank Limited				
Distribution Reserve Account	10,930,977	259,895	7,087,414	10,930,977
Distribution Call Account	39,083,554	39,960,241	47,244,554	39,083,554
Contingency Reserve Account - Current	12,839,360	5,513	11,361,192	12,839,360
Industrial Reserve account - Current	2,601,180	1,466	2,303,355	2,601,180
Debt Service Reserve Account - Current	57,512,137	28,689	50,883,980	57,512,137
Contingency Reserve Account - Investment	-	13,711,334	-	-
Industrial Reserve account - Investment	-	2,776,655	-	-
Debt Service Reserve Account - Investment	-	61,417,466	-	-
	<b>122,967,208</b>	<b>118,161,259</b>	<b>118,880,495</b>	<b>122,967,208</b>
The contents of the Contingency Reserve, the Industrial and Debt Service Reserve Accounts are ceded to the bank in terms of note 5.				
For the purpose of the cash flow statement, the year-end cash and cash equivalents comprise the following:				
Cash resources			<b>118,161,259</b>	<b>122,967,208</b>
There are no 'undrawn facilities' available at any financial institution for the Trust. Interest accrued and received on the 1st of July of the following year are included in the balances of the bank accounts.				
<b>8 TRADE AND OTHER PAYABLES (from exchange transactions)</b>				
Trade payables			<b>24,434,918</b>	<b>13,227,109</b>
<b>9 FINANCE COSTS - NET</b>				
Interest received				
Current Account			<b>8,839,141</b>	<b>8,011,722</b>
Interest paid				
Current and Long Term Loans			<b>(22,100,685)</b>	<b>(24,245,916)</b>
Finance Lease			<b>(275,804)</b>	<b>(282,111)</b>
			<b>(13,537,348)</b>	<b>(16,516,305)</b>

## Rustenburg Water Services Trust



### NOTES TO THE FINANCIAL STATEMENTS (Continued) For the year ended 30 June 2016

	2016 R	2015 R
<b>10 CASH GENERATED FROM OPERATIONS</b>		
Surplus before tax	85,661,070	64,976,931
Adjustments for:		
Interest paid	22,376,489	24,528,027
Interest received	(8,839,141)	(8,011,722)
Depreciation	16,556,120	16,639,807
Impairment	930,063	104,672
	116,683,601	98,237,715
Changes in working capital		
Trade and other receivables	(30,253,197)	(739,963)
Payables	11,207,809	(4,547,486)
Cash generated from operations	97,638,213	92,950,266

### 11 FINANCIAL INSTRUMENTS

#### Credit risk

Financial assets, which potentially subject the trust to concentrations of credit risk, consist principally of cash, short-term deposits and trade receivables. The Trust's cash equivalents and short-term deposits are placed with high-credit quality financial institutions. Credit risk with respect to trade receivable is limited due to the fact that there is only one major customer, the Rustenburg Local Municipality.

The carrying amounts of financial assets included in the balance sheet represent the Trust's exposure to credit risk in relation to these assets.

#### Fair values

The fair values of the financial assets and liabilities are disclosed in the relevant notes.

#### Interest rate risk

The trust's income and operating cash flows are substantially independent of changes in market interest rates. The trust has no significant interest bearing assets.

#### Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying business, the trust aims at maintaining flexibility in funding by keeping committed credit lines available.

#### Financial Instruments at Amortised cost

Finance Lease Liability - Rustenburg Local Municipality 2,449,669 Exposed to Interest rate risk

#### Financial Instruments at Cost

Cash Resources 118,161,259 Exposed to Liquidity risk  
Trade Receivables 70,394,787 Exposed to Credit risk  
Trade and other payables 24,434,918 Exposed to Liquidity risk  
Longterm Liabilities - Bank borrowings 159,597,689 Exposed to Interest rate risk

#### Financial Instruments at Fair Value

The Trust has no Financial Instruments at Fair Value.

### 12 TAXATION

The Trust is a vesting trust and all income tax vests with the sole beneficiary, being the Rustenburg Local Municipality, who in turn is exempt from paying income tax.

### 13 RELATED PARTY TRANSACTIONS

The transactions between RLM and The Rustenburg Water Service Trust is classified as related party transactions. The nature of the relationship is that RLM is the sole Beneficiary of the Trust, and has the right to appoint 4 representative on the board of trustees.

	2016	2015
Water Sales to RLM	93,040,540	89,774,905
Accounts Receivable	(58,890,463)	(28,732,313)
Finance Lease Liabilities	2,449,009	2,524,477
Interest paid - Finance Lease	(275,804)	(282,111)
MIG Grant Funding	43,330,477	26,141,795

## Rustenburg Water Services Trust

### NOTES TO THE FINANCIAL STATEMENTS (Continued) For the year ended 30 June 2016



RELATED PARTY TRANSACTIONS (Continued)		2016	2015
13.2 The transactions between ABSA Bank Limited and The Rustenburg Water Service Trust is classified as related party transactions. The nature of the relationship is that ABSA has the right to appoint one representative to the board of Trustees and thereby has an influence on financial and operating policies of the Trust.			
Interest Received		8,839,141	8,011,722
Bank Charges		(4,895)	(17,305)
Interest paid on term loan		(22,100,685)	(24,245,916)
Term Loan		159,597,689	178,643,407
13.3 The transactions between the Trustees and The Rustenburg Water Service Trust is classified as related party transactions. The nature of the relationship is that the Trustees are all on the board and thereby has an influence on financial and operating policies of the Trust.			
Rafat Khan		25,684	54,990
Obakeng Kuitsoane		43,655	41,724
Daisy Sedumedi		25,637	30,150
Torrence Mathonsi		37,980	35,100
		<u>132,955</u>	<u>161,964</u>

#### 14 CONTINGENT LIABILITY

As reported in 2013, the Trust received a retrospective invoice from Magalies Water, the previous operator, amounting to R 17.5 mil, they have subsequently reduced their claim to R 11.0 mil. The Trust obtained a legal opinion on the matter which states that there is likely to be no liability to the Trust. Magalies approached National Treasury who indicated the steps to be followed by Magalies Water, should they wish to take the matter on arbitration. The Trust is waiting for Magalies to take the process forward, should they wish to do so.

#### 15 COMPARRISON TO BUDGET

The actual performance is compared to the budget and is in the appendix to the financial statements.

#### 16 IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

The Trust is not aware of any irregular, or fruitless and wasteful expenditure which occurred during the financial year.

#### 17 COMMITMENTS

The Trust entered into service level agreements with companies in order to fulfill certain of the Trust's obligations. All the commitments are accrued on a monthly basis as and when the services are rendered. Details of all commitments at the end of the financial year are outlined in note 20.

	2016	2015
WEC	-	490,520
Batseta	2,445,196	3,496,000
Ecoleges Environmental Consultants	-	592,978
Water Solutions South Africa	99,885,882	121,172,221
Raubex	30,647,490	-
Alula Water	75,478,321	-

#### 18 INTERGOVERNMENTAL ALLOCATIONS

The total amount of VAT paid over to the South African Revenue Services	732,298	4,534,596
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#### 19 IMPAIRMENT

	Recognised in net assets	Recognised in surplus / deficit
Land & Buildings	4,804	65,855
Plant & Equipment	530,525	843,595
Moveable's	11,605	20,613
	<u>546,934</u>	<u>930,063</u>

An impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the assets future economic benefits or service potential through depreciation. An impairment loss of a cash flow generating asset is the amount by which the carrying amount of an asset exceeds its recoverable amount. In terms of par.08 of GRAP 26, the Trust need to assess at the reporting date whether there is an indication that the value of the asset may be impaired since the last revaluation.

The assets of the RWST is water treatment plants and are considered to be cash generating units. The recoverable amount is regarded as its fair value less cost to sell. The fair value is determined by reference to an active market. The impairment resulted from obsolescence.

# Rustenburg Water Services Trust

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
For the year ended 30 June 2016



20	FINANCIAL OBLIGATIONS	Total project value	Spent to date	Value of commitment
	A part of the Work in Progress contained in note 3 puts the Trust under certain financial commitments. The Trust are in the process of constructing a sewer plant extension and DAF facility.			
	Boitekong and DAF Extension	204,450,000	90,429,954	114,020,046
		<u>204,450,000</u>	<u>90,429,954</u>	<u>114,020,046</u>
	These values excludes VAT.			
21	MIG FUNDING RECEIVED		2016	2015
	Boitekong Plant Extension (Cumulative invoiced)		69,472,272	26,141,795
			<u>69,472,272</u>	<u>26,141,795</u>

## Rustenburg Water Services Trust



### APPENDICES TO THE FINANCIAL STATEMENTS

The trustees present their annual report of the Trust, for the period ended 30 June 2016.

#### ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT

##### INFRASTRUCTURE ASSETS

	CAPITAL PROJECTS (WIP) R	Water purification works R	Sewerage purification works R	Total R
<b>2016</b>				
Cost/ Revaluation	93,894,921	215,539,354	516,784,584	826,218,859
Accumulated Depreciation	-	(145,083,095)	(277,085,567)	(422,188,662)
Net Book Amount	<u>93,894,921</u>	<u>70,456,259</u>	<u>239,699,017</u>	<u>404,050,197</u>
<b>2015</b>				
Cost/ Revaluation	47,006,387	214,978,038	496,988,633	758,973,058
Accumulated Depreciation	-	(138,586,173)	(268,080,859)	(406,677,032)
Net Book Amount	<u>47,006,387</u>	<u>76,381,865</u>	<u>228,907,774</u>	<u>352,296,026</u>

## Rustenburg Water Services Trust

APPENDICES TO THE FINANCIAL STATEMENTS (Continued)  
For the year ended 30 June 2016



### PERFORMANCE REPORT

	Actual 2016 R	Budget 2016 R	% Variance 2016 R	
<b>REVENUE</b>				
Sales: RLM	94,297,109	105,189,551	-10.36%	Received less sewer - blockage related
Sales: Mines	50,098,099	47,902,504	4.58%	Acceptable
<b>TOTAL REVENUE</b>	<b>144,395,208</b>	<b>153,092,055</b>	<b>-5.68%</b>	<b>Blockage related</b>
<b>COST OF SALES</b>	<b>62,635,855</b>	<b>74,779,623</b>	<b>16.24%</b>	<b>Saving realised. Lower volume received.</b>
<b>GROSS MARGIN</b>	<b>81,759,353</b>	<b>78,312,432</b>	<b>4.40%</b>	<b>Acceptable</b>
<b>OTHER INCOME</b>				
Tender deposits received	16,750	-	100.00%	Not budgeted for
Recovery of Anglo DAF expenses	8,770,403	-	100.00%	Budgeted under CAPEX. Not income.
(Loss) on disposal of fixed assets	234,653	-	100.00%	Not budgeted for
MIG grant funding	43,330,477	-	100.00%	Budgeted under CAPEX. Not income.
	<b>52,352,283</b>	<b>-</b>	<b>100.00%</b>	
<b>EXPENSES</b>				
Administrator's remuneration	2,123,356	2,126,784	0.16%	Acceptable
Master Plan	4,420,471	4,522,624	2.26%	Acceptable
Auditors Remuneration	362,710	391,948	7.46%	Budget to be adjusted downward
Bank charges	4,895	67,416	92.74%	Budget to be adjusted downward
Consultants Fees Ad Hoc tasks	100,000	406,981	75.43%	Budget to be adjusted downward
Depreciation	16,555,120	17,400,000	4.86%	Acceptable
Impairment loss	930,063	0	-100.00%	No budget amount estimated
DWA Compliance	171,080	1,893,715	90.97%	Budget to be adjusted downward, boreholes included incorrectly
Insurance	811,279	833,982	2.72%	Acceptable
Water Transformation	0	951,600	100.00%	Full sec 78 tender delayed the start
Legal Fees	102,804	289,478	64.49%	Budget to be adjusted downward
Repairs	7,081,866	8,975,000	21.09%	Acceptable
Trustees Remuneration	132,955	181,991	26.94%	Acceptable
O&M Supervision	2,116,619	2,120,961	0.20%	Acceptable
Leasing Charges	275,804	349,721	21.14%	Budget did not split capital from interest
	<b>35,189,022</b>	<b>40,512,203</b>	<b>13.14%</b>	
<b>Surplus from operations</b>	<b>98,922,614</b>	<b>37,800,229</b>		
<b>Finance costs - net</b>				
Interest received	8,839,141	5,918,033	49.36%	Budget to be adjusted downward
Interest paid	(22,100,685)	(22,096,461)	-0.02%	Acceptable
<b>Surplus for the period</b>	<b>85,661,070</b>	<b>21,621,801</b>		
<b>Debt Service Cover Ratio:</b>				
EBIT & Depreciation	63,376,854	55,200,229		
Reserves	118,161,259	118,161,259		
Bank repayments	41,144,044	41,144,044		
<b>Including reserves</b>	<b>4.41</b>	<b>4.21</b>		
<b>Excluding reserves</b>	<b>1.54</b>	<b>1.34</b>		



