

**ELIAS MOTSOLEDI  
LOCAL  
MUNICIPALITY**

**2021/2022**

**DRAFT ANNUAL REPORT**



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## ACRONYMS

AG	: Auditor General
AFS	: Annual Financial Statements
ANC	: African National Congress
AIDS	: Acquired immunodeficiency syndrome
BPSA	: Bolshevik Party of South Africa
CDW	: Community development worker
CFO	: Chief Financial Officer
CLLR	: Councilor
CSD	: Central Supplier Database
COGHSTA	: Department of Corporative Governance, Human Settlement and Traditional Affairs
COGTA	: Department of Corporative Governance and Traditional Affairs
CPMD	: Certificate Programme in Management Development
CWP	: Community Works Programme
DA	: Democratic Alliance
DLTC	: Driver's License Testing Centre
DoTCS	: Department of Transport and Community Safety
DoSAC	: Department of Sports, Arts and Culture
EMLM	: Elias Motsoaledi Local Municipality
EFF	: Economic Freedom Fighters
EPWP	: Expanded Public Works Programme
ESS	: Employee Self Service
EXCO	: Executive Committee
EDP	: Economic Development and Planning
FBE	: Free Basic Electricity
GIS	: Geographic Information System
GRAP	: General Recognized Accounting Practice
HIV	: human immunodeficiency virus
HR	: Human Resources
ICT	: Information Communication Technology
IDP	: Integrated Development Plan
INEP	: Integrated National Electrification Program
JDMPT	: Joint District Municipal Planning Tribunal
KM	: Kilometre
LAC	: Local AIDS Council
LGAAC	: Local Government Advanced Accounting Certificate
LUMS	: Land Use Management System
LGSETA	: Local Government Sector Education Training Authority
LGMIM	: Local Government Municipal Improvement Model
LED	: Local Economic Development
LEDA	: Limpopo Economic Development Agency
LEDET	: Limpopo Economic Development
LLF	: Local Labour Forum
LGE	: Local Government Election
MIG	: Municipal Infrastructure Grant
MP	: Mpumalanga Party
MPAC	: Municipal Public Account Committee

MFMA	: Municipal Finance Management Act
MFMP	: Municipal Finance Management Programme
MSA	: Municipal Systems Act
Mscoc	: Municipal Standard Charts of Accounts
MoU	: Memorandum of understanding
N/A	: Not applicable
NARSA	: National Archive Regulation of South Africa
NDP	: National Development Plan
NGO	: Non-Governmental Organisation
OHS	: Occupational Health and Safety
PMS	: Performance Management System
PMT	: Political Management Team
SAMEBA	: South African Maintenance and Estate Beneficiaries Association
SCM	: Supply Chain Management
SDBIP	: Service Delivery and Budget Implementation Plan
SDM	: Sekhukhune District Municipality
SDF	: Spatial Development Framework
SDL	: Skills Development Levy
SOMA	: State of Municipal Address
SMME	: Small, Medium and Micro Enterprises
SPLUMA	: Spatial Planning and Land Use Management Act
TB	: Tuber Colossus
WSP	: Work Skill Plan

## VISION

**The agro-economical and ecotourism heartland**



## **MISSION**

The Elias Motsoaledi Local Municipality is committed to:

- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
  - Provide public value for money
- To create a conducive environment for job creation and economic growth



# **CHAPTER 1**

## **MAYOR'S FOREWORD AND EXECUTIVE SUMMARY**

# 1. MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

## COMPONENT A: MAYOR'S FOREWORD

### VISION

#### **"The agro-economical and ecotourism heartland"**

The vision statement of the municipality which serves as a blueprint for developmental programme is "The agro-economical and ecotourism heartland". It dawned upon the leadership that providing the complete account on the responsibilities conferred upon the entire municipality will always be a daunting task to the electorate. This report is therefore intended to attest to the collective efforts of administrative and political arms of municipality to progressively address people's expectations.

### INTRODUCTION

This report was compiled in terms of Chapter 12 of MFMA Section 121 (1) which stipulates that every municipality must for each financial year prepare an annual report in accordance with this Chapter. It is a pleasure for me to present Elias Motsoaledi Local Municipality 2021/2022 Annual Report to our residents and other interested parties. The 2021/2022 annual report gives a detailed review of the municipality's activities on actual performance at the end of the fiscal year reporting on how the IDP and budget were implemented. It also describes municipality's effort in fulfilling its Constitutional mandate and in meeting its obligations as dictated by the applicable local government legislation. Despite the effects of the economic difficult times, the municipality continued to provide quality service delivery to our community. For the financial year 2021/2022, the overall municipal performance increased from 74% of the financial year 2020/2021 to 76% of 2021/2022.

### KEY POLICY DEVELOPMENTS

Every financial year during planning phase, municipality engages with province and Sekhukhune district municipality to ensure alignment of provincial and municipal growth inclusive of development strategy hence the IDP has incorporated projects for both province and district municipality. The IDP was therefore tabled before council for adoption and was submitted to all sector departments and the district within legislated timeframe.

Municipality's performance is measured by achieving its key developmental objectives which are as follows:

- Ensuring sustainable and qualitative service delivery
- Improving Local Economy through revised LED strategy
- Achieving an unqualified audit opinion
- Facilitating and regularly updating indigent register accurately
- Ensuring that monies owed to the municipality is collected
- Continuing to participate in programmes of HIV and AIDS, TB, Cancer through Local Aids Council (LAC).
- Improving Records Management System in terms of NARSA Act
- Conducting Public Participation and ensure the functionality of all governance structures
- Fast tracking the implementation of infrastructure projects
- Strengthening the relationship with the traditional leaders

## KEY SERVICE DELIVERY IMPROVEMENTS

Municipality is licensed to provide electricity in 3 wards, which are ward 13,14 and ward 30 (Groblersdal, Masakanene and Roossenekal areas), and the other 28 wards are Eskom licensed areas. Municipality has a backlog of 4% (3099) households without electricity. A total number of 55698 Households (96%) has access to Electricity (served both Eskom and EMLM). Municipality received an allocation of R 21.348 Million for INEP in 2021/2022 financial year. For the year under review, Municipality electrified the following villages: Maleoskop, Masakaneng, Ga-Phosa, Vlakfotein, Rondebosch and Matlala Lehlwere using the allocated funds from INEP. The INEP grant was to reticulate 1169 stands and by end of financial year only 654 stands were reticulated with electrical infrastructure. The challenge for not achieving the set target and spending the whole 100% INEP grant was due to court order on PPPFA regulation which delayed appointment of service providers for electrification projects. Therefore only four (04) projects which is Matlala Lehlwere, Rondebosch, Vlakfontein and Ga- Posa were completed and the remaining two (02) projects which is Masakaneng and Maleoskop was still in progress by end of the financial year. The overall achievement of electrification project was at 75% by end of the financial year. Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks. Municipality has a backlog of 1291.73km of gravel roads.

EMLM core service delivery functions are categorized into three: Electricity, Access roads and waste management. For the year under review only three (03) roads projects (Dipakapakeng, Tafelkop stadium and Bloempoot road) were constructed utilising MIG grant. At the end of the financial year, all three (03) roads projects were not completed. Two projects (Dipakapakeng and Tafelkop stadium) are multi year projects. The one for Dipakapakeng was at 83% completion by end of financial year. Construction of the three incomplete roads projects will continue in the next financial year 2022/2023. The total MIG allocation budget was R 57 984 000.00 and the actual expenditure was R 57 923 807.39. Municipality has gravel road programme in place to gravel internal roads in all wards. Roads and Storm water are key Municipal functions. Most roads within the Municipality are in a state of decay, with provincial roads in dire need for resealing and surfacing. Gravel roads are also a challenge as most are inaccessible due to lack of storm water controls. Municipality extended the maintenance teams to accelerate its services to every ward through satellite offices. The long term strategy of the Municipality is to surface roads within municipal area even though municipality relies on Grants for roads projects. To improve accessibility to villages, 248km of internal roads were regavelled.

Municipality is licensed to provide electricity in 2 wards, which are ward 13 and ward 30 (Groblersdal and Roossenekal areas), and the other 29 wards are Eskom licensed areas. Municipality has a backlog of 4% (3099) households without electricity. A total number of 55698 Households (96%) has access to Electricity (served both Eskom and EMLM). Municipality received R15 million INEP grant allocation for electrification projects at Mashemong, Zuma park and Ntswelemotse village. At the end of the financial year all three electrification projects were completed and the INEP grant was spent 100%. Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks.

Municipality in collaboration with Department of Public Works created 114 job opportunities through EPWP and 1100 job opportunities through CWP programmes. The appointed personnel are mainly responsible for cleaning but limited to public facilities/infrastructure in the form of roads reserves, graveyards, community halls, schools, taxi ranks and streets

Municipality obtained unqualified audit opinion which is the same audit opinion obtained in the previous financial year 2020/2021.

## **PUBLIC PARTICIPATION**

Municipality has 310 ward committees made out of 31 wards. Ward committees together with ward councillors conducts public meetings in their respective wards and submit monthly reports to the Speaker. During the year under review public meetings were held in different wards. Public participation process is used to inform communities about success and challenges that municipality encounter during service delivery. Public participation sessions were conducted through 2021/2022 IDP and Budget process where communities were given an opportunity to raise their needs to be incorporated in the IDP. Due to limited resources only prioritized and budgeted needs are incorporated in the IDP for implementation.

## **CONCLUSION**

I wish to thank all councillors, municipal personnel , and resident's stakeholders in particular rate payers for their contributions to pay for services. Together we strive to take our municipality forward. As the municipality we appeal and erge our communities and fellow South African to always adhere to Covid 19 National Lockdown regulation for their safety and safety of others. I thank you.

.....  
**M.D TLADI**  
**MAYOR**

## COMPONENT B: EXECUTIVE SUMMARY

The 2021/2022 annual report records the progress made by Municipality in fulfilling its objectives as reflected in the IDP, Budget and Service Delivery and Budget Implementation Plan. It also reflects on challenges and priorities for 2021/2022 financial year. The purpose of the report is to give community members and all stakeholders the final outcome of municipal performance for 2021/2022 financial year as to how the IDP and budget was implemented.

The municipality is established to perform the following functions:

Schedule 4 Part B	Schedule 5 Part B
<ul style="list-style-type: none"> <li>▪ Air pollution</li> <li>▪ Building regulations</li> <li>▪ Child care facilities</li> <li>▪ Electricity and gas reticulation</li> <li>▪ Local tourism</li> <li>▪ Municipal planning</li> <li>▪ Municipal public transport</li> <li>▪ Municipal public works</li> <li>▪ Storm-water management systems in built-up areas</li> <li>▪ Trading regulations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Billboards and the display of advertisements in public places</li> <li>▪ Cemeteries, funeral parlours and crematoria</li> <li>▪ Cleansing</li> <li>▪ Control of public nuisances</li> <li>▪ Control of undertakings that sell liquor to the public</li> <li>▪ Facilities for the accommodation, care and burial of animals</li> <li>▪ Fencing and fences</li> <li>▪ Local sport facilities</li> <li>▪ Municipal parks and recreation</li> <li>▪ Municipal road</li> <li>▪ Public places</li> <li>▪ Refuse removal, refuse dumps and solid waste disposal</li> <li>▪ Street trading</li> <li>▪ Street lighting</li> <li>▪ Traffic and parking</li> </ul>

### Entities related to municipality and sharing of power with these entities

Municipality does not have sharing of powers with any entity nor the sector departments. It only monitors some of the projects which are implemented by sector departments within the jurisdiction of the municipality such as housing projects.

### Sector departments and sharing of functions between the municipality/ entity and sector department.

municipality has shared services with the Department of Transport and Community Safety and Department of Sports, Arts and Culture. EMLM in partnership with Department of Transport and Community Safety share the Driving License Testing Centres (DLTCs) services in 80:20 ratio. DoTCS gets 80 percent and EMLM gets 20% of revenue collected by municipality. EMLM also shares services with the Department of Sports, Arts and Culture in rendering library functions and Department of public works for EPWP and CWP job creation. Municipality has signed memorandum of understanding with the three departments.

### A short-statement on the previous financial year's audit opinion.

Audit Opinions		
2019/2020	2020/2021	2021/2022
Qualified audit opinion	Unqualified audit opinion	Unqualified audit opinion

### **Financial health and revenue trend by source including borrowings undertaken by municipality**

Municipality had a total revenue budget of R546, 626 million that was adjusted upwards to R546, 753 million during budget adjustment. The actual revenue realized is R476, 347 million and this resulted in under-performance variance of R70, 406 million. All gazetted grants and subsidies amounting to R387, 099 million contributed a major portion of source of funding for municipal budget. Municipality is 85% grant dependent on capital expenditure and 71% on revenue budget. Municipality has R5, 397 million unspent Integrated National Electrification Programme (INEP) grant due to two electrification projects that was stopped due to new regulation of PPPFA. Other conditional grants, being Municipal Infrastructure Grant (MIG), Financial Management Grant (FMG) and expanded public works programme (EPWP) were spent 100%. No borrowings were made by municipality for the year under review.

### **The internal management changes in relation to Section 56/57 managers.**

Municipality has seven (07) approved senior manager positions. During financial year 2021/2022 four (04) senior manager's positions were vacant (CFO, Infrastructure, Executive support and Development planning). All these vacant positions were advertised by end of financial year. Three (03) senior managers concluded their 2021/2022 performance agreements within timeframe. The 2020/2021 annual performance assessments and 2021/2022 Mid-year performance assessments were conducted for two senior managers and municipal manager. Based on the outcome of the 2020/2021 annual performance assessments, no senior manager qualified for performance bonuses.

### **Risk assessment , including developments and implementation of measures to mitigate the top 5 risks**

Council has adopted the Risk Management Policy, Risk Management Strategy and Risk registers (Strategic and Operational) that enable management to proactively identify and respond appropriately to all significant risks that could impact on business objectives. In line with the approved Risk Management Policy and Risk Management Strategy a top down approach has been adopted in developing the risk profiles of the organization. The results of the strategic and operational assessments were used to compile a risk register. Below is the top five risks identified and mitigation measures were implemented to address the risk.

<b>Risk Title</b>	<b>Category</b>	<b>IR</b>	<b>RR</b>
Inadequate Sports and Recreational Facilities	Financial	20.00	14.00
Failure to provide ongoing maintenance and capital upgrades which poses risk to environmental	Service delivery	25.00	16.00
Over/Under Budgeted on segments	Financial	25.00	15.00
Payment of Goods and Services after 30 days.	Compliance/ regulatory Risk	25.00	16.00
Delays in procurement of Goods and Services.	Human resources	25.00	20.00

.....  
**M.M KGWALE**  
**MUNICIPAL MANAGER**

## 1.1 MUNICIPAL OVERVIEW

Elias Motsoaledi Local Municipality is situated in Groblersdal area in Limpopo province. The municipality is in North East of Pretoria and is situated approximately 32 km from Loskop Dam, 100 km north of Bronkhorstspuit, 115 km northwest of Witbank (Emalahleni), and 25 km south of Marble Hall. Accessibility is mainly via the R25 road, which links the area with Oliver Tambo International Airport in Johannesburg; and via the N11 with Middelburg.

The municipality is the second largest Municipality within Sekhukhune District Municipality (SDM) which comprise of a total of five local municipalities. Sekhukhune District Municipality is the second poorest District among South Africa's 13 nodal points identified as poor and requiring careful developmental measures. The Municipality comprises of an estimated 62 settlements most of which are villages R293 areas and the Groblersdal Town. The municipality consists of 31 Wards and 61 Councillor's and it is a category B municipality which shares the Executive and legislative authority with Sekhukhune District Municipality (Category C) within whose area it falls. The municipality is established to perform the following functions:

**Table 1**

Schedule 4 Part B	Schedule 5 Part B
<ul style="list-style-type: none"> <li>● Air pollution</li> <li>● Building regulations</li> <li>● Child care facilities</li> <li>● Electricity and gas reticulation</li> <li>● Local tourism</li> <li>● Municipal planning</li> <li>● Municipal public transport</li> <li>● Municipal public works</li> <li>● Storm-water management systems in built-up areas</li> <li>● Trading regulations</li> </ul>	<ul style="list-style-type: none"> <li>● Billboards and the display of advertisements in public places</li> <li>● Cemeteries, funeral parlours and crematoria</li> <li>● Cleansing</li> <li>● Control of public nuisances</li> <li>● Control of undertakings that sell liquor to the public</li> <li>● Facilities for the accommodation, care and burial of animals</li> <li>● Fencing and fences</li> <li>● Local sport facilities</li> <li>● Municipal parks and recreation</li> <li>● Municipal road</li> <li>● Public places</li> <li>● Refuse removal, refuse dumps and solid waste disposal</li> <li>● Street trading</li> <li>● Street lighting</li> <li>● Traffic and parking</li> </ul>

### 1.2.1 Population group

**Table 2: Total Municipal Population**

Population	2011	2016	% Incr.
Males	115503	125 133	8.34%
Females	133860	143 123	6.92%
Total	249 363	268 256	7.58%

Source: STATS SA, Census 2011 and Community Survey 2016

Of the total population of 268 256(97, 9%) is African black, with the other population groups making up the remaining (2, 1%).

**Table 3: Population by Ethnic Group**

Group	Percentage
Black African	97,6%
Coloured	0,2%
Indian/Asian	0,1%
White	2,1%
Other	-
TOTAL	100%

Source: 2016 STATS SA Community survey

**Table 4: Population by Age Group**

Age	Males	Females
0-4	6,4%	6,3%
5-9	6,2%	6,1%
10-14	5,7%	5,7%
15-19	7,0%	7,2%
20-24	6,2%	5,7%
25-29	5%	5,4%
30-34	3,6%	4,1%
35-39	2,0%	3,0%
40-44	1,7%	2,3%
45-49	1,6%	2,2%
50-54	1,2%	2,2%
55-59	1,2%	1,7%

Source: 2016 Stats SA Community survey

**Table 4: Household by Ethnic and Gender Group**

Population Group	Females	Male	Total
Black African	34 111	30 339	64450
Colored	106	34	140
Indian or Asian	0	78	78
White	470	1220	1 690
Other	-	-	-
<b>TOTAL</b>	<b>34,688</b>	<b>31,671</b>	<b>66,359</b>

Source: Stats SA. CS 2016

- There are 53.7% females and 46.3% males within the Municipality
- There is a large segment of youth (under 19 years) which comprises 47.9% of the total population



**Table 5: Economic profile (employment)**

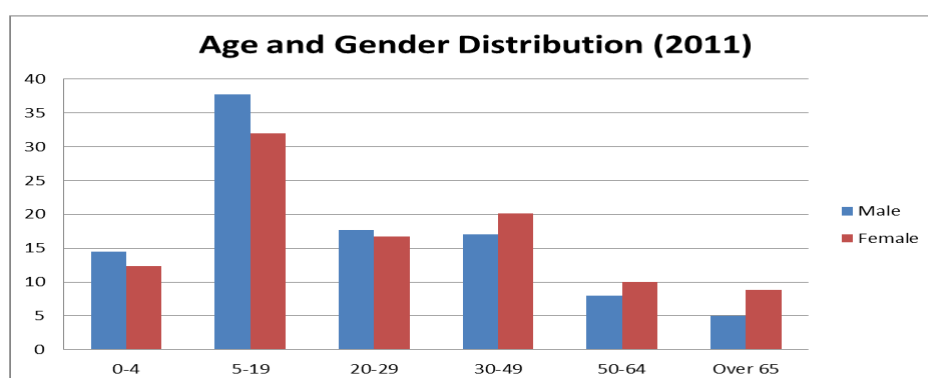
Economic Indicators	
Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
Total	100%

**Source: Stats SA Census 2011**

- There are more females 53.7% than males 46.3% within the Municipality.
- The Municipal population is characterised with a large segment of youth (under 19 years) which comprises of 47.9% of the total population.

Based on the age structure breakdown of the Municipality, it is evident that the population is “young”, which is prevalent in a developing country. With the “young” age structure, increased pressure will be on the delivery of Housing, Social Facilities and Job Creation within the Municipality

**Graph 1: Age and gender distribution**



**Source: Stats SA Census 2011**

**Table 6: Language Preference within the municipality**

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

**Table 7: The marital status within the municipality**

Group	%
Married	16,6%
Living together	2,4%
Never married	50,6%
Widower/widow	2,2%
Separated	0,1%
Divorced	0,4%

Source: Stats SA 2011and CS 2016

The tables below indicate the tenure status in the municipal area. There is a clear indication that more of the land is occupied by individuals who have ownership than those that rent. The average household size has declined from 4.5 to 4.1 in 2001 and 2011 respectively.

**Table 8: Age structure**

Age	2011	%	2016	Percentage %
0-14	89 772	36	89 680	33,4
15-65	142 136	57	156229	58,2
65+	17 455	7	22347	8,3
<b>Total</b>	<b>249 363</b>	<b>100</b>	<b>268256</b>	<b>99,9</b>

Source: Stats SA 2011and CS 2016

### 3.1.3. HOUSEHOLD DISTRIBUTION (Source: STATS SA community survey 2016)

The average household size of 4:1 person has been influenced by the fact that approximately (38, 7%) of households have two (2) or less occupants. This phenomenon could be as a result of several factors including incorrect baseline data or that younger people have set up their own homes but this is contrary to the statistics with respect to age which reflects that there is a large segment of youth (under 19 years) which comprises 47.9% of the total population.

**Table 9: Household Size**

Household Size	Number 2016
1	15, 524
2	10, 015
3	9, 402
4	9, 268
5	7, 739
6	5, 513
7	3, 111
8	2, 214
9	1, 405
10+	2, 169
Total	66, 359

Source: stats SA. CS 2016

Interesting to note that (58, 1%) of all households are owned with the majority fully paid off.

**Table 10: Tenure Status**

<b>Tenure Status</b>	<b>2016</b>
Rented	3, 834
Owned but not yet paid off	5, 120
Occupied rent-free	14, 247
Owned and fully paid off	37, 498
Other	5, 152
Total	65, 851

**Source: Stats SA. CS 2016**

Another notable feature of the household statistics is that approximately (87, 4%) of all dwellings can be classified as formal structures as reflected in the following table.

**Table 11: Type of dwelling per household**

<b>Type Of Dwelling</b>	<b>2016</b>
House or brick/concrete block structure on a separate stand or yard or on a farm	48, 781
Traditional dwelling/hut/structure made of traditional materials	2, 740
Flat or apartment in a block of flats	192
Cluster house in complex	12
Townhouse (semi-detached house in a complex)	29
Semi-detached house	559
House/flat/room in backyard	
Informal dwelling (shack; in backyard)	2, 404
Informal dwelling (shack; not in backyard; e.g. In an informal/squatter settlement or on a farm)	1, 028
Room/flat let on a property or larger dwelling/servants quarters/granny flat	771
Caravan/tent	21
Other	1, 408
<b>TOTAL</b>	<b>66, 359</b>

**Source: Stats SA. CS 2016**

**Table 12: Natural resources within EMLM**

<b>Natural Resources</b>	
<b>Major Natural Resource</b>	<b>Relevance to Community</b>
<b>Minerals</b>	Economic empowerment and job creation
<b>Dam</b>	Agricultural use and consumption
<b>Caves</b>	Tourist attraction ( Roossenekal)
<b>Land</b>	Agricultural and human settlement

## **1.2 SERVICE DELIVERY OVERVIEW**

The Municipality core service delivery functions are categorized into three: Electricity, Access roads and waste management. For the year under review 14km of roads were constructed. 298.5km of roads were gravelled and 673.3 bladed. Municipality is licensed to provide electricity in 2 wards, which are ward 13 and ward 30 (Groblersdal and Roossenekal areas), the remaining 29 wards are Eskom licensed areas. Approximately 97, 5% of all the towns and villages comprising the EMLM have access to electricity supply. Municipality has a backlog of 4% (3099) households without electricity. Municipality is unable to totally eradicate electricity backlog due to mushrooming informal settlements and extensions in villages.

A total number of 55698 Households (96%) has access to Electricity (served both Eskom and EMLM). The municipality received an allocation of R 15 million for INEP in 2021/2022 financial year for electrification projects. For the year under review, municipality implemented 03 electrification projects at Mashemong, Zuma Park and Ntswelomotse using INEP grants. Municipality in collaboration with Department of Public Works created 71 work opportunities through EPWP and CWP 1064 programmes.

The municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping, and waste disposal. Regular solid waste collection service is provided to business, institutions and households within the jurisdiction of the municipality. Waste collection from residential premises is carried out on a weekly basis and bi-weekly from business premises. Housing function is provided by the Department of Corporative Governance, Human Settlement and Traditional Affairs. Water and sanitation is provided by Sekhukhune District municipality. Reliance on other sectors departments for services impose is a major challenge to the municipality.

The municipality is responsible for 100% access to local roads which include all streets in town, townships and villages. It ensures regular maintenance of roads with the objective of addressing specific needs. The majority of municipal roads are gravel roads.

## **1.3 FINANCIAL HEALTH OVERVIEW**

EMLM is a rural municipality with high volume of outstanding consumer debtors and this leads to financial burden with none and/or under-payment for municipal services. The municipality has however developed the Revenue Enhancement Strategy to address this challenge since the outstanding debt affects the cash-flow status of the municipality.

The Municipality had a total revenue budget of R546, 626 million that was adjusted upwards to R546, 753 million during budget adjustment. The actual revenue realized is R476, 347 million and this resulted in under-performance variance of R70, 406 million. All gazetted grants and subsidies amounting to R387, 099 million and they contributed a major portion of source of funding for budget of the municipality and the grants dependency rate was 85% on capital expenditure budget and 71% on revenue budget. The municipality have unspent Integrated National Electrification Programme (INEP) of R5, 397 million in 2021/22 financial. Other conditional grants, being Municipal Infrastructure Grant (MIG), Financial Management Grant (FMG) and Expanded Public Works Programme (EPWP) achieved 100% spending.

## EXPENDITURE

The original budget for operating expenditure was R532, 675 million that was adjusted downwards to R525, 975 million and the actual expenditure thereof is R435, 763 million. This reflects a positive variance of R90, 212 million. The major portion of operating expenditure is employee related cost that had original budget of R163, 212 million and the budget was adjusted downwards to R154, 891 million and the actual expenditure thereof is R155, 624 million and this reflected over-spending variance of R733 thousand that is attributed to actuarial costs.

**Table 12: Summary of financial overview**

Details	Financial Overview – 2021/22 R'000		
	Original Budget	Adjustment Budget	Actual
Grants	307 637	307 637	297 765
Taxes, levies and tariffs	152 355	173 527	148 423
Other	86 634	65 589	30 159
<b>Sub -Total</b>	<b>546 626</b>	<b>546 753</b>	<b>476 347</b>
Less Expenditure	-532 675	-525 975	-435 763
<b>Net Total</b>	<b>13 951</b>	<b>20 778</b>	<b>40 584</b>

**Table 13: Operating ratios**

Operating Ratios	
Detail	%
Employee Costs	41%
Repairs & Maintenance	3.17%
Capital cost	0,1%

**Table 14: Total capital expenditure**

Detail	Total Capital Expenditure (R'000)	
	2020/21	2021/22
Original Budget	89 280	88 032
Adjustment Budget	95 344	94 234
Actual	88 994	70 856

## 1.4 ORGANISATIONAL DEVELOPMENT OVERVIEW

### 1.4.1 HUMAN RESOURCES OVERVIEW

Human resource services for the municipality are reasonably effective and efficient, and relatively meet the expectations of the community at large. The department is responsible for attracting skilled workforce, motivating workforce to perform the required tasks and continuous capacity building of personnel. The Municipality in total has 349 employees inclusive of senior managers. The municipality has 07 critical positions (senior managers) three (03) were filled and four (04) were vacant namely: Chief Financial Officer, Senior Manager Executive

support, Senior Manager Infrastructure services, Senior Manager Planning Land and Economic development. By end of the financial year, all four vacant senior managers positions were advertised and shortlisting was underway.

## COMMITTEES

The Municipality has established the following committees as per the prescripts in strengthening the human resource management.

- Local Labour Forum Committee
- Occupational Health and Safety Committee
- Training and Development Committee
- Employment Equity Committee
- EAP committee
- Batho Pele committee

### 1.4.2 BURSARIES

Mayoral bursary aim to assist students residing within the Elais Motsoaledi Local Municipality's jurisdiction who want to study at any Government recognized institution of higher learning in South Africa. It also provides financial assistance to historically disadvantaged students to further their studies. For the year under review, thirty nine (39) qualifying students were approved and payments were made directly to institutions. Each student qualified for R10 000 each.

## WORKPLACE SKILLS PLAN (WSP)

Municipality has developed WSP for the year for 2021/2022 and it was submitted to LGSETA during April 2022 together with the Annual Training report. 28 employees (11 males and 18 females) received various trainings. Municipality received R86 809-30 in the form of rebates from LGSETA for the year under review.

## 1.5 AUDITOR GENERAL'S REPORT

For financial year 2021/2022, municipality received an Unqualified audit opinion. Municipality maintained the same audit opinion as the previous financial year of 2020/2021. Refer to the attached Auditor General report on chapter 6. Audit Action Plan is developed as a corrective measure for improvement on the findings.

Emphasis of matters			
No.	2019/2020	2020/2021	2021/2022
1.	Property, plant and equipment	Restatement of the corresponding figures.	Procurement – non-compliance with PPR 2017 section 8(2)
2.	Bulk purchase	Significant uncertainties	Procurement – bids not evaluated in line with specifications
3.		Material impairment	Procurement – contract management
4.		Material distribution losses	

## 1.6 STATUTORY ANNUAL REPORT PROCESS FOR 2021/2022

**Table 16: statutory annual report process**

No	Activity	Date	Responsibility
1	Finalise 4 <sup>th</sup> quarter report for previous financial year	29 July 2022	Municipal Manager
3	Audit/Performance Committee considers annual performance report of municipality	22 August 2022	Municipal Manager
4	Municipality submits draft annual report, including the consolidated annual financial statements and the performance report, to the Auditor General.	31 August 2022	Municipal Manager
5	Auditor General assesses draft annual report, including the consolidated annual financial statements and performance data	31 August 2022 to 30 November 2022	Auditor General
6	Municipalities receive and start to address the Auditor General's comments	05 December 2022	Municipal Manager
7	Mayor tables annual report and audited financial statements to council, complete with the Auditor General's Report	25 January 2023	Mayor
8	Audited annual report is made public and representation is invited	02 February 2023	Municipal Manager
9	MPAC Committee assesses the annual report	21 February to 17 March 2023	MPAC Chairperson
10	Council adopts oversight report	24 March 2023	Council
11	Oversight report is made public	27 March 2023	Municipal Manager
12	Oversight report is submitted to relevant provincial councils	30 March 2023	Municipal Manager

It is also a compliance issue to meet the deadlines, as non-compliance will result in a negative audit opinion for the municipality. Meeting deadlines also assists with receiving feedback, comments and inputs from relevant stakeholders in time, and helps with rectifying mistakes whilst learning good practice at the same time.

The alignment of IDP, budget and the performance system is important, as the three documents are the strategic documents of the municipality. They serve as a guiding tool to determine whether the municipality is working towards achieving its set goals and objectives, while using the budget in the correct manner, so as to avoid wasting public funds. This is done through the performance management, where there will be quarterly reporting about the performance of the municipality and whether the budget is still aligned to the set objectives, or if it is being spent on something that is not helping achieve set objectives and goals. Performance management helps to give an early indication of non-performance, and allows for the taking of corrective measures as soon as possible.

# **CHAPTER 2**

# **GOVERNANCE**



## COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

### 2 Introduction

Section 151 (3) of the constitution states that the council of municipality has the right to govern on its own initiative, the local government affairs of the local community. EMLM Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Mayor is the political head of the Institution and the Speaker is the head of council. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislations. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it.

#### 2.1 POLITICAL GOVERNANCE

Council established Section 80 committees, which provides general oversight, and monitor the activities in the municipality over both the administrative and executive arms of the municipality. These section 80 Committees are chaired by independent councillors other than members of executive committee. The following committees were established:

- Executive Committee (EXCO)
- Municipal Public Accounts Committee (MPAC)
- Section 79 portfolio committee
- Section 80 committee
- Corporate services Portfolio committee
- Infrastructure services Portfolio committee
- Budget and treasury Portfolio committee
- Community Services Portfolio committee
- Development planning Portfolio committee
- Executive Support Portfolio committee

The Speaker is a full-time councillor and takes responsibility of chairing council meetings. The Office of the Council-Whip is established to create synergy and to maintain discipline among councillors from various Political Parties. The Role of the Council-Whip covers both the political and administrative domains of council with emphasis on the political aspect. The Council-Whip deals with the well-being and particularly attendance of all councillors. The Council meetings are governed according to the approved rules of order.

The council comprises of 08 political parties namely: African National congress (ANC) with 36 seats, Economic Freedom Fighters (EFF) with 14 seats, Democratic Alliance (DA) with 04 seats, and Bolshevik Party of South Africa (BPSA) with 01 seats, Mpumalanga Party (MP) with 02 seat and (AFC) with 01 seat, (DRA) with 01 seat and (FV) with 01 seat..The Council of the municipality is composed as follows; 54 part-time Councillors, 7 full-time Councillors namely Mayor, Speaker, Chiefwhip, MPAC Chairperson and three members of the Executice committee of council (EXCO) which consist of ten of the council members

There is a good relationship between councillors as they work cooperatively to achieve the set goals of the municipality. Every year there is a schedule of meetings that is approved by council, in order to ensure that all committees meet regularly to discuss administrative, performance and service-delivery issues. Councillor's participation in various committees is satisfactory. For the year under review, council held 4 ordinary and 7 special

meetings. In order to enhance good governance and accountability, Municipality adopted separation of powers model, which separated legislative arm from executive arm. This is in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened and that effective public service delivery takes place to benefit EMLM communities. Council has established section 79 committees to play oversight role and monitor the work of the executive and administration.

**Table 1: Committee annual meetings**

<b>Name of Meeting</b>	<b>Annual Target</b>	<b>Number of meetings convened</b>	<b>Number of meetings materialised</b>	<b>Total number of apologies received</b>
<b>Council committees</b>				
Corporate Services	12	08	06	14
Executive Support	12	07	07	03
Finance Department	12	12	12	02
Infrastructure Department	12	10	10	06
Development Planning	12	06	06	12
Community Services	12	10	10	07
Labour Forum	12	07	07	06
EXCO	11	08	08	02
Special EXCO	-	3	3	0
Council	4	4	4	19
Special Council	-	05	05	10
MPAC	3	3	3	0
<b>Supply Chain committees</b>				
Specification	As and when	09	08	01
Evaluation	As and when	22	22	44
Adjudication	As and when	17	16	03

**Table 2: EMLM Councillors information**

#	WARD	PARTY	SURNAME	FULL NAMES	GENDER / CONTACT NO.
(1)	1	ANC	Thethe	Junior Semole	F 082 792 2824
(2)	2	ANC	Kgagara	Thabo Peter	M 061 474 5741
(3)	3	ANC	Malapela	Samuel Mogome	M 066 168 4609
(4)	4	ANC	Msiza	Mahwetse Phillip	M 071 610 6421
(5)	5	ANC	Mohlamonyane	Tshepo Emmanuel	M 072 784 0456
(6)	6	ANC	Ndlovu	Raymond Ndumiso	M 083 747 9741
(7)	7	ANC	Sithole	Thembi Cynthia	F 082 526 3982
(8)	9	ANC	Mogotlana	Jersey Sphiwe	F 076 405 5600
(09)	10	ANC	Ramongana	Nkitseng Jenneth	F 076 413 4149
(10)	11	ANC	Mafiri	Moses Aphiri	M 071 391 8785
(11)	12	ANC	Phorotlhoe	Thabiso Andries	M 072 442 9957
(12)	14	ANC	Phokwane	Marang Codney	M 072 746 0239
(13)	15	ANC	Nkosi	Sibongile Beauty	F 072 610 5441
(14)	16	ANC	Buta	Medo Zephania	M 082 256 3304
(15)	17	ANC	Malau	Toswi Samuel	M 076 742 5535
(16)	18	ANC	Letageng	Johannes	M 072 163 6376
(17)	19	ANC	Masimula	Phahlana (M)	M 071 578 3344
(18)	20	ANC	Tshehla	Mokgokong Eric	M 072 391 3469
(19)	22	ANC	Nduli	Msanyana Elias	M 082 952 2871
(20)	23	ANC	Mohlala	Nkgetheng Piet	M 082 525 0028
(21)	24	ANC	Lehungwane	Frank Kgomontshware	M 082 581 5911

(22)	25	ANC	Makuwa	Nkhubedu Sarah	F 071 191 7978
(23)	26	ANC	Morare	Sephatsi Donald	M 082 545 4228
(24)	27	ANC	Tlaka	Kgopotso Wiseman	M 082 294 4025
(25)	28	ANC	Tladi	Patrick Kose	M 078 053 2200
(26)	29	ANC	Makuwa	Reginah Mamoshasha	F 060 610 8505
(27)	31	ANC	Msiza	Mothibe Rhodes	M 072 722 5893
(28)	PR1	ANC	Tladi	Magetle David	M 082 526 0053
(29)	PR2	ANC	Phahlamohlaka	Tebogo Mafereke	M 072 958 9302
(30)	PR3	ANC	Machipa	Toudi Aron	M 082 758 6744
(31)	PR4	ANC	Mashilo	Malope Samaria	F 082 495 1194
(32)	PR5	ANC	Mashego	Dieketseng Masesi	F 072 235 9709
(33)	PR6	ANC	Mahlangu	Julia	F 060 905 1721
(34)	PR7	ANC	Matjomane	Germinor Delly	F 060 639 7537
(35)	PR8	ANC	Makunyane	Hlako Justice	M 068 331 9718
(36)	PR9	ANC	Phetla	Mannyana Grace	F 060 388 9121
(37)	PR1	AFC	Koka	Petrus Thomo	M
(38)	PR1	BPSA	Gulube	April Lucky	M 082 861 7925
(39)	PR2	BPSA	Radingwana	Sentsho Herbert	M 079 866 9276
(40)	13	DA	Oosthuizen	Willem Nicolaas Saaiman	M 083 627 6490
(41)	PR1	DA	Mmaboko	Sipho Hlabishi	M 079 226 9429
(42)	PR2	DA	Kotze	Johan Pieter	M 082 554 7561
(43)	PR3	DA	Matsomane	Shiko Tebogo	F 082 526 4089
(44)	PR1	DRA	Ganedi	David Jack	M 0790352371
(45)	8	EFF	Mathabathe	Mohlamme Glyde	M 076 243 8537
(46)	21	EFF	Maphopha	Cheleboy Mpho	M

					076 299 3459
(47)	30	EFF	Mampana	Moleke	M 079 759 6638
(48)	PR1	EFF	Malapela	Hope Mashego Constance	F 064 625 7229
(49)	PR2	EFF	Mmotla	Sewisha Collen	M 076 574 1816
(50)	PR3	EFF	Ngwenya	Sarah Zodwa	F 072 808 1411
(51)	PR4	EFF	Mabelane	Kagiso	M 060 860 4399
(52)	PR5	EFF	Lecheko	Virgina Morotse	F 066 347 1597
(53)	PR6	EFF	Mthimunye	Maremoshe Simon	M 072 036 6080
(54)	PR	EFF	Ranala	Maselopi	F 064 914 6964
(55)	PR8	EFF	Sithole	Maguwe Elias	M 076 771 9801
(56)	PR9	EFF	Maibelo	Legasa Sandy	F 072 054 1305
(57)	PR10	EFF	Segope	Godfrey Radingwane	M 060 945 5591
(58)	PR11	EFF	Komane	Legobole Sharon	F 082 215 7109
(59)	PR1	MP	Ramphisa	Motiba William	M
(60)	PR2	MP	Limacdiskwe	Adelaide	F 060 942 9953
(61)	PR1	VF	DeBeer	Willem	M 084 545 8382

Political Party	ANC	AFC	BPSA	DA	DRA	EFF	MP	VF	Total	%
<b>Gender Representation</b>										
Male (s)	25	1	2	3	1	9	2	1	44	72.13
Female (s)	11	0	0	1	0	5	0	0	17	27.86
PwD	0	0	0	1	0	1			2	3.28%
<b>Age Representation</b>										
20-35 years	2	0	0	0	0	4	0	0	14	23%
36 – 40 years	8	0	0	1	0	3	0	0	11	18%
41 – 50 years	17	0	1	0	1	7	1	0	17	28%
51 -70 years	09	1	1	3	0	0	1	1	19	31%
<b>TOTAL</b>	<b>41</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>1</b>			<b>61</b>	<b>100%</b>

**Table 3: Executive committee members**

#	WARD	PARTY	SURNAME	FULL NAMES	GENDER
(28)	PR1	ANC	Tladi	MAGETLE DAVID	Male
(30)	PR3	ANC	Machipa	Toudi Aron (M) 7204225309088	Male
(34)	PR7	ANC	Matjomane	Germinor Delly (F) 621107 075 3089	Female
(36)	PR9	ANC	Phetla	Mannyana Grace (F) 541110744088	Female
(27)	31	ANC	Msiza	Mothibe Rhodes (M) 630606 068 1082	Male
(09)	10	ANC	Ramongana	Nkitseng jenneth (F)	Female
(48)	PR4	DA	Kotze	Johan Pieter 490523 5017 080	Male
(51)	PR1	EFF	Malapela	Hope Mashego Constance	Female
(45)	8	EFF	Mathabathe	Mohlamme Glyde	Male
(59)	PR1	MP	Ramphisa	Motiba William	Male

### 2.1.1 Section 80 committees

The established section 80 committees are in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened and that effective public service delivery takes place to benefit EMLM communities Council has established section 80 committees to play oversight role and monitor the work of the executive and administration.

The established Committees are aligned to administrative departments of the municipality and are chaired by non-executive councillors. MPAC committee is also in place and performs its duties as per approved annual work programme. MPAC is an oversight committee which comprises of non-executive councillors, with the specific purpose of providing oversight over the executive functionaries of Council to ensure good governance.

**Table 4: Section 80 portfolio committees**

SECTION 80 COMMITTEES		
COMMITTEE	CHAIRPERSON	MEMBERS
Budget & Treasury	Cllr. T.A. Machipa	1.Cllr. Makuwa R.M (ANC) 2..Cllr Msiza P (ANC)(Whip) 3.Cllr. Tlaka K (ANC) 4. Cllr Thete J (ANC) 5. Cllr Mogotlane J (ANC) 6. Cllr. Mthimunye S (EFF) 7. Cllr. Kotze J (DA)

COMMITTEE	CHAIRPERSON	MEMBERS
Infrastructure Development	Cllr Msiza M.R	1.Cllr. Thethe J (ANC) <b>2. Cllr. Kgagara T (ANC) (Whip)</b> 3. Cllr. Mafiri M (ANC) 4. Cllr. Tladi P (ANC) 5. Cllr Phorothoe T (ANC) 6. Cllr Radingwana H (BPSA) 7. Cllr. Mmotla C (EFF)
COMMITTEE	CHAIRPERSON	MEMBERS
Community Services	Cllr Ramongana N.J	<b>1.Cllr.Lehungwane F (ANC) (Whip)</b> 2. Cllr. Nkosi S (ANC) 3. Cllr. Tshehla M (ANC) 4. Cllr Letageng J (ANC) 5. Cllr Mohlala N.P (ANC) 6. Cllr. Segopa M (EFF) 7. Cllr Oosthuizen W (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Corporate Services	Cllr Phetla M.G	1.Cllr. Makuwa N (ANC) 2. Cllr. Nduli M (ANC) <b>3.Cllr.Phokoane C(ANC) (Whip)</b> 4. Cllr Sithole T (ANC) 5. Cllr. Masimula P (ANC) 6. Cllr Malau T (ANC) 7. Cllr Mabelane K (EFF) 8. Cllr. Matsomane T (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Development Planning & LED	Cllr Matjomane G.D	1.Cllr. Malapela S (ANC) <b>2.Cllr.Letageng J (ANC)(Whip)</b> 3. Cllr. Mogotiana J (ANC) 4. Cllr Morare D (ANC) 5.. Cllr Tshehla E (ANC) 6. Cllr.Koka P (AFC) 7. Cllr. Lecheko V (EFF)
COMMITTEE	CHARPERSON	MEMBERS
Executive Support	Cllr Ramphisa M.W	1.Cllr. Msiza P (ANC) <b>2. Cllr. Tladi P.K (ANC) (Whip)</b> 3. Cllr. Malapela M (ANC) 4. Cllr Phahlamohlaka T (ANC) 5. Cllr. Komane S (EFF) 6. Cllr. Mmaboko S (DA)

**Table 4: Section 79 portfolio committees**

SECTION 79 COMMITTEES		
COMMITTEE	CHAIRPERSON	OTHER MEMBERS
<b>Municipal Public Accounts Committee (MPAC)</b>	Cllr. Ndlovu R.D	1.Cllr. Makuwa N.S (ANC) 2.Cllr. Tlaka K.W (ANC)

		3. Cllr. Mashilo M.S (ANC) 4. Cllr Kgagara T.P (ANC) 5. Cllr. Maphopha C.M (EFF) 6. Cllr Limakwe A (MP) 7. Cllr Mampana M (EFF) 8. Cllr. Nkosi S.B (ANC) 9. Cllr. Buta N (ANC) 10. Cllr. Matsomane T (DA)
<b>Rules &amp; Petitions</b>	Cllr. Makuwa N.S	1.Cllr Phorotlhoe A (ANC) 2.Cllr. Phahlamohlaka T (ANC) 3.Cllr. Mahlangu J (ANC) 4.Cllr. Koka P (AFC) 5.Cllr.Gulube A (BPSA) 6.Cllr. Mohlamonyane T (ANC) 7.Cllr Mohlahlo F (EFF) 8. Cllr Radingwana H (BPSA)
<b>Ethics</b>	Cllr. Buta M.Z	1.Cllr. Makunyane H (ANC) 2. Cllr. Morare S.D (ANC) 3. Cllr. Malau T (ANC) 4. Cllr. Debeer W (VF) 5. Cllr. Matsomane T (DA) 6. Cllr.Ngwenya Z (EFF) 7. Cllr Radingwana H (BPSA)
<b>Executive Support</b>	Cllr. Thethe J.S	1.Cllr. Makua N (ANC) <b>2. Cllr. Letageng J (ANC)(Whip)</b> 3. Cllr. Mogotlana J (ANC) 4. Cllr.Koka P (AFC) 5. Cllr. Lecheko V (EFF)
<b>Corporate Services</b>	Cllr. J Mahlangu	1.Cllr. Masimula P (ANC) <b>2. Cllr. Tladi P.K (ANC) (Whip)</b> 3. Cllr. Malapela M (ANC) 4. Cllr Mohlala N. (ANC) 5. Cllr. Komane S (EFF) 6. Cllr. Mmaboko S (DA)
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
<b>Community Services</b>	Cllr. P. Masimula	1.Cllr. Makuwa R.M (ANC) <b>2.. Cllr Msiza P (ANC)(Whip)</b> 3.Cllr. Tlaka k (ANC) 4. Cllr Mohlala N (ANC) 5. Cllr. Mthimunya S (EFF) 6. Cllr. Oosthuizen W (DA)
<b>Budget &amp; Treasury</b>	Cllr. T. Sithole	<b>1.Cllr.Lehungwane F (ANC) (Whip)</b> 2. Cllr. Nkosi S (ANC) 3. Cllr. Tshehla M (ANC) 4. Cllr. Segopa M (EFF) 5. Cllr Kotze J (DA)
<b>Development Planning &amp; LED</b>	Cllr. T. Phorothloe	1.Cllr. Thethe J (ANC) <b>2. Cllr. Kgagara T (ANC)(Whip)</b> 3. Cllr. Mafiri M (ANC) 4. Cllr Nkopo MP (DRA) 5. Cllr. Sewisha C (EFF)
<b>Infrastructure Development</b>	Cllr. M. Nduli	1.Cllr. Buta M (ANC) 2. Cllr. Malapela S.M (ANC) <b>3. Cllr. Phokoane M.C(ANC) (Whip)</b>



		4. Cllr. Mabelane K (EFF) 5. Cllr. Matsomane T (DA)
<b>Chairperson of Chairpersons (Chair of Chairs) of Committees</b>	Cllr. Phahlamohlaka T.M	1.Cllr Nduli M 2.Cllr Makua S 3. Cllr Sithole T 4. Cllr Mahlangu J 5. Cllr Thethe J 6. Cllr Phorotloe TA 7. Cllr Buda N 8. Cllr Masimula P
<b>Local Geographical Names Change Committee (LGNCC)</b>	Cllr. J Mogotlane	Cllr Segopa M Cllr Radingwana H Cllr Limakwe A Cllr DeBeer W Cllr Koka P Cllr Nkopo M.P Cllr Lehungwana F Cllr Phokoane C Cllr Msiza P Cllr Tladi k Cllr Kgagara T Cllr Letageng J Cllr Matjomane G.D
<b>Committee of Presiding Officers</b>	Speaker	Cllr. Mashego D.M
	Chair of Chairs	Cllr. Phahlamohlaka T.M
<b>Whippery Committee</b>	Chairperson of Whippery	Cllr Makunyane H
	Representative of BPSA	Cllr Radingwane
	Representative of MP	Cllr Limakwe A
	Representative of VF	Cllr DeBeer W
	Representative of AFC	Cllr Koka P
	Representative of DRA	Cllr Nkopo M.P
	Representative of EFF	Cllr Segopa M
	All Whips of Council Committees	Cllr Phokoane C Cllr Lehungwana F Cllr Kgagara T Cllr Msiza P Cllr Letageng J Cllr Tladi K

### 2.1.2 POLITICAL LEADERSHIP

#### POWERS AND FUNCTIONS OF MAYOR AS PER SECTION 52 OF THE MUNICIPAL SYSTEMS ACT

- Provide general political guidance over the fiscal and financial affairs of the municipality.
- In providing such general political guidance, may monitor and, to the extent provide in this Act, oversee the exercise of responsibilities assigned in terms of this Act to the accounting officer and the chief financial officer, but may not interfere in the exercise of those responsibilities
- Must take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget.

- Must within 30 days of the end of each quarter submit a report to council on the implementation of the budget and the financial state of affairs of the municipality.
- Must exercise the other powers and perform the other duties assigned to the mayor in terms of this Act or delegated by council to the mayor.

#### **POWERS AND FUNCTIONS OF THE SPEAKER**

- To preside at meetings of the council where he/she is present;
- To ensure that the council meets at least quarterly;
- To ensure compliance with the code of conduct for councillors, standing rules and order and other relevant governing laws in the meetings of council and council's committees;
- To maintain order during meetings of the council;
- Ensure that the provisions in respect of privileges and immunities of councillors, as set out in section 28 of the structures act or any other applicable legislation, are adhered to.
- To ensure that council meetings are conducted in accordance with the rules and orders of the council;
- Determine the date and venue of ordinary council meetings;
- To convene special meetings of the council at the venue determined by her and at the time set out in any request that such a meeting be convened in terms of section 29(1) of the structures act.
- Ensures that councillor's motions are prepared and timeously tabled in terms of the procedural rules of Council

#### **POWERS AND FUNCTIONS OF COUNCIL WHIP**

The Chief Whip of Council is not an Office Bearer in terms of the LG: Municipal Structures Act, so the Council is not legally obliged to adopt a terms of reference for the Whip. It is, however, advisable to commit to a clear definition of the role of the Whip in relation to that of the Speaker. The Council of EMLM resolved to include and elect a Chief whip in its structure, whilst there are no statutory functions for the Whip of Council, the SALGA Guideline Document on the Roles and Responsibilities of Councillors, Political Structures and Officials (March 2011) cites the following as the functions of the Whip of the Council: -

- Political management of council meetings and committee meetings
- Inform councillors of meetings called by the Speaker and the Mayor and ensuring that such meetings quorate
- Advises the Speaker and Mayor on the Council agenda
- Informs councillors on important matters on the relevant agenda
- Advise the Speaker on the amount of time to be allocated to speakers and the order of such speakers
- Addressing the Council
- Assisting the Speaker in the counting of votes
- Advising the Speaker and the Mayor of urgent motions
- Advising the Speaker and Mayor on how to deal with important items
- Advising the Speaker and Mayor on how to deal with important items not disposed of at a Council meeting

The Council Whip is accountable to the Council.

## MEMBERS OF EXECUTIVE COMMITTEE



Cllr Machipa Toudi Aron  
Political Head Budget and Treasury



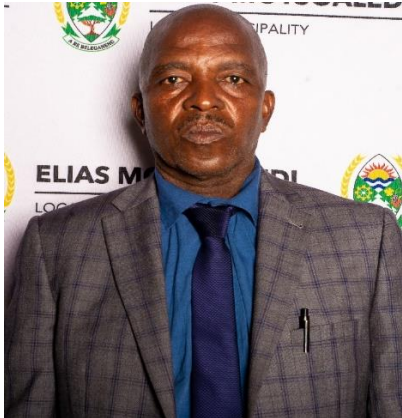
Cllr Msiza Mothibe Rhodes  
Political Head Infrastructure Services



Cllr Phetla Mannyana Grace  
Political Head Corporate Services



Cllr Matjomane Germinor Delly  
Political Head Development  
Planning and LED



Cllr Ramphisa Motiba William  
Political Head Executive Support



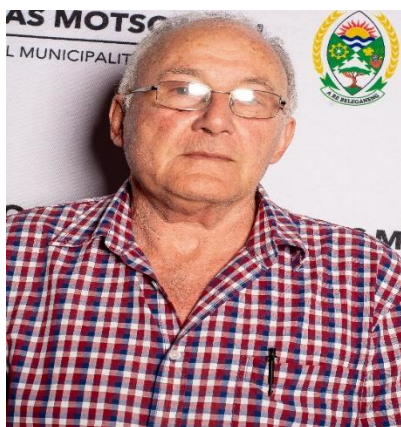
Cllr Ramongana Nkitseng Jenneth  
Political Head Community Services



Cllr Malapela Hope Mashego Constance  
Exco Member



Cllr Mathabathe Mohlamme Glyde  
Exco Member



Cllr Kotze Johan Pieter  
Exco Member

## FUNCTIONS OF EXECUTIVE COMMITTEE AS PER DELEGATION OF POWERS

- Oversee and monitor the implementation and enforcement of the municipality's credit control and debt collection.
- Policy and by-laws and the performance of the municipal manager in implementing the policy and by-laws;
- When necessary, evaluate or review the municipality's credit control and debt collection policy and by-laws, or the implementation of the policy and by-laws, in order to improve efficiency of its credit control and debt collection mechanisms, processes and procedures;
- makes recommendations to council on proposed political structures of council;
- To report to council on all decisions taken by it; and makes recommendations to council in respect of its legislative powers;
- gives political directions to executive management team;
- determine strategic approaches, guidelines and growth parameters for the draft budget including tariff structures;
- delegates powers in respect of any of its powers to the mayor;

### 2.1.3 ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the administrative head and act as interlink between the politicians and the administration. Municipal Manager together with all staff members and councillors are responsible for implementing the IDP and Budget and monitoring the progress made to ensure that services are delivered to the people. The Accounting Officer also provides guidance to political office bearers and to all officials in the municipality. There is a good relationship between the Municipal Manager, administration and political office bearers. All administrative issues that need intervention of council are referred to council for resolution.

The administrative components of the municipality comprise of seven (07) senior managers and thirty five divisional managers.

**Table 5: EMLM management information**

Directorate	Designation	Initial and Surname	Gender
Office of the Municipal Manager	Municipal Manager	Mr M. M Kgwale	Male
	Manager: Internal Audit	Mrs. P. Mailula	Female
	Chief Risk Officer	Mr L. K. Mathebe	Male
	Manager: IDP	Mr. K. J Motha	Male
	Manager: PMS	Ms R.P. Mdluli	Female
	Manager: Legal services	Ms S. Mahlangu	Female
	Manager Compliance	Mr H. Masemola	Male
Executive Support	Senior manager : Executive support	Vacant	
	Manager: Communications	Mr. S. T Makua	Male
	Manager: Council Support	Mrs M Burger	Female
	Manager: IGR	Ms V Matlala	Female
	Manager Parks	Mr J. M Mathebe	Male
	Manager: Mayor Support	Mr J. Manganyi	Male



Directorate	Designation	Initial and Surname	Gender
Corporate Services	Senior Manager : Corporate Services	Mr. N.D Matumane	Male
	Manager: Human Resources and Development	Mr. L.M. Mafiri	Male
	Manager: Administration and Records	Mr. G.M Ditshego	Male
	Manager: ICT	Mr T. L. Mashaba	Male
	Manager Labour Relations	Mr J. Maboja	Male
Finance	Chief Financial Officer	Vacant	-
	Deputy CFO	Mr. M.L. Sebelemetja	Male
	Manager: Expenditure	Mr. C. Mtsweni	Male
	Manager: Budget and Treasury	Ms. K.U Sebelebele	Female
	Manager: Assets	Mr. M. C Tjiane	Male
	Manager: Supply Chain Management	Mr M P. Mthimunya	Male
	Manager: Revenue	Ms M Namane	Female
Infrastructure	Senior Manager : Infrastructure	Vacant	
	Electrical Engineer	Mr K.K. Mametsa	Male
	Manager: PMU	Mr. F. Debeila	Male
	Superintendent Roads Construction Unit	Mr. J Malaka	Male
	Manager: Fleet	Mr. V Masilela	Male
Community Services	Senior manager: Community Services	Ms. E Kegopotsemang	Female
	Manager: Environmental services	Ms M Mokhulwane	Female
	Manager: Licensing	Ms. P. Ntobeng	Female
	Manager: Traffic	Mr. C Coetzee	Male
	Manager: Hlogotlou	Mr. L. A Madiba	Male
	Manager: Roossenekal	Mr. M. Mahlangu	Male
	Manager: Motetema	Mr. C. C. Masemola	Male
Development Planning	Senior manager : Development Planning	Vacant	
	Manager: Development and Town Planning	Mr. B. Sethojoa	Male
	Manager: LED	Mr Sebei	Male
	Manager: Property Management and Housing	Mr. R Palmer	Male

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

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

There are platforms established to maintain relationship between all three spheres of government. The purpose of the platforms is consultation with various interest groups and all other key stakeholders to insure that sectoral issues and projects are well captured within the IDP of the municipality for implementation.

#### 2.2.1 Intergovernmental relations

Municipal officials attended all intergovernmental relations meetings which they were invited and implemented resolutions taken.

### 2.2.2 District intergovernmental structures

Section 24 of Intergovernmental Relations Framework Act 2005, establishes the district intergovernmental forum to promote and facilitate sound relations between the District and Local municipalities and the forum is chaired by District Mayor. EMLM has a good relationship with Sekhukhune district municipality and all local municipalities within the district. There are different forums conducted by district where officials and politicians from local municipalities are invited to participate. The structures are as follows:

**Table 6: District intergovernmental structures**

Structures	Directorates	establishment
EXCO Lekgotla	Mayor and Municipal Manager	Provincial
Municipal Manager's forums	Municipal Manager	Provincial and District
IDP forums	IDP Manager	Provincial and District
PMS forums	PMS Manager	Provincial and District
LED forums	LED Manager	Provincial and District
Communicators' forum	Communication Manager	Provincial and District
SDM Disaster advisory forum	Superintendent: Disaster	District
MPAC forums	Council Support Manager	Provincial and District
District Environmental Forum	Manager Environmenta	District
Provincial Waste and Environmental Forum	Manager Environmental	Provincial
Chiefwhip's Forum	Mnager Council support	District and Provincial
District Town Planners Forum	Town Planner	District and Province

The above forums meet quarterly to discuss progress made on service delivery. The forums are facilitated by CoGHSTA representatives and district officials. They are very fruitful forums, as members use this opportunity to share ideas and to learn from each other, in order to improve service delivery.

### 2.2.3 Provincial intergovernmental structures

Section 16 of Intergovernmental Relations Framework Act 2005, establishes the premier's intergovernmental forum to promote and facilitate sound relations between the Province and municipalities. EMLM has a good relationship with provincial structures, namely CoGHSTA, Premier's Office and the Provincial Treasury. The province coordinated various forums where it met with members from all municipalities in the province, in order to discuss service delivery issues. Members from CoGHSTA, the Premier's Office and the provincial treasury also form part of those forums. The forums are:

- Provincial intergovernmental forum
- Premier/Mayor's forum
- Provincial monitoring and evaluation forum
- Provincial government communicators' forum
- Municipal Public Accounts Committee forum.
- Provincial Waste Management Forum
- Provincial Town Planners Forum
- Provincial EPWP Incentive Grant Sector Forum
- Provincial IDP Forum
- Provincial Speaker's Forum
- Provincial Chiefwhip's Forum

The forums are very fruitful as any kind of question is clarified, and municipalities that lack capacity are identified and provided with all necessary support.

## **COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION**

### **2.3 Introduction**

In terms of Municipal Systems Act section 51(b) requires a municipality to establish and organize its administration to facilitate a culture of accountability amongst its staff;

Section 6 (i) states that a municipality must develop a system of municipal governance that compliments formal representative government with a system of participatory governance

Section 18 (i) (d) requires a municipality to supply its community with information concerning municipal governance, management and development.

#### **2.3.1 Overview of public accountability and participation**

Municipality uses different kinds of public participation, such as the Mayor's outreach, public meetings and IDP/Budget consultation, stakeholders' meetings in order to promote the culture of accountability.

Through this dictum, the people envisaged for a democracy whose attributes would be; people first in a government of the people by the people, a democracy wherein no decision would be taken without consultation of the people.

1. This was brought to life by the democratic breakthrough of 1994, the adoption of the Constitution in 1996, and the formation of local government in 2000 and the subsequent laws that governs it. Chapter 4 of the Municipal System Act states A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-
  - a. **encourage, and create conditions for, the local community to participate in municipal affairs, including in-**
    - i. The preparation, implementation and review of its integrated development plan in terms of Chapter 5;
    - ii. the establishment, implementation and review of its performance management system in terms of Chapter 6;
    - iii. the monitoring and review of its performance, including the outcomes and impact of such performance;
    - iv. the preparation of its budget; and
    - v. strategic decisions relating to the provision of municipal services in terms of Chapter 8;
  - b. **contribute to building the capacity of-**
    - i. the local community to enable it to participate in the affairs of the municipality; and
    - ii. councillors and staff to foster community participation; and
  - c. use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b)

In Elias Motsoaledi Local Municipality, Public Participation is not an abstraction and it is not done merely for compliance, it is a platform for self-determination of the people by the people. The people directs the type of service



delivery and type of administration they want. During the year under review both the Mayor and Speaker had three (03) outreach programs to engage with communities of Elias Motsoaledi Local Municipality.

### **2.3.2 Communication, participation and forums**

Communication and engagement approaches of the municipality plays an important role in contributing to the public's understanding of public service and their engagement with local issues.

Elias Motsoaledi Local Municipality undertakes IDP and Budget roadshows on an annual basis in all 31 wards. In addition to these platforms, office of the Speaker leads public participation programs to engage with citizens. Those programmes consist of, The Moral Regeneration Movement, whose aim is to influence society towards charter of positive moral values; the Women's Caucus which seeks to strengthen women representation, capacity and voice of women in political and administrative offices and the Civic education program which seeks to educate the electorate on various issues of governance and social programs.

Municipality uses notice boards, website, newspapers, rates payers and Facebook page to spread information, new plans, budget priorities, etc. The work of the Unit is informed by the municipal communications policy and communication strategy, which centralises the communications function in Communications Unit.

The ward committee structures are used to narrow the gap between municipality and communities, since ward committees have the knowledge and understanding of residents and communities they represent. Community Development Workers (CDWs) act as a link between accessing communities in relation to community development initiatives/ programmes.

The IDP forum is constituted by Councillors representatives from business organisations, Magoši, ward committee, CDW, NGOs/ CBOs, government departments, parastatal organizations, Communication forum, Budget steering committee and stakeholder representatives of unorganized groups. The representatives are given an opportunity to represent community interests and contribute knowledge and ideas, building consensus and support for the planning process itself, and ensuring a broader ownership of the outcomes.

Media briefings are held to update the media about the latest information of the municipality. Bulk sms system is used to disseminate prompt information to the community.

#### **2.3.2.1 MUNICIPAL COMMUNICATION PLATFORMS**

##### **Social Media**

Municipality uses social media platforms, as part of its communication tool offering, to communicate with residents. Communications Unit is the custodian of Municipal social media account, it also maintains social media accounts by implementing daily posts, responding to service delivery queries and general information about municipal services. The municipal social media account is: <https://m.facebook.com/eliasmotsoaledi.localmunicipality>.

##### **Radio Programme**

Radio is one of the Municipality's main communication tools to convey service delivery messages across municipal jurisdiction. Priority for radio interviews is mainly given to political principals, Municipal Manager and the spokesperson/Manager Public Relations to engage directly with residents on municipal plans and programmes and to listen and respond to community complaints. Municipality uses also community radios such as Radio Moutse and Radio Thaba Ntsho.

### **Municipal Website**

The website is the main electronic communication platform for the Municipality to communicate with residents. The updated website continues to ensure that the public has access to the latest information and Improvement in the usage of the website included adding some easy to access quick links on the homepage as and when major projects go live;

### **Newsletter**

The Newsletter is one of the Municipality's external communication tools to disseminate information to residents. Municipality utilises newsletters to inform public about municipal decisions and developments. The platform is part of municipal strategy to enhance external engagement to cultivate a culture of engagements.

### **2.3.3 Ward Committees**

EMLM established ward committees in terms of Municipal Structures Act of 1998 and it ought to have 310 ward committee members, which is 10 members per ward. All wards had managed to elect ward committee members. However currently in some wards there is less than 10 due to members who passed on, resigned and others released from their responsibilities by Speaker due to misconducts and couldn't be replaced due to lockdown restrictions. Ward committees reports to Speaker's office on a monthly basis. For the year under review, two ward committee conferences were held. Ward Committees assist members of the community by advising, assisting in organising community meetings and enable them to participate in those public meetings and take decisions that will take service delivery

### 2.3.4 Public meetings

The purpose of public meetings is to give feedback and account to the community on the implementation of the IDP/Budget of the municipality. Public meetings are utilized as a platform to engage with community member and listen to their needs. During the year under review no public meetings were held in different wards due to the lockdown restrictions, however stakeholders meetings were convened in compliance with lockdown regulations. All meetings held were beneficial, and held as follows.

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
01	Community meetings	07	01	02	587	<ul style="list-style-type: none"> <li>Water shortage and water tankers not regularly delivering water.</li> <li>Provincial road R 573 construction progress</li> <li>Road maintenance in all villages</li> <li>Overcrowding at Batau school</li> <li>Low level bridge Oorlog and Ramaphosa</li> </ul>	No No No	Community meetings
02	Community Meeting	05	01	02	355	<ul style="list-style-type: none"> <li>Water shortage and challenges of sanitation.</li> <li>Clinic in the area</li> <li>Illegal dumpings increasing, request for skips and request for ward to be included in municipal refuse removal function and be billed</li> <li>Low level bridge</li> </ul>	No No No  No No	Community meeting

						<ul style="list-style-type: none"> <li>• Clinic needed at Moteti</li> <li>• Regravelling of internal roads</li> </ul>	Yes	
03	Community meeting	05	01	02	410	<ul style="list-style-type: none"> <li>• Unelectrified households at Naganeng.</li> <li>• Request for proper road to new sections</li> <li>• Water challenges</li> <li>• Re-gravelling</li> <li>• High mass lights</li> </ul>	No Yes	Cmmunity meting And Stakeholders
04	Community meeting & Stakeholders	04	01	03	540	<ul style="list-style-type: none"> <li>• Reportback on Electrification of freedom park</li> <li>• RDP houses, the new applications are approved whilst the old applications there is no response</li> <li>• Unplanned/ no survey in Allocation of sites</li> </ul>	Yes No	community meeting & stakeholders
05	Stakeholders & Community meeting	05	01	03	584	<ul style="list-style-type: none"> <li>• Re-Gravelling of bus route in Makgakadimeng</li> <li>• Vezinyawo newsstands needs to be electrified - To be submitted for registry into the masterplan</li> <li>• Water challenges</li> </ul>	Yes	Community Meetings

						<ul style="list-style-type: none"> <li>• Re-gravelling of access roads to schools and tribal office</li> <li>• Teenage pregnancy</li> <li>• Re-gravelling at graveyard</li> </ul>		
06	Community meeting & Stakeholders	06	01	02	884	Stolen jojo tanks <ul style="list-style-type: none"> <li>• Illegal scrap metal shop that promotes crime</li> <li>• To request SDM to drill new boreholes as a temporary measure to the water shortage problem as opposed to water tankers.</li> <li>•</li> </ul>		Stakeholders  Community meeting
07	Community meetings	08	01	02	946	<ul style="list-style-type: none"> <li>• Re-gravelling for all villages</li> <li>• Storm water</li> <li>• Water challenges</li> </ul> VIP Toilets Nyakoroane road need gravelling	No No No  Yes	
08	Stakeholders meeting	03	02	01	262	No delivery of Jojo tanks in Taiwan section. Illegal dumping on the increasing across the ward-	No	Stakeholders to be notified.
						<ul style="list-style-type: none"> <li>• Water shortage for Elandsdoorn, Marapong, Marapong, Taiwan and therefore request for boreholes.</li> <li>• - Water Tankers are temporarily providing water at Elandsdoorn awaiting fixing problem.</li> <li>•</li> </ul>	No	Community meeting

09	Community meetings	05	01	02	390	<ul style="list-style-type: none"> <li>Electricity for new stands at Phooko section</li> <li>Low level bridge for schoolkids at small Phooko</li> <li>Boreholes needed</li> <li>Shortage of VIP</li> <li>Cleaning of storm water controls</li> </ul>	No	Stakeholders meeting
10	Community meeting	06	02	03	410	<ul style="list-style-type: none"> <li>Erection of high mast lights</li> <li>Request to finish Mohlamme road</li> <li>Request for low level bridge at lesehleng</li> <li>Shortage of Jojo tanks</li> <li>Boreholes needed</li> <li>Electrification at Mohlamme settlement</li> <li>Re-gravelling of all streets</li> <li>Sports ground to be re-gravelled</li> </ul>	No No No Yes No No No No Yes	Stakeholders Meeting
11	Community meetings	04	02	02	268	<ul style="list-style-type: none"> <li>Water shortage at five Morgan</li> <li>Gravelling of internal roads</li> <li>Gates and Toilets at elandsdoorn Cemetery</li> </ul>	No No No	Community meetings
12	Community meeting	10	02	01	1439	<ul style="list-style-type: none"> <li>Road to Nala School needs paving &amp; gravelling of roads across the ward as roads are generally in bad state</li> <li>Request for 3 new boreholes still no response - Follow-up to be done with SDM</li> <li>Shortage of vip toilets</li> <li>Contractor on site for RDP</li> </ul>	No No No Yes	Community meeting Stakeholders meeting

						<ul style="list-style-type: none"> <li>• Shortage of pipes for water reticulation</li> <li>• Shortage of boreholes</li> <li>• Shortage of VIP toilets</li> </ul>	No No Yes	
13	Community meeting & Stakeholders	03	03	03	180	<ul style="list-style-type: none"> <li>• Illegal taxi rank – schoeman road, opposite fire department.</li> <li>• Illegal carwash at Kanal</li> </ul> Speed - humps outside Herfsakker / Speed – humps not painted are dangerous	No  No	Community & Stakeholders
14	Community meeting	04	02	01	245	<ul style="list-style-type: none"> <li>• RDP houses</li> <li>• Broken boreholes</li> <li>• Shortages of JoJo tanks</li> </ul>		Community meeting
15	Community meeting	05	01	02	457	<ul style="list-style-type: none"> <li>• Burned water machine at Keerom</li> <li>• Shortage of cables</li> <li>• No FBE in the ward</li> <li>• 450 sanitation project on site</li> </ul> Electricity of Keerom and New Stand.	No Yes Yes No	Community meetings
16	Community Meeting	06	01	01	454	<ul style="list-style-type: none"> <li>• Roads in a bad state, submission to be done to municipality</li> <li>• Regreveling of internal roads</li> <li>• Shortage of RDP and VIP toilets</li> </ul>	No  No	Community meeting  Community meeting
17	Community meeting	03	01	01	210	<ul style="list-style-type: none"> <li>• Water</li> <li>• Roads</li> <li>• Electricity</li> <li>• Toilets</li> </ul>	Yes No Yes No	Community meetings

18	Community meeting & stakeholder meetingss	05	01	01	413	<ul style="list-style-type: none"> <li>• Water shortage in Mphepeng section</li> <li>• Electrification of new settlements</li> <li>• Request for blading of sports fields</li> <li>• Waste skips needed</li> </ul>	No No Yes	Community meeting Stakeholders meeting Community meeting
19	Community meeting	04	01	03	210	<ul style="list-style-type: none"> <li>• Thabaleboto Extension a VIP Toilets shortage</li> <li>• Water challenges in the whole ward, maily due to illegal connections on the main supply pipe</li> </ul>	No No  No	Community meeting Community meeting  Stakeholders meeting
20	Community meeting	05	03	04	352	<ul style="list-style-type: none"> <li>• Community campaign to pay municipal services</li> <li>• High bills of property rates and water</li> <li>• Maintenance of streets</li> <li>• Cleaning of illegal dumpings, and request owners of empty stands to clean their stands</li> </ul>	No No No  No	Community meeting Community meeting Stakeholders  Community meetings
21	Comminty meetings	05	02	03	296	<ul style="list-style-type: none"> <li>• Broken machine</li> <li>• Shortage of water</li> <li>• Rise of GBV</li> </ul>	No No No	Community meetings
22	Community meetings	06	02	02	374	<ul style="list-style-type: none"> <li>• Water challenges in the entire ward</li> <li>• Shortage of VIP toilets</li> </ul>	No	Community & Stakeholders meetings
23	Community meeting &	07	01	02	510	<ul style="list-style-type: none"> <li>• Speed humps needed at sterckfontein/Vlaka road , they were</li> </ul>	Yes	Community meeting



	Stakeholders					<p>reported and municipality responded but concluded at Sephaku</p> <ul style="list-style-type: none"> <li>• Complain about pump operator not providing water equitably to sections of the village</li> <li>• Complains raised about the bulk water which was constructed 2006</li> <li>• Ward committee portfolio establishment</li> <li>• VIP Toilets needed</li> <li>• Electricity cable theft is rising in the area</li> <li>• Speed humps needed at Sephaku and Vlakfontein</li> </ul>	<p>No</p> <p>No</p> <p>No</p> <p>No</p>	<p>Community meeting</p> <p>Stakeholders meeting</p>
24	Community meeting	05	01	02	412	<ul style="list-style-type: none"> <li>• Water shortage- NGO assisted with equipping most boreholes</li> <li>• Electrification Phomola</li> <li>• Regravelling at new stands</li> <li>• Water shortage</li> <li>• Complain about Ward councillor , Speaker attended Ward Committee portfolio establishment</li> <li>• Electricity project on 85%</li> <li>• Jojo stand at Maganagobuswa erected</li> <li>• Sports ground to be gravelled</li> </ul>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Community meeting</p> <p>Community meeting</p> <p>Community meeting</p> <p>Community meeting</p> <p>Stakeholders meeting</p>

25	Community meeting	04	02	02	377	<ul style="list-style-type: none"> <li>• Cable theft is rising</li> <li>• Shortage of Jojo tanks</li> <li>• Illegal dumping</li> </ul>	No No No	Community meetings
26	Community meeting	04	01	02	442	<ul style="list-style-type: none"> <li>• During speakers outreach a request was made of job seekers from the ward to be considered</li> <li>• Services for Kampeng &amp; Mashemong section</li> <li>• Illegal connection of water</li> <li>• Water shortage</li> <li>• Regravelling of street</li> </ul>	No Yes Yes	Community meeting
27	Community meetin	05	01	02	356	Increase number of High mast lights <ul style="list-style-type: none"> <li>• Water</li> <li>• Regravelling</li> <li>• Tar road stadium road</li> <li>• Waste collection</li> <li>• Jojo tanks</li> <li>• Highmass lights</li> <li>• Water shortage</li> <li>• Incomplete VIP Toilets</li> <li>• Speed humps at the school gate</li> <li>• Water pipes exposed</li> </ul>	No No Yes Yes No Yes No No Yes	Community meetings & Stakeholders
28	Community meeting	08	01	02	981	<ul style="list-style-type: none"> <li>• Electrification Mashemong</li> <li>• Tarring of Road Dipakapakeng to Stadium</li> <li>• Water shortage</li> <li>• Electricity of new extension in Mgababa section.</li> <li>• Crime in the ward</li> <li>• Shortage of RDP houses &amp; VIP toilets.</li> <li>•</li> </ul>	No Yes No No  No No	Community meeting Community meeting

29	Community meeting	06	01	02	410	<ul style="list-style-type: none"> <li>• Ramogwerane road refurbished</li> <li>• Water shortage. JOJO Tanks needed</li> <li>• Patching of potholes &amp; re-gravelling</li> <li>• VIP Toilet project 100% completed</li> </ul>	Yes No Yes Yes	Community m Community meeting
30	Community mettings	03	03	04	265	<ul style="list-style-type: none"> <li>• Ward committee establishemts</li> <li>• Non payment of electricity</li> </ul>	Yes No	Community meetings
31	Community meetings	06	02	03	435	<ul style="list-style-type: none"> <li>• Sgodi phola road maintenance</li> <li>• High mast light at high view</li> <li>• Streetlights at entrance of Motetema</li> </ul>	No  No No	Community & Stakeholderrs

### 2.3.5 WARD BASED MEETINGS

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 01	CLLR J.S THETHE	Yes	03	03	02
	<b>Ward Committee</b>				
	TSHEPO D MOKOENA				
	NAPE S MOKGABUDI				
	JAN K MAHLANGU				
	LUCAS MAIMELA				
	PORTIA MOILOA				
	NKHENSANI O MAKHUBELE				
	EDDY M MASOLA				
	MALEFUFU L NKADIMENG				
	STOFFEL H MALAPANE				
	THUTO RAMPHISA				
Ward No 02	CLLR T.P KGAGARA	Yes	03	03	02
	<b>Ward Committee</b>				
	MMINA PHETLA				
	KENNETH T MTHIMIUNYE				
	DOLLY RALEKWE				
	NGAWANAMOTIBANE M CHEGO				
	SAMUEL O MAKUA				
	HERMANS P MANKGE				
	MATEBO G MMAKO				
	MOROKOLO MMATABANE				
	SEGOPOTSO PHATLANE				
	BOIKY SELLO MOLOI				
Ward No 03	CLLR S.M MALAPELA	Yes	03	03	02
	<b>Ward Committee</b>				
	EPHRAIM MATHEBELE				
	MARIA T SELALA				
	MMATSHIMA D DITSHEGO				
	MATETE E MAMPANNA				
	LUCY KGAPHOLA				
	SAM M MOLALA				
	MOSES S LETSOALO				
	JOB MAMAHLADI				
	NTHEPANE THOBANE				
	NKELE MABASA				
Ward No 04	CLLR M.P MSIZA	Yes	03	03	02
	<b>Ward Committee</b>				
	MONAGENG TOBIE MARIA				
	KOMANE CONSTANCE DIBOLELO				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	LECHELELE MATHIBELA PATRICK MAEPA ELAH SEBOTHOMA JOHANNES MADIMETJA MALEMONE MORARE BADNEY KGOETE ELLEN RAMMABELE MAKOPO MAHLODI SEIPATI JOSEPHINAH MALAPELA ISRAEL JAMES RIBA BABA GEOGE				
Ward No 05	CLLR T.E MOHLAMONYANE <b>Ward Committee</b> MOIPONE DITSHEGO CHRISTOPHEL M MALEMONE MAMA A MOKWENA HOSIA M MOTAU VIOLET M MASHIGO NELSON M MOGANO THOMAS PHASHA THANDI SIBANYONI MAMSY RAMPHISA LESHATE MASHABELA	Yes	03	03	02
Ward No 06	CLLR N.R NDLOVU <b>Ward Committee</b> SIBONGILE SKOSANA JOHN M NCONGWANE HAZEL S MAGAGULA JONAS S SANDLANA JOHANNA MOGOLA SARAH M NTIMANE DIMPHO MABONA NTOMBI MAHLABA NTHOMENG NKOSI	Yes	03	03	02
Ward No 07	CLLR T.C SITHOLE <b>Ward Committees:</b> SUZAN SKOSANA MMAPATENG MATHUPA OLGA DUNGE NKEKO MPHAKE	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	CYNTHIA T LANGA				
	COMFORT MATHOTHO				
	KHOLIWE MSIZA				
	KEDIBONE RASEROKA				
	JACOB MOKWENA				
	JOHANNES MATHEBULA				
Ward No 08	CLLR M.G MATHABATHA	Yes	03	03	02
	<b>Ward committees</b>				
	ISAIAH P MAHLANGU				
	SKHUMBUZO TSHABALALA				
	SANNAH M PHOHU				
	ANNA M MAGADI				
	ANNA WESSELS				
	NTHABISENG MPHAGA				
	WINNIE MOYANA				
	MAHLOMOLA MAKOLA				
	MOLEBELEDI NTOBENG				
	PETER CHOMA				
Ward No 09	CLLR J.S MOGOTLANA	Yes	03	03	02
	<b>Ward Committees:</b>				
	ZANELE MSIZA				
	ELIZABETH MANASWE				
	JONAS MOEPYA				
	ELIJAH NTOMBELA				
	OBED G MAHLANGU				
	MORONGWE MASHILO				
	EMILY MSIZA				
	GETRUDE CHABA				
	FLORENCE SKHOSANA				
	TLAKALE MAHUBANE				
Ward No 10	CLLR N.J RAMONGANA	Yes	03	03	02
	<b>Ward Committees:</b>				
	KALUDI MOHLAMONYANE				
	SYLVIA MONAGENG				
	IVY MATHABATHE				
	TUMELO BOROKO				
	MMAMOGOLWANE				
	MONAGENG				
	MMULEDI MALEMONE				
	MAPULE MAKITLA				
	GERMINAH MAKITLA				
	<b>NTLHANE</b>				
	<b>MOHLAMONYANE</b>				
	<b>SHIRLEY NAMANE</b>				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 11	CLLR M.A MAFIRI	Yes	03	03	02
	<b>Ward Committees:</b>				
	KATE MOKWENA				
	KHULELAPHI MDLULI				
	CONNY NTOBENG				
	MAGOMARELA NKOPODI				
	MAFATA MASHU				
	KGORI TSARO				
	BELLA MTHIMUNYE				
	HELLEN MALAPELA				
	ZANELE KINIDA				
	SIBUSISO MBANYELA				
Ward No 12	CLLR TA PHOROTHLOE	Yes	03	03	02
	<b>Ward Committees</b>				
	KGETLANE PHORA				
	KHOMOTSO KOTLELO				
	KGATWANE MATHEBE				
	SENTANANA RATLHOGO				
	MACSELA NDLOVU				
	CATHERINE KABINI				
	MAROPENG MONARENG				
	ELIZABETH MONAGENG				
	SELLO MONAGENG				
	MATLOKOLO MOEKETSI				
Ward No 13	CLLR W OOSTHUIZEN	Yes	03	03	02
	<b>Ward Committees:</b>				
	SARA HESSELS				
	KAREN OOSTHUIZEN				
	ARNOLDUS SCHOOMBEE				
	FRANCINA KLENHANS				
	MARIA FOURIE				
	SHAUN MELLORS				
	JOSHUA MMAKOLA				
	NICOLETTE PRETORIUS				
	CORNEL BOTHA				
	ZACHARIAS SAAYMAN				
Ward No 14	CLLR M.C PHOKWANE	Yes	03	03	02
	<b>Ward Committees:</b>				
	SEBOTHOMA RUTH				
	LEBOGANG				
	MAPEA MAHLODI JOYCE				
	UQUELO MIKE				
	PHETLA MANTWA KELLY				
	CHEGO ROIDA MPHO				
	PHETLA TEREMIA KATISI				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	APHANE LEHLOGONOLO NKADIMENG INNOCENTIA SEMELA MPHAHLELE MANIE QUEEN RYAN LEGWAI				
Ward No 15	CLLR S.B NKOSI <b>Ward Committees:</b> BONGINKOSI MAHLANGU MPOROME MAPHAKA LUCAS MOHLAHLA ELIZABETH MHLONGO LIZZY SINDANE BONGANI NDULI MASEBOTSANA MOKWANA SIBONGILE MASILELA JOHANNAH MASHIYA	Yes	03	03	02
Ward No 16	CLLR Z. B BUTA <b>Ward Committees</b> LOMUSA SKHOSANA KHOMOTSO MAPHOSA TLAMAGA ROSI PATRICIA XELIBOKWE AMOS SKHOSANA SARA MOKWENA POPPIE MAHLANGU JEREMIA ZULU KLEINBOOI MAHLANGU THEMBA MATEBULA	Yes	03	03	02
Ward No 17	CLLR T. S MALAU <b>Ward Committees:</b> JANNIE MAREDI PABALLO SEOPELA TSHEPHANG MASEMOLA MAKGOPANE MOHLAPE RANKEPILE MABELANE SELLO NKOANA TEBOGO MOSOHLAWE MOKWAZI MOKWANA THABANG MOTSEDI MOTSHANA SARAH	Yes	03	03	02
Ward No 18	CLLR J. LETAGENG <b>Ward Committees:</b>	Yes	03	03	02



Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	KGOTHASO J MAKUA TUMISHI A MOHLAHLA RANGOATO MNGUNI NGWANAMOKWENENG CHEGO NTENENG MANKGE PETRUS MAKUWE MAPULE MOTAU MOSES MAGANE DORCUS T PHETLA KATLEGO C MAKEKE				
Ward No 19	CLLR P. MASIMULA <b>Ward Committees:</b> MASHIFANE WINDY SESI NEZZY MAHLANGU MTHOMBENI BENZANI ANDRIES MAHLANGU THANDAZILE CECILIA MABULA PAULINE TSHIDI NTULI SIVUYILE AYANDA MAHLANGU KENNETH SEGafa KENNETH MABUTANA JOHANNES MAHLANGU LYDIA MAILE	Yes	03	03	02
Ward No 20	CLLR M.E TSHEHLA Ward Committees:             	No	00	00	2
Ward No 21	CLLR C M. MAPHOPHA Ward Committees: MAKUWA MASHALANE LAZARUS MAKUA MONOCCA NKELE MAKUWA MOROKA MARIA	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MOHOSANA KENEILWE MAPOME MTHIMUNYE JANE MALI MAPULE MABELANE MTHIMUNYE THEMBA FRANCE NKGUDI MOTLAPELE EDWARD SITHOLE CAIPHUS NGINI TSELA ZODWA LEAH				
Ward No 22	CLLR M.E NDULI <b>Ward Committees:</b> MAKENA KATLEGO BEAUTY TLOU JOHANNES CAIPHUS MAHLOKO LEBOGANG PHASWANE TSHOMA PHASUDI OTTO MASHILE NANA MARIA NTOBENG MPHOS ROSE SKOSANA TSHWARELO OBED MOHLALA KOKETSO J MALEKA MAMMILENG LINDIWE RANDINGOANE THABO	Yes	03	03	02
Ward No 23	CLLR N.P MOHLALA <b>Ward Committees:</b> NTULI NOMTHANDAZO REGINAH DIKOTOPE THABO MAHLANGU DUMISANI KLAAS NKABINDE ANTHONIA MAHLANGU BRENDA ELDA MKONENI MANDLA MXOLISI MORENA LUCY MPUKANA MOKGAJANE BETTY MAKGOLONYANA MAHLANGU EDWARD NICOLAS MAHLANGU ELIAS THENJWA	Yes	03	03	02
Ward No 24	CLLR F.K LEHUNGWANE <b>Ward Committees:</b>	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MALOPE WILLIAM MOGOLA ELIAS MOTSHAKANE NKADIMENG MMATAU MARTHA MOGOLA EVA RAMOLAPO MASEMOLA TEMANA KAGISO SIBEKO WESSEL KGOHATSO THOKWANE MATSIE SINAH MADIHLABA RAMODUBJANE RINKIE SEKWATI MORATO JANE MAEPA MACDONALD CLEMENT				
Ward No 25	CLLR N.S MAKUWA <b>Ward Committees:</b> MOHLALA MOJALEFA JOSEPH MNGUNI SIPHO MASHILO MAKASHWELA BEAUTY MPUBANE KENNETH NKHWENG MATSIPE THOBOLÉ PATRICK MABASA LÉBO MARIA MATLOU MATLOLE DANIEL MOKGOATJANE MAGAVE DAVID MOHLALA MAKOBOTSENG ALPHINA MATHONYANE GRACE	Yes	03	03	02
Ward No 26	CLLR S.D MORARE <b>Ward Committees:</b> MAHLANGU SMANGALISO GIFT SKOSANA LEHLOGONOLÉ PATRICK MAMARIGA INNOCENT MAABA ANNA MALOPE SEFOLOSHI SEKWALA JAN MAGAMPA SENGALÉLA DITAU	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MAGAMPE PESHIWA BOITUMELO				
	MAMPURU TEBOGO MAKGOFE				
	MAGANE PUSELETSO				
	MATHEBE NTHABISENG DORCAS				
Ward No 27	CLLR K.W TLAKA	Yes	03	03	02
	<b>Ward Committees:</b>				
	MALAPANE LERATO CHARITY				
	MABALANGANYE SEKANAH REGINAH				
	MASHILO WALTER TSHAKA				
	THABANG MARCUS SEAGE				
	MAKUWA THANDI SEGOPOTSE				
	TSHEHLO THATA JERRY				
	HLAKUDI MALETSI MAGDELINE				
	MOKGANYETSI ROBERT KHUPE				
	KHAKA MARGARETT NCAZANA				
	MATENTSI THABO LAZARUS				
Ward No 28	CLLR P.K TLADI	Yes	03	03	02
	<b>Ward Committees:</b>				
	MATULUDI MAMOTALANE EVE				
	MOKOANA CONSTANCE				
	KGOPUTSO KABELO SHAUN				
	TSHEHLA ANNA PHELADI				
	SKOSANA ANGELINA				
	SKOSANA GOODNESS NTOMBIZODWA				
	FENYANE MODUPI DANIEL				
	MAREDI LEDWABA KLAAS				
	DIKOTOPE JERREN MASHIANOKE				
	MOKONE BIGBOY SYDNEY				
	CLLR R.M MAKUWA	Yes	03	03	02
	<b>Ward Committees:</b>				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 29	MOHLALA STEPHINAH				
	RAMPHAHLELE				
	MOKABANE LUCAS MAUPE				
	MATJOMANE CAROL				
	MAKAU JEANETTE MUMSY				
	FENYANE THABANG BREADLY				
	RATAU NICOLADE				
	MASHILO KWETEPE MAGDELINE				
	MAKWANA ALFRED NYEREDI				
	CHOMA CHISTOPH MACHENG				
	THABANG KADING SALTHIEL				
Ward No 30	CLLR M. MAMPANE	Yes	00	00	01
	<b>Ward Committees:</b>				
	LEKHULENG LEONA				
	MAMOKABI OLIVIA				
	MADIHLABA LOSTA				
	TSHEHLA MAREMA				
	MAGOLEGO MEISIE				
	ISAAH PHAMANE				
	NTOMBI LEDIMO				
	PHETLA MOHLABANENG				
	WALTER MAKUWA				
	JEANETH MASOMBUKA				
Ward 31	CLLR M R. MSIZA				
	<b>Ward Committee</b>	Yes	03	03	01
	SETHOPANE T RIBA				
	MAHLASE TSOKELA				
	ABRAHM MASHAO				
	GLADYS MAAKE				
	MARIA MONOGE				
	NTOMBAZANA MASHIANE				
	PRINCE B THOBEJANE				
	KATLEGO KGONYANE				
	NGWATOMOSADI KHUMALO				
	NELSON J NTULI				

## 2.4 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	yes
Does the IDP have priorities, objectives, KPIs, development strategies?	yes
Does the IDP have multi-year targets?	yes
Are the above aligned and can they calculate into a score?	yes
Does the budget align directly to the KPIs in the strategic plan?	yes
Do the IDP KPIs align to the Section 57 Managers	yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	yes
Were the indicators communicated to the public?	yes
Were the four quarter aligned reports submitted within stipulated time frames?	yes

## COMPONENT D: CORPORATE GOVERNANCE

### Overview of corporate governance

EMLM has a code of conduct and policies in place that served as guidance on how to execute our functions in a responsive manner. These documents are applicable to everyone in the municipality, as they set out rules, laws, customs and culture of the municipality. All officials, together with political heads, work collectively, guided by policies to deliver efficient service delivery to communities in order to achieve the vision and goals of the municipality

## 2.5 RISK MANAGEMENT

Section 62(1) (c)(i) of the Municipal Finance Management Act compels the accounting officer to establish and maintain, among others, a system of managing risks faced by municipality. EMLM has in place a system of risk management for municipality to provide some assurance that risks across all functions and levels, that may have an impact on the achievement of objectives, are adequately and proactively anticipated and mitigated. Risk Management processes are coordinated, supported and championed by the Risk Management Department, led by the Chief Risk Officer.

- The following revised policies were adopted by Council for 2021/2022:
- Revised Anti-Corruption and Fraud Prevention Strategy
- Revised Anti-Corruption and Fraud Prevention Policy

Top ten risks identified:

Risk Title	Category	IR	RR
Inadequate Sports and Recreational Facilities	Financial	20.00	14.00
Failure to provide ongoing maintenance and capital upgrades which poses risk to environmental	Service delivery	25.00	16.00
Over/Under Budgeted on segments	Financial	25.00	15.00

<b>Risk Title</b>	<b>Category</b>	<b>IR</b>	<b>RR</b>
Payment of Goods and Services after 30 days.	Compliance/ regulatory Risk	25.00	16.00
Delays in procurement of Goods and Services.	Human resources	25.00	20.00
Failure to embed a strong records management culture across council	Reputation	20.00	16.00
Ineffective Employees Assistance Programme	Service delivery	20.00	16.00
Negative perceptions about the political	Economic Environment	20.00	15.00
Inability to provide services to the community	Service delivery	25.00	20.00
Aging Infrastructure of roads and storm water.	Financial	20.00	18.00

### **2.5.1 RISK FINANCE**

Municipal insurance programs cover property damage, business interruption, public, product and professional liability, and Directors'and Officers' exposures. They aim to protect Municipality against exceptionally large or numerous claims. Municipality doesn't own nor operate any captive insurance. It uses only high-quality and financially sound insurers, combining master policies with local insurance policies. Negotiation and coordination of these programs are carried out in the Risk department unit with assistance of leading insurance brokers with integrated international networks. By so doing, Municipality secure broad and consistent cover for all Municipal activities, locations, cost optimization, reporting and control, while ensuring compliance with local regulatory requirements. Municipality reviews insurance strategies periodically, taking into account changes in risk profile (such as acquisitions, claims, loss events and other activities) and insurance market trends.

### **2.5.2 FRAUD AND ANTI-CORRUPTION STRATEGY**

*Note: See Chapter 4 details of Disciplinary Action taken on cases of financial mismanagement (T 4.3.6). MSA 2000 s 83 (c) requires providers to be chosen through a process which minimizes the possibility of fraud and corruption.*

For the year under review, municipality developed an anti-fraud Strategy to prevent, detect, deter, report and respond to fraudulent activities. This activity is Municipal managers responsibility, Anti-Fraud Committee comprising of senior management Group General and Compliance Officer. All managers must report any suspicion of fraud, and our whistle-blowing policy enables employees to raise suspected irregularities. In the event of fraud, managers must make appropriate changes to systems, Controls, education and procedures to prevent recurrence, and the Risk and anti- fraud committee monitors the effectiveness of such actions. Municipality conducted a fraud risk assessment and training in anti-fraud, anti-bribery, anti-trust and ethics. awareness poster were distributed to all municipal departments.

## **BUSINESS CONTINUITY MANAGEMENT**

Municipality cannot identify all risk that faces the institution. Therefore, municipality has business continuity responses designed to improve resilience to unforeseen events – such as a supply chain disruption, employee repatriation, or network intrusion attempts – and minimize their impact on stakeholders and reputation. The business continuity policy and strategy was approved and rolled out

to departments for awareness. It encompasses basic escalation and communication rules, guidelines for anticipation and action, and clear roles and responsibilities. Training was limited due to financial constraints

## 2.6 PUBLIC SATISFACTION SURVEY

No public satisfaction survey was conducted during the year under review.

## 2.7 SUPPLY CHAIN MANAGEMENT

Description	Number of meetings	members of the committee	functions
Bid specification committee	14	<ul style="list-style-type: none"> <li>• Manager: Fleet (Chairperson)</li> <li>• Manager: Roads, Storm Water and Building Maintenance</li> <li>• Manager: PMU</li> <li>• Manager: Budget and Reporting</li> <li>• Snr SCM Accountant</li> <li>• SCM Accountant (Secretariat)</li> </ul>	<ul style="list-style-type: none"> <li>• Compile a proper and unbiased specification for a specific requirement</li> <li>• Ensure proper Terms of Reference are drawn up for the service required clearly indicating the scope of the requirements, the ratio between price and functionality, evaluation criteria as well as their weights and values</li> <li>• Ensuring availability of funds</li> <li>• Set ranges indicating breakdown of points, and percentages as provided in the relevant sliding scales for the selected specified goals</li> </ul>
Bid Evaluation committee	14	<ul style="list-style-type: none"> <li>• Chief Compliance: Municipal Manager's Office</li> <li>• Manager: Development Planning</li> <li>• Manager: Municipal Manager's Office</li> <li>• PMU Technician: Infrastructure</li> <li>• SCM Practitioner: Budget and Treasury</li> <li>• Senior Environmental Officer: Community Services</li> <li>• Manager: Executive Support</li> <li>• Accountant Payroll: Budget and Treasury (Secretariat)</li> </ul>	<p>This committee is responsible for the evaluation of bids received, which includes:</p> <ul style="list-style-type: none"> <li>• Verification of administrative compliance of the bid documents</li> <li>• Evaluation of bids in accordance with the criteria specified in the bid documents (specification) and the PPPFA regulations.</li> <li>• Evaluation of each bidder's capacity/ability to execute the contract.</li> <li>• Verification of National Industrial Participation Programme (NIPP) requirements if the contract is in excess of ten million rand (R10m)</li> <li>• Submission of evaluation report and recommendation(s) regarding the award of the bid to the adjudication committee.</li> </ul>



Descripti on	Number of meeting s	members of the committee	functions
Bid Adjudicati on committee	19	<ul style="list-style-type: none"> <li>• Acting Chief Financial Officer</li> <li>• Acting Director: Development Planning</li> <li>• Director Corporate Services</li> <li>• Acting Director Infrastructure</li> <li>• Manager SCM</li> <li>• Director: Community Services</li> <li>• Relevant Technical Expert</li> <li>• Accountant SCM (Secretariat)</li> </ul>	<p>This committee is responsible for the adjudication of bids received, which includes:</p> <ul style="list-style-type: none"> <li>• Verification of administrative compliance of the bid documents</li> <li>• Evaluation of bids in accordance with the criteria specified in the bid documents (specification) and the PPPFA regulations.</li> <li>• Evaluation of each bidder's capacity/ability to execute the contract.</li> <li>• Verification of National Industrial Participation Programme (NIPP) requirements if the contract is in excess of ten million rand (R10m)</li> <li>• Submission of final award to the Accounting Officer</li> </ul>

## 2.8 BY-LAWS

For the year under review, the by-law for Municipal Property rates was reviewed and gazette before the levying of property rates in the 2021/2022 financial year.

## 2.9 WEBSITE

A municipal website is an integral part of a municipality's communication infrastructure and strategy. If managed effectively, it allows easy access to relevant municipal information, it serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. The municipal website is [www.eliasmotsoaledi.gov.za](http://www.eliasmotsoaledi.gov.za) Municipality's website is available and functional to assist members of the community and fellow South Africans to easily access municipal information.

**Table 9: Municipal website information**

Documents published on the Municipality's Website	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes

The annual report 2020/2021 published	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes
All service delivery agreements 2021/2022	no
All long-term borrowing contracts 2021/2022	n/a
All supply chain management contracts above a prescribed value	no
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2021/2022	n/a
Contracts agreed in 2021/2022 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	n/a
Public-private partnership agreements referred to in section 120 made in 2021/2022	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during 2021/2022	Yes

## 2.10. AUDIT COMMITTEE

The Audit Committee of Municipality was established in terms of Section 166 of the Municipal Finance Management Act, Act 56 of 2003. The committee comprises of Five (05) members appointed for the period of three (03) years as follows: Previous members from 04 January 2019 to 03 January 2022 and new members from 04 January 2022 to 03 January 2025. Audit committee members specialises in various expertise ranging from Internal Audit and risk, Performance management, Legal, Information Technology and Finance. Members always complied with schedule of meetings and avail themselves for meetings. They performed their duties as stipulated in Section 166 of the MFMA. Over and above that, members assisted the municipality in reviewing quarterly financial and non financial reports, annual report and Annual financial statements. Their contribution assisted municipality in obtaining improved audit opinion from qualified to unqualified audit opinion for financial year 2020/2021. Audit Committee reported to council on their activities and recommendations as required by the Audit Committee Charter and section 166 of the MFMA. For the year under review, Four (4) ordinary and Seven (07) special audit committee meetings were held.

**Table 10: Audit Committee members**

Surname and initials	Gender
Ramutsheli M.P (Chairperson)	Female
Rabalao JM	Male
Thipe M.M	Male
Chuene V.K	Male
Mojapelo M.O	Male

### New Members (as from 4 January 2022)

Surname and initials	Gender
Modipane TC (Chairperson)	Male
Rabalao JM	Male
Tshivule M.M	Male
Masite MJ	Female
Mabuza MJ	Female

**Table 11: Attendance of meetings**

### Previous Members

NO	AUDIT COMMITTEE	ORDINARY MEETINGS	SPECIAL MEETINGS
----	-----------------	-------------------	------------------

		4	1	2	3	Total	1	2	3	Total
1	Mrs Ramutsheli M.P (Chairperson)	✓	✓	n/a	n/a	2	✓	✓	✓	3
2	Mr Rabalao MJ	✓	✓	n/a	n/a	2	✓	✓	✓	3
3	Adv. Thipe M.M	✓	✓	n/a	n/a	2	✓	✗	✓	2
4	Mr. Chuene V.K	✓	✓	n/a	n/a	2	✓	✓	✓	3
5	Mr. Mojapelo M.O	✓	✓	n/a	n/a	2	✓	✓	✓	3

**New Members (as from 4 January 2022)**

NO	AUDIT COMMITTEE	ORDINARY MEETINGS					SPECIAL MEETINGS							Total
		4	1	2	3	Total	1	2	3	4	5	6	7	
1	Modipane TC (Chairperson)	n/a	n/a	✓	✓	2	n/a	n/a	n/a	✓	✓	✓	✓	4
2	Rabalao JM	n/a	n/a	✓	✓	2	n/a	n/a	n/a	✓	✓	✓	✓	4
3	Tshivule M.M	n/a	n/a	✓	✓	2	n/a	n/a	n/a	✓	✓	✓	✓	4
4	Masite MJ	n/a	n/a	✓	✓	2	n/a	n/a	n/a	✓	✓	✗	✓	3
5	Mabuza MJ	n/a	n/a	✓	✓	2	n/a	n/a	n/a	✓	✓	✓	✓	4

## **CHAPTER 3**

# **SERVICE DELIVERY PERFORMANCE**

## COMPONENT A: BASIC SERVICES

### 3.1 ELECTRICITY

Municipality is licensed to provide electricity in 3 wards, which are ward 13,14 and ward 30 (Groblersdal, Masakanene and Roossenekal areas), and the other 28 wards are Eskom licensed areas. Municipality has a backlog of 4% (3099) households without electricity. A total number of 55698 Households (96%) has access to Electricity (serviced both Eskom and EMLM). Municipality received an allocation of R 21.348 Million for INEP in 2021/2022 financial year. For the year under review, Municipality electrified the following villages: Maleoskop, Masakaneng, Ga-Phosa, Vlakfotein, Rondebosch and Matlala Lehlwere using the allocated funds from INEP. The INEP grant was to reticulate 1169 stands and by end of financial year only 654 stands were reticulated with electrical infrastructure. The challenge for not achieving the set target and spending the whole 100% INEP grant was due to court order on PPPFA regulation which delayed appointment of service providers for electrification projects. Therefore only four (04) projects which is Matlala Lehlwere, Rondebosch, Vlakfontein and Ga- Posa were completed and the remaining two (02) projects which is Masakaneng and Maleoskop was still in progress by end of the financial year. The overall achievement of electrification project was at 75% by end of the financial year. Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks.

The status of the two licensed areas can be summarized by the following analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>We have 11Kv 1 x 20MVA ring feed for Groblersdal and 11Kv 5MVA overhead for Roossenekal</li> <li>Stable underground cable network</li> <li>Qualified human resource</li> <li>Up to date Eskom Account for both Areas</li> <li>Ability to complete the Electrification projects</li> <li>Fleet to service the two areas is available</li> <li>Provision of high-mast lights to various wards</li> </ul>	<ul style="list-style-type: none"> <li>Inability to carry out major maintenance due to budget constraints</li> <li>Deteriorating Network from lack of maintenance</li> <li>Lack of Bulk statistical metering system</li> <li>Inability to realise full collection from Consumers at Roossenekal</li> <li>Lack of revenue enhancement strategy.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Revenue base can be increased.</li> <li>We can establish system of improving revenue collection through the use of prepayment</li> <li>Groblersdal Capacity can be upgraded to 11Kv 2 x 20 MVA</li> </ul>	<ul style="list-style-type: none"> <li>The loss of the one 20 MVA transformer will pose a problem to Municipal Customers.</li> <li>Inability of paying Eskom account and Maintaining the high mast lights in various wards due to none payment customers</li> <li>Skill retention strategy</li> </ul>

**Table 1: Employees in electricity unit information**

Employees: Electricity Services					
Job Level task grades	2020/2021	2021/2022			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0%
4 – 6	06	07	05	02	33%
7 – 9	02	0	0	0	0%
10 – 12	05	04	03	01	20%
13 – 15	01	0	0	0	0%
16 – 18	01	01	01	0 0	0%
<b>Total</b>	<b>15</b>	<b>12</b>	<b>09</b>	<b>03</b>	<b>20%</b>

**Table 2: Capital expenditure on Electricity services**

**Capital expenditure on Electricity services**

Capital Expenditure Year 2021/2022 : Electricity Services					
R' 000					
Capital Project	2021/2022				
	Original budget	Budget Adjustment	Actual Expenditure	Variance	Total Budget
Total All	R 21 348 000.00		R16 390 756.77		
Electrification of Masakaneng	R 5 508 000.00	R 6 405 745.19	R 2 726 182.33		
Electrification of Matlal Lehwelere	R 3 438 000.00	R 5 185 203.83	R 5 185 203.83		
Electrification of Vlaktefontein	R 5 760 000.00	R 1 480 809.85	R 1 480 809.85		
Electrification of Rondebosch	R 1 206 000.00	R 1 440 815.33	R 1 441 188.58		
Electrification of Ga-Phosa	R 2 088 000.00	R 3 975 425.80	R 3 975 425.80		
Electrification of Maleoskop	R 3 438 000.00	R 3 300 000	R 1 581 946.40		

### 3.2 WASTE MANAGEMENT

Elias Motsoaledi Local Municipality renders weekly refuse removal using kerbside method for households in the following areas: Motetema, Hlogotlou, Groblersdal, Roossenekal (Town & RDP), Elandsdoring, and Walter Sisulu. Businesses refuse removal is rendered two days or daily depending on the nature of the business. The department is also providing the refuse removal services using the skip bins that are rented on a monthly basis to some businesses. Refuse removal service is outsourced to service provider. Municipality provides street cleaning and litter picking services in Groblersdal town daily (seven days a week). Litter picking in all villages is done using EPWP'S. Cleaning of illegal dumps is being done as when as it is required throughout the municipality. The municipality is providing refuse removal in rural villages using skip bins.

**Table 5: The skip bins are distributed as per the table below**

Area	Number of containers	Ward
Taereng	1	5
Bloempoot	2	8
Thabakhubedu	1	12
Masakaneng	2	14
Mogaung	1	22
Luckau next to SASSA	1	24
Medupi crèche	1	25
Tafelkop next to Thabantsho community radio station	2	26
Tafelkop (Stadium)	1	27
Tafelkop: Boikano disability center	1	28
Motetema – Tafelkop road	1	31

**Table 5.1 : Skip bins placed in rural villages**

Area	Number of containers	Ward
Mall @ Moutsiya	1	4
Philadelphia hospital	02 Self compressed container 02 Skip bins	6
Moutse Mall	3	11
Cashbuild Moutse	1	11
Game Centre	1	13
New Shoprite	2	13
Old Shoprite	1	13
Cashbuild Groblersdal	1	13
BP Garage	1	13
Sasol garage	1	13
Highveld bottling	1	13
OK Food	1	13
JD group	1	13
Vleismark butchery	1	13
Puma Avant	1	13
Schoeman Boerdery	1	13
Groblersdal mall	5	13

Area	Number of containers	Ward
Laerskool Julian Muller	1	13
Jojo tank	1	13
Super spar – Groblersdal mall	2	13
Sizanani Supermarket	1	13
Look out Lodge	1	14

### 3.2.1 WASTE DISPOSAL FACILITIES

Elias Motsoaledi Local Municipality has three licenced waste disposal facilities; Groblersdal and Roosenekal landfill sites and Hlogotlou Waste transfer station. The municipality has outsourced the management of landfill sites to Selema Plant Hire. The project has generated 08 job opportunities for the local communities inclusive of all available skills. Groblersdal and Roosenekal landfill sites are outsourced to service providers. The main challenges are the non compliance to the license conditions (Roosenekal landfill site is not fenced)

### 3.2.2 RECYCLING AND AWARENESS CAMPAIGNS

Recovery of recyclable materials is done by private individuals and companies within the Municipal area. Due to limited resource the Municipality is unable to implement waste minimisation initiatives. Education and awareness on recycling is done frequently and when the needs arises. The municipality has conducted four education and awareness campaign during the year under review

*The table below indicates recycling firms that operate with Elias Motsoaledi Local Municipality*

Name	Location	Material recycled
Silver ink Environmental solution	Groblersdal	Card box and Plastic
Carmelo investment	Bloempoot	Card box and Plastic
Pieterse Scrap Metals	Groblersdal	Steel
JH Metals	Groblersdal	Steel

### Employees for Solid Waste Management Services

Employees: Solid Waste Management Services					
Job Level task grades	2021/2022				
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
4 – 6	11	58	11	47	81%
7 – 9	07	10	07	03	30%
10 – 12	01	03	01	02	67%
13 – 15	01	01	01	0	0%
19 – 20	01	01	01	0	0%
Total	22	73	22	51	71%



**Table 7: Employees for Solid Waste Management Services**

Employees: Solid Waste Management Services					
Job Level task grades	2021/2022				
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
4 – 6	11	58	11	47	81%
7 – 9	07	10	07	03	30%
10 – 12	01	03	01	02	67%
13 – 15	01	01	01	0	0%
19 – 20	01	01	01	0	0%
Total	22	73	22	51	71%

### 3.2.3 FREE BASIC SERVICES AND INDIGENT SUPPORT

EMLM has an indigent policy in place which outlines criteria for registering indigents. Free basic electricity is the only benefit that municipality provides to indigents households. The number of indigent registered in the financial year under review is 10205 and the average number of 1463 was configured by Eskom to receive monthly free basic electricity. Municipality provides free basic electricity to both Eskom- and municipal-licensed areas. Municipality budgeted R1,360 million for free basic electricity and the actual expenditure thereof amounted to R1, 359 million. The source of funding for this service is equitable share and the budget provision is relatively low compared to equitable share component for this service.

**Table 9: Financial Performance 2021/2022: Cost to Municipality of Free Basic Services Delivered.**

Financial Performance 2021/2022 : Cost to Municipality of Free Basic Services Delivered				
R'000				
Services Delivered	2021/2022			
	Original Budget	Adjustment budget	Actuals	Variance to Budget
Electricity	R1,165	R1,360	R1,359	R0
Waste Management (Solid Waste)	R0	R0	R0	R0
<b>Total</b>	<b>R1,165</b>	<b>R1,360</b>	<b>R1,359</b>	<b>R0</b>

## COMPONENT B: ROAD TRANSPORT

### 3.3 TRANSPORT OVERVIEW

EMLM has one mode of transport: which is road transport. Communities depend on buses, taxis and their own cars for transportation. There are two bus companies within the municipality, namely Great North Transport and PUTCO. Great North Buses provide services locally in all 31 wards and PUTCO Buses provide services from Groblersdal and Moutse area to City of Tshwane on daily basis. PUTCO service in Groblersdal is available only in the morning and afternoon as compared to Moutse area where the service to City of Tshwane is available the whole day. Most community members rely on buses as the cheapest mode of transport and few utilises taxis and

their own cars as mode of transport. Buses are available in all 31 wards to commute people to their destination. Most community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only.

### 3.3.1 PERFORMANCE ON ROADS

Municipality has a backlog of 1291.73km of gravel roads. For the year under review only three (03) roads projects (Dipakapakeng, Tafelkop stadium and Bloempoot road) were constructed utilising MIG grant. At the end of the financial year, all three (03) roads projects were not completed. Two projects (Dipakapakeng and Tafelkop stadium) are multi year projects. The one for Dipakapakeng was at 83% completion by end of financial year. Construction of the three incomplete roads projects will continue in the next financial year 2022/2023. The total MIG allocation budget was R 57 984 000.00 and the actual expenditure was R 57 923 807.39. Municipality has gravel road programme in place to gravel roads in all wards. Roads and Storm water are key Municipal functions. Most roads within the Municipality are in a state of decay, with provincial roads in dire need for resealing and surfacing. Gravel roads are also a challenge as most are inaccessible due to lack of storm water controls. Municipality extended the maintenance teams to accelerate its services to every ward through satellite offices. The long term strategy of the Municipality is to surface roads within municipal area even though municipality relies on Grants for roads projects. To improve accessibility to villages, 248km of internal roads were regavelled.

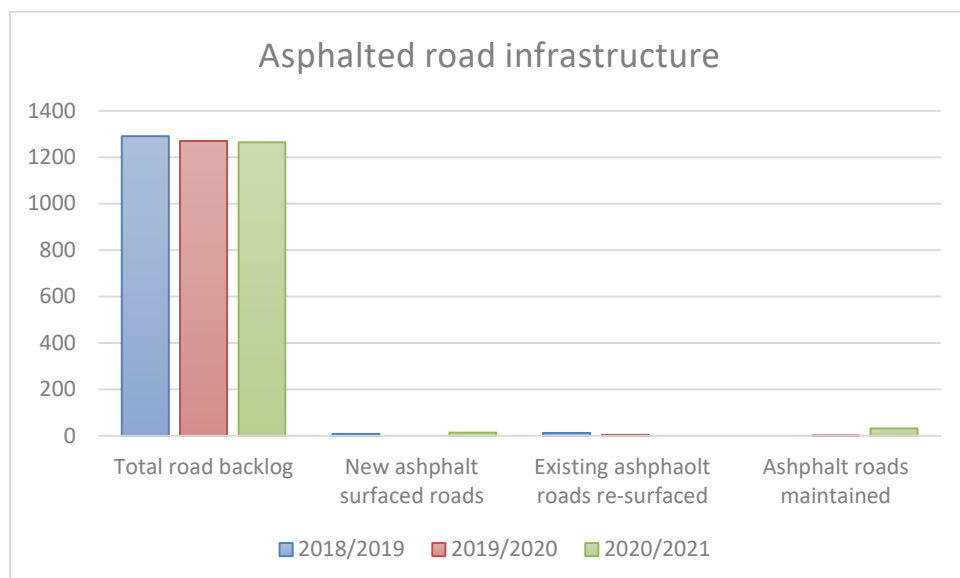
**Table 10: Gravelled and asphalted roads**

Gravel Road Infrastructure				
	Kilometres			
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt surfaced roads	Gravel roads graded /maintained
2019/2020	1291.73 km	0km	0km	394km(Bladed) 120.5(regravelled)
2020/2021	1277.33km	0km	14.4km	673.3km(Bladed) 298.5(regravelled)
2021/2022	1262.93km	0km	0km	365km (Regravelled) 892km(Bladed)

**Table 11: Asphalted Road Infrastructure**

Asphalted Road Infrastructure				
	Kilometres			
	Total roads (backlog)	New asphalt / surfaced roads	Existing asphalt roads re-surfaced	Asphalt roads maintained
2018/2019	1290.34	7.71km	12.6km	0km
2019/2020	1270.03	0km	4.37km	2km
2020/2021	1255.63	14.4km	0km	32km
2021/2022	1241.63	1.78km	7.6km	45km

**Graph 3: New asphalt road constructed**



**Table 12: Roads and stormwater services employees**

Employees: Roads and storm water services					
Job Level task grade	Employees	2021/2022			
		posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
4 – 6	68	84	64	20	23%
7 – 9	01	06	06	0	0%
10 - 12	0	02	01	01	50%
13 - 15	02	02	01	01	50%
<b>Total</b>	<b>71</b>	<b>94</b>	<b>72</b>	<b>22</b>	<b>23%</b>

**Table 13: Development of municipal roads**

Development of municipal roads as required	new surfaced roads	km of municipal roads developed
2019/ 2020	0km	0 km
2020/2021	14.4km	179.16km
2021/2022	0km	179.16km

**Table 14: Capital Expenditure for road services**

Capital Expenditure 2021/2022: Road Services					
R' 000					
Capital Projects	2021/2022				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Source of funding
Upgrading of Dipakapakeng Access Road	R 21 750 000.00	R19 580 819.87	R19 580 819.86		MIG
Upgrading of Tafelkop Stadium Access Road	R13 184 000.00	R18 313 805.49	R18 313 805.49		MIG
Upgrading of Uitspanning to Bloempoot Access Road	R13 000 000.00	R20 0369 374.64	R20 029 182.04		MIG
Groblersdal refurbishment of landfill site	R10 000 000.00	R0.00	R0.00		MIG

**Table 15: Municipal infrastructure grant expenditure**

Municipal Infrastructure Grant (MIG)* Expenditure 2021/2022 on Service backlogs						
R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
<b>Infrastructure - Road transport</b>						
Roads, Pavements & Bridges	R57 984 000.00	R0.00	R57 923 807.39			
Storm water	R0	R0	R0	R0	R0	
<b>Infrastructure - Electricity</b>						
Generation	R0	R0	R0	R0	R0	
Street Lighting	R0	R0	R0	R0	R0	
<b>Infrastructure - Other</b>						
Transportation	R0	R0	R0	R0	R0	
Gas	R0	R0	R0	R0	R0	
<b>Other Specify:</b>						
Sports - Outdoor	R0	R0	R0	R0	R0	
Street Parking	R0	R0	R0	R0	R0	
Waste Management	R0	R0	R0	R0	R0	
<b>Total</b>						

## COMPONENT C: PLANNING AND DEVELOPMENT

### 3.4 Departmental Overview

The core functions of Development Planning department are as follows;

- Spatial Planning and Land Use Management,
- Upholding building regulations to promote uniform standards in terms of building of structures as per the provision of National Building Regulations and Building Standards Act (103:1977).
- Property Management
- Promoting Local Economic Development
- **Land Use Applications**

The total number of land use and land development applications received and processed within a period of 90 days in twelve (12) months are thirty-seven (37). Those applications as tabulated below were for various uses such as rezoning, subdivisions, consolidations, removal of restrictive conditions, township establishments, consent uses, way-leave services etc. The latter applications were respectively processed by the relevant authority in terms of categorization enshrined in Spatial Planning and Land Use Management Act (SPLUMA), Act no 16 of 2013 read together with EMLM SPLUMA Bylaw, 2016.

**Table 16: The processed Land Use Applications**

RESPONSIBLE AUTHORITY	DESCRIPTION OF APPLICATION
Authorised Official	Proposed Consent: Erf 849 Groblersdal X15
Authorised Official	Proposed Exemption: Remainder of Erf 106 Groblersdal
Authorised Official	Proposed Subdivision: Erf 70 Walkraal X1
Authorised Official	Proposed Subdivision: Portion 3 of farm Zuikerboschplaats 125 JS
Authorised Official	Proposed Exemption: Remainder of farm Kruisrivier 74 JS
Authorised Official	Proposed Consent: Farm Vaalkopfontein 133 JS
Authorised Official	Proposed Exemption: Portion 34 of Erf 634 Groblersdal X9
Authorised Official	Proposed Consent: Portion 61 of farm Uitspanning 38 JS
Authorised Official	Proposed Consent: Portion 2 of farm Valschfontein 33 JS
Authorised Official	Proposed Wayleave: Tantes Ave, Mark Street, Van Riebeeck Street, Kruger Street, Groblersdal
Authorised Official	Proposed Consent: Portion 13 of Erf 356 Groblersdal X2
Authorised Official	Proposed Consolidation: Erven 137 & 139 Groblersdal X1
Authorised Official	Proposed Exemption: Portion 57 of farm LOSKOP Suid 53 JS & Portion 17 Kammeldoorn 71 JS
Authorised Official	Proposed Exemption: Portion 286 of farm Loskop Suid 53 JS
Authorised Official	Proposed Exemption: Portion 292 of farm Loskop Suid 53 JS
Authorised Official	Proposed Subdivision: Erf 709 Motetema
Authorised Official	Proposed Consolidation & Subdivision: Portion 1 & 2 of Erf 61 Groblersdal
Authorised Official	Proposed Consent: Remainder of farm Zoetmelksfontein 36 JS
Authorised Official	Proposed Consent: Portion 1 of farm Zoetmelksfontein 36 JS (1)
Authorised Official	Proposed Consent: Portion 1 of farm Zoetmelksfontein 36 JS (2)
Authorised Official	Proposed Consent: a Portion of farm Vlaklaagte 154 JS
Authorised Official	Proposed Consent: Erf 228 Elandsdoorn B
Authorised Official	Proposed Subdivision & Rezoning: Remainder of Portion 31 of farm Zoetmelksfontein 36 JS
Authorised Official	Proposed Consent: Portion 3 of farm Kirkvorschfontein 57 JS

RESPONSIBLE AUTHORITY	DESCRIPTION OF APPLICATION
Tribunal	Proposed Rezoning & ROR: Remainder of Erf 330 Groblersdal X2
Authorised Official	Proposed Rezoning & ROR: Erven 137 & 139 Groblersdal X2
Authorised Official	Proposed Exemption: Portion 864 & 1102 Loskop Noord 12 JS & Rooiboskloof no. 1010 JS
Authorised Official	Proposed Exemption: Portion 13 of farm Uyskraal no.10 JS
Authorised Official	Proposed Subdivision: Portion 15 of farm Varschwater 23 JS
Authorised Official	Proposed Consent: Portion 4 of farm Zondagsfontein 32 JS
Authorised Official	Proposed Consent: Portion 61 of farm Uitspanning 38 JS
Authorised Official	Proposed Consent: Portion 5 of farm Walkraal 35 JS
Authorised Official	Proposed Consent: Portion 2 of farm Eensgevenden 119 JS
Authorised Official	Proposed Consent: Remainder of farm Walkraal 35 JS
Authorised Official	Proposed Consent: Portion 13 of Erf 356 Groblersdal X2
Authorised Official	Proposed Consent: Remainder of farm Tafelkop 120 JS
Authorised Official	Proposed consent use : Portion 2 of farm kuilsrivier 31 JS
Authorised Official	Proposed consent use: Portion 1 of farm Elandsdoorn 56 JS
Authorised Official	Proposed consent use: Portion 1 of farm Elandsdoorn 56 js
Authorised Official	Proposed consent use: Portion 1 of farm Elandsdoorn 56 JS
Authorised Official	Proposed consolidation :Portion 4 & 5 of Erf 634 Groblersdal ext 9
Authorised Official	Proposed consent use: Remainder of farm Zoetmelksfontein 36 JS
Authorised Official	Proposed consent use :Remainder of farm walkraal 35 JS
Authorised Official	Proposed consent use: Portion 1 of farm Elandsdoorn 56 JS
Authorised Official	Proposed consent use: Elandsdoring C
Authorised Official	Proposed consent use :Portion 10 of farm Zondagsfontein 32 JS
Authorised Official	Proposed consent use :Portion 5 of farm walkraal 35 JS
Authorised Official	Proposed consent use : Portion 214 of farm Zoetmelksfontein 36 JS
Authorised Official	Proposed consent use: Portion 19 of farm Lukau 127 JS
Authorised Official	Proposed consent use: Farm Vreemdeling 65 JS
Authorised Official	Proposed consent use: Portion 36 of farm zoetmelksfontein 36 JS
Authorised Official	Proposed consent use: Farm Kwarrieglaage 69 JS
Authorised Official	Proposed Consent use: Portion 1 of farm zoetmelksfontein 36 JS
Tribunal	Proposed Rezoning & Removal of Restrictive conditions: Portion 1 of Erf 65 Groblersdal

Development Planning and Local Economic Development Department is the custodian of land use and land development management, the implementation of Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013 is at the core of the departmental functions. In supporting the traditional authorities on proper planning for human settlements, the municipality has lately finalised the process of demarcating two hundred (200) sites for the Bantwne Traditional Authority (at Ntwane Village). The latter exercise is done as per the lodged request with the Municipality by the Traditional Authority that is in need or where the Local Authority did its own due diligence and arrived at a conclusion that such a basic need is required by the relevant Traditional Authority for human settlement. These undertakings sought to create and foster a sustainable and uniform application of land development principles as enshrined in the SPLUM Act (i.e. land use management principles as applicable in previously disadvantaged areas will therefore be applicable in our previously disadvantaged area, namely, townships and village areas. Through introduction of sustainable human settlements, the relevant tiers of government will then find it easy to implement supporting infrastructure in a form of water, sewer, electricity, roads, storm water etc. Presumably, the above arrangement will result in cheaper installation of engineering services (i.e. water, sewer, electricity, storm water and internal roads) and solid waste.

To compound to the above, several immovable Municipal assets were disposed with the quest of improving the Municipality cash flow which was affected negatively by the prevalent stranglehold on the Country's economy by the Covid-19 pandemic. Stands 903, 910 Groblersdal extension 2 were disposed through a competitive approach to interested parties who met the municipal set criterion. In addition, municipal owned properties in a form of Kleinwaterfontein (next to water reservoirs in proximity to Groblersdal graveyard) and the one attached to the Groblersdal treatment plant were subjected to town planning processes of subdivision so that they be detached from the part of land parcel that is dedicated for the main use. This was to at least enable such houses to be disposable with the quest of soothing Municipal coffers too.

As such, all the above projects were rolled over to 2021/2022 financial year for completion together with the wall to wall land use scheme that municipality has initiated as completed by relevant legislation. To date, the wall to wall Elias Motsoaledi Land Use Scheme (2021) has been finalised and approved by Council. To date the Municipality is working on getting the by law gazetted so that it may ultimately become an enforceable. The land use scheme is a land use management policy which will cover all areas within the Municipal boundary (i.e. towns, townships, villages, agricultural holdings, farms etc will be indiscriminately covered). Its essence is to promote and foster uniform planning and development approach in the Municipality with the quest of promoting SPLUMA pillars in a form of sustainability, efficiency, spatial justice, spatial resilience and good administration. Therefore, promoting good quality of life for our communities. The Municipality is also working on gazetting the following by laws

National Building Regulations and Building Standards By Law.

Hawkers by Law.

Business Licensing bylaw.

All the above By-law will enable Municipality amongst others to manage matters incidental to the by laws in question. Municipality further subdivided stands in Roossenekal town into smaller manageable stands. The essence of the exercise is to promote optimal use of land and engineering services in order to curb housing backlog in the area. To date, the subdivision diagrams were approved by the office of the Surveyor General. The market value of these properties were also ascertained through the aid of the Municipal property valuer. The Department of Cooperative Governance, Human Settlement and Traditional Affairs (Limpopo) has appointed service providers to design and install engineering services at Masakanang and Roossenal respectively. Nine hundred (900) Masakanang households will be catered for and only two hundred (200) will be covered for Roossenekal.

Challenges in a form of land invasion, land use conflict etc are still prevalent and seek proactive intervention of Municipality so that they can be neutralised.

### **3.14.1 Building Control**

Building Control is a statutory function assigned to local authorities in terms of the Constitution. The National Building Regulations and Building Standards Act (Act 103 of 1977) also assigns duties to local authorities, the most important of which are the approval of building plans applications, enforcement of the regulations and the issuing of certificates of occupancy.

The National Building Regulations and Building Standards Act No. 103 of 1977 makes provision for the promotion of uniformity in the law relating to the erection of buildings in the areas of local authorities; for prescribing building standards, and for matters connected therewith.

The building control give effects to the provisions of the act by fulfilling its functions by controlling and regulating the following building activities:

- Erection of new buildings
- Alterations/extensions/conversions of existing buildings
- Demolition of existing/structures

In addition, the other services by building control division include the following:

- Building plan approval
- Minor works permit approval(for work such as swimming polls, small' wendy' houses etc)
- Temporary structure permits
- Demolishing permits
- Building inspection during the construction period
- Issuing of occupancy certificates
- General enforcement of building regulations
- Investigations and resolving building complaints, contraventions and illegal building work
- Maintaining statistics on building construction activity.

### **3.14.2 Building plans applications**

The total number of building plans applications of more than five hundred (500) and less than square metre received and processed. Those applications were in the form of dwellings, commercial, industrials, churches, and also alterations and additions of buildings.

Number Sites Visited	Inspcetions Conducted	Withdrawn Applications
151	196	0

### **3.14.3 Site Development plans applications**

The total number of site development plans received and processed were thirteen (13)

### **3.14.4 Revenue collected**

The total revenue collected as a result of the above mentioned services provided is nine hundred and ninety two thousands, seven hundred and ninety rands, sixty three cent (R 992 790.63).

### **3.14.5 Occupation certificates issued**

The total number of occupation certificates issued for commercial and dwelling buildings is twenty three (23).

### **3.14.6 Building Inspections**

More than five hundred (500) construction sites were visited to ensure compliance and enforcement of building regulations. In addition, five (5) non-compliances were issued and two (2) of them resolved by complying as the law required.

## **3.15 Challenges and Opportunities**

This entails problems that currently experienced by the local authority and have a bearing in land development matters in general. In addition, opportunities to that effect are also tabled in order to privilege the community with possible opportunities the municipality is likely to harness.



## Challenges

- Land invasion, unlawful demarcation of sites and selling of stands on municipal and state owned land
- Mushrooming of informal settlements,
- Poorly managed stated owned properties i.e. houses that are owned by the Department of Public Works in Groblersdal.
- Land Use Conflict/Contravention of the Groblersdal Town Planning Scheme (2006).
- Human Capital.

## Opportunities

- Agriculture potential
- Groblersdal - a provincial growth point, it is also host to strategic roads, i.e. the R25, N11 that provide accessibility to major urban centres
- Availability of municipal land for development

### 3.14 Local Economic Development.

Elias Motsoaledi Local Municipality supports participative strategies for local economic development in its area of jurisdiction, with the aim of promoting economic growth geared to local conditions and resources, creating income and employment opportunities for all segments of the population and enhancing good governance at local level.

The municipality is operating in a market economy wherein the engines of economic development are primarily in the hands of private businesses that create wealth and jobs however the private sector cannot succeed without favorable business conditions in which to thrive and grow. The municipality is currently working hand in gloves with other public sector institutions in helping to establish and maintain those favorable business conditions so that firms that operates within the jurisdiction of the municipality can compete successfully and fairly with firms from other regions.

Given the above conditions and the roles that the municipality has played in pursuit of local economic development in 2021/2022 financial year are amongst others; that the municipality in collaboration with Department of Public Works has managed to create **1214** work opportunities through EPWP and CWP programmes. There was a slight increase of jobs created through the latter programs as 1214 job opportunities were created in 2021/22 FY relative to previous financial year 2020/21 of only one thousand one hundred and seventy-five (1175) were created. . CWP accounted for one thousand one hundred (1100) and EPWP for one hundred and fourteen (114). The appointed personnel are mainly responsible for cleaning but limited to public facilities/infrastructure in the form of roads reserves, graveyards, community halls, schools, taxi ranks, streets etc.

In striving to capacitate the SMMEs and cooperatives within the municipality, four networking events were organised by the Municipality. These sessions provided a platform to disseminate business information to SMME's, networking, share experiences, mentor one another and etc. Furthermore, fourteen (14) SMME's and cooperatives attended workshops and training as organised by the Municipality. The training and workshops focused on basic business management approaches. Municipality has issued forty five (45) business licenses.

**Table 18: Jobs created through CWP**

Job creation through CWP*		
Year	No. of Wards	Participants
2019/2020	31	1104
2020/2021	31	1064
2021/2022	31	1100
Community Works Programme		

The program covered all wards within the Municipality with one thousands and one hundred participants (1100).

**Table 19: Jobs created through EPWP**

Job creation through EPWP* Projects		
Year	EPWP Projects	Jobs created through EPWP Projects
	No	No
2019/2020	1	69
2020/2021	1	71
2021/2022	1	114
* - Extended Public Works Programme		

**Table 20: Employees for Local Economic Development**

Employees: Local Economic Development				
Job Level	2021/2022			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 – 6	1	0	0	0%
7 – 9	0	1	0	0%
10 – 12	1	1	0	0%
13 – 15	1	1	0	0%
19 – 20	0	0	0	0%
Total	3	3	0	0%

**Table 17: Employees for Planning Services.**

Job Level	2021/2022			
	Posts	Employees	Vacancies - fulltime equivalents	Vacancies
	(No)	(No)	(No)	(% of total posts)
7 – 9	2	1	1	50%
10 – 12	2	1	1	50%
13 – 15	2	1	1	50%
16 – 18	1	1	0	0%
Total	7	4	3	43%

## COMPONENT D: COMMUNITY AND SOCIAL SERVICES

### 3.15 Overview

#### 3.17.1 LIBRARIES

The main purpose is to provide resources and services in a variety of media to meet the needs of individuals and to reduce the level of illiteracy. The libraries main focus is to increase the number of new library membership, access to free computer and internet service. Elias Motsoaledi Local Municipality operates library services in Groblersdal, Roosenekal and Sephaku

The table below indicate statistical library report

Library activities	2019/2020	2020/2021	2021/2022
Number of people accessing our libraries	14416	2918	8707
Information services & Internal use	11956	4297	8412
Number of books circulated	7646	5961	5827
Number of people utilizing free computer and internet services	6560	793	3108

**Table 21: Employees for libraries**

Job Level task grades	2021/2022			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 - 6	2	2	0	0
7 - 9	0	0	0	0%
10 - 12	2	2	0	0%
16 - 18	0	0	0	0
Total	<b>04</b>	<b>04</b>	<b>0</b>	<b>0%</b>

### 3.17.2 CEMETERIES

The municipality has a total number of 84 cemeteries and only 04 are well maintained which are: Groblersdal, Roosenekaal, Motetema and Hlogotlou. Cemeteries in rural areas are without fencing and ablution facilities. The municipality is responsible for cleaning and cutting grass in cemeteries as and when the service is required. There is a grave digging service in Groblersdal cemeteries only and in other wards, grave digging is done by community members. Elias Motsolaedi Local Municipality has appointed service provider for fencing of Ntwane cemeteries, due to financial constraints the project will be implemented as a multi year project.

### 3.17.3 SAFETY AND SECURITY

### 3.17.3.1 Traffic

The Municipality provides public safety services through effective and informed Law-enforcement of the National Road Traffic Act, National Land Transport Act, National Land Transport Transition Act and the Municipal By-Laws. Other services provided also include but are not limited to escorts and point duties that promote the free flow of traffic at accidents and events or marches. The Traffic Division also aims at having a well-informed and educated public by working together with the Limpopo Department of Transport (Road Safety division) in their Educational and Road Safety programs. The purpose of safety and security unit is to ensure that vehicle and pedestrian traffic are controlled effectively (24) twenty-four hours a day (365) three hundred and sixty-five days a year. Municipality works jointly with Limpopo Provincial Department of Transport and the SAPS to reduce accidents during the festive seasons that include the Easter - and Christmas holidays.

**Table 23: Law Enforcement statistics**

Description	2020/2021	VALUE	2021/2022	VALUE
Total Section 56 issued	3569	R 2 627 050.00	2 720	R 3 511 450.00
Total Section 341 issued	36	R 25 000.00	2	R 1 000.00
Total Camera fines printed	N/A	N/A	N/A	N/A
Total Section 56 paid	371	R 209 900.00	280	R 167 850.00
Total Section 341 paid	2	R 1 150.00	0	0
Total Camera fines paid	N/A	N/A	N/A	N/A
Total Section 56 withdrawn	983	R 1 276 700.00	912	R 1 274 250.00
Total Section 341 withdrawn	0	0	0	0
Total Camera fines closed	N/A	N/A	N/A	N/A
Warrants	1722	R 2 232 050.00	23	R 205 550.00
Total Section 56 outstanding	1999	R 2 866 050.00	1 504	R 2 043 800.00
Total Camera fines outstanding	N/A	N/A	N/A	N/A
Total Section 341 outstanding	34	R 23 850.00	2	R 1 000.00

### 3.17.3.2 Licensing

Elias Motsoaledi Local Municipality is a registered Registration Authority with a Grade A Driving License Testing Facility and a non-functioning Grade A Vehicle Testing Facility. The Licensing Division is a core revenue generating part of the municipality with a well-developed organizational structure to ensure uninterrupted, effective and efficient service to the public. The municipality uses electronic Learners License. The electronic learners' license is the corrective measure implemented to curb corruption in the DLTC. The system is user-friendly and 100% fair and has been found to eliminate fraud and corruption in the Learners License tests.

**Table 24: Learners licence information**

Description	2019/2020	2020/2021	2021/2022
Number of Leaners licence failed	468	258	316

The table below provides the Learner and Driving License statistics for the past three financial years:

**Table 25: Driver's license information**

Description	2019/2020	2020/2021	2021/2022
number of drivers licence application received	1854	2274	3814
number of drivers licence passed	1630	2013	3401
number of drivers licence failed	86	120	189

## COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

### 3.18 EXECUTIVE AND COUNCIL

Executive committee is the principal committee of the council which receives reports from the other committees of the council and which must forward these reports together with its recommendations to the council when it cannot dispose of the matter in terms of its delegated powers. The executive committee must identify the needs of the municipality, review and evaluate those needs in order of priority. The committee recommends to municipal council strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans

The municipality comprises of three service delivery priorities which is the roads, waste management and electricity. The municipality is having 1765 kilometers of roads. For the year under review, three roads were constructed from gravel to tar but at the end of the financial year all three roads were incomplete. Due to the vastness and rural nature of the municipality, priority is given to roads functions to ensure that internal roads are maintained for accessibility to community members for them to access municipal services.

### 3.19 HUMAN RESOURCE SERVICE

Municipality is having 353 total number of permanent employees. The department is responsible for the following services: Organisational development, Occupational health and safety services, training and development, labour relations, Benefits and administration, payroll. It is responsible for recruitment processes, benefits and leave administration, disciplinary procedures, skills and capacity development, pay roll, employee health and wellness, and labour relations issues.

### 3.20 INFORMATION TECHNOLOGY

EMLM has ICT unit in place with the total number of 06 officials and most of the services are outsourced. ICT unit is responsible for running daily, weekly, monthly data and backups. It ensures that municipal website is always functional and provides user support. There is a helpdesk where all ICT related queries are forwarded through emails and Technicians will respond to those queries in sufficient time. ICT unit ensures that network is always available to all municipal applications such as Munsoft, emails, internet, payroll system and leave system for efficient and effective service delivery.

**Table 26: Employees for ICT unit**

Employees: ICT Services (how many employees on the listed task grades and vacancies)				
Job Level	2021/2022			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0
10 - 12	4	4	0	0%
13 - 15	1	1	0	0%
19 - 20	0	0	0	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0%</b>

**Table 27: Capital expenditure for ICT unit**

Capital Expenditure 2021/2022: ICT Services					
Capital Projects	2021/2022				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Computer Equipment	460 000	860 000	859 999	0	859 999

**COMPONENT J : PERFORMANCE REPORT (INSTITUTIONAL SCORECARD)**

**KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE**

**STRATEGIC OBJECTIVES: To promote integrated human settlements**

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Land Use Management	% of land use applications received and processed within 90 days	n/a	n/a	n/a	100%	100% of land use applications received and processed within 90 days by June 2022	100% land use applications received and processed within 90 days by June 2022	None	None	Land use application register	Achieved	Development planning
	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	n/a	n/a	n/a	100%	100% of new building plans of less than 500 square metres assessed within 10 days of receipt of	100% of new building plans of less than 500 square metres assessed within 10 days of	None	None	Building plans application register	Achieved	Development planning



Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						plans by 30 June 2022	receipt of plans by 30 June 2022					
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	n/a	n/a	100%	100% of new building plans of less than 500 square meters assessed within 28 days of receipt of plans by 30 June 2022	100% new building plans of less than 500 square meters assessed within 28 days of receipt of plans by 30 June 2022	None	None	Building plans application register	Achieved	Development planning
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan	n/a	n/a	n/a	100%	100% of inspections conducted on building construction with an approved plan	100% inspections conducted on building construction with an approved plan	None	None	Inspection report	Achieved	Development planning

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	to ensure compliance with Sec 6© and 17(b) of national building regulations and building standard Act					to ensure compliance with Sec 6© and 17(b) of national building regulations and building standard Act by 30 June 2022	approved plan to ensure compliance with Sec 6© and 17(b) of national building regulations and building standard Act by 30 June 2022					

## KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

**Strategic objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration**

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Employment equity	Review of the Employment Equity Plan	n/a	n/a	n/a	1	1 review of the Employment Equity Plan by 30 June 2022	1 review of the Employment Equity Plan by 30 June 2022	None	None	Reviewed employment equity/ council resolution	Achieved	Corporate services
Employment equity	Submission of employment equity report to DOL by 31 <sup>st</sup> January 2022	n/a	n/a	n/a	1	1 Submission of Employment Equity report to DOL by 31 <sup>st</sup> January 2022	1 Submission of Employment Equity report to DOL by 31 <sup>st</sup> January 2022	None	None	Acknowledgement letter/email indicating reporting date	Achieved	Corporate services
Employment equity	% of employees with disabilities	n/a	n/a	n/a	1,13%	2% Of employees with disabilities by 30 June 2022	1,4% (5/349) of employees with disabilities by 30 June 2022	Not all vacant positions were filled by 30 June 2022 due to	To be considered in the next financial year as and when filling vacant posts	Human resource report	Not Achieved	Corporate Services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
								insufficient budget				
Skills programme	Number of employees approved for study financial assistance	Opex	Opex	Opex	0	3 employees approved for study financial assistance by 31 March 2022	0 employees approved for study financial assistance by 31 March 2022	Review of Municipal Training and Development policy with moratorium on bursary applications	Review of Municipal Training and Development policy review approved in June 2022 with effective date	Approved Signed Application Form by Municipal Manager	Not achieved	Corporate services
WSP	Approval of reviewed WSP (work skills plan)	n/a	n/a	n/a	1	1 Approved reviewed WSP by 30 June 2022	1 Approved reviewed WSP by 30 June 2022	None	None	Council resolution	Achieved	Corporate services
	% of municipality's payroll budget actually	1%	1%	154 890 708	0.6%	1% Of municipalities payroll	0.55% (R854,580.90 / R154,890,708)	Review of Municipal Training and Development Policy	Municipal Training and Development Policy review	Budget report	Not Achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	spent on training and education of employees	of payroll budget	Of payroll budget			budget actually spent on training and education of employees by 30 June 2022	of Municipality's payroll budget actually spent on training and education of employees by 30 June 2022	with moratorium on bursary applications	approved in June 2022 with effective date			
LLF	Number of LLF meetings held	n/a	n/a	n/a	6	12  LLF meetings held by 30 June 2022	10  LLF meetings held by 30 June 2022	Lack of quorum by parties to LLF that led to several postponements of LLF meetings	Continuous engagements with parties to prioritise LLF meetings	Attendance register and minutes	Not achieved	Corporate services
ICT	% of reported ICT incidents resolved	n/a	n/a	n/a	New	90% - 100% of reported ICT incidents resolved by 30 June 2022	100% of reported incidents resolved by	None	None	ICT Job Card	Achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
							30 June 2022					
	Turnaround time in placing documents and information on the municipal website	0	0	0	New	Placement of documents & information on the municipal website within 5 (five) working days from the date submitted to ICT by 30 June 2022	Placement of documents & information on the municipal website within 5 (five) working days from the date submitted to ICT by 30 June 2022	None	None	Website Register  SITA email confirming placement of documents and information.	Achieved	Corporate services
	Number of ICT Service Providers Performance and Monitoring and Evaluation meetings held	n/a	n/a	n/a	new	4  ICT Service Providers Performance Monitoring and Evaluation meetings held by 30 June 2022	4  ICT Service Providers Performance Monitoring and Evaluation meetings held by 30 June 2022	None	None	Attendance register and Minutes and service providers performance monitoring and	Achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
										evaluation report		
Occupational health and safety (OHS)	% expenditure of uniform and protective clothing	R1,000,000	R1 500 000	1 791 995	New	90%- - 100% (R900,000-R1,000,000) expenditure of uniform and protective clothing by 30 June 2022	99,94% R(1,790,995,00 / R1,791,995,00) expenditure of uniform and protective clothing by 30 June 2022	None	None	BTO expenditure report	Achieved	Corporate services
	Medical Surveillance conducted	R244,165	R244,165	0	New	1 Medical Surveillance conducted by 30 June 2022	0 Medical Surveillance conducted by 30 June 2022	National Treasury's Advisory suspended of goods and services' procurement	Will continue with the project when the suspension is lifted	Medical Surveillance Report by registered medical	Not achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Occupational health and safety (OHS)	First Aid in the workplace / Risk Based Primary Emergency Care Training for Health and Safety Committee held	n/a	n/a	n/a	New	First Aid in the Workplace / Risk Based Primary Emergency Care Training for Health and Training Safety Committee by 30 June 2022	First Aid in the Workplace / Risk Based Primary Emergency Care Training for Health and Training Safety Committee by 30 June 2022	None	None	Certificates of First Aid in the Workplace / Risk Based Primary Emergency Care Training / Attendance Register	Achieved	Corporate services
Performance management	% of KPI and projects attaining organisational targets (total organisation)	n/a	n/a	n/a	80%	80% of KPI and projects attaining organisational targets (total organisation) by 30 June 2022	76% of KPI and projects attaining organisational targets (total organisation) by 30 June 2022	None performance in capital projects and none addressing of internal audit and risk findings	To improve in institutional performance by engaging all employees through departmental meetings to discuss annual plans in	Performance report	Not achieved	Municipal manager



Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
									time for achievement of set targets.			
	Final SDBIP approved by mayor within 28 days after approval of IDP/Budget	n/a	n/a	n/a	1	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	None	None	Approved SDBIP	Achieved	Municipal manager
	Number of litigations reports created	n/a	n/a	n/a	New	3 litigation reports created by 30 June 2022	3 litigation reports created by 30 June 2022	None	None	Litigation reports	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Municipal infrastructure grant (MIG)	Number of MIG reports submitted to Coghsta	n/a	n/a	n/a	12	12 MIG reports submitted to COGHSTA by 30 June 2022	12 MIG reports submitted to COGHSTA by 30 June 2022	None	None	Proof of submission	Achieved	Infrastructure
Department of energy (DOE)	Number of INEP reports submitted to department of energy	n/a	n/a	n/a	12	12 INEP reports submitted to department of energy by 30 June 2022	12 INEP reports submitted to department of energy by 30 June 2022	None	None	Proof of submission	Achieved	Infrastructure

### KPA: 3 LOCAL ECONOMIC DEVELOPMENT

**Strategic objectives: To promote conducive environment for economic growth and development**

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
EPWP	Number of job opportunities provided through EPWP grant (GKPI)	EPWP Grant	EPWP Grant	EPWP Grant	71	69 jobs opportunities provided through EPWP grant by 30 June 2022 (GKPI)	114 jobs opportunities provided through EPWP grant by 30 June 2022 (GKPI)	None	None	List of approved appointees	Achieved	Development planning
EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	244	300 Job opportunities created through infrastructure projects by 30 June 2022 (GKPI)	194 Job opportunities created through infrastructure projects by 30 June 2022 (GKPI)	Delay on implementation of two electrification projects due to PPPFA regulation's court order	Wait until the court order is lifted	List of appointees	Not achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
SMME'S	Number of SMME'S and Co-operatives capacity building workshops/training held (LED training)	n/a	n/a	n/a	12	14 SMME'S and Co-operatives capacity building workshops/training held by 30 June 2022 (LED training)	15 SMME'S and Co-operatives capacity building workshops/training held by 30 June 2022 (LED training)	None	None	Reports and attendance register	Achieved	Development planning

#### KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance/ Remedial action	Evidence	Achieved / Not achieved	Responsibility
Roads and Stormwater	Kilometres of gravelled roads re-graveled	n/a	n/a	n/a	292.5km	155km of gravel municipal roads / streets re-gravelled by 30 June 2022	248km of gravel municipal roads / streets re-gravelled by 30 June 2022	Personnel for maintenance team were increased to FastTrack the backlog of re-gravelling in various wards	None	Completion certificates	Achieved	Infrastructure
Indigents	% of registered indigents who receives free basic electricity (GKPI)	207 800	0	0	25%	20% of registered indigents who receives free basic electricity (GKPI) by 30 June 2022	19% of registered indigents who received free basic electricity (GKPI) by 30 June 2022	Scrapping off of the previous indigent register impacted negatively on the KPI	The previously configured indigents were removed from the configuration database and new register was submitted to Eskom	Indigent register and Eskom beneficiary list	Not Achieved	Budget and treasury
Transversal	Number of transversal programmes	Opex	Opex	Opex	1	2	3	Relaxation of Covid 19 regulation	None	Programme and	Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance/ Remedial action	Evidence	Achieved / Not achieved	Responsibility
programmes	implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation					transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation by the 30 June 2022	transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation by 30 June 2022	enabled increament of programmes by being able to conduct face to face programmes with community members		attendance register		
Waste management	Waste removal in Goblersdal Hlogotlou Roosenekal Motetema	n/a	n/a	n/a	8	Waste removal in Goblersdal Hlogotlou Roosenekal Motetema by 30 June 2022	Waste removal in Goblersdal Hlogotlou Roosenekal Motetema by 30 June 2022	None	None	*Waste removal reports  *Copy of logbook	Achieved	Community services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance/ Remedial action	Evidence	Achieved / Not achieved	Responsibility
	Number of waste received (tons) at landfill site	n/a	n/a	n/a	New	2100 tons of waste received at landfill site by 30 June 2022	7961.54 tons of waste received at landfill site by 30 June 2022	None	None	Reports on tons received	Achieved	Community services
Education / libraries	Number of initiatives held to promote library facilities	n/a	n/a	n/a	3	4 initiatives held to promote library facilities by 30 June 2022	4 initiatives held to promote library facilities by 30 June 2022	None	None	Attendance register and reports	Achieved	Community services
Environmental management	Number of Environmental awareness conducted	Opex	Opex	Opex	3	4 environmental awareness conducted by 30 June 2022	4 environmental awareness conducted by 30 June 2022	None	None	Attendance register and reports	Achieved	Community services
	Number of disaster awareness	Opex	Opex	Opex	3	4 disaster awareness campaigns	4 disaster awareness campaigns	None	None	Attendance register and reports	Achieved	Community services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance/ Remedial action	Evidence	Achieved / Not achieved	Responsibility
Disaster management	campaigns conducted					conducted by 30 June 2022	conducted by 30 June 2022					
	% of disaster relief provided	Opex	Opex	Opex	New	100% of disaster cases attended by end of June 2022	100% of disaster cases attended by end of June 2022	None	None	Completed assessment form	Achieved	Community services
	% of disaster cases reported and attended to within 48 hours	n/a	n/a	n/a	New	100% of disaster cases reported and attended to within 48 hours by 30 June 2022	100% of disaster cases reported and attended to within 48 hours by June 2022	None	None	Completed assessment form	Achieved	Community services
Safety and security	Number of community safety forum meetings held	n/a	n/a	n/a	3	4 community safety forum meetings held by 30 June 2022	4 community safety forum meetings held by 30 June 2022	None	None	Reports and attendance register	Achieved	Community services

#### KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT



**Strategic Objectives: To provide for basic services delivery and sustainable infrastructural development**

**CAPITAL PROJECTS**

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
n/a	Computer equipment	% expenditure on computer equipment	460 000	860 000	865 919.57	92.15%	90% minimum expenditure on computer equipment by 30 June 2022	99.31% (859,999/865,919.57) expenditure on computer equipment by 30 June 2022	None	None	Expenditure report/ screen shot	Achieved	Corporate services
n/a	Air conditioners	% processing of procurement request submitted	300,000	300,000	300 000	50%	100% Processing of procurement request submitted by 30 September 2021	100% Processing of procurement request submitted by 30 September 2021	None	None	Processed requisition	Achieved	Infrastructure
13	Fencing of Elandsdoorn/ Ntwane cemetery	Fencing of Elandsdoorn / Ntwane cemetery	500,000	500 000	500 000	50%	Fencing of Elandsdoorn / Ntwane cemeteries by 30 June 2022	Fencing of Elandsdoorn / Ntwane cemetery by 30 June 2022	None	None	Completion certificate	Achieved	Community services

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
30	Normalisation of electricity at Roosenekaal	Installation of pre-paid meters and vending system at Roosenekaal	0	6 300 000	6 300 000	new	Installation of pre-paid meters and vending system at Roosenekaal by end of March 2022	Installation of pre-paid meters and vending system at Roosenekaal by end of March 2022	None	None	Completion certificate	Achieved	Infrastructure
13	Prepaid smart metering	Number of prepaid smart metering to be installed in Groblersdal	0	5 124 000	5 124 000	New	350 prepaid smart metering to be installed in Groblersdal by 30 June 2022	160 prepaid smart metering installed in Groblersdal by 30 June 2022	Residents are unable to settle their outstanding amounts to can transit from conventional electricity to prepaid electricity	Municipality will conduct awareness to residents about the advantage of transiting from conventional to prepaid electricity	Vending report	Not achieved	Infrastructure
n/a	Supply and delivery of municipal vehicles	Number of vehicles to be procured from the existing	800 000	0	1 079 481.52	New	06 used vehicles to be procured by 31 December 2021	05 used vehicles procured by 31 December 2021	Insufficient budget	The remaining one vehicle will not be procured. Municipality will settle	Delivery notes	Not Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
		lease to buy contract								for the 05 used vehicle it has afforded to purchase			
24	Reticulation of stands with electrical infrastructure at Ga-Posa	Number of stands reticulated with electrical infrastructure at Ga-Posa	2 088 000	4 530 000	3 975 425.80	New	252 stands reticulated with electrical infrastructure by 30 June 2022	252 stands reticulated with electrical infrastructure by 30 June 2022	None	None	Practical completion certificate	Achieved	Infrastructure
14	Reticulation of stands with electrical infrastructure at Masakaneng	Number of stands reticulated with electrical infrastructure at Masakaneng	5,508,000	6,722,000.	2 726 182.33	New	324 stands reticulated with electrical infrastructure by 30 June 2022	0 stands reticulated with electrical infrastructure by 30 June 2022 (Contractor busy with poles installation)	The previous contractor was terminated due to non-compliance	New contractor was appointed to complete the project	Progress report	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
12	Reticulation of stands with electrical infrastructure at Maleoskop	Designs of stands to be reticulated with electrical infrastructure	3 348 000	3 300 000	1 581 946.40	new	191  Designs of stands to be reticulated with electrical infrastructure by 30 June 2022	0  Designs of stands reticulated with electrical infrastructure by 30 June 2022	Late appointment of service provider due to court order on PPPFA regulation	The project will be rolled over to the next financial year 2022/2023	Completion certificate	Not achieved	Infrastructure
4	Reticulation of stands with electrical infrastructure at Matlala Lehwelere	Number of stands reticulated with electrical infrastructure at Matlala Lehwelere	3 438 000	4 428 000	5 185 203.84	New	246  stands reticulated with electrical infrastructure by 30 June 2022	246  stands reticulated with electrical infrastructure by 30 June 2022	None	None	Practical Completion certificate	Achieved	Infrastructure
19	Reticulation of stands with electrical infrastructure	Number of stands reticulated with electrical	1 206 000	1 332 000	1 441 188.58	New	74  stands reticulated with electrical	74  stands reticulated with electrical	None	None	Practical Completion certificate	Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	at Rondebosch	infrastructure at Rondebosch					infrastructure by 30 June 2022	infrastructure by 30 June 2022					
23	Reticulation of stands with electrical infrastructure at Vlakfontein	Number of stands reticulated with electrical infrastructure at Vlakfontein	5 760 000	1 476 000	1 480 809.83	New	82 stands reticulated with electrical infrastructure by 30 June 2022	82 stands reticulated with electrical infrastructure by 30 June 2022	None	None	Practical Completion certificate	Achieved	Infrastructure
28	Dipakapaken g access road	Upgrading of 2.2km of Dipakapaken g access road	21 750 000	21 750 000	19 580 819.86	New	2.2km Upgrading of Dipakapaken g access road by 30 June 2022	0km Upgrading of Dipakapaken g access road by 30 June 2022 (Layer works completed and base stabilised)	Project behind schedule due to heavy rains that took place during December and January	Contractor to submit acceleration plan	Progress report	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
27	Upgrading of Tafelkop stadium access road	Upgrading of Tafelkop stadium access road	13 184 000	18 234 000	18 313 805.49	New	Upgrading of Tafelkop stadium access road by 30 June 2022	Contractor busy with base and storm water pipe	Contractor has encountered underground water at some sections on the road	Contractor busy with subsoil drainage to address the challenge	Progress report	Achieved	Infrastructure
11	Bloempoot to Uitspanning access road	Upgrading of Bloempoot to Uitspanning access road	13 000 000	18 000 000	20 029 182.04	New	Upgrading of Bloempoot / Uitspanning access road by 30 June 2022	Contractor busy with base layers	None	None	Progress report	Achieved	Infrastructure
14	Development of Masakaneng	Procurement of pipe culverts for Masakaneng	0	300 000	0	new	Procurement of pipe culverts for Masakaneng by 30 June 2022	No procurement done	HAD withdrew the budget as the budget belongs to them	None	None	Not applicable	Infrastructure
13	Groblersdal Landfill site	Upgrading of	9,050,000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
		Groblersdal landfill site							(Relocation of funds during budget adjustment)				
n/a	Forklift	Procurement of forklift	100 000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight
13	Disaster management centre emergency relief store room	Construction of Disaster management centre emergency relief store room	100 000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight
13	Upgrading and development of parks	Number of parks to be developed	200 000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
		and upgraded							adjustment)				
30	Roosenekaal concrete palisade	Upgrading of Roosenekaal concrete palisade	100 000	0	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted) (Relocation of funds during budget adjustment)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)
13	Fencing of Game Farm	Fencing of Game Farm	1 100 000	0	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted) (Relocation of funds during budget adjustment)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)
n/a	No illegal dumping boards	Procurement of No illegal dumping boards	200 0000	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted) (Relocation of funds during budget adjustment)	(zero weighted)	(zero weighted)	(zero weighted)	(zero weighted)



Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
13	Upgrading of Groblersdal traffic lights	Number of traffic lights intersections upgraded in Groblersdal	340 000	0	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight
All wards	Rehabilitation of roads/streets in various wards	Rehabilitation of 1.4km of roads/streets in various wards	2 500 000	0	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight
31	Motetema internal streets	Construction of Motetema internal access streets	1,500,000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2021/2022	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
21	Upgrading of Kgaphamadi bus road stormwater control	Designs of kgaphamadi bus road and stormwater control	1 000 000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight
n/a	Culverts, road signs, stormwater channel	% expenditure on procurement of culverts road signs for stormwater channels	500 000	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight	Zero weight (Relocation of funds during budget adjustment)	Zero weight	Zero weight	Zero weight	Zero weight

## KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

**Strategic Objective: To improve sound and municipal financial management**

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Financial management	Cost coverage ratio (GKPI)	n/a	n/a	n/a	0	1 to 3 months  Cost coverage ratio (GKPI) by 30 June 2022	0.4 months  Cost coverage ratio (GKPI) by 30 June 2022	Unfavourable cash flow position	Closing cash and cash equivalent	2021/2022 AFS	Not achieved	Budget and treasury
Revenue	% outstanding service debtors to revenue (GKPI)	n/a	n/a	n/a	26%.	5%  outstanding service debtors to revenue (GKPI) by the 30 June 2022	19%  outstanding service debtors to revenue (GKPI) by the 30 June 2022	Poor revenue collection in satellite office	Appoint debt collector to ensure improved revenue collection	2021/2022 AFS	Not Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Budget	Submission of MTREF budget to council 30 days before the start of the new financial year	n/a	n/a	n/a	1	1 Submission of MTREF budget to council 30 days before the start of the new financial year (31 May 2022)	1 MTREF budget submitted to council 30 days before the start of the new financial year (31 May 2022)	None	None	Council resolution / MTRE budget	Achieved	Budget and treasury
Revenue	% of billed revenue collected	n/a	n/a	n/a	New	80% of billed revenue collected by 30 June 2022	81% of billed revenue collected by 30 June 2022	None	None	Revenue report	achieved	Budget and treasury
AFS	Audited annual financial statements (AFS) and audit report submitted to	n/a	n/a	n/a	1	1 Audited annual financial statements (AFS) and	1 Audited annual financial statements (AFS) and	None	None	Council resolution / AFS	Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	council by 25 January 2022					audited report submitted to council by 25 January 2022	audited report submitted to council on 25 January 2022					
SCM	Number of SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	n/a	n/a	3	Maximum of 4 SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2022	0 SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2022	None	None	Signed deviation register	Achieved	Budget and treasury
Expenditure	% payment of creditors within 30 days	n/a	n/a	n/a	100%	100% payment of creditors within 30 days	100% payment of creditors within 30	None	None	Creditors age analysis	Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						by 30 June 2022	days by 30 June 2022					
Assets management	Number of assets verifications conducted	n/a	n/a	n/a	1	1 assets verifications conducted by 30 June 2022	1 assets verifications conducted by 30 June 2022	None	None	Assets verification report	Achieved	Budget and treasury
Expenditure	% spend of the total operational budget excluding non-cash items	Opex	Opex	Opex	95.03 %	95% spend of the total operational budget excluding non-cash items by 30 June 2022	100.60% spend of the total operational budget excluding non-cash items by 30 June 2022	Overspending on budget through the use of budget overriding functions	Rescind the budget overriding functions on financial management system	Budget report	Not Achieved	Municipal manager
	Remuneration (employee related costs and councillors)	Opex	Opex	Opex	36%	25% to 40% Remuneration (employee related costs)	35.29% Remuneration (employee related)	None	None	Section 71 report	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	remuneration) as % of total operating expenditure per quarter					and councillors remuneration) as % total operating expenditure per quarter by 30 June 2022	costs and councillors remuneration) as % total operating expenditure per quarter by 30 June 2022					
Project management	% spending on MIG funding by 30 June 2022	57 984 000	0	57 895 665	100%	100% spending on MIG funding by the 30 June 2022	100% spending on MIG funding by the 30 June 2022	None	None	MIG monthly reports	Achieved	Infrastructure
Electricity	% spending on INEP funding by 30 June 2022	INEP	INEP	INEP	97%	100% spending on INEP funding by 30 June 2022	75% spending on INEP funding by 30 June 2022	The appointment of contractors for two (02) electrification projects on project were stopped due to the new	Municipality wrote a request to provincial treasury that municipality be exempted from the court order on the	INEP monthly report	Not Achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
								regulation of PPPFA	PPPFA regulation			

#### KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Good governance and oversight	Submission of final audited (2020-2021) consolidated Annual Report to Council by 31 January 2022	n/a	n/a	n/a	1	1 Submission of final audited (2020-2021) consolidated Annual Report to Council by 31 January 2022	1 Submission of final audited (2020-2021) consolidated Annual Report to Council by 31 January 2022	None	None	Council resolution / draft annual report	Achieved	Municipal manager



Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Oversight	Submission of annual oversight report to council by 31 March 2022	n/a	n/a	n/a	1	1 Submission of annual oversight report to council by 31 March 2022	1 Submission of annual oversight report to council by 31 March 2022	None	None	Council resolution / oversight report	Achieved	Municipal manager
Good Governance and oversight	2021/2022 IDP review process plan approved by August 2021	n/a	n/a	n/a	1	1 2021/2022 IDP review process plan approved by August 2021	1 2021/2022 IDP review process plan approved by August 2021	None	None	Council resolution / IDP process plan	Achieved	Municipal manager
IDP development	Final IDP tabled and approved by council by 31 May 2022	n/a	n/a	n/a	1	1 Final IDP tabled and approved by council by 31 May 2022	1 Final IDP tabled and approved by council by 31 May 2022	None	None	Council resolution / IDP	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Audit	Obtain an Unqualified Auditor General opinion for the 2020/2021 financial year	n/a	n/a	n/a	Unqualified audit opinion	Obtain an Unqualified Auditor General opinion for the 2020/2021 financial year by 30 November 2021	Obtain an Unqualified Auditor General opinion for the 2020/2021 financial year by 30 November 2021	None	None	AGSA audit report / AG action plan	achieved	Municipal manager
Audit	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2022 (Total organisation)	n/a	n/a		87%	80% of Auditor General matters resolved as per the approved audit action plan by 30 June 2022 (Total organisation)	76% of Auditor General matters resolved as per the approved audit action plan by 30 June 2022 (Total organisation)	Lack of budget and strong measures in place	Make budget provisions and strengthen controls in place	Audit action plan	Not achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Audit	% internal audit findings resolved per quarter as per the audit plan (total organisation)	n/a	n/a		76%	100% internal audit findings resolved per quarter as per the audit plan (total organisation) by 30 June 2022	56% internal audit findings resolved per quarter as per the audit plan (total organisation) by 30 June 2022	Lack of capacity	Fast track the processes of implementing the plans	Quarterly IA follow up report	Not Achieved	Municipal manager
Audit	Number of risk based internal audits conducted	n/a	n/a	n/a	New	8 risk based internal audits conducted by 30 June 2022	12 risk based internal audits conducted by 30 June 2022	None	None	Risk based audit report	Achieved	Municipal manager
Risk management	Number of security risk assessment conducted	n/a	n/a	n/a	4	4 security risk assessment conducted	4 security risk assessment conducted	None	None	Security assessment report	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						by 30 June 2022	by 30 June 2022					
Risk management	Number of project risk assessment conducted	n/a	n/a	n/a	4	4 project risk assessment conducted by 30 June 2022	4 project risk assessment conducted by 30 June 2022	None	None	Quarterly risk assessment report	Achieved	Municipal manager
Risk management	Number of strategic and operational risk assessment conducted	n/a	n/a	n/a	4	4 strategic and operational risk assessment conducted by 30 June 2022	4 strategic and operational risk assessment conducted by 30 June 2022	None	None	Strategic and operational assessment reports	Achieved	Municipal manager
	Number of risk management	n/a	n/a	n/a	New	2 risk management	2 risk management	None	None	Attendance register	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	training conducted					training conducted by 30 June 2022	training conducted by 30 June 2022					
Risk management	Number of risk management reports submitted to risk management committee per quarter	n/a	n/a	n/a	4	4 risk management reports submitted to risk management committee per quarter	4 risk management reports submitted to risk management committee per quarter	None	None	Quarterly risk assessment report	Achieved	Municipal manager
Risk management	Number of quarterly risk management committee meetings convened	n/a	n/a	n/a	4	4 quarterly risk management committee meetings convened by 30 June 2022	4 quarterly risk management committee meetings convened by 30 June 2022	None	None	Attendance register and minutes	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Risk management	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	n/a	n/a	100%	100% execution of identified risk management plan within prescribed timeframes per quarter (total organisation) by 30 June 2022	94% execution of identified risk management plan within prescribed timeframes per quarter (total organisation) by 30 June 2022	Budget for other projects were relocated.	To resolve the risk when budget is made available	Quarterly risk assessment reports	Not Achieved	Municipal manager
MPAC	Number of MPAC quarterly reports submitted to council	n/a	n/a	n/a	3	3 MPAC quarterly reports submitted to council by 30 June 2022	3 MPAC quarterly reports submitted to council by June 2022	None	None	Council resolution	Achieved	Executive support
	Number of MPAC	1,000,000	1,000,000	1 000 000	2	1	1	None	None	Reports and attendance	Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	outreaches initiated					MPAC outreaches initiated by 30 June 2022	MPAC outreaches initiated by 30 June 2022			ce register		
Mayoral Campaigns (event promotions)	Number of mayoral outreach projects initiated	623,400	491,700	490 000	1	1 mayoral outreach programmes initiated by 30 June 2022	1 mayoral outreach programmes initiated by 30 June 2022	None	None	Report and attendance register	Achieved	Executive support
Speaker's programme (event promotions)	Number of speakers outreach projects initiated by 30 June 2022	207,800	207,800	207 800	3	1 speakers outreach programmes initiated by 30 June 2022	1 speakers outreach programmes initiated by 30 June 2022	None	None	Reports and attendance register	Achieved	Executive support
Ward committee	Number of ward committee reports	n/a	n/a	n/a	2	2 ward committee	2 ward committee	Late finalisation of ward committee	The report will be submitted in the next	Council resolution	Not achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	submitted to council by 30 June 2022					reports submitted to council by 30 June 2022	reports submitted to council by 30 June 2022	establishment	financial year			
Youth programmes	Number of youth programmes initiated	Opex	Opex	Opex	2	1  Youth programmes initiated by 30 June 2022	0  Youth programmes initiated by 30 June 2022	Budget was relocated to other programmes	The programme will be conducted in the next financial year	Report and attendance register	Not achieved	Executive support
Communications	Number of municipal newsletter printed/produced	1,000,000	1,200,000	1 100 000	719	5 000  of copies municipal newsletter printed/produced by 30 June 2022	6000  of copies municipal newsletter printed/produced by 30 June 2022	We had remaining budget and we opted in producing extra newsletters	None	Delivery note and copy of the newsletter	Achieved	Executive support



Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	% reviewal of communication strategy	n/a	n/a	n/a	100%	100%  reviewal of communication strategy by 30 June 2022	100%  reviewal of communication strategy by 30 June 2022	None	None	Council resolution	Achieved	Executive support
Customer services	% of community complaints received, attend to or referred	n/a	n/a	n/a	100%	100%  community complaints received, attended to or referred by 30 June 2022	100%  community complaints received, attended to or referred by 30 June 2022	None	None	Community complaints register	Achieved	Executive support
Customer care	Number of customer care implementation plan and monitoring conducted	n/a	n/a	n/a	New	4 customer care implementation plan and monitoring conducted by 30 June 2022	4 customer care implementation plan and monitoring conducted by 30 June 2022	None	None	Implementation and monitoring register	Achieved	Executive support

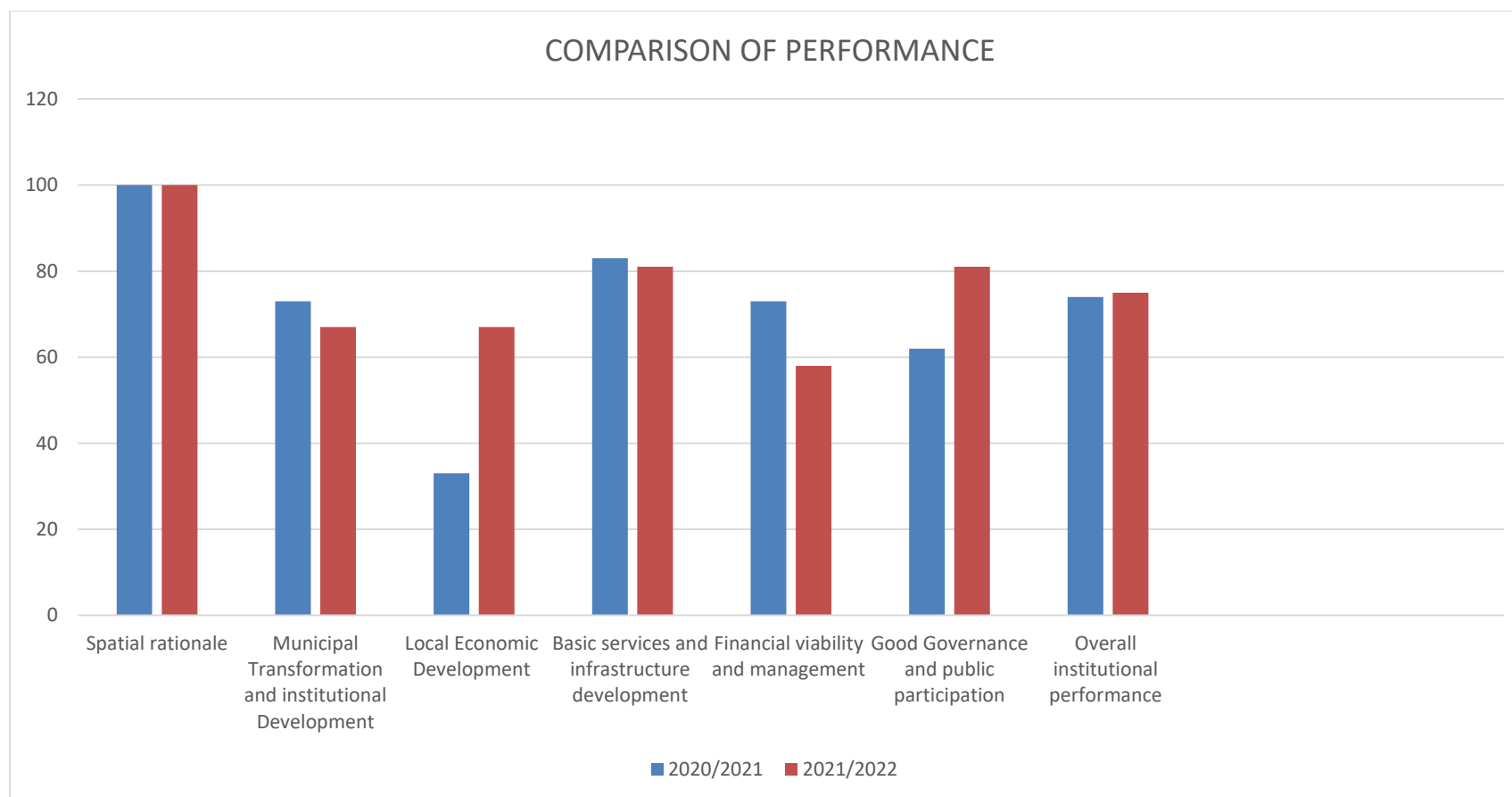
Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2020/21	Annual target	progress to date	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Council resolution	% council resolutions implemented	n/a	n/a	n/a	New	100% council resolutions implemented by 30 June 2022	100% council resolutions implemented by 30 June 2022	None	None	Implementation and monitoring register	Achieved	Executive support

### Summary of overall institutional performance per key performance area

Key Performance Area Number	Key Performance Area	Total target 4th quarter	Achieved KPIs	Not achieved KPIs	Total Percentage achieved %
1	Spatial Rationale	4	4	0	100%
2	Municipal transformation and Institutional Development	18	12	6	67%
3	Local Economic Development	3	2	1	67%
4	Basic Service Delivery	26	20	6	77%
5	Financial Management & Viability	12	8	4	67%
6	Good Governance & Public Participation	26	21	5	81%
	<b>Total</b>	<b>89</b>	<b>67</b>	<b>22</b>	<b>75%</b>

### Comparison of Institutional Annual Performance between 2020/2021 and 2021/2022 financial year

Number	Key Area	Performance		Total number of KPIs		Number of KPI's achieved		Number of KPI's not achieved		Performance percentage per KPA	
		2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022
1	Spatial Rationale	7	4	7	4	0	0	100%	100%		
2	Municipal transformation and institutional development	15	18	10	12	5	6	67%	67%		
3	Local economic development	3	3	1	2	2	1	33%	67%		
4	Basic service delivery and Infrastructure development	23	26	19	20	4	6	83%	81%		
5	Financial viability and management	11	12	8	8	3	4	73%	67%		
6	Good governance and public participation	21	26	13	21	8	5	62%	81%		
	<b>TOTAL</b>	<b>80</b>	<b>89</b>	<b>58</b>	<b>67</b>	<b>22</b>	<b>22</b>	<b>73%</b>	<b>75%</b>		



**CHAPTER 4**

**ORGANISATIONAL DEVELOPMENT  
PERFORMANCE**

## COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL

### 4. OVERVIEW

#### 4.1 Employees totals, Turnover and Vacancies

Municipality utilises national print media and municipal website for advertisement of vacant posts. Municipality implements its approved recruitment policy in filling of vacant positions.

**Table 1: staff turnover**

Description	Total
Dismissal/ Terminations	0
Contract ended	0
Retention	0
Death	0
Retirements/ Pensions	3
Ill health	0
Resignation	2
Total number of vacancies	29
Total number of employees	353
Total posts on the organogram	382

**Table 2: Turnover rate**

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2019/ 2020	357	05	1,4%
2020/ 2021	348	05	1,43%
2021/2022	351	07	2%
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			

**Table 3: Organisational structures information**

Description	2021/2022			
	Approved Posts	Employees	vacancies	Variance
	No.	No.	No.	%
Infrastructure services	104	89	15	14%
Municipal manager' office	28	19	9	32%
Development planning and Local Economic development	16	14	2	12%
Community services	113	108	05	4%
Budget and Treasury	57	50	7	12%
Executive Support	33	27	06	18%
Corporate services	45	42	3	6%
<b>Totals</b>	<b>396</b>	<b>349</b>	<b>47</b>	<b>12%</b>

**Table 3: Vacancy rate information**

Vacancy Rate 2021/2022			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Municipal Manager	1	0	0
CFO	1	4 years	1
Executive Support	1	1 years	1
Development Planning	1	2 years	1
Community Services	1	0	0
Infrastructure	1	2 years	1
Corporate Services	1	0	0
<b>Other S57 Managers (Finance posts)</b>	<b>0</b>		
Chief Risk Management Officer(T15)	1	0	0
Manager Communication (T15)	1	0	0
Manager Hlogotlou Service Delivery Point (T15)	1	0	0
Manager Roossenekal Service Delivery Point(T15)	1	0	0
Manager Motetema Service Delivery Point (T15)	1	0	0
Electrical Engineer (T16)	1	0	0
Manager PMU (T15)	1	0	0
Manager Road, Storm water & Maintenance (T15)	1	0	0
Manager legal (T15)	1	0	1
Manager audit (T15)	1	0	0
Manager PMS (T15)	1	0	0
Manager IDP (T15)	1	0	0



Vacancy Rate 2021/2022			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Manager Human Resource (T15)	1	0	0
Manager Council Support (T15)	1	0	0
Manager Intergovernmental relations	1	0	0
Manager Compliance	1	0	0
Manager ICT (T15)	1	0	0
Manager Assets	1	0	0
Manager Supply chain	1	0	0
Manager Expenditure	1	0	0
Manager revenue	1	0	0
Manager budget	1	0	0
Manager administration	1	0	0
Manager Labour Relations	1	0	0
Manager LED	1	0	0
Manager Planning	1	0	0
Manager fleet	1	0	0
Deputy CFO	1	0	0
Manager Enviromental	1	0	0
Manager Public Safety	1	0	0
Manager Licensing	1	0	0
Manager Parks and Cemeteries	1	0	0

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### 4.2 POLICIES

The municipality has policies in place as guideline to all officials and are reviewed as and when the need arises. For the year under review the following policies were reviewed.

**Table 4: Approved and reviewed policies**

No.	Policy name	Reviewed	Resolution number	Date approved/ reviewed	Policies reviewed (2021/2022)	Date of approval
1.	Credit control policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
2.	Investment policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
3.	Budget policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
4.	Borrowing policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
5.	Expenditure management policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
6.	Assets management policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022

No.	Policy name	Reviewed	Resolution number	Date approved/ reviewed	Policies reviewed (2021/2022)	Date of approval
7.	Supply chain management policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
8.	Indigent policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
9.	Virements policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
10.	Funding and reserves policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
11.	Property rates policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
12.	Tariff policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
13.	Petty cash policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
14.	Insurance Management policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
15.	Cost containment policy	x	M21/22-96	31/05/2022	M21/22-96	31 May 2022
16.	PMS framework	x	M21/22-109	30/06/2022	M21/22-109	30 June 2022
17.	Acting policy	yes	C21/22-86	30 June 2022	C21/22-86	30 June 2022
18.	Danger allowance policy	yes	C21/22-91	30 June 2022	C21/22-91	30 June 2022
19.	EAP policy	yes	C21/22-90	30 June 2022	C21/22-90	30 June 2022
20.	EE plan	yes	C21/22-92	30 June 2022	C21/22-92	30 June 2022
21.	EE policy	yes	C21/22-88	30 June 2022	C21/22-88	30 June 2022
22.	Municipal training and skills development policy	yes	C21/22-87	30 June 2022	C21/22-87	30 June 2022
23.	Recruitment, selection and appointment policy	yes	C21/22-85	30 June 2022	C21/22-85	30 June 2022
24.	Transfer and secondment policy	yes	C21/22-89	30 June 2022	C21/22-89	30 June 2022

#### 4.3 INJURIES, SICKNESS AND SUSPENSIONS

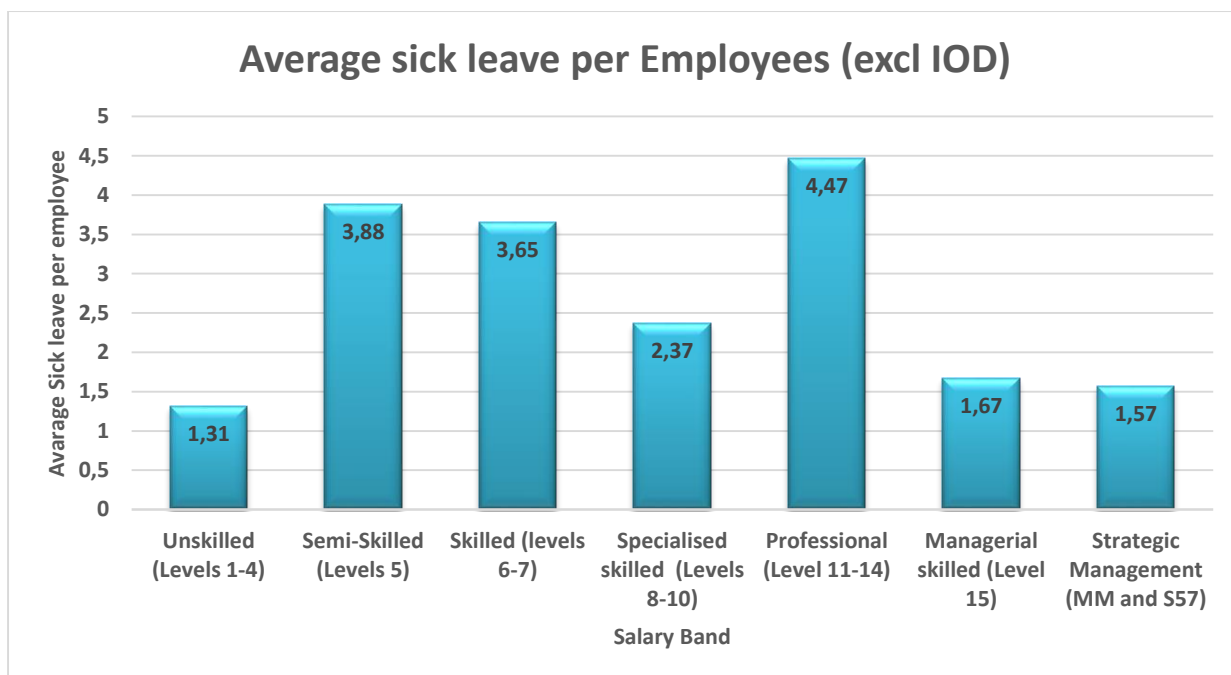
**Table 6: Cost of injuries on duty**

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Average injury leave taken per employee	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	28	07	0,25%	04	R0,00
Temporary total disablement	0	0	0%	0	0

Permanent disablement	0	0	0%	0	0
Fatal	0	0	0%	0	0

**Table 7: Average sick leave per employees**

<b>2021/2022 - Number of days and Cost of Sick Leave (excluding injuries on duty)</b>					
<b>Salary band</b>	<b>Total sick leave</b>	<b>Proportion of sick leave without medical certification</b>	<b>Employees using sick leave</b>	<b>Total employees in post*</b>	<b>*Average sick leave per Employees</b>
	<b>Days</b>	<b>%</b>	<b>No.</b>	<b>No.</b>	<b>Days</b>
Unskilled (Levels 1-4)	22	1,7%	4	107	80
Semi-Skilled (Levels 5)	11	2,7%	12	39	80
Skilled (levels 6-7)	13	1,2%	20	78	80
Specialised skilled (Levels 8-10)	19	0%	09	60	80
Professional (Level 11-14)	14	1,4%	05	40	80
Managerial skilled (Level 15)	12	0%	01	25	80
Strategic Management (MM and S57)	05	0%	01	03	80
<b>Total</b>	<b>96</b>	<b>26,6%</b>	<b>52</b>	<b>353</b>	<b>560</b>
* - Number of employees in post at the beginning of the year					
*Average calculated by taking sick leave in column 2 divided by total employees in column 5					



**Table 7: Number and period of suspension**

For the period under review (2021/2022) there were No significant suspensions that were issued against the employees of the Municipality.

Number of disciplinary cases (excluding financial misconducts) and any period of suspension				
Position	Nature of Alleged Misconduct	Date of suspension	Disciplinary action taken or Status of Case and Reasons why not Finalized	Date Finalized
None	None	None	n/a	n/a

**Table 8: Cases on Financial Misconduct information**

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
No disciplinary action taken on cases of financial misconduct for the year under review			

#### 4.4 PERFORMANCE MANAGEMENT

In EMLM, performance management is limited to Section 56 Managers. The municipality has conducted the 2019/2020 annual performance assessments for 03 Senior Managers who signed performance agreements and no senior manager qualified for performance bonuses. The 2021/2022 mid-year assessment was also conducted as a monitoring process to detect poor performance at an early stage. Through the session, senior managers are offered an opportunity to state their challenges and be assisted by panel members based on those challenges in order to meet their set targets by the end of the financial year. During the year under review the following officials signed their performance agreements:

**Table 9: Performance agreements**

Signing of performance agreement		
Officials	signed	not signed
Municipal Manager	✓	
Senior manager: Executive Support	Vacant	
Chief financial officer	vacant	
Senior manager : community services	✓	
Senior manager: Infrastructure	✓	
Senior manager : development planning	✓	
Senior manager : Corporate services	✓	

#### COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

**Table 10: Training for officials**

Municipality has a work skills plan (WSP) that is utilised for personnel capacity building. Each department is requested to forward their training plans to corporate services in May each year, in order to be included in the WSP which serves as a guide as to how many officials should undergo training in the next financial year. The plan is also used to determine the expenditure for training. For the year under review, 28 (29 males and 21 females) employees received different training. The WSP and annual training report were submitted to LGSETA.

Municipality has spent R854 580.90 for personnel training. The total amount was spent on training by end of the financial year. Municipality did receive the mandatory grants in the form of rebates from LGSETA for the funding amounting to R86 809-30 of HR students workbased exposure training in prior year however the amount was spent in the year under review.

Programme	No. Of Officials	Males	Female	Status
B.ADMIN	10	03	07	In-progress
B. Public management	01	0	01	In-progress
BCOMM IN HRM	01	0	01	In-progress
Forensic investigations	01	0	01	In-progress
MFMP (Municipal Finance Management Programme)	09	1	8	Completed
<b>Total</b>	<b>22</b>	<b>4</b>	<b>18</b>	

**Table 11: training for councillors**

Programme	No. Of Councillors	Males	Female	Status
Bachelor of Public Administration	3  ( 02 cllrs left municipality in november 2021 after elections and only 01 cllr continued with training until june 2022)	2	1	In progress
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>In progress</b>

**Table 12: Compliance with prescribed minimum competency levels**

Prescribed minimum competency levels						
Description	A  Total number of officials employed by municipality (regulation 14(4)(a) and (c))	B  Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))	Consolidated:  Total of A and B	Consolidated:  Competency assessments completed for A and B (regulation 14(4)(b) and (d))	Consolidated: total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Consolidated: total number of officials that meet prescribed competency levels (regulation 14(4)(e))
<b>Financial officials</b>						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	0	0	0	0	0	0
Senior Managers	5	0	5	5	5	5
Any other financial officials	45	0	38	0	0	27
Finance managers	5	0	5	0	0	5
Supply chain management officials	4	0	4	0	0	4
Heads of supply chain unit	1	0	1	0	0	1
Supply chain management senior managers	0	0	0	0	0	0

\*

## **COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE**

### **4.5 EMPLOYEE EXPENDITURE**

The municipality manages its workforce expenditure very well, as we have policies in place such as overtime policies, and travelling allowance policies, that are complied with before any expenditure can be incurred. EMLM has the organisational structure that is aligned to the IDP and budget, to ensure that all workforce expenditure has been budgeted for.

### **4.6 DISCLOSURE OF FINANCIAL INTEREST**

Disclosure forms are given to all officials and councillors at the beginning of the financial year for completion

# **CHAPTER 5**

## **FINANCIAL INFORMATION**



## **CHAPTER 5: FINANCIAL PERFORMANCE**

### **COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE**

#### **Introduction to Financial Statements**

Elias Motsoaledi Local Municipality handed over the 2021/22 annual financial statements to the Auditor General South Africa (Limpopo) on the 31 August 2022 as per Municipal Finance Management Act. The aforesaid components of the financial statements are discussed in detail below:

components of the financial statements are discussed in detail below:

#### **5.1 STATEMENT OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION**

Description	2021/22	Current Year 2022/23			Budget Year +1	Budget Year +2
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	Original Budget	Original Budget
<b>Revenue By Source</b>						
Property rates	39 913	44 645	44 645	29 361	46 609	48 707
Service charges - electricity revenue	98 371	108 186	108 186	48 045	112 947	118 029
Service charges - refuse revenue	9 383	9 781	9 781	4 621	10 212	10 671
Rental of facilities and equipment	1 019	1 004	1 004	415	1 048	1 095
Interest earned - external investments	2 308	3 652	3 652	897	3 669	3 675
Interest earned - outstanding debtors	18 755	18 817	18 817	6 869	19 645	20 529
Fines, penalties and forfeits	2 236	68 520	68 520	958	71 535	74 754
Licences and permits	5 966	6 315	6 315	3 127	6 593	6 890
Transfers and subsidies	381 953	338 906	338 906	238 030	359 874	384 977
Other revenue	2 055	1 524	1 524	2 189	1 591	1 663
Gains	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>561 959</b>	<b>601 351</b>	<b>601 351</b>	<b>334 513</b>	<b>633 722</b>	<b>670 990</b>
<b>Expenditure By Type</b>						
Employee related costs	160 187	185 315	185 315	87 806	193 476	202 098
Remuneration of councillors	25 567	25 580	25 580	12 841	26 638	27 340
Debt impairment	19 690	61 181	61 181	–	62 477	63 928
Depreciation & asset impairment	57 070	59 780	59 780	–	62 410	65 156
Finance charges	526	2 185	2 185	137	2 326	2 472
Bulk purchases - electricity	97 949	109 638	109 638	44 790	114 462	119 613
Inventory consumed	37 886	38 644	38 644	26 768	41 634	43 422
Contracted services	71 140	63 265	63 265	38 705	57 830	59 383
Transfers and subsidies	2 591	3 292	3 292	552	3 436	3 588
Other expenditure	51 062	48 401	48 401	28 316	48 993	51 209
Losses	–	–	–	–	–	–
<b>Total Expenditure</b>	<b>523 668</b>	<b>597 282</b>	<b>597 282</b>	<b>239 916</b>	<b>613 682</b>	<b>638 210</b>
<b>Surplus/(Deficit)</b>	<b>38 291</b>	<b>4 068</b>	<b>4 068</b>	<b>94 596</b>	<b>20 040</b>	<b>32 780</b>
Transfers and subsidies - capital (monetary allocations)	74 316	79 606	79 606	46 302	76 364	79 794
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>112 608</b>	<b>83 674</b>	<b>83 674</b>	<b>140 899</b>	<b>96 404</b>	<b>112 574</b>
Taxation	–	–	–	–	–	–
<b>Surplus/(Deficit) after taxation</b>	<b>112 608</b>	<b>83 674</b>	<b>83 674</b>	<b>140 899</b>	<b>96 404</b>	<b>112 574</b>
Attributable to minorities	–	–	–	–	–	–
<b>Surplus/(Deficit) attributable to municipality</b>	<b>112 608</b>	<b>83 674</b>	<b>83 674</b>	<b>140 899</b>	<b>96 404</b>	<b>112 574</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>112 608</b>	<b>83 674</b>	<b>83 674</b>	<b>140 899</b>	<b>96 404</b>	<b>112 574</b>

Description	2021/22	Current Year 2022/23			Budget Year +1 2023/24	Budget Year +2 2024/25
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	Original Budget	Original Budget
<b>ASSETS</b>						
<b>Current assets</b>						
Cash	14 710	24 162	24 162	44 384	33 351	56 317
Call investment deposits	–	–	–	–	–	–
Consumer debtors	96 531	61 834	61 834	116 594	63 043	64 345
Other debtors	20 691	62 845	62 845	84 851	64 833	66 902
Current portion of long-term receivables	119	119	119	–	119	119
Inventory	20 355	10 005	10 005	23 668	10 896	11 883
<b>Total current assets</b>	<b>152 406</b>	<b>158 966</b>	<b>158 966</b>	<b>269 497</b>	<b>172 242</b>	<b>199 567</b>
<b>Non current assets</b>						
Long-term receivables	–	–	–	–	–	–
Investments	16 536	17 278	17 278	45 248	18 739	19 533
Investment property	96 399	48 547	48 547	96 399	54 902	55 781
Property plant and equipment	1 087 603	1 258 405	1 258 405	1 138 277	1 340 979	1 425 667
Intangible	14	331	331	940	331	331
Other non-current assets	463	463	463	1 928	463	463
<b>Total non current assets</b>	<b>1 201 016</b>	<b>1 325 024</b>	<b>1 325 024</b>	<b>1 282 791</b>	<b>1 415 414</b>	<b>1 501 775</b>
<b>TOTAL ASSETS</b>	<b>1 353 422</b>	<b>1 483 991</b>	<b>1 483 991</b>	<b>1 552 289</b>	<b>1 587 655</b>	<b>1 701 342</b>
<b>LIABILITIES</b>						
<b>Current liabilities</b>						
Borrowing	6 831	7 459	7 459	4 224	7 496	7 541
Consumer deposits	5 621	5 700	5 700	5 242	6 426	6 219
Trade and other payables	103 974	101 172	101 172	165 651	105 387	76 462
Provisions	2 515	6 012	6 012	1 142	6 277	6 559
<b>Total current liabilities</b>	<b>118 941</b>	<b>120 343</b>	<b>120 343</b>	<b>176 259</b>	<b>125 586</b>	<b>96 781</b>
<b>Non current liabilities</b>						
Borrowing	15 645	17 458	17 458	14 616	18 226	19 047
Provisions	83 013	96 252	96 252	84 720	100 487	105 009
<b>Total non current liabilities</b>	<b>98 658</b>	<b>113 710</b>	<b>113 710</b>	<b>99 335</b>	<b>118 714</b>	<b>124 057</b>
<b>TOTAL LIABILITIES</b>	<b>217 599</b>	<b>234 054</b>	<b>234 054</b>	<b>275 594</b>	<b>244 300</b>	<b>220 838</b>
<b>NET ASSETS</b>	<b>1 571 020</b>	<b>1 249 937</b>	<b>1 249 937</b>	<b>1 276 694</b>	<b>1 343 355</b>	<b>1 480 504</b>
<b>COMMUNITY WEALTH/EQUITY</b>						
Accumulated Surplus/(Deficit)	1 571 020	1 230 937	1 230 937	1 276 694	1 324 055	1 465 504
Reserves	–	19 000	19 000	–	19 300	15 000
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>1 571 020</b>	<b>1 249 937</b>	<b>1 249 937</b>	<b>1 276 694</b>	<b>1 343 355</b>	<b>1 480 504</b>

## COMMENT ON FINANCIAL PERFORMANCE

1. Operating revenue is R680, 957 million in 2022/23 and escalates to R710, 086 million and R750, 784 million in the outer years.
2. Services charges relating to electricity and refuse removal, these revenue sources contribute significantly to the revenue basket of the municipality and the contribution thereof totals R117, 968 million for the 2022/23 financial year and increasing to R123, 158 million in 2023/24 and increasing to R128, 701 million in 2024/25 financial year.
3. Service charges electricity is based on the actual performance in conjunction with the audited amount and CPI. Additionally there is new electrification at Masakeneng whereby the municipality will realize revenue on prepaid electricity. The project to normalize Roosenekaal is completed therefore more revenue will be realized and distribution loss will be reduced.
4. Services charges relating to refuse removal is increasing from R9.6 million to R9.8 million and the increase is reasonable and in line with CPI limit.

5. Property rates budget amount is based on the actual performance and CPI increase.
6. Transfers recognized operational – includes the local government equitable share, financial management grant, extended public works programme grant and the allocation is as per DORA.
7. Rental of facilities and equipment is increased from R958 thousand in adjustment budget to R1 million which is in line with CPI.
8. Interest on external investment is budgeted to increase from R2.4 million to R3.7 million due to investments the municipality anticipate to make and the deposit that the municipality has with Eskom that generate interest and its only realized at year end. Furthermore, a portion of Masakaneng will be electrified 2022/23 financial year resulting in interest increase.
9. Interest on outstanding debtors – The increase is due to an increase in debtors. Note must be taken that municipality wrote off debt amounting to R14.7 million in 2020-21 financial year hence slight increase. Additionally the municipality reviewed credit control policy to reduce interest rate from 15% to be based on bank prime rate as on 30 June of the previous financial year plus 1% per annum. (Refer to paragraph 3.6.1 of the aforementioned policy)
10. Fines are anticipated to increase from R30. 9 million to R68. 5 million and the municipality realized less than anticipated for the period of July to April. The municipality appointed the new service provider and the contract will commence 1 June 2022. The reason for the fines amount of nine months is due to the systems of capturing fines that is not linked to the main financial system, the municipality will process journals from the information received from the Traffic department. The previous two years were anomalies, the municipality managed to bill revenue amounting to R50 million (audited amount) in 2019 when the speed camera contract was active. In addition, the municipality installed cameras on every municipal entrance to identify vehicles with warrant of arrest to as in revenue collection.
11. Increase in other revenue is in line with CPI. During adjustment budget there was an oversight of including all proceeds to be derived from sale of investment property in other revenue line item.
12. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.
13. An increase in employee related cost is due to majority of director's posts being vacant and chances to fill all posts in 2022-23 are very high as it's the beginning of new council cycle. In addition the municipality froze certain post in compliance with funding plan requirements during adjustment budget therefore all posts are budgeted for in 2022-23 hence the jump. Furthermore, the increment on payment in lieu of leave due to the attached circular from SALGA that stipulates that employees may cash in leave days, and provision for employees who might resign during the financial year. The municipality also reviewed organogram and new posts were added and budgeted for hence an increase from draft budget amount.
14. Debt impairment decreased by 0.2% compared to the audited amount. Debt that the municipality wrote off has a huge impact on the methodology the municipality is using suggested by Auditor General hence a slide decrease. Note must be taken that an increase in consumer debtors has a minimal impact in terms of the allocation in the likelihood of debt being impairment taking into account that they considered the newest.
15. Depreciation increased from R57, 692 million in 2021/22 to R59, 780 million and the increase is due to acquisition of assets (refer to SA36 for assets the municipality anticipate to procure).
16. Contracted services budget amount is based on the contract amount of all service providers hence in increase of 15%.
17. The budgeted amount on finance charges the figure is guided by the amortization schedule for finance lease obligation.

18. An increase in other expenditure of 25% is due to commission on speed camera and is as per the contract.
19. Inventory consumed increase is due an increase the municipality made on repairs and maintenance in an attempt to work towards achieving the norm as per circular 71.
20. Increase on the following categories of expenditure are based on CPI limit:
- Remuneration of councillors
  - Transfer s and grants

## 5.2 GRANTS

Description	2021/22	Current Year 2022/23			Budget Year +1 2023/24	Budget Year +2 2024/25
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	Original Budget	Original Budget
<b>RECEIPTS:</b>						
<b>Operating Transfers and Grants</b>						
<b>National Government:</b>	<b>351 807</b>	<b>338 906</b>	<b>338 906</b>	<b>238 030</b>	<b>359 874</b>	<b>384 977</b>
Local Government Equitable Share	302 788	334 260	334 260	235 209	357 024	382 127
Finance Management	2 650	2 850	2 850	1 258	2 850	2 850
EPWP Incentive	2 199	1 796	1 796	1 564	–	–
Disaster Relief Grant	–	–	–	–	–	–
Energy Efficiency and Demand Management	–	–	–	–	–	–
<b>District Municipality:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
N/A	–	–	–	–	–	–
<b>Other grant providers:</b>	<b>267</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Education, Training and Development Practices SETA	267	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	<b>352 074</b>	<b>338 906</b>	<b>338 906</b>	<b>238 030</b>	<b>359 874</b>	<b>384 977</b>
<b>Capital Transfers and Grants</b>						
<b>National Government:</b>	<b>79 332</b>	<b>79 606</b>	<b>79 606</b>	<b>45 382</b>	<b>76 364</b>	<b>79 794</b>
Municipal Infrastructure Grant (MIG)	57 984	62 606	62 606	40 617	65 364	68 300
Intergrated National Electrification Grant	21 348	17 000	17 000	4 765	11 000	11 494
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>431 406</b>	<b>418 512</b>	<b>418 512</b>	<b>283 412</b>	<b>436 238</b>	<b>464 771</b>

### COMMENT ON OPERATING TRANSFERS AND GRANTS:

All grants gazetted for 2021/22 financial year were received and cognizance should be taken that the above table does include capital grants. The total amount received on operational grants amounted to R352, 074 during the 2021/22 financial year. All grants were received from national sphere of government and SETA, nothing was gazetted to be received from the provincial government and the district municipality.

### COMMENT ON CONDITIONAL GRANTS AND GRANTS RECEIVED FROM OTHER SOURCES:

R267 thousand was received from Education Training and Development Practice SETA and was meant for in-service training.

## 5.3 ASSET MANAGEMENT

Vote Description	2021/22	Current Year 2022/23			Variance (Original budget)
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	
Repairs and maintenance	37 886	37 692	37 692	27 652	73%
Depreciation and assets impairment/reversal	52 826	59 780	59 780	–	0%
Renewal of existing assets	44 874	33 631	33 631	19 644	58%
Assets register summary	1 184 479	1 307 747	1 307 747	1 236 618	95%
<b>Total</b>	<b>1 320 066</b>	<b>1 438 850</b>	<b>1 438 850</b>	<b>1 283 914</b>	<b>57%</b>

#### COMMENT ON ASSET MANAGEMENT:

The audited asset register value for 2021/22 is R1 088 billion and the original budget thereof is R1, 258 billion. Taking the actual book value as at end of 2022/23 financial year of R1 138 billion, and the asset register value had increased and this attributed to spending on capital budget.

Depreciation and asset impairment reversal for 2021/22 financial year amounts to R52 826 million and it's a decrease of R6.7 million. Cognizance should be taken that depreciation and asset impairment from budget point of view is a non-cash item (i.e. the movement did not have cash flow implication) and as a result it is pure financial accounting transaction.

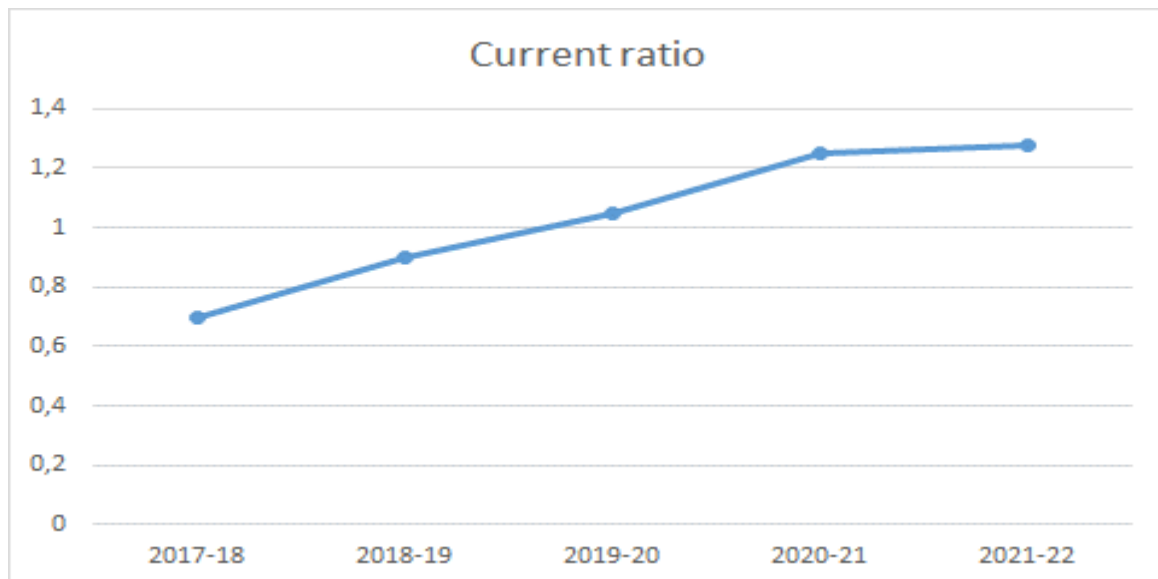
In addition, capital expenditure (renewal of existing assets) amounting to R38, 380 million and repairs and maintenance amounting to R37 886 million was incurred during the 2021/22 financial year.

#### COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The repairs and maintenance budget represent 3% of the total original budget and 6% of the adjusted budget and in terms of the actual expenditure, the spending represent 7% of the total operating expenditure incurred for 2020/21 financial year. A total of R37, 886 million was spent, reflecting an overspending variance of 210% based on original budget and 122% over-spending variance on adjusted budget.

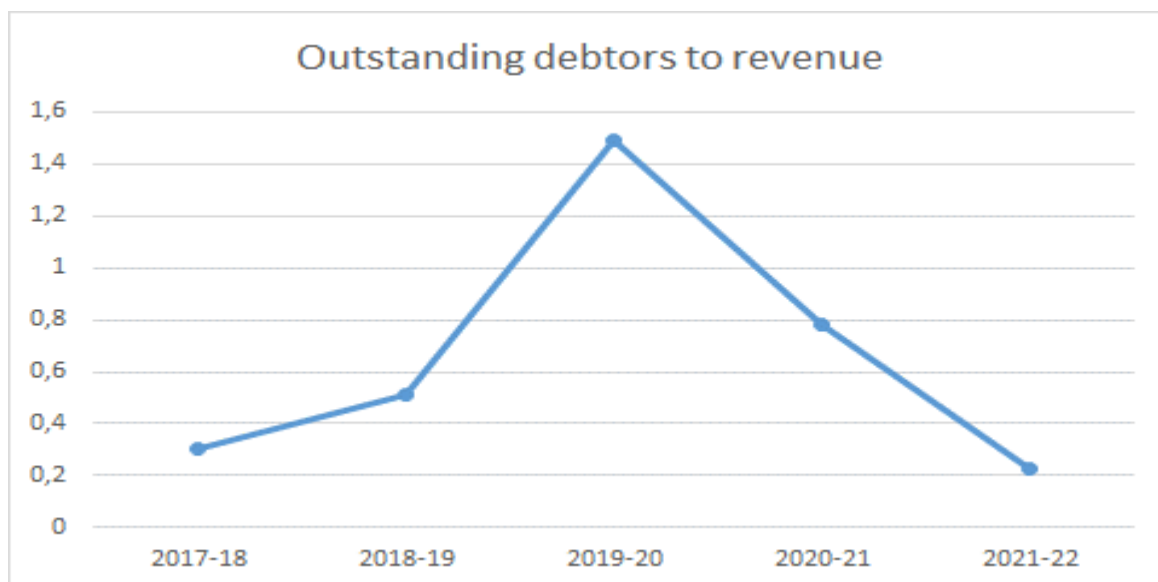
## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

**Graph 1: Liquidity ratio**



Liquidity Ratio – Measures the municipality's ability to pay its bills, and is calculated by dividing the monetary assets by the municipality's current liabilities. A higher ratio is better and the graph portrays a picture that shows an improved liquidity ratio for 2021/22 financial year since the ratio is more than 1.

**Graph 2: Outstanding Debtors to revenue**



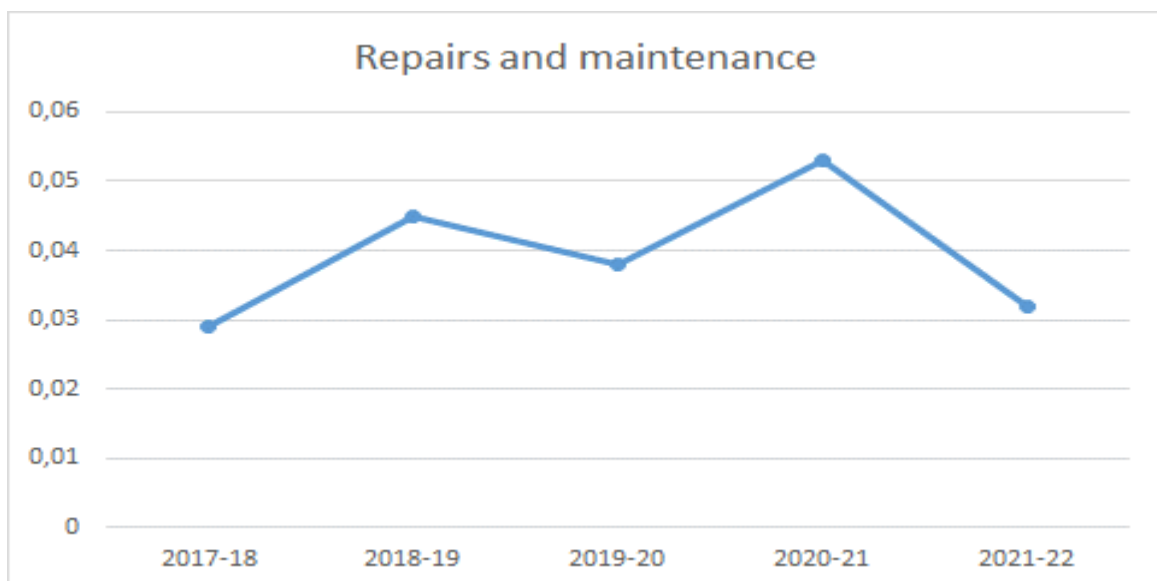
Outstanding service debtors to revenue - Measures how much money is still owed by the community for electricity, waste removal and other services, compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors, by the total annual revenue thereof. A lower score is better. The graph shows that the municipality has a ratio of 0.23 outstanding debtors that has slightly decreased by 0.55 when compared to 2020/2 ratio.

**Graph 3: Employee cost**



Employee related cost ratio measures what portion of revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue

**Graph 4: Repairs and maintenance**



Repairs and Maintenance - This represent the proportion of operating expenditure spent, and is calculated by dividing the total repairs and maintenance by total property plant and equipment and investment property carrying values.



### COMMENT ON FINANCIAL RATIOS:

The municipality is still facing a challenge of achieving 8% threshold of operating expenditure for repairs and maintenance. Liquidity ratio is negatively affected by invoiced that are paid accruals at year end since the magnitude thereof was too high in 2021/22 financial year as those invoices are treated as current liabilities. The municipality is in a process of implementing cost containment measures as documented in the National Treasury Instruction letter number 03 and this will result in improved liquidity ratio and in addition, it will do away with unnecessary expenditure.

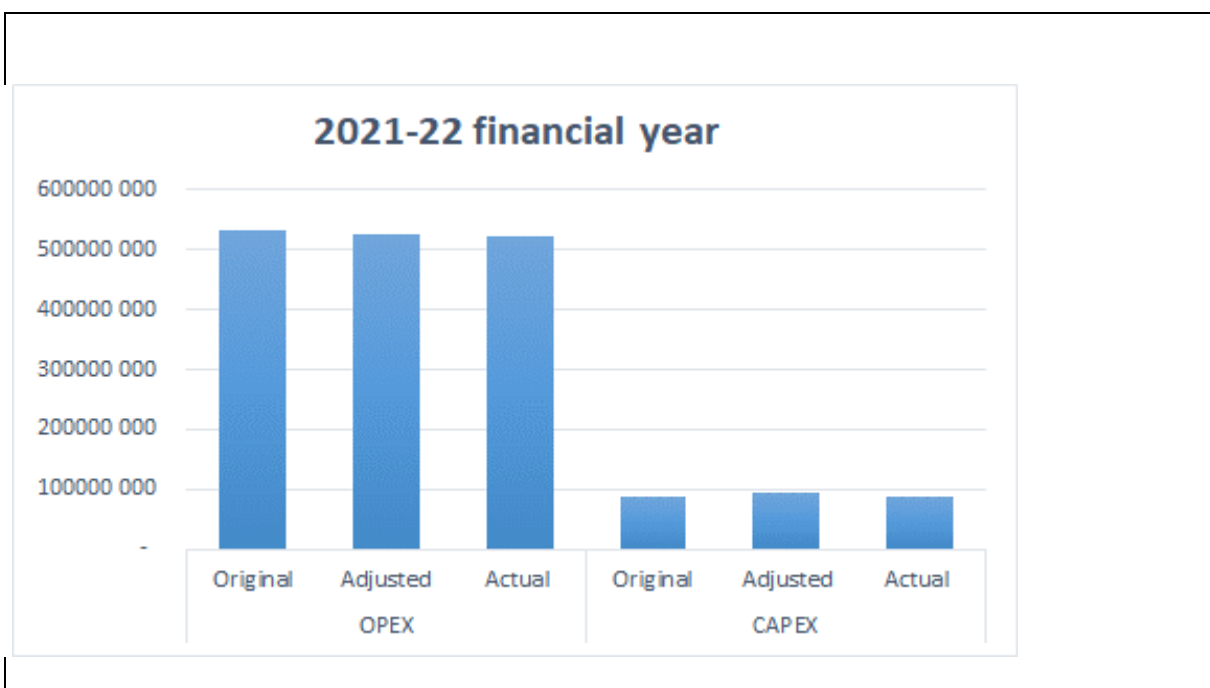
## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

Capital expenditure relates mainly to projects and/or items whose outputs will result in assets that will have to be documented in the asset register. Capital expenditure is funded from grants and own revenue. Graph 5 deals with capital spending, indicating where the funding comes from and whether the Municipality is able to spend the available funding as planned. In this component, it is important to indicate the different sources of funding as well as how these funds are spent.

## 5. CAPITAL EXPENDITURE

### GRAPH 5: EXPENDITURE 2021/22



## 5.6 SOURCES OF FINANCE

Vote Description	2021/22	Current Year 2022/23			Budget Year +1 2023/24	Budget Year +2 2024/25
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	Original Budget	Original Budget
<b>Funded by:</b>						
National Government	74 316	79 606	79 606	44 960	76 364	79 794
Provincial Government	–	–	–	–	–	–
District Municipality	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–
<b>Transfers recognised - capital</b>	<b>74 316</b>	<b>79 606</b>	<b>79 606</b>	<b>44 960</b>	<b>76 364</b>	<b>79 794</b>
<b>Borrowing</b>	–	–	–	–	–	–
<b>Internally generated funds</b>	14 040	18 435	18 435	4 821	17 080	13 526
<b>Total Capital Funding</b>	<b>88 356</b>	<b>98 041</b>	<b>98 041</b>	<b>49 781</b>	<b>93 444</b>	<b>93 320</b>

#### COMMENT ON SOURCES OF FUNDING:

The original capital budget for 2021/22 financial year was R94, 429 million. The actual expenditure is R88, 356 million and this reflects an under-spending variance of 6% and this under spending was on grants funded and internally funded projects.

#### Funding of capital budget:

Original budget: R79, 332 million was funded by grants and R8, 700 million was funded internally.

Adjusted budget: R79, 332 million was funded by grants and R14, 357 million was funded internally.

Actual expenditure: R74, 316 million was funded by grants and R14, 040 million was funded internally.

#### CAPITAL SPENDING ON FIVE LARGEST PROJECTS

Capital Expenditure on Five Largest Projects*					
R'000					
Name of Project	Current Year			Variance Current Year	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment Variance (%)
A – Dipakapakeng	21,750	19,527	19,581	%	
B – Tafelkop Stadium	13,184	18,314	18,314	%	
C – Bloempoot to Uitspanning	13,000	20,039	20,029	%	
E – Groblersdal Landfill Site	10,000	0	0	100%	

<b>Name of Project - A</b>	<b>Upgrading of Dipakapakeng Access Road</b>
Objective of Project	Reduction in the level of service delivery backlogs
Delays	Slow progress on site due to contractors poor performance.
Future Challenges	None
Anticipated citizen benefits	Easy access to services

<b>Name of Project - B</b>	<b>Upgrading of Tafelkop stadium Access Road</b>
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Easy access to services

<b>Name of Project - C</b>	<b>Upgrading of Bloempoort to Uitspaning Access Road</b>
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Easy access to services

<b>Name of Project - E</b>	<b>Refurbishment of Groblersdal Landfill Site</b>
Objective of Project	Reduction in the level of service delivery backlogs
Delays	Delays in approval of new designs by LEDET
Future Challenges	None
Anticipated citizen benefits	Easy access to services

#### **COMMENT ON CAPITAL PROJECTS:**

During 2021/22 Financial Year, the Municipality received a Total Allocation of **R57 984 000.00** of MIG grant. A total of four (4) projects were implemented, of which four (3) were roads projects and one (1) was Landfill site. Two road projects are multi year projects and are to be completed at end of the next financial year 2022/23 FY. The landfill site project is on hold due the changes of the design as per LEDET requirements.

## **5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS - OVERVIEW**

### **INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS**

There is still huge backlog in terms of Basic Infrastructure that is Water and Sanitation, which is implemented at District level. The backlog for Electricity is only 4%.

Service Backlogs as at 30 June 2022				
Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No HHs	% HHs	No HHs	% HHs
Electricity	66 330	95.3%	3112	4.7 %
Waste management	66 330	0%	66 330	16.5
Housing				
% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.				

#### COMMENT ON BACKLOGS:

There is a minor backlog in terms of electricity only 4% backlog has been identified with regards to households that do not have access to basic electricity. This backlog is due to expansion of the existing villages.

Roads and storm water as key function of the municipality is being implemented by MIG funds and own funding. The municipality has a serious backlog on roads and storm water and has challenges of resources and lack of funding to enable them to deal with the backlog. The identified backlog of unsurfaced roads and storm water controls is up to 92% on the municipal road networks.

Municipal Infrastructure Grant (MIG)* Expenditure 2020/2021 on Service backlogs						
R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
<b>Infrastructure - Road transport</b>						
<i>Roads, Pavements &amp; Bridges</i>	R57 984 000.00		R57 984 000.00	R0	R0	Prioritize residential infrastructure for roads and sports facilities
<i>Storm water</i>	R0	R0	R0	R0	R0	
<b>Infrastructure - Electricity</b>	R21 348 000.00		R21 788 005.00			Prioritize residential infrastructure for electricity
<i>Generation</i>	R0	R0	R0	R0	R0	
<i>Street Lighting</i>	R0	R0	R0	R0	R0	
<b>Infrastructure - Other</b>						

<i>Transportation</i>	R0	R0	R0	R0	R0	
<i>Gas</i>	R0	R0	R0	R0	R0	
<b><i>Other Specify:</i></b>						
Sports - Outdoor	R0	R0	R0	R0	R0	
Street Parking	R0	R0	R0	R0	R0	
Waste Management	R0	R0	R0	R0	R0	
<b>Total</b>	<b>R79 332 000</b>			<b>R 79 332 000</b>		

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The cash flow outcome presents the actual revenue collected and actual payments made during the year under review. Actual revenue realized should be differentiated from revenue billed because revenue billed does not portray the holistic financial position and performance of the municipality.

As a result, the cash flow outcome is presented on cash basis as opposed accrual basis of accounting.

Cash and cash equivalent of the municipality is made up of cash in the primary and all the short term investment. There are no long term investment made by the municipality as this will hinder service delivery.

Description	2021/22	Current Year 2022/23			Budget Year +1 2023/24	Budget Year +2 2024/25
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual	Original Budget	Original Budget
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>						
<b>Receipts</b>						
Property rates	39 913	40 092	40 092	17 839	41 856	43 740
Service charges	95 661	122 534	122 534	46 338	127 921	133 674
Other revenue	8 777	17 752	17 752	35 635	18 533	19 367
Transfers and Subsidies - Operational	307 904	338 906	338 906	239 274	359 874	384 977
Transfers and Subsidies - Capital	79 332	79 606	79 606	63 020	76 364	79 794
Interest	1 780	3 652	3 652	2 204	2 938	2 912
<b>Payments</b>						
Suppliers and employees	(442 993)	(508 739)	(508 739)	(310 190)	(531 401)	(554 234)
Finance charges	(526)	(2 185)	(2 185)	(137)	(2 326)	(2 472)
Transfers and Grants	(1 547)	3 292	3 292	(552)	3 436	3 588
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>(445 067)</b>	<b>94 909</b>	<b>94 909</b>	<b>(310 880)</b>	<b>97 197</b>	<b>111 345</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<b>Receipts</b>						
Proceeds on disposal of PPE	–	5 544	5 544	–	–	–
Proceeds on disposal of investment property	1 011	–	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	(1 776)	(1 776)	–	(1 461)	(794)
<b>Payments</b>						
Capital assets	(76 960)	(81 790)	(81 790)	(49 781)	(79 288)	(80 549)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(75 949)</b>	<b>(78 021)</b>	<b>(78 021)</b>	<b>(49 781)</b>	<b>(80 749)</b>	<b>(81 343)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Receipts</b>						
Short term loans	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	488	488	–	237	505
<b>Payments</b>						
Repayment of borrowing	(4 457)	(7 459)	(7 459)	(542)	(7 496)	(7 541)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(4 457)</b>	<b>(6 971)</b>	<b>(6 971)</b>	<b>(542)</b>	<b>(7 259)</b>	<b>(7 036)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>7 894</b>	<b>9 917</b>	<b>9 917</b>	<b>43 107</b>	<b>9 188</b>	<b>22 966</b>
Cash/cash equivalents at the year begin:	6 816	14 245	14 245	6 597	24 163	33 351
<b>Cash/cash equivalents at the year end:</b>	<b>14 710</b>	<b>24 163</b>	<b>24 163</b>	<b>49 704</b>	<b>33 351</b>	<b>56 317</b>

#### COMMENT ON CASH-FLOW OUTCOMES:

Cash and cash equivalent at the beginning of the financial year was R6, 816 million and when comparing this to the cash and cash equivalent as at end of 2021/22 financial year, the results reflects a increase in cash and cash equivalent of R14, 710 million and this portrays a positive picture about cash management of the municipality. Cognizance should be taken that the municipality is still dependent on grants since a major portion of revenue realized is made up of transfer recognized (both operating and capital).

## 5.10 BORROWING AND INVESTMENTS

### INTRODUCTION TO BORROWING AND INVESTMENTS

Actual Borrowings 2019/20-2021/22  
R'000

Instrument	2019/20	2020/21	2021/22
<b>Municipality</b>			
Long-term loans (annuity/reducing balance)	-	-	-
Long-term loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	11 219	2 441	19 340
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other securities	-	-	-
<b>Municipal Total</b>	<b>23 093</b>	<b>11 219</b>	<b>2 441</b>
<b>Municipal Entities</b>			
Long-term Loans (annuity/reducing balance)	-	-	-
Long-term Loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	-	-	-
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-Marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other Securities	-	-	-
<b>Entities Total</b>	<b>-</b>	<b>-</b>	<b>-</b>

Municipal and Entity Investments 2019/20 – 2021/22 R'000			
Investment type	2019/20	2020/21	2021/22
	Actual	Actual	Actual
<b>Municipality</b>			
Securities - national government	–	–	–
Listed corporate bonds	–	–	–
Deposits –bank	–	–	–
Deposits -public investment commissioners	–	–	–
Deposits -corporation for public deposits	–	–	–
Bankers' acceptance certificates	–	–	–
Negotiable certificates of deposit - Banks	–	–	–
Guaranteed endowment policies (sinking)	–	–	–
Repurchase agreements - Banks	–	–	–
Municipal bonds	–	–	–
Other	–	–	–
<b>Municipality Sub-Total</b>	–	–	–
<b>Municipal Entities</b>			
Securities - National government	–	–	–
Listed corporate bonds	–	–	–
Deposits – Bank	–	–	–
Deposits - Public Investment Commissioners	–	–	–
Deposits - Corporation for Public Deposits	–	–	–
Bankers' acceptance certificates	–	–	–
Negotiable certificates of deposit- Banks	–	–	–
Guaranteed endowment policies (sinking)	–	–	–
Repurchase agreements – Banks	–	–	–
Municipal bonds	–	–	–
Other	–	–	–
<b>Entities Sub-Total</b>	–	–	–
<b>Consolidated Total:</b>	–	–	–

#### COMMENT ON BORROWING AND INVESTMENTS:

The municipality had borrowing in the form of finance lease for heavy machinery and equipment and vehicles amounting to R19, 340 million at end of 2021/22 financial year.

There were no investments for the financial year under review.

#### 5.11 PUBLIC-PRIVATE PARTNERSHIPS

##### PUBLIC-PRIVATE PARTNERSHIPS

Not applicable

#### COMPONENT D: OTHER FINANCIAL MATTERS

#### 5.12 SUPPLY CHAIN MANAGEMENT



## **SUPPLY CHAIN MANAGEMENT**

The financial statements for the 2021/22 financial year presents an irregular expenditure balance of R349, 015 million as opening balance and during the year irregular expenditure amounting to R76, 739 million was incurred. This leaves the municipality with overall irregular expenditure of R425, 754 million that emanated from procurement of goods and services without fully following the supply chain management processes. For 2020/21 financial year council wrote off irregular expenditure amounting to R18, 593 relating to 2017/18 financial year and R60, 702 relating to 2018/19 financial year. In 2021/21 financial year, council wrote off R39, 337 irregular expenditure relating to 2019/20 financial year.

The municipality has implemented central supplier database that has been rolled out by National Treasury with the intention of maintaining a database of organisations, institutions and individuals who can provide goods and services to government institutions. This database serves as the single source of key supplier information for organs of state and it provides consolidated, accurate, up-to date, complete and verified supplier information to procuring organs of state.

### **5.13 GRAP COMPLIANCE**

GRAP provides the rules and principles by which municipalities are required to abide by in preparing the financial statements. Successful GRAP compliance and implementation will ensure that municipal accounts are transparent, comparable and more informative to the users of the financial statements.

Elias Motsoaledi local municipality was audited on annual financial statements that were prepared using mSCOA trial balance and general ledger that were GRAP compliant.

#### 5.14 Service provider's performance

Project Name	2021/2022 budget	Challenges (any signs of poor performance)	Mitigations (any warning given to the service provider)	Name of Consultant / Contractor	Assessment Rating or comments	Construction Tender Awarded to
Upgrading of Dipakapakeng Access Road	R 19,527,356.48	None	None	Ralema Consulting Engineers	3	Rural Blue Belt jv Katlego ya Sentsho
				Katlego ya sentso JV Rural Blue Belt	1	
Upgrading of Tafelkop Stadium Access Road	R 18,313,805.49	None	None	Afritec Consulting Engineers	1	SDVK construction and projects 15cc
				SDVK construction and Projects	2	
Upgrading of Bloempoot to Uitspanning Access Road	R 20,039,374.64	None	None	Sejagobe Engineers	5	Mwelase & Ntshiana JV
				Mwelase & Ntshiana JV	5	
Refurbishment of Groblersdal landfill site	R0.00	None	None	Ralema Consulting Engineers	1	Moribo/Maditsi JV
				Moribo / Maditsi JV	1	
Electrification of Masakaneng	R 6,405,745.19	Poor performance by thr contractor	Contractor terminated and new contractor appointed	AES Consulting	2	FTech Construction
				F-Tech Services	3	
Electrification of Vlakkfontein	R1,480,809.85	None	None	Rural Blue Belt	1	T.M Consortium
				NSK Electrical	4	
Electrification of Matlala Lehwelere	R2,620,000	None	None	T.M Consortium	4	K.F Phetla
				NSK Electrical	4	

Electrification of Ga Phosa	R3,975,425.80	None	None	KF Phetla	3	Lephata la basha trading
				AES Consulting	4	
Electrification of Rondebosc	R1,440,815.33	None	None	Lephata La Basha Trading	4	FTech
				Medupi Energy F-Tech Services	2	
Electrification of Maleoskop	R3,300,000.00	None	None	Mogalemole Consulting	2	Mwelase Tobs
Feasibility study	R4,5000,000.00	None	None	Mwelase THOBS	2	N/A
				Afrika invest	4	
Investigation Support to MPAC		None	None	RCA & Company inc	4	n/a
Investigation Support to MPAC		none	none	Makanaka Risk and advisory Services	4	n/a
Investigation Support to MPAC		none	none	KEP Consulting (Pty) Ltd	4	n/a
Develop Land Use Scheme status quo analysis	R500 000. 00	None	None	Nhlase Development Consultants	3	n/a
Site Demarcations at 'Kgoshi' Mahlangu	R500 000	None	None	Pfukani Kusile Consulting	3	n/a
Site Demarcations at Kgoshi Matsepe	R500 000	None	None	Mok Development Consultants	3	n/a
Subdivision of Residential Ervens in Roossenekal Town	R350 000	None	None	Black Dot Property Consultants	3	n/a
Proposed Rezoning & Subdivision pof erf 832, Groblersdal Extension 15	R500 000	None	None	Nkanivo Development Consultants	3	

Proposed Subdivision of the Remainder of Mapochegronde 911 JS	R250 000	None	None	Spatial Institute	3	
Proposed Township Establishment: Portion 11 of Farm Klipbank 26 JS	R500 000	None	None	Nkanivo Development Consultants	3	
Outdoor advertising	n/a	Yes	None	DirectoSign	1	n/a
Server, network maintenance and support	R8,332,578	None	None	Matupunuka ICT	4	n/a
Microsoft software licensing	R 1,378.444	Submission of invoice in dollars	Continuous engagement with National / Provincial Treasury	Microsoft	4	n/a
Maintenance of telephone management system	R9,515,249.80	None	None	Lekokonetsa LCS Telecommunications	4	n/a
Bulk printing maintenance and support	RATES	None	None	Matupunuka ICT	4	n/a
Website maintenance and support		None	None	SITA	5	n/a
Municipal Finance Management Programme training	As per the rates	None	None	Talent Emporium Academy	3	n/a
Munsoft Consultants	R6 440 000 pa	None	None	Munsoft	4	n/a
Asset Management	R4 700 000 pa	None	None	Market Demand	4	n/a
Financial system	R 120 000 pa	None	None	Caseware	4	n/a
Valuation services	R144 000 pa	None	None	UNIQUECO	5	n/a
Financial services	Bank charges	None	None	Nedbank	4	n/a
Data Validations [Expired]	R540 000 pa	None	None	LKCentrix	4	n/a
Payroll services	R98 000 pa	None	None	VIP	5	n/a

Waste Management Services	R7 500 000 pm	None	None	Just- Breeze General Trading CC /Tlou Ya Ko Hlaka Projects(Pty) Ltd JV	3	n/a
Operations and maintenance of Groblersdal landfill site	R5 820 000.12 pm	None	None	Selema Plant Hire Construction	3	n/a
Operations and maintenance of Roosenekal landfill site	R3 020 820 pm	None	None	Stop and Go Properties	3	N/a
Provision of a VHF DMR digital 2-way radio communication system (Tender: EMLM 25/2020)	860 000 p.a.	None	None	Loskop Radios Newstar JV	4	N/A
Supply and installation of license plate recognition cameras & CCTV surveillance monitoring system (Tender: EMLM 06/2022)	750 000 p.a.	None	None	Loskop Alarms (Pty) LTD	4	N/A
<b>Rating description</b>						
Poor Performance	1					
Fair Performance	2					
Good Performance	3					
Excellent Performance	4					
Outstanding Performance	5					



# **CHAPTER 6**

## **AUDITOR-GENERAL AUDIT FINDINGS**

**COMPONENT A:  
AUDITOR GENERAL OPINION OF  
FINANCIAL STATEMENT**



# COMPONENT B:

## AUDITOR GENERAL'S OPINION 2021/2022

### 4.2 AUDITOR GENERAL'S REPORT 2021/2022

Auditor – General's Report on Financial Performance 2021/2022	
Audit Report Status*:	

Non- Compliance Issues	Remedial Action Taken
As stipulated in the AGSA report	

Auditor-General's Report on Service Delivery Performance 2021/2022	
Audit Report Status:	

Non-Compliance Issues	Remedial Action Taken
As stipulated in the AGSA report	

### 4.3 MUNICIPAL MANAGER AND CHIEF FINANCIAL OFFICER'S COMMENTS:

In terms of section 126(1) of the MFMA the Accounting Officer of a municipality must:

"Prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing;"

The financial statement as on 30 June 2022 of the municipality was submitted to the Auditor General on 31 August 2022.

In terms of section 126(3)(a)(b) of the MFMA the Auditor General must:

"Audit those financial statements; and submit an audit report on those statements to the Accounting Officer of the municipality or entity within three months of receipt of the statements."

The Audit report for 2021/2022 was submitted to Accounting Officer on 30 November 2022 .The financial statements as at 30 June 2022 of the municipality was submitted within the timeframe to Auditor General. Municipality received an Unqualified Audit opinion for financial year ended 30 June 2022. Council take note of the contents in the Auditor General report and Audit Action Plan developed to address issues raised by AGSA and the Annual Financial Statements.

#### **4.4 AUDIT COMMITTEE COMMENTS:**

The Audit Committee of the municipality has considered the Auditor General of South Africa (AGSA) audit report at a special meeting held with AGSA on the 23rd November 2022. The report showed that in the 2021/2022 audit, the Municipality obtained the unqualified audit opinion and in the 2020/2021 financial year, the municipality obtained an unqualified audit opinion. The municipality has improved its performance and is striving to do even better.

# AUDIT ACTION PLAN

FINANCIAL YEAR	2021/2022	
Municipality Name	Elias Motsoaledi Local Municipality	
Audit Opinion	Unqualified	
Reporting Period	2021/2022	



# APPENDICES

**APPENDIX A- COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE**

<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Thethe</b>	<b>Junior Semole</b>	PT	Chairperson Executive Support Chairperson	ward	14	13	1	0
<b>Kgagara</b>	<b>Thabo Peter</b>	PT	MPAC	ward	14	14	0	0
<b>Malapela</b>	<b>Samuel Mogome</b>	PT	Development Planning	ward	14	14	0	0
<b>Msiza</b>	<b>Mahwetse Phillip</b>	PT	Budget and Treasury	ward	14	14	0	0
<b>Mohlamonyane</b>	<b>Tshepo Emmanuel</b>	PT	Rules and Petitions	ward	14	11	3	0
<b>Ndlovu</b>	<b>Raymond Ndumiso</b>	PT	Chairperson MPAC	ward	14	13	1	0
<b>Sithole</b>	<b>Thembi Cynthia</b>	PT	Chairperson Budget and Treasury	ward	14	14	0	0
<b>Mathabathe</b>	<b>Mohlamme Glyde</b>	PT	EXCO	Ward	14	14	0	0
<b>Mogotlana</b>	<b>Jersey Sphiwe</b>	PT	Chairperson Local Geographical Names Change	ward	14	13	1	0
<b>Ramongana</b>	<b>Nkitseng Jenneth</b>	PT	EXCO Community Services	ward	14	13	1	0
<b>Mafiri</b>	<b>Moses Aphiri</b>	PT	Development Planning	ward	14	14	0	0
<b>Phorotlhoe</b>	<b>Thabiso Andries</b>	PT	Chairperson Development Planning	ward	14	14	0	0

<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Oosthuizen</b>	<b>Willem Nicolaas Saaiman</b>	PT	Community Services	ward	<b>14</b>	<b>12</b>	<b>2</b>	<b>0</b>
<b>Phokwane</b>	<b>Marang Codney</b>	PT	Corporate Services	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Nkosi</b>	<b>Sibongile Beauty</b>	PT	Budget and Treasury	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Buta</b>	<b>Medo Zephania</b>	PT	Chairperson Ethics	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Malau</b>	<b>Toswi Samuel</b>	PT	Corporate Services	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Letageng</b>	<b>Johannes</b>	PT	Executive Support	ward	<b>14</b>	<b>13</b>	<b>1</b>	<b>0</b>
<b>Masimula</b>	<b>Phahlana (M)</b>	PT	Chairperson Community Services	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Tshehla</b>	<b>Mokgokong Eric</b>	PT	Budget and Treasury	ward	<b>14</b>	<b>12</b>	<b>2</b>	<b>0</b>
<b>Maphopha</b>	<b>Cheleboy Mpho</b>	PT	MPAC	ward	<b>14</b>	<b>13</b>	<b>1</b>	<b>0</b>
<b>Nduli</b>	<b>Msanyana Elias</b>	PT	Chairperson Infrastructure	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Mohlala</b>	<b>Nkgetheng Piet</b>	PT	Community Services	ward	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Lehungwane</b>	<b>Frank Kgomontshware</b>	PT	Community Sercises	ward	<b>14</b>	<b>12</b>	<b>2</b>	<b>0</b>
<b>Makuwa</b>	<b>Nkhubedu Sarah</b>	PT	Chairperson Rules and Petitions	ward	<b>14</b>	<b>13</b>	<b>1</b>	<b>0</b>

<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Morare</b>	<b>Sephantsi Donald</b>	PT	Ethics	ward	14	13	1	0
<b>Tlaka</b>	<b>Kgoputso Wiseman</b>	PT	MPAC	ward	14	12	2	0
<b>Makuwa</b>	<b>Reginah Mamoshasha</b>	PT	Budget and Treasury	ward	14	13	1	0
<b>Msiza</b>	<b>Mothibe Rhodes</b>	FT	EXCO Infrastructure	ward	14	13	1	0
<b>Tladi</b>	<b>Magetle David</b>	FT	Mayor	PR	14	13	1	0
<b>Phahlamohlaka</b>	<b>Tebogo Mafereke</b>	PT	Chair of Chairs	PR	14	12	2	0
<b>Machipa</b>	<b>Toudi Aron</b>	FT	EXCO Budget and Treasury	PR	14	14	0	0
<b>Mashilo</b>	<b>Malope Samaria</b>	PT	MPAC	PR	14	13	1	0
<b>Mashego</b>	<b>Dieketseng Masesi</b>	FT	Speaker	PR	14	13	1	0
<b>Mahlangu</b>	<b>Julia</b>	PT	Chairperson Corporate Services	PR	14	14	0	0
<b>Matjomane</b>	<b>Germinor Delly (F)</b>	FT	EXCO Development Planning	PR	14	12	2	0
<b>Makunyane</b>	<b>Hlako Justice</b>	FT	Chief Whip	PR	14	14	0	0
<b>Phetla</b>	<b>Mannyana Grace</b>	FT	EXCO Corporate Services	PR	14	14	0	0
<b>Koka</b>	<b>Petrus Thomo</b>	PT	Executive Support	PR	14	13	1	0



<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Gulube</b>	<b>April Lucky</b>	PT	Rules and Petitions	PR	14	12	2	0
<b>Radingwana</b>	<b>Sentsho Herbert</b>	PT	Infrastructure	PR	14	12	2	0
<b>Mmaboko</b>	<b>Sipho Hlabishi</b>	PT	Executive Support	PR	14	13	1	0
<b>Kotze</b>	<b>Johan Pieter</b>	PT	EXCO	PR	14	12	2	0
<b>Matsomane</b>	<b>Shiko Tebogo</b>	PT	Corporate Services	PR	14	11	3	0
<b>Ganedi</b>	<b>David Jack</b>	PT	Development Planning	PR	14	06	02	06
<b>Malapela</b>	<b>Hope Mashego Constance</b>	PT	EXCO	PR	14	13	1	0
<b>Mmotla</b>	<b>Sewisha Collen</b>	PT	Infrastructure	PR	14	12	2	0
<b>Ngwenya</b>	<b>Zodwa</b>	PT	Ethics	PR	14	13	1	0
<b>Mabelane</b>	<b>Kagiso</b>	PT	Development Planning	PR	14	13	1	0
<b>Lecheko</b>	<b>Virginia Morotse</b>	PT	Executive Support	PR	14	13	1	0
<b>Mthimunye</b>	<b>Maremoshe Simon</b>	PT	Community Services	PR	14	14	0	0
<b>Sithole</b>	<b>Maguwe Elias</b>	PT	Sekhukhune Rep	PR	14	13	1	0
<b>Maibelo</b>	<b>Legasa Sandy</b>	PT	Sekhukhune Rep	PR	14	13	1	0

<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Segope</b>	<b>Godfrey Madingwane</b>	PT	Budget and Treasury	PR	14	13	1	0
<b>Komane</b>	<b>Legobole Sharon</b>	PT	Corporate Services	PR	14	14	0	0
<b>Ranala</b>	<b>Maselopi</b>	PT	Local Geographical Names Change	PR	14	04	0	0
<b>Ramphisa</b>	<b>Motiba William</b>	PT	EXCO	PR	14	13	1	0
<b>Limakwe</b>	<b>Adelaide</b>	PT	MPAC	PR	14	14	0	0
<b>DeBeer</b>	<b>Willem</b>	PT	Ethics	PR	14	13	1	0



## APPENDIX B - COMMITTEE AND COMMITTEE PURPOSE

<b>Committees (other than Mayoral/Executive Committee) and Purposes of Committees</b>	
<b>Municipal Committee</b>	<b>Purpose of Committee</b>
Corporate Services Committee	Addressing relevant issues and reports
Infrastructure Committee	Addressing relevant issues and reports
Finance Committee	Addressing relevant issues and reports
Social Development Committee	Addressing relevant issues and reports
Executive Support Management Committee	Addressing relevant issues and reports
Development Planning Committee	Addressing relevant issues and reports
Local labour forum	Address all employer and employee related matters
Municipal public accounts committee	Oversight committee addressing AG report, financial reporting investigating items delegated by council
Executive Committee	Give political direction to executive management and report to council
Rules and ethics	Investigates reports of unethical conduct, formulates rules and principles, and recommends actions on ethical issues
Programming	Deals with all items submitted and determines which items must serve in portfolio committees and which one must serve in council without serving in portfolio committees
Local geographical names change(LGNC):	Deals with changing of street names within the municipal area

### APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE

Designation	Initial And Surname	Gender
Municipal Manager	Mr M. M Kgware	Male
Senior Manager: Executive Support	Vacant	-
Senior Manager: Corporate Services	Mr. N.D. Matumane	Male
Senior Manager: Infrastructure	Vacant	-
Chief Financial Officer	Vacant	-
Deputy Chief Financial Officer	Mr L.M Sebelemetja	Male
Senior Manager: Community Services	Ms. G. E. Kegopotsemang	Female
Senior Manager: Development Planning	Vacant	-
Manager: Property Management and Housing	Mr. R Palmer	Male
Manager: Mayor Support	Mr J. Manganyi	Male
Manager: Assets	Mr. C. Tjiane	Male
Manager: Budget	Ms K.U Sebelebele	Female
Manager: Council Support	Mrs. M Burger	Female
Manager: Supply Chain Management	Mr M Mthimunya	Male
Manager: Revenue	Ms M. Namane	Female
Manager: Hlogotlou	Mr. A Madiba	Male
Manager: Roosenekal	Mr M. Mahlangu	Male
Manager: Labour Relations	Mr. M. J. Maboja	Male
Manager: Motetema	Mr. C. C. Masemola	Male
Manager: Human Resources	Mr. L. Mafiri	Male
Manager: Administration	Mr. G. M. Ditshego	Male
Manager: ICT	Mr T. Mashaba	Male
Manager: Environmental services	Ms M Mokhulwane	Female
Manager: Expenditure	Mr. C Mtsweni	Male
Superintendent Roads Construction Unit	Mr. J Malaka	Male
Manager: Public Safety	Mr. C Coetzee	Male
Manager: Licensing	Ms. P. Ntobeng	Female
Manager: LED	Mr. M Sebei	Male
Manager: IDP	Mr. J Motha	Male
Manager: PMU	Mr. F Debeila	Male
Manager: PMS	Ms P Mdluli	Female
Manager: IGR	Ms V. Matlala	Female
Electrical engineer	Mr K.K. Mametsa	Male
Chief Risk Officer	Mr K. Mathebe	Male
Manager: Development and Town Planning	Mr B. Sethojoa	Male
Manager: Internal Audit	Ms. P. Mailula	Female
Manager: Legal Services	Ms. S Mahlangu	Female
Manager: Compliance	Mr. H Masemola	Male
Manager: Fleet	Mr. V. Masilela	Male
Manager Parks	Mr J. M Mathebe	Male

## APPENDIX D - FUNCTIONS OF MUNICIPALITY/ENTITY

Municipal/Entity Functions		
Municipal Functions	Function Applicable to Municipality (Yes/No)*	Function Applicable to Entity (yes/no)
<b>Constitution, Schedule 4, Part B Functions</b>		
Air pollution	yes	
Building regulations	yes	
Child-care facilities	yes	
Electricity and gas reticulation	yes	
Fire-fighting services	yes	
Local tourism	yes	
Municipal airports	No	
Municipal planning	yes	
Municipal health services	yes	
Municipal public transport	yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other	yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	yes	
Storm water management systems in built-up areas	yes	
Trading regulations	yes	
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	No	Sekhukhune District Municipality
Beaches and amusement facilities	no	
Billboards and the display of advertisements in public places	yes	
Cemeteries, funeral parlours and crematoria	yes	
Cleansing	yes	
Control of public nuisances	yes	
Control of undertakings that sell liquor to the public	yes	
Facilities for the accommodation, care and burial of animals	yes	
Fencing and fences	yes	
Licensing of dogs	no	
Licensing and control of undertakings that sell food to the public	yes	
Local amenities	yes	
Local sport facilities	yes	
Markets	yes	
Municipal abattoirs	yes	
Municipal parks and recreation	yes	
Municipal roads	yes	
Noise pollution	yes	
Pounds	yes	
Public places	yes	
Refuse removal, refuse dumps, and solid waste disposal	yes	n/a
Street trading	yes	n/a
Street lighting	yes	n/a
Traffic and parking	yes	n/a

## APPENDIX E - WARD REPORTING

### WARD BASED MEETINGS

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 01	CLLR J.S THETHE	Yes	03	03	02
	Ward Committee				
	TSHEPO D MOKOENA				
	NAPE S MOKGABUDI				
	JAN K MAHLANGU				
	LUCAS MAIMELA				
	PORTIA MOILOA				
	NKHENSANI O MAKHUBELE				
	EDDY M MASOLA				
	MALEFUFU L NKADIMENG				
	STOFFEL H MALAPANE				
	THUTO RAMPHISA				
Ward No 02	CLLR T.P KGAGARA	Yes	03	03	02
	Ward Committee				
	MMINA PHETLA				
	KENNETH T MTHIMIUNYE				
	DOLLY RALEKWE				
	NGAWANAMOTIBANE M CHEGO				
	SAMUEL O MAKUA				
	HERMANS P MANKGE				
	MATEBO G MMAKO				
	MOROKOLO MMATABANE				
	SEGOPOTSO PHATLANE				
	BOIKY SELLO MOLOI				
Ward No 03	CLLR S.M MALAPELA	Yes	03	03	02
	Ward Committee				
	EPHRAIM MATHEBELE				
	MARIA T SELALA				
	MMATSHIMA D DITSHEGO				
	MATETE E MAMPANNA				
	LUCY KGAPHOLA				
	SAM M MOLALA				
	MOSES S LETSOALO				
	JOB MAMAHLODI				
	NTHEPANE THOBANE				
	NKELE MABASA				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 04	CLLR M.P MSIZA	Yes	03	03	02
	Ward Committee				
	MONAGENG TOBIE MARIA				
	KOMANE CONSTANCE				
	DIBOLELO				
	LECHELELE MATHIBELA				
	PATRICK				
	MAEPA ELAH				
	SEBOTHOMA JOHANNES				
	MADIMETJA				
	MALEMONE MORARE				
	BADNEY				
	KGOETE ELLEN				
	RAMMABELE				
	MAKOPO MAHLODI SEIPATI				
	JOSEPHINAH				
	MALAPELA ISRAEL JAMES				
	RIBA BABA GEOGE				
Ward No 05	CLLR T.E MOHLAMONYANE	Yes	03	03	02
	Ward Committee				
	MOIPONE DITSHEGO				
	CHRISTOPHEL M				
	MALEMONE				
	MAMA A MOKWENA				
	HOSIA M MOTAU				
	VIOLET M MASHIGO				
	NELSON M MOGANO				
	THOMAS PHASHA				
	THANDI SIBANYONI				
	MAMSY RAMPHISA				
	LESHATE MASHABELA				
Ward No 06	CLLR N.R NDLOVU	Yes	03	03	02
	Ward Committee				
	SIBONGILE SKOSANA				
	JOHN M NCONGWANE				
	HAZEL S MAGAGULA				
	JONAS S SANDLANA				
	JOHANNA MOGOLA				
	SARAH M NTIMANE				
	DIMPHO MABONA				
	NTOMBI MAHLABA				
	NTHOMENG NKOSI				



Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 07	CLLR T.C SITHOLE	Yes	03	03	02
	Ward Committees:				
	SUZAN SKOSANA				
	MMAPATENG MATHUPA				
	OLGA DUNGE				
	NKEKO MPHAKE				
	CYNTHIA T LANGA				
	COMFORT MATHOTHLO				
	KHOLIWE MSIZA				
	KEDIBONE RASEROKA				
	JACOB MOKWENA				
	JOHANNES MATHEBULA				
Ward No 08	CLLR M.G MATHABATHA	Yes	03	03	02
	Ward committees				
	ISAIAH P MAHLANGU				
	SKHUMBUZO TSHABALALA				
	SANNAH M PHOHU				
	ANNA M MAGADI				
	ANNA WESSELS				
	NTHABISENG MPHAGA				
	WINNIE MOYANA				
	MAHLOMOLA MAKOLA				
	MOLEBELEDI NTOBENG				
	PETER CHOMA				
Ward No 09	CLLR J.S MOGOTLANA	Yes	03	03	02
	Ward Committees:				
	ZANELE MSIZA				
	ELIZABETH MANASWE				
	JONAS MOEPYA				
	ELIJAH NTOMBELA				
	OBED G MAHLANGU				
	MORONGWE MASHILO				
	EMILY MSIZA				
	GETRUDE CHABA				
	FLORENCE SKHOSANA				
	TLAKALE MAHUBANE				
Ward No 10	CLLR N.J RAMONGANA	Yes	03	03	02
	Ward Committees:				
	KALUDI MOHLAMONYANE				
	SYLVIA MONAGENG				
	IVY MATHABATHE				
	TUMELO BOROKO				
	MMAMOGOLWANE MONAGENG				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MMULEDI MALEMONE				
	MAPULE MAKITLA				
	GERMINAH MAKITLA				
	NTLHANE MOHLAMONYANE				
	SHIRLEY NAMANE				
Ward No 11	CLLR M.A MAFIRI	Yes	03	03	02
	Ward Committees:				
	KATE MOKWENA				
	KHULELAPHI MDLULI				
	CONNY NTOBENG				
	MAGOMARELA NKOPDI				
	MAFATA MASHU				
	KGORI TSARO				
	BELLA MTHIMUNYE				
	HELLEN MALAPELA				
	ZANELE KINIDA				
	SIBUSISO MBANYELA				
Ward No 12	CLLR TA PHOROTHLOE	Yes	03	03	02
	Ward Committees				
	KGETLANE PHORA				
	KHOMOTSO KOTLELO				
	KGATWANE MATHEBE				
	SENTANANA RATLHOGO				
	MACESELA NDLOVU				
	CATHERINE KABINI				
	MAROPENG MONARENG				
	ELIZABETH MONAGENG				
	SELLO MONAGENG				
	MATLOKOLO MOEKETSI				
Ward No 13	CLLR W OOSTHUIZEN	Yes	03	03	02
	Ward Committees:				
	SARA HESSELS				
	KAREN OOSTHUIZEN				
	ARNOLDUS SCHOOMBEE				
	FRANCINA KLENHANS				
	MARIA FOURIE				
	SHAUN MELLORS				
	JOSHUA MMAKOLA				
	NICOLETTE PRETORIUS				
	CORNEL BOTHA				
	ZACHARIAS SAAYMAN				
	CLLR M.C PHOKWANE	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 14	Ward Committees:				
	SEBOTHOMA RUTH				
	LEBOGANG				
	MAPEA MAHLODI JOYCE				
	UQUELO MIKE				
	PHETLA MANTWA KELLY				
	CHEGO ROIDA MPHO				
	PHETLA TEREMIA KATISI				
	APHANE LEHLOGONOLO				
	NKADIMENG INNOCENTIA SEMELA				
	MPHAHLELE MANIE QUEEN				
	RYAN LEGWAI				
Ward No 15	CLLR S.B NKOSI	Yes	03	03	02
	Ward Committees:				
	BONGINKOSI MAHLANGU				
	MPOROME MAPHAKA				
	LUCAS MOHLAHLA				
	ELIZABETH MHLONGO				
	LIZZY SINDANE				
	BONGANI NDULI				
	MASEBOTSANA MOKWANA				
	SIBONGILE MASILELA				
	JOHANNAH MASHIYA				
Ward No 16	CLLR Z. B BUTA	Yes	03	03	02
	Ward Committees				
	LOMUSA SKHOSANA				
	KHOMOTSO MAPHOSA				
	TLAMAGA ROSI				
	PATRICIA XELIBOKWE				
	AMOS SKHOSANA				
	SARA MOKWENA				
	POPPIE MAHLANGU				
	JEREMIA ZULU				
	KLEINBOOI MAHLANGU				
	THEMBA MATEBULA				
Ward No 17	CLLR T. S MALAU	Yes	03	03	02
	Ward Committees:				
	JANNIE MAREDI				
	PABALLO SEOPELA				
	TSHEPHANG MASEMOLA				
	MAKGOPANE MOHLAPE				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	RANKEPILE MABELANE				
	SELLO NKOANA				
	TEBOGO MOSOHLAWE				
	MOKWAZI MOKWANA				
	THABANG MOTSEDI				
	MOTSHANA SARAH				
Ward No 18	CLLR J. LETAGENG	Yes	03	03	02
	Ward Committees:				
	KGOTHSO J MAKUA				
	TUMISHI A MOHLAHO				
	RANGOATO MNGUNI				
	NGWANAMOKWENENG				
	CHEGO				
	NTENENG MANKGE				
	PETRUS MAKUWE				
	MAPULE MOTAU				
	MOSES MAGANE				
	DORCUS T PHETLA				
	KATLEGO C MAKEKE				
Ward No 19	CLLR P. MASIMULA	Yes	03	03	02
	Ward Committees:				
	MASHIFANE WINDY SESI				
	NEZZY MAHLANGU				
	MTHOMBENI BENZANI				
	ANDRIES				
	MAHLANGU THANDAZILE				
	CECILIA				
	MABULA PAULINE TSHIDI				
	NTULI SIVUYILE AYANDA				
	MAHLANGU KENNETH				
	SEGAFI KENNETH				
	MABUTANA JOHANNES				
	MAHLANGU				
	LYDIA MAILE				
Ward No 20	CLLR M.E TSHEHLA	No	00	00	2
	Ward Committees:				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 21	CLLR C M. MAPHOPHA	Yes	03	03	02
	Ward Committees:				
	MAKUWA MASHALANE LAZARUS				
	MAKUA MONOCCA NKELE				
	MAKUWA MOROKA MARIA				
	MOHOSANA KENEILWE MAPOME				
	MTHIMUNYE JANE MALI				
	MAPULE MABELANE				
	MTHIMUNYE THEMBA FRANCE				
	NKGUDI MOTLAPELE EDWARD				
	SITHOLE CAIPHUS NGINI				
	TSHELA ZODWA LEAH				
Ward No 22	CLLR M.E NDULI	Yes	03	03	02
	Ward Committees:				
	MAKENA KATLEGO BEAUTY				
	TLOU JOHANNES CAIPHUS				
	MAHLOKO LEBOGANG PHASWANE				
	TSHOMA PHASUDI OTTO				
	MASHILE NANA MARIA				
	NTOBENG MPHO ROSE				
	SKOSANA TSHWARELO OBED				
	MOHLALA KOKETSO J				
	MALEKA MAMMILENG LINDIWE				
	RANDINGOANE THABO				
Ward No 23	CLLR N.P MOHLALA	Yes	03	03	02
	Ward Committees:				
	NTULI NOMTHANDAZO REGINAH				
	DIKOTOPE THABO				
	MAHLANGU DUMISANI KLAAS				
	NKABINDE ANTHONIA				
	MAHLANGU BRENDA ELDA				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MKONENI MANDLA MXOLISI MORENA LUCY MPUKANA MOKGAJANE BETTY MAKGOLONYANA MAHLANGU EDWARD NICOLAS MAHLANGU ELIAS THENJWA				
Ward No 24	CLLR F.K LEHUNGWANE Ward Committees: MALOPE WILLIAM MOGOLA ELIAS MOTSHAKANE NKADIMENG MMATAU MARTHA MOGOLA EVA RAMOLAPO MASEMOLA TEMANA KAGISO SIBEKO WESSEL KGO THATSO THOKWANE MATSIE SINAH MADIHLABA RAMODUBJANE RINKIE SEKWATI MORATO JANE MAEPA MACDONALD CLEMENT	Yes	03	03	02
Ward No 25	CLLR N.S MAKUWA Ward Committees: MOHLALA MOJALEFA JOSEPH MNGUNI SIPHO MASHILO MAKASHWELA BEAUTY MPUBANE KENNETH NKHWENG MATSIPE THOBOLÉ PATRICK MABASA LEBU MARIA MATLOU MATLOLE DANIEL MOKGOATJANE MAGAVE DAVID MOHLALA MAKOBOTSENG ALPHINA MATHONYANE GRACE	Yes	03	03	02

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 26	CLLR S.D MORARE	Yes	03	03	02
	Ward Committees:				
	MAHLANGU SMANGALISO GIFT				
	SKOSANA LEHLOGONOLO PATRICK				
	MAMARIGA INNOCENT				
	MAABA ANNA MALOPE				
	SEFOLOSHI SEKWALA JAN				
	MAGAMPA SENGAELELA DITAU				
	MAGAMPE PESHIWA BOITUMELO				
	MAMPURU TEBOGO MAKGOFE				
	MAGANE PUSELETSO				
	MATHEBE NTHABISENG DORCAS				
Ward No 27	CLLR K.W TLAKA	Yes	03	03	02
	Ward Committees:				
	MALAPANE LERATO CHARITY				
	MABALANGANYE SEKANAH REGINAH				
	MASHILO WALTER TSHAKA				
	THABANG MARCUS SEAGE				
	MAKUWA THANDI SEGOPOTSE				
	TSHEHLO THATA JERRY				
	HLAKUDI MALETSI MAGDELINE				
	MOKGANYETSI ROBERT KHUPE				
	KHAKA MARGARETT NCAZANA				
	MATENTSI THABO LAZARUS				
Ward No 28	CLLR P.K TLADI	Yes	03	03	02
	Ward Committees:				
	MATULUDI MAMOTALANE EVE				
	MOKOANA CONSTANCE				
	KGOPUTSO KABELO SHAUN				
	TSHEHLA ANNA PHELADI				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	SKOSANA ANGELINA				
	SKOSANA GOODNESS				
	NTOMBIZODWA				
	FENYANE MODUPI DANIEL				
	MAREDI LEDWABA KLAAS				
	DIKOTOPE JERREN				
	MASHIANOKE				
	MOKONE BIGBOY SYDNEY				
Ward No 29	CLLR R.M MAKUWA	Yes	03	03	02
	Ward Committees:				
	MOHLALA STEPHINAH				
	RAMPHAHLELE				
	MOKABANE LUCAS MAUPE				
	MATJOMANE CAROL				
	MAKAU JEANETTE				
	MUMSY				
	FENYANE THABANG				
	BREADLY				
	RATAU NICOLADE				
	MASHILO KWETEPE				
	MAGDELINE				
	MAKWANA ALFRED				
	NYEREDI				
	CHOMA CHISTOPH				
	MACHENG				
	THABANG KADING				
	SALTHIEL				
Ward No 30	CLLR M. MAMPANE	Yes	00	00	01
	Ward Committees:				
	LEKHULENG LEONA				
	MAMOKABI OLIVIA				
	MADIHLABA LOSTA				
	TSHEHLA MAREMA				
	MAGOLEGO MEISIE				
	ISAAH PHAMANE				
	NTOMBI LEDIMO				
	PHETLA MOHLABANENG				
	WALTER MAKUWA				
	JEANETH MASOMBUKA				
Ward 31	CLLR M R. MSIZA				
	Ward Committee	Yes	03	03	01
	SETHOPANE T RIBA				
	MAHLASE TSOKELA				
	ABRAHM MASHAO				
	GLADYS MAAKE				



Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MARIA MONOGE				
	NTOMBAZANA MASHIANE				
	PRINCE B THOBEJANE				
	KATLEGO KGONYANE				
	NGWATOMOSADI KHUMALO				
	NELSON J NTULI				

## APPENDIX F - WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in 2021/2022 (Full List in Appendix L)				
R'000				
Ward No	Project Name & Detail	Start Date	End Date	Total Value
21	Upgrading of Dipakapakeng Access Road	21 Jul 22	18 April 2022	R21 750 000.00
9	Upgrading of Tafelkop Stadium Access Road	21 Jul 22	21 Feb 2023	R18 313 805.00
13	Upgrading of Bloempoot to Uitspanning Access Road	21 Jul 22	21 Feb 2023	R20 039 374.64
13	Refurbishment of Groblersdal landfill site	21 Jul 22	30 June 2022	R0.00
14	Electrification of Masakaneng	21 Jul 22	30 June 2022	R6 405 745.19
23	Electrification of Vlakfontein	21 Jul 22	30 June 2022	R1 480 809.85
14	Electrification of Matlala Lehwelere	21 Jul 22	30 June 2022	R5 185 208.83
24	Electrification of Ga Phosa	21 Jul 22	30 June 2022	R3 975 425.80
19	Electrification of Rondebosc	21 Jul 22	30 June 2022	R1 1440 815.33
12	Electrification of Maleoskop	21 Jul 22	30 June 2022	R3 300 000.00

## APPENDIX G - RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

### ORDINARY MEETING

4th ORDINARY AUDIT COMMITTEE MEETING – 30 July 2021										
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS								
MANAGEMENT REPORTS										
AC 21/31	2020/2021 4th Quarter Performance Report (April - June 2021) (MM)	<ul style="list-style-type: none"><li>The Audit Committee took note of the report and raised concern that the municipality has achieved 75% of its performance targets for the fourth quarter of 2020/2021 financial year which is below the norm prescribed by the National Treasury.</li><li></li><li>The Audit Committee was concerned that local economic development got 0% and financial management and viability achieved 60%.</li><li>Audit Committee advised management to develop a quarterly summary report where they will indicate the previous and current annual performance targets in order to give the overview of the target achievement.</li></ul>								
AC 21/32	2020/2021 4th Quarter Litigation Report (April - June 2021) (Manager Legal Services)	<ul style="list-style-type: none"><li>The Audit Committee took note of the report and raised a concern about the J. Breed and J. Oosthuizen case that the eviction was supposed to be issued long time ago as the matter is long overdue. The Committee was also concerned that the lease agreement had expired and there are people who are still staying in the farm</li><li>Audit Committee requested assurance and confirmation from legal unit that the municipality is fighting for principle on the matter of high legal fees compared to amount claimed.</li><li>In terms of Peri for work case, the Audit committee advised management that when plaintiff withdraw the case, they must also attain the cost.</li><li>Audit Committee advised management to take in consideration that labour matters should be discussed in-committee because it cover current employees and pervious employees.</li><li>Audit Committee advised that before management refer the matter to legal team, the legal unit should perform an internal assessment to check if there are prospect of success for such cases.</li></ul>								
FINANCE										
AC 21/33	2020/2021 4th Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) (April - June 2021) (CFO)	<p>The Audit Committee took note of the report and was concerned about the high fruitless and wasteful expenditure incurred for the quarter under review.</p> <p><b>The table below illustrates the expenditures in total for the quarters 1, 2, 3 and 4:</b></p> <table><tr><th colspan="2">Cumulative figures as at end of Quarter 4 of 2020/2021 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R2 461 000.00</td></tr><tr><td>Total irregular expenditure</td><td>R58 445 421.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R1 369 486.82</td></tr></table> <p><b>Refer to annexure A for detailed expenditures</b></p>	Cumulative figures as at end of Quarter 4 of 2020/2021 financial year		Total Unauthorized expenditure	R2 461 000.00	Total irregular expenditure	R58 445 421.00	Total fruitless and wasteful expenditure	R1 369 486.82
Cumulative figures as at end of Quarter 4 of 2020/2021 financial year										
Total Unauthorized expenditure	R2 461 000.00									
Total irregular expenditure	R58 445 421.00									
Total fruitless and wasteful expenditure	R1 369 486.82									

**4th ORDINARY AUDIT COMMITTEE MEETING – 30 July 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS												
AC 20/33	2020/2021 4th Quarter report on debt collection (April - June 2021) (CFO)	<p>The Audit Committee took note of the report and no recommendations and concerns were raised.</p> <p><b>The table below illustrates the details:</b></p> <table border="1"> <thead> <tr> <th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr> </thead> <tbody> <tr> <td>April</td><td>R137 237 169.62</td><td>62%</td></tr> <tr> <td>May</td><td>R137 822 290.29</td><td>96%</td></tr> <tr> <td>June</td><td>R125 011 405.95</td><td>86%</td></tr> </tbody> </table>	Month	Revenue collected	Revenue %	April	R137 237 169.62	62%	May	R137 822 290.29	96%	June	R125 011 405.95	86%
Month	Revenue collected	Revenue %												
April	R137 237 169.62	62%												
May	R137 822 290.29	96%												
June	R125 011 405.95	86%												
AC 21/33	2020/2021 4th Quarter Section 52 Report (April - June 2021) (CFO)	The Audit Committee took note of the report and raised concern that the accruals should have been budgeted for in line with the procurement plan.												
AC 21/33	2020/2021 4th Quarter Supply Chain /Procurement Report (April - June 2021) (CFO)	The Audit Committee took note of the report and no recommendations and concerns were raised.												
AC 21/33	2020/2021 4 <sup>th</sup> Quarter Overtime Report (April - June 2021) (CFO)	<ul style="list-style-type: none"> <li>The Audit Committee raised a concern that the employees from Electrical and Solid Waste employees have exceeded the threshold for overtime. Management responded that arrangement has been put in place to limit their hourly rate to enable the overtime expenditure to be within the threshold.</li> <li>The Audit Committee advised management to implement the overtime standard operating procedure manual as this will serve as a prevention measures for excessive overtime.</li> </ul>												
<b>COMPLIANCE REPORTS</b>														
AC21/34	2020/2021 4th Quarterly Compliance Report (April - June 2021) (CCO)	<ul style="list-style-type: none"> <li>The Committee raised a concern that the record management issue was a recurring finding, management suggested that they will appoint few interns to clear/ remove old records in the storeroom to create space for new records.</li> <li>The Municipality should identify the records which their retention periods have lapsed and take them through the disposal process.</li> <li>Committee agrees with the recommendation of the Compliance Officer that management should inspect the records and determine which one should be disposed in consultation with Manager records and provincial archivist.</li> <li>The Committee advised management that this matter seek urgent attention.</li> <li>Committee advised management that they must check the various legislations and regulations on record management when determining the retention periods because some documents may require more than five years' retention periods.</li> <li>Audit Committee advised the Compliance Officer that he should send the regulatory compliance universe report to the relevant department in order to update the compliance status on the relevant legislations.</li> </ul>												
<b>INFRASTRUCTURE SERVICES DEPARTMENT</b>														
AC 21/35	2021 4th Quarter Infrastructure Report (Including initial plan,	The Audit Committee took note of the report and no recommendations and concerns were raised.												

**4th ORDINARY AUDIT COMMITTEE MEETING – 30 July 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS															
	budget, progress report on spending, actual work done, variances and reasons) (April - June 2021) (SMI)	<p><b>The table below illustrates the expenditures in totals for the quarter:</b></p> <table border="1"> <thead> <tr> <th>Project Category</th><th>Expenditure</th><th>%</th></tr> </thead> <tbody> <tr> <td>MIG Funded</td><td>R53 891 000.00</td><td>99%</td></tr> <tr> <td>INEP Funded</td><td>R15 000 000.00</td><td>97%</td></tr> <tr> <td>Internal Funded</td><td>R13 728 860.10</td><td>98%</td></tr> </tbody> </table>	Project Category	Expenditure	%	MIG Funded	R53 891 000.00	99%	INEP Funded	R15 000 000.00	97%	Internal Funded	R13 728 860.10	98%			
Project Category	Expenditure	%															
MIG Funded	R53 891 000.00	99%															
INEP Funded	R15 000 000.00	97%															
Internal Funded	R13 728 860.10	98%															
<b>CORPORATE SERVICES DEPARTMENT</b>																	
AC 21/36	2020/2021 ICT 4th Quarter Steering Committee Report (April - June 2021) (ICT)	The Audit Committee raised a concern that the Manager ICT is absent without apology and without assigned delegated person to present the report. The Municipal Manager was requested to intervene in this matter.															
AC 21/37	2020/2021 4th Quarter Human Resources Report (must include section 56 managers' vacancies and signing of performance contracts) (April - June 2021) (SMCS)	<p>The Audit Committee took note of the report and raised a concern that the Municipality is operating with the acting positions in critical positions.</p> <p>There are three (3) vacancies of Directors/Senior Managers and one (1) for the Chief Finance Officer (CFO) and the progress on filling the positions is as follows:</p> <table border="1"> <thead> <tr> <th>No</th><th>Position</th><th>Progress</th></tr> </thead> <tbody> <tr> <td>1</td><td>Senior manager executive support</td><td>To be filled after the new elected council</td></tr> <tr> <td>2</td><td>Senior manager planning Land, and local economic development</td><td>To be filled after the new elected council</td></tr> <tr> <td>3</td><td>Senior manager infrastructure services</td><td>To be filled after the new elected council</td></tr> <tr> <td>4</td><td>Chief financial officer</td><td>To be filled after the new elected council</td></tr> </tbody> </table>	No	Position	Progress	1	Senior manager executive support	To be filled after the new elected council	2	Senior manager planning Land, and local economic development	To be filled after the new elected council	3	Senior manager infrastructure services	To be filled after the new elected council	4	Chief financial officer	To be filled after the new elected council
No	Position	Progress															
1	Senior manager executive support	To be filled after the new elected council															
2	Senior manager planning Land, and local economic development	To be filled after the new elected council															
3	Senior manager infrastructure services	To be filled after the new elected council															
4	Chief financial officer	To be filled after the new elected council															
<b>EXECUTIVE SUPPORT DEPARTMENT</b>																	
AC 21/38	2020/2021 4th Quarter Council Resolutions Implementation Register/ Report (April - June 2021) (SMES)	The Audit Committee took note of the report and no recommendations and concerns were raised as all the resolutions were registered and implemented.															
<b>RISK MANAGEMENT</b>																	
AC 20/39	2020/2021 4th Quarter Risk Management Committee Report (April - June 2021) (CRO)	The Audit Committee took note of the report and no recommendations and concerns were raised.															
<b>INTERNAL AUDIT</b>																	

**4th ORDINARY AUDIT COMMITTEE MEETING – 30 July 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
AC 20/40	2020/2021 4th Progress report on Internal Audit Annual Plan (April - June 2021) (IA)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and appreciated the 100% achievement of the internal audit plan for the 2020/2021 financial year.</li> </ul>

**SPECIAL MEETING**

**1<sup>st</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 AUGUST 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/01	2020/2021 Annual Performance Report	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and raised concern that the target set for the SCM deviation to support the target achieved that it is not clear.</li> <li>Audit committee is concerned that there are inconsistencies on the presentation of the annual report as some departments there is a column for challenges and some departments there is a column for reason for non-achievement.</li> <li>Audit committee advised management to change the name of column in the annual performance report from reason for non-achievement to reason for variance to allow provision for reason for both under and over achievement.</li> </ul>
AC 21/02	Progress on 2019/2020 AG Action plan (Report on how qualification paragraphs were addressed in the current AFS)	<ul style="list-style-type: none"> <li>Audit committee is concerned about how the measuring and comparison of readings done and the fact that there is a huge variance between the readings from Municipality and Eskom.</li> <li>Audit committee is concerned that there are 6 audit findings that are not addressed from the Action Plan.</li> </ul>
<b>FINANCE</b>		
AC 21/03	2020/2021 Annual Financial Statements	<ul style="list-style-type: none"> <li>Audit Committee advised Acting CFO to meet with internal audit to address the finding raised and submit the outstanding documents.</li> <li>Audit committee advised that when the acting CFO prepares the financial statement, they should do a thorough check to ensure that all item that needs to be disclosed are included on the phase of the financials.</li> <li>Audit committee advised management to familiarize themselves with the new GRAP standard 18.</li> </ul>
<b>INTERNAL AUDIT</b>		

**1<sup>st</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 AUGUST 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
AC 21/04	2020/2021 Internal Audit Report on Annual Performance Report	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and no recommendations and concerns were raised.</li> </ul>
AC 21/05	2020/2021 Internal Audit Report on Annual Financial Statements	<ul style="list-style-type: none"> <li>Audit committee suggested that after the meeting acting CFO should have a meeting with internal audit to go through the report together and submit the remaining documents to address all findings raised.</li> <li>Audit committee is concerned that the impact and nature of the notes on prior period errors is not shown on the AFS.</li> </ul>

**ORDINARY MEETING**

**1<sup>st</sup> ORDINARY AUDIT COMMITTEE MEETING – 22 October 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS								
MANAGEMENT REPORTS										
AC 21/1	2021/2022 1st Quarter Performance Report (July-September 2021) (MM)	<ul style="list-style-type: none"><li>• The Audit Committee took note of the report that stated that the Municipality has achieved 86% on performance target.</li><li>• The Audit Committee raised concern under the Development Planning Department KPAs that for the target of 14 SMME's, only 6 were implemented as per the progress reported yet the KPI is reported as achieved while not achieved.</li><li>• Audit Committee advised management create a column in the report to state reasons for variance, whether KPI is under or over achieved.</li></ul>								
AC 21/17	2021/2022 1st Quarter Litigation Report (July-September 2021) (Manager Legal Services)	<ul style="list-style-type: none"><li>• The Audit Committee took note of the report with Two (2) new cases as follows:<ul style="list-style-type: none"><li>○ Labour Court, filed notice of intention to oppose on the 30 May 2021.</li><li>○ The Municipality got served with summons from Peri Formwork Scaffolding Engineering Ltd (PTY) and the plea is due to be filed on the 06 may 2021.</li></ul></li><li>• Audit Committee advised management to add a column in the report that will reflect how much was paid in terms of Legal Fee Attorneys</li><li>• No recommendations and concerns were raised.</li></ul>								
FINANCE										
AC 21/18	2021/2022 1st Quarter Finance Report on the following: a) Unauthorised/Irregular and Fruitless and wasteful expenditure (UIF) b) Debt collection c) Section 52 Report d) Supply Chain /Procurement Report e) Overtime Report	<p>The Audit Committee took note of the reports and raised a concern on the high spending on overtime within Community Services Department.</p> <p><b>a) Unauthorised/Irregular and Fruitless and wasteful expenditure (UIF)</b></p> <p>The table below illustrates the expenditures in total for quarter 1</p> <table><tr><th colspan="2">Cumulative figures as at end of Quarter 1 of 2021/2022 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R0.00</td></tr><tr><td>Total irregular expenditure</td><td>R6 245 917.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R202 734.51</td></tr></table>	Cumulative figures as at end of Quarter 1 of 2021/2022 financial year		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R6 245 917.00	Total fruitless and wasteful expenditure	R202 734.51
Cumulative figures as at end of Quarter 1 of 2021/2022 financial year										
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Total fruitless and wasteful expenditure	R202 734.51									

**1<sup>st</sup> ORDINARY AUDIT COMMITTEE MEETING – 22 October 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS												
	(July-September 2021) (CFO)	<p><b>Refer to annexure A for detailed expenditures</b></p> <p><b>b) Debt collection</b></p> <p>The table below illustrates the revenue collected in total for quarter 1:</p> <table border="1"> <thead> <tr> <th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr> </thead> <tbody> <tr> <td>July</td><td>R15 438 934</td><td>87%</td></tr> <tr> <td>August</td><td>R14 583 739</td><td>80%</td></tr> <tr> <td>September</td><td>R15 347 296</td><td>88%</td></tr> </tbody> </table> <p><b>c) Supply Chain /Procurement Report</b></p> <p>Deviations - no deviations were processed during first quarter</p> <p><b>d) Overtime Report</b></p> <p>The departmental proportional contribution towards overtime expenditure is as follows:</p> <ul style="list-style-type: none"> <li>• Community Services – 77,87%</li> <li>• Infrastructure – 20,25%</li> <li>• Finance – 1,03%</li> <li>• Executive Support – 0,85%</li> </ul> <p><b>Refer to annexure B for detailed expenditures</b></p> <p>The Audit Committee requested that management should adjust the project that are on hold to zero weighted during the SDBIP adjustment.</p>	Month	Revenue collected	Revenue %	July	R15 438 934	87%	August	R14 583 739	80%	September	R15 347 296	88%
Month	Revenue collected	Revenue %												
July	R15 438 934	87%												
August	R14 583 739	80%												
September	R15 347 296	88%												
AC 21/33	2020/2021 4 <sup>th</sup> Quarter Overtime Report (April - June 2021) (CFO)	<ul style="list-style-type: none"> <li>• The Audit Committee raised a concern that the employees from Electrical and Solid Waste employees have exceeded the threshold for overtime. Management responded that arrangement has been put in place to limit their hourly rate to enable the overtime expenditure to be within the threshold.</li> <li>• The Audit Committee advised management to implement the overtime standard operating procedure manual as this will serve as a prevention measures for excessive overtime.</li> </ul>												
<b>COMPLIANCE REPORTS</b>														
AC 21/23	2021/2022 1 <sup>st</sup> Quarterly Compliance Report (July-September 2021) (CCO)	<ul style="list-style-type: none"> <li>• The Audit Committee took note of the report and recommended the below: <ul style="list-style-type: none"> <li>○ The Compliance Unit to indicate on the report the recurring findings</li> <li>○ The Compliance Unit to add on the report the tracker indicating the findings that was raised and the progress on the implementation of the action plan</li> </ul> </li> </ul>												
<b>INFRASTRUCTURE SERVICES DEPARTMENT</b>														



**1<sup>st</sup> ORDINARY AUDIT COMMITTEE MEETING – 22 October 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS															
AC 21/24	2021/2022 1st Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (July- September 2021) (SMI)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and raised a concern of none alignment between budget spending and project status. The budget spending is high when comparing with the project status is low, e.g. Tafelkop project the budget spending 45% and project status 0%.</li> </ul> <p><b>The table below illustrates the expenditures in totals for the quarter:</b></p> <table border="1"> <thead> <tr> <th>Project Category</th><th>Expenditure</th><th>%</th></tr> </thead> <tbody> <tr> <td>MIG Funded</td><td>R19 373 519.95</td><td>33%</td></tr> <tr> <td>INEP Funded</td><td>R767 013.55</td><td>4%</td></tr> </tbody> </table>	Project Category	Expenditure	%	MIG Funded	R19 373 519.95	33%	INEP Funded	R767 013.55	4%						
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<b>CORPORATE SERVICES DEPARTMENT</b>																	
AC 21/25	2021/2022 ICT 1st Quarter Steering Committee Report (July- September 2021) (ICT)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and raised a concern regarding the budget allocated to ICT Unit. Management was requested to increase the budget allocation for ICT in the next budget adjustment to enable ICT Unit to install the record management system as municipal records are not safe in the building. All manual records may not be recovered in case of disaster.</li> <li>The Audit Committee requested Manager ICT to add in the report the audit findings and the status of implementation, in order to avoid recurring findings.</li> </ul>															
AC 21/26	2021/2022 1st Quarter Human Resources Report (must include section 56 managers' vacancies and signing of performance contracts) (July- September 2021) (SMCS)	<p>The Audit Committee took note of the report and raised a concern that the Municipality is operating with the acting positions in critical positions.</p> <p>There are three (3) vacancies of Directors/Senior Managers and one (1) for the Chief Finance Officer (CFO) and the progress on filling the positions is as follows:</p> <table border="1"> <thead> <tr> <th>No</th><th>Position</th><th>Progress</th></tr> </thead> <tbody> <tr> <td>1</td><td>Senior manager executive support</td><td>To be filled after the new elected council</td></tr> <tr> <td>2</td><td>Senior manager planning Land, and local economic development</td><td>To be filled after the new elected council</td></tr> <tr> <td>3</td><td>Senior manager infrastructure services</td><td>To be filled after the new elected council</td></tr> <tr> <td>4</td><td>Chief financial officer</td><td>To be filled after the new elected council</td></tr> </tbody> </table>	No	Position	Progress	1	Senior manager executive support	To be filled after the new elected council	2	Senior manager planning Land, and local economic development	To be filled after the new elected council	3	Senior manager infrastructure services	To be filled after the new elected council	4	Chief financial officer	To be filled after the new elected council
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3	Senior manager infrastructure services	To be filled after the new elected council															
4	Chief financial officer	To be filled after the new elected council															
<b>EXECUTIVE SUPPORT DEPARTMENT</b>																	
AC 21/27	2021/2022 1st Quarter Council Resolutions Implementation	The Audit Committee took note of the report and no recommendations and concerns were raised as all the resolutions were registered and implemented.															

**1<sup>st</sup> ORDINARY AUDIT COMMITTEE MEETING – 22 October 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
	Register/Report (July-September 2021) (SMES)	
<b>RISK MANAGEMENT</b>		
AC 21/28	2021/2022 1st Quarter Risk Management Committee Report (July-September 2021) (CRO)	Audit Committee deferred the report to the next meeting as there was no representative from Risk unit to present the report.
<b>INTERNAL AUDIT</b>		
AC 21/29 AC 21/30	2021/2022 1st Quarter Progress report on Internal Audit Annual Plan (July-September 2021) (IA)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and appreciated the 100% achievement of the 1<sup>st</sup> quarter progress on implementation of the internal audit plan for the 2021/2022 financial year.</li> <li>The Audit Committee took note of the Internal Audit Reports</li> </ul>

**SPECIAL MEETINGS**

**2<sup>nd</sup> Special Meeting**

**2<sup>nd</sup> SPECIAL AUDIT COMMITTEE MEETING – 21 OCTOBER 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/06  AC 21/07	2020/2021 AGSA Engagement Letter  2020/2021 AGSA Audit Strategy	<ul style="list-style-type: none"> <li>The Audit Committee took note of the AGSA Engagement Letter and Audit Strategy and raised the below concerns. <ul style="list-style-type: none"> <li>The Audit Committee is concerned of the fees increment of 7% as compared to other municipalities and national government who received less than 5% increased fees</li> <li>The Audit Committee is concerned that the 7% increase is not the true reflection of the budget increase as the budget was compared to the actual amount.</li> <li>Furthermore, the Audit Committee is concern that while the audit team is still the same as of previous year, the time planned for the audit increased with over 360 hours, the fees also increased while is it assumed that the same planning documents such as the system descriptions and audit programs of the previous audit will be used.</li> <li>The Audit Committee is concerned about the high pricing of travel and subsistence</li> </ul> </li> </ul>

### 3<sup>rd</sup> Special Meeting

3 <sup>rd</sup> SPECIAL AUDIT COMMITTEE MEETING – 10 DECEMBER 2021		
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/09	2020/2021 AGSA Audit Management Report	<ul style="list-style-type: none"> <li>The Audit Committee took note of the AGSA Audit Management Report and AGSA Audit Report and raised concern about the high number of non-compliance issues raised by AGSA and requested MM to provide the strategy on how municipality is going to address the issues</li> <li>The Audit Committee requested AGSA to share the pre adjustments made for management to develop an action plan on the matters and to prevent them being raised again in the coming financial year</li> </ul>
AC 21/09	2020/2021 AGSA Audit Report	

### SPECIAL MEETINGS

4 <sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 JANUARY 2022		
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/11	2020/2021 Draft Annual Report	<p>The Audit Committee took note of the Draft Annual Report and recommended the report with subject to all inputs incorporated before submission with the following supporting documents:</p> <ul style="list-style-type: none"> <li>○ AGSA Report</li> <li>○ Audit Committee Report</li> <li>○ Audit Action Plan</li> <li>○ Audited AFS</li> <li>○ Oversight Report</li> </ul>
AC 21/12	2021 Mid-year Performance Report	<p>The Audit Committee took note of the Report and raised the following:</p> <ul style="list-style-type: none"> <li>• Audit Committee raised a concern on the capital expenditure and conditional grant that were not spend and recommended that the institution should perform over 50% of spending for good assessment results by National Treasury.</li> <li>• Audit Committee advise management to measure the KPI of air conditions with a number and not in percentage as it is a unit of number</li> <li>• Audit Committee advise management to take in to consideration and implement all requirements of section 72 of the MFMA</li> <li>• Audit Committee advise management to develop Material Variance Policy</li> <li>• Audit Committee advise management to develop a process plan for the Annual and Mid-Year Performance Assessment Reports</li> </ul>
AC 21/13	2021/2022 Internal Audit Report on Mid-Year	<p>The Audit Committee took note of the Report and raised the following:</p> <ul style="list-style-type: none"> <li>• Audit Committee raised a concern of deadlines that the Annual Report should be submitted to council in a day and yet there are quite a lot of findings to address and requested that MM should oversee and ensure that all inputs are</li> </ul>

**4<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 JANUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
	Performance Assessment Report	<p>incorporated and internal audit findings addressed before submission of the Mid-Year Report</p> <ul style="list-style-type: none"> <li>Audit Committee raised a concern that we still having non alignment issues between IDP, SDBIP, Budget and mid-year performance report as per internal audit report that can lead to an audit query or regression on our audit opinion.</li> </ul>

**5<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/14	2020/2021 Internal Audit Report on adjusted SDBIB and Budget.	<ul style="list-style-type: none"> <li>Audit Committee welcomed the report as presented without concerns.</li> <li>Audit Committee advised management to avail the technical indicators description manual (data sheet) to members of the committee so that they can assist in shaping it to meets the description of description manual for KPI's.</li> <li>Audit Committee advised management to consider the review of Data Sheets in the 2022/2023 FY in the Internal Audit Plan</li> </ul>
AC 21/15	2021/2022 adjusted SDBIB	<p>The Audit Committee took note of the Report and raised the following:</p> <ul style="list-style-type: none"> <li>Audit Committee raised a concerned that the KPI for Number of strategic and operational risk assessment conducted is conducted quarterly while the assessment should be done annually.</li> <li>Audit Committee raised a concerned that some KPI e.g. number of LLF meetings held, are not clear as to what the KPI seek to achieve</li> <li>Audit Committee raised a concerned that the budget was significantly decreased for Reticulation of stands with electrical infrastructure at Vlakfontein yet the target has not been changed.</li> <li>The adjusted SDBIP was recommended for council approval with the incorporation of the inputs made.</li> <li>Audit Committee advised management to relook and strengthen the evidence or POE required for verification of the achievement to align with the achievement.</li> </ul>
AC 21/16	2021 Adjusted budget	<p>The Audit Committee took note of the Report and raised the following:</p> <ul style="list-style-type: none"> <li>Audit Committee raised a concern that there is no narration for property rates on what informed the significant adjustment upwards from R38m to R42m.</li> <li>Audit Committee raised a concern on investment revenue that we planned to invest for 5 months and there is only 4 months left before year end. The committee advised that investments must be in line with the financial year</li> <li>Audit Committee raised a concern on the delay on acquiring the speed cameras when we are supposed to be generating more revenue on.</li> </ul>

**5<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 23 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
		<ul style="list-style-type: none"> <li>Audit Committee raised a concern that our debtors are growing up and impairment are more or less the same. That indicate that the strategy in place is not working as intended.</li> </ul>

**ORDINARY MEETING**

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 11 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 22/10	2021/2022 2 <sup>nd</sup> Progress report on Internal Audit Annual Plan (October-December 2021) (IA)	The Audit Committee took note of the report, raised concern that Internal Auditors were not trained for the entire financial year and advised that the Accounting Officer should allocate budget for training of internal audit staff during budget adjustment.
AC 22/9	2021/2022 2 <sup>nd</sup> Quarter Risk Management Committee Report (October - December 2021) (CRO)	The Audit Committee took note of the report and advised that management should add a column that will show the movement of risk against the action plans from the last quarter to the current quarter in order to monitor the progress made.
AC22/4	2021/2022 2 <sup>nd</sup> Quarterly Compliance Report (October – December 2021) (C&O)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and advised that since POPIA affects the whole Municipality, therefore it should not be left to one particular division and recommended all other division must participate in the implementation and compliance of the Act.</li> <li>The Audit Committee requested that Manager Compliance provides the compliance regulatory universe tracker going forward so that they can analyse the progress made.</li> <li>The Audit Committee advised that the manager compliance need to indicate the recurring findings in the report.</li> <li>The Audit Committee advised that compliance Office should take note of the new regulation on Municipal Staff Regulations.</li> </ul>
AC 22/3	2021/2022 2 <sup>nd</sup> Quarter Litigation Report (October – December 2021) (Manager Legal Services)	<p>The Audit Committee took note of the Report and raised the following:</p> <ul style="list-style-type: none"> <li>Audit Committee advised that Manager Legal should add commencement dates of cases as it will assist the committee to understand how long it took the municipality to actually finalize cases.</li> <li>Legal Manager was advised to also include the legal fees spent for each case in order for the members to perform a cost benefit analysis.</li> <li>Legal Manager is advised to separate civil and labour cases for statistical purposes</li> <li>Audit Committee advised the legal and finance department to look into GRAAP 19 in details regarding treatment and provision of legal matters.</li> </ul>

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 11 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS				
		<ul style="list-style-type: none"><li>The Municipality should also guard against the provision for contingent asset and liabilities.</li></ul>				
FINANCE						
AC22/3	2021/2022 2nd Quarter report on Unauthorised/Irregular and Fruitless and wasteful expenditure (UIF)	<p>The Audit Committee took note of the reports and raised the following concerns:</p> <ul style="list-style-type: none"><li>The high spending on overtime within Community Services Department.</li><li>Audit Committee raised a concern that the Municipality is at an urge of financial recovery. The Municipality is only left with R76million which is invested and not immediately available to pay creditors.</li><li>Audit Committee is concerned that the cost coverage ratio presented indicates that the Municipality is not in a good financial position and the operational costs of the Municipality still need to be covered</li><li>Audit Committee requested the opportunity to review the current budget policy and make inputs.</li></ul> <p>The Audit Committee advised as follows:</p> <ul style="list-style-type: none"><li>Audit Committee advised that the overtime issue must also be discussed at a level of LLF so that everyone understand the process and application of the internal controls in place.</li><li>The Municipality should ensure that where they collect more revenue the services are rendered to maintain the good collection rate.</li><li>Audit Committee advised the municipality to prepare a financial recovery plan as there is a risk that the municipality can be put under administration.</li><li>The cost cutting measures needs to be strengthens in order to manage the current situation.</li><li>Audit Committee advised that the municipality need to develop an SCM deviation check list.</li><li>CFO should engage the bank to find out if the current bank account can be upgraded to put the suggested internal controls whereby a customer can select Elias Motsoaledi as a beneficiary when making payments.</li><li>All material variances to be explained in detail.</li><li>Audit Committee advised the Acting CFO not to proceed with the appropriation of the Land Affairs Grant until approval is received in writing from the National Treasury.</li><li>Compliance Office to review compliance of the various legislation relating to the application of overtime and report back to Audit Committee.</li></ul> <ul style="list-style-type: none"><li>Unathorised/Irregular and Fruitless and wasteful expenditure (UIF)</li></ul> <p>The table below illustrates the expenditures in total for quarter 2</p> <table><tr><th colspan="2">Cumulative figures as at end of Quarter 1 of 2021/2022 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R0.00</td></tr></table>	Cumulative figures as at end of Quarter 1 of 2021/2022 financial year		Total Unauthorized expenditure	R0.00
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**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 11 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS																	
		<table><tr><td>Total irregular expenditure</td><td>R23 312 416.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R316 295.06</td></tr></table> <p><b>Refer to annexure A for detailed expenditures</b></p> <ul style="list-style-type: none"><li><b>Debt collection</b></li></ul> <p>The table below illustrates the revenue collected in total for quarter 2:</p> <table><tr><th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr><tr><td>October</td><td>R140 398 956.35</td><td>57%</td></tr><tr><td>November</td><td>R138 982 807.82</td><td>115%</td></tr><tr><td>December</td><td>R140 813 315.64</td><td>87%</td></tr></table> <ul style="list-style-type: none"><li><b>Supply Chain /Procurement Report</b></li></ul> <p>Deviations - no deviations were processed during first and second quarter</p> <ul style="list-style-type: none"><li><b>Overtime Report</b></li></ul> <p>The departmental proportional contribution towards overtime expenditure is as follows:</p> <ul style="list-style-type: none"><li>Community Services – 73.3%</li><li>Infrastructure – 23,74%</li><li>Executive Support – 1,81%</li><li>Finance – 0,81%</li></ul> <p><b>Refer to annexure B for detailed expenditures</b></p>		Total irregular expenditure	R23 312 416.00	Total fruitless and wasteful expenditure	R316 295.06	Month	Revenue collected	Revenue %	October	R140 398 956.35	57%	November	R138 982 807.82	115%	December	R140 813 315.64	87%
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INFRASTRUCTURE SERVICES DEPARTMENT																			
AC22/5	2021/2022 2 <sup>nd</sup> Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (October - December 2021) (SMI).	<ul style="list-style-type: none"><li>The Audit Committee took note of the report and raised a concern of non-alignment between budget spending and project status. The budget spending is high when comparing with the project status is low.</li><li>The Audit Committee advised management to submit an acceleration plan for capital projects that are still in progress to Audit Committee for review and monitoring.</li></ul> <p><b>The table below illustrates the expenditures in totals for the quarter:</b></p> <table><tr><th>Project Category</th><th>Expenditure</th><th>%</th></tr><tr><td>MIG Funded</td><td>R32 548 969.39</td><td>59%</td></tr><tr><td>INEP Funded</td><td>R871 472.29</td><td>0%</td></tr></table>		Project Category	Expenditure	%	MIG Funded	R32 548 969.39	59%	INEP Funded	R871 472.29	0%							
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CORPORATE SERVICES DEPARTMENT																			

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 11 FEBRUARY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
AC22/6	2021/2022 ICT 2 <sup>nd</sup> Quarter Steering Committee Report (October- December 2021) (ICT)	<p>The Audit Committee took note of the report and raised concerns as follows:</p> <ul style="list-style-type: none"> <li>• Audit Committee indicated that they are concerned about the lack of budget for ICT policies and systems.</li> <li>• The picture relating to lack of budget painted by ICT manager in his reports is alarming and require urgent attention from Management.</li> <li>• The Audit Committee raised a concern that lack of ICT policies will prevent them to perform proper oversight on ICT security issues.</li> <li>• Audit Committee advised management to make provision of budget for ICT.</li> <li>• Audit Committee advised management to make commitments and action plans to address challenges relating to ICT budget.</li> <li>• Audit Committee advised ICT to sell itself to management on various issues especially on the integration of some projects to show that ICT can add value in the projects and services of the Municipality.</li> </ul>
AC22/7	2021/2022 2 <sup>nd</sup> Quarter Human Resources Report (must include section 56 managers' vacancies and signing of performance contracts) (October - December 2021) (SMCS).	<ul style="list-style-type: none"> <li>• Audit Committee noted the presentation by the Director Corporate Services however raised a concern that the report is only made verbally and no document is attached.</li> <li>• Director Corporate Services presented that there will be a special meeting with council to request approval for advertisement of all vacant senior manager's positions.</li> <li>• Audit Committee requested that Corporate Services should develop a comprehensive report on human resource issues.</li> <li>• ICT unit should establish an ICT Steering Committee that will deal with ICT related issues and ensure that ICT services are fully implemented in the Municipality.</li> </ul>
<b>EXECUTIVE SUPPORT DEPARTMENT</b>		
AC22/8	2021/2022 2 <sup>nd</sup> Quarter Council Resolutions Implementation Register/Report (October - December 2021) (SMES)	The Audit Committee took note of the report and no recommendations and concerns were raised.

**SPECIAL MEETINGS**



**6<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 19 and 30 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/18	2022/2023 IDP	<p>The Audit Committee took note of the IDP and raised the following concerns:</p> <ul style="list-style-type: none"> <li>• The Audit Committee raised a concern that Audit Committee, Performance Audit Committee and committee of Council are not included in the list of committees established.</li> <li>• The Audit Committee recommended that the appointments dated of the Audit Committee should be aligned.</li> <li>• The Audit Committee raised a concern that the municipality is in the first year of new council and the IDP does not have 5 years' view as it covers 2020/2021 to 2025/2026 Financial years instead of covering 2021/2022 to 2026/2027.</li> <li>• The Audit Committee raised a concern that the IDP contain the outdated data.</li> <li>• Audit Committee raised a concern that volume of the document although reduced however there was still a lot of academic data that has no direct impact to the IDP.</li> <li>• Audit Committee raised a concern that programs were not consistence across the document, some program were on the annual plan however not reflect on the summary of the program.</li> <li>• The Audit Committee advised management to include Audit Committee, Performance Audit Committee and committee of Council on the list of committees established in the next review.</li> <li>• The Audit Committee advised management to review the policies and by-laws.</li> <li>• The Audit Committee advised management to factor in the IDP the strategic Risk Register with mitigation measures and Waste Management Plan.</li> </ul>

**7<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 27 JUNE 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/22	2022/2023 Draft Risk Management Plan	<ul style="list-style-type: none"> <li>• The Audit Committee welcomed and noted the report with no concerns. The Committee advised CRO to Include combine assurance activities in the Risk Management Plan.</li> </ul>
AC 21/23	<p>Risk Management Strategies</p> <ul style="list-style-type: none"> <li>• Draft Risk Management strategy</li> <li>• Draft Anti- Fraud and Corruption Strategy</li> </ul>	<p>The Audit Committee took note of the report and raised concerns as follows:</p> <ul style="list-style-type: none"> <li>• Audit Committee is concerned that there are no roles and responsibilities of Risk Management Champions in the draft Risk Management Strategy.</li> <li>• Audit Committee is concerned there is a tolerance range for authorized expenditure, fruitless and wasteful and irregular expenditure that should not be there.</li> <li>• Audit Committee is concerned that the alignment of the Anti-Fraud and corruption strategy and Internal Audit plan as the strategy states that</li> </ul>

**7<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 27 JUNE 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
		<p>Internal Audit perform surprise audits as well as forensic Audit while the Internal audit plan does not include those assignments. CRO was requested to adjust the strategy to be aligned with Internal Audit Plan.</p> <ul style="list-style-type: none"> <li>• Audit Committee advised management to replace the heading of statute of Anti-Fraud and corruption to policies or procedures because what is listed under the heading statute, is not correct as statute refer to Acts of parliament that have been promulgated.</li> <li>• Audit Committee advised management to be clear on who is responsible for investigations</li> <li>• Audit Committee advised management to include Code of conduct for councilors in the Anti-Fraud and corruption strategy.</li> </ul>
AC 21/24	<p>Risk Management Policies</p> <ul style="list-style-type: none"> <li>• Draft Risk Management Committee Charter</li> <li>• Draft Risk Management Policy</li> <li>• Draft Business Continuity Policy</li> <li>• Draft Councilors Protection Policy</li> </ul>	<p>The Audit Committee took note of the report and advised as follows:</p> <ul style="list-style-type: none"> <li>• Audit Committee advised management to include the aspect of contract termination in the charter.</li> <li>• Audit Committee advised management to appoint an independent external Risk Committee Chairperson.</li> <li>• Audit Committee advised management to make the role of individual councilors clear in the Draft Councilors Protection Policy.</li> </ul>
AC 21/25	<p>Draft Strategic and 2022/2023 Operational Internal Audit Plan</p>	<p>Audit Committee took note of the Draft Strategic and 2022/2023 Operational Internal Audit Plan and raised the concerns as follows:</p> <ul style="list-style-type: none"> <li>• The plan is aligned with the old structure as the new staff establishment is not yet approved by Council that may affect hours planned for the year.</li> <li>• Audit Committee advised management to reflect the financial implication for outsourced activities.</li> </ul>
AC 20/26	<p>2021/2022 Internal Audit Policies</p> <ul style="list-style-type: none"> <li>• Draft Internal Audit Charter</li> <li>• Draft Audit Committee Charter</li> <li>• Draft Internal Audit Methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Committee took note of the Internal Audit and Audit Committee charters with no concerns, however made recommendations and inputs that need to be incorporated before approval. The committee requested that inputs provided should be incorporated and charters to be forwarded back to the committee for final review and approval.</li> </ul> <p>The following are some inputs:</p> <ul style="list-style-type: none"> <li>• Audit Committee advised management not to summarize certain information as important aspect may be hidden</li> <li>• Audit Committee advised management to highlight the role of Audit Committee Misconduct Board, POPIA, circular 65 requirements, sections adopted from King IV report and time frames for external assessment in the charter.</li> </ul>

**7<sup>th</sup> SPECIAL AUDIT COMMITTEE MEETING – 27 JUNE 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
		<ul style="list-style-type: none"> <li>Audit Committee requested Internal Audit to cluster correctly information under independence paragraph mainly on the relationship between Internal Audit and Audit Committee.</li> <li>Audit Committee note and approves the 2022/2023 Internal Audit Methodology with no concerns and inputs.</li> </ul>

**ORDINAY MEETING**

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 25 APRIL and 9 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 22/12 AC 22/13 AC 22/14	<ul style="list-style-type: none"> <li>2021/2022 3rd Quarter Progress report on Internal Audit Annual Plan (January - March 2022)</li> <li>2021/2022 Internal Audit Reports (January - March 2022)</li> <li>2020/2021 AG Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report, raised concern that Internal Auditors were not trained for the entire financial year and advised that the Accounting Officer should allocate budget for training of Internal Audit staff during budget adjustment.</li> <li>Audit Committee raised a concern that there are still misalignments recurring on the SDBIP and Budget. This proves that there is no strategy in place to ensure alignment of the 2 documents.</li> <li>The Audit Committee is concerned that the municipality is moving very slow in terms of addressing findings raised by Internal Audit. The progress is not satisfying for most departments.</li> <li>The Audit Committee is concerned that some Service Level Agreements have not been fully signed by both parties, specifically the contractors as evidence that they acknowledge and accepted the offer.</li> <li>Audit Committee advised management to come with controls that will force contractors to sign SLA. Also advised the CFO not to process payment of contractors who failed to sign service level agreement(SLA) as an internal control.</li> <li>Audit Committee chairperson promised one on one meeting with the Municipal manager to discuss and develop internal controls that will add value to the organisation and that will prevent unnecessary and costly litigations.</li> </ul>
AC 22/15	2021/2022 3rd Quarter Risk Management Committee Report (January - March 2022)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report with no concerns. The committee advised that management should add the Business Continuity Plan in the report.</li> <li>The Audit Committee requested management to do follow ups on the appointment of the Risk Management Chairperson as it is a matter of urgency and compliance.</li> </ul>

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 25 APRIL and 9 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS																				
AC22/16	2021/2022 3rd Quarterly Compliance Report (January - March 2022)	<ul style="list-style-type: none"><li>The Audit Committee took note of the report and raised a concern that monitoring of the service providers is not performed on monthly basis and advised that the Manager Compliance need to have a control tool that will assist that this particular activity is properly monitored on a monthly basis.</li></ul>																				
AC22/17	2021/2022 3rd Quarter Performance Report (January - March 2022)	<ul style="list-style-type: none"><li>Audit Committee deferred the item to next meeting as Manager PMS was absent to the meeting and there was no one to present the report.</li></ul>																				
AC 22/18	2021/2022 3rd Quarter Litigation Report (January - March 2022) (Manager Legal Services)	The Audit Committee took note of the report and advised as follows: <ul style="list-style-type: none"><li>Management to focus on the quarterly progress status when reporting and also avoid the use of legal language to allow people who are not legally qualified to also be able to understand the report.</li><li>Management to highlight in the summary the total expenditure for the quarter under review.</li></ul>																				
FINANCE																						
AC22/19	2021/2022 2nd Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF)	<p>The Audit Committee took note of the reports and raised the following concerns:</p> <ul style="list-style-type: none"><li>The financial difficulties that led to depletion of funds mainly on Repairs and Maintenance.</li><li>The underperformance of INEP Grant caused by delays in the appointment of Service Providers. The late approval of design from Eskom also contributed to the late appointment of contractors.</li></ul> <p><b>Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF)</b></p> <p>The table below illustrates the expenditures in total for quarter 2</p> <table><tr><th colspan="2">Cumulative figures as at end of Quarter 1 of 2021/2022 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R0.00</td></tr><tr><td>Total irregular expenditure</td><td>R31 894 919.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R572 830.54</td></tr></table> <p><b>Refer to annexure D for detailed expenditures</b></p> <p><b>Debt collection</b></p> <p>The table below illustrates the revenue collected in total for quarter 2:</p> <table><tr><th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr><tr><td>January</td><td>R140 398 956.35</td><td>69%</td></tr><tr><td>February</td><td>R138 982 807.82</td><td>75%</td></tr><tr><td>March</td><td>R140 813 315.64</td><td>93%</td></tr></table> <p><b>Supply Chain /Procurement Report</b></p>	Cumulative figures as at end of Quarter 1 of 2021/2022 financial year		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R31 894 919.00	Total fruitless and wasteful expenditure	R572 830.54	Month	Revenue collected	Revenue %	January	R140 398 956.35	69%	February	R138 982 807.82	75%	March	R140 813 315.64	93%
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**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 25 APRIL and 9 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS									
		<p>Deviations - no deviations were processed during first and second quarter</p> <p><b>Overtime Report</b></p> <p>The departmental proportional contribution towards overtime expenditure is as follows:</p> <ul style="list-style-type: none"> <li>• Community Services – 68.13%</li> <li>• Infrastructure – 28.48%</li> <li>• Executive Support – 1,29%</li> <li>• Finance – 2.10%</li> </ul> <p><b>Refer to annexure D for detailed expenditures</b></p>									
<b>INFRASTRUCTURE SERVICES DEPARTMENT</b>											
AC22/20	2021/2022 3rd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (January - March 2022) (SMI)	<p><b>2021/2022 3rd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (January - March 2022) (SMI)</b></p> <p>The Audit Committee took note of the report and raised a concerns as follows:</p> <ul style="list-style-type: none"> <li>• Audit Committee is concerned about the late appointment of most service providers for implementation of projects.</li> <li>• Audit Committee raised a concern that the actual completion dates are not captured and that will lead to targets not achieved at the correct or planned time.</li> <li>• Audit Committee raised a concern that some projects are overspending yet the progress is not satisfying.</li> <li>• Audit Committee is concerned about the value add with regards to the use of consultants as we have delays and expenses attached to the projects.</li> <li>• Audit Committee advised management to properly plan and seek support to avoid delays in the processes.</li> <li>• Audit Committee advised management to include overall performance report with regards to the number of the projects planned for the financial year versus the completed and not completed.</li> </ul> <p><b>The table below illustrates the expenditures in totals for the quarter:</b></p> <table border="1"> <thead> <tr> <th>Project Category</th><th>Expenditure</th><th>%</th></tr> </thead> <tbody> <tr> <td>MIG Funded</td><td>R43 285 809.05</td><td>75%</td></tr> <tr> <td>INEP Funded</td><td>R6 763 940.08</td><td>31%</td></tr> </tbody> </table>	Project Category	Expenditure	%	MIG Funded	R43 285 809.05	75%	INEP Funded	R6 763 940.08	31%
Project Category	Expenditure	%									
MIG Funded	R43 285 809.05	75%									
INEP Funded	R6 763 940.08	31%									
<b>CORPORATE SERVICES DEPARTMENT</b>											

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 25 APRIL and 9 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
AC22/21	2021/2022 ICT 3rd Quarter Steering Committee Report (January - March 2022)	<p>The Audit Committee took note of the report and raised concern and advised as follows:</p> <ul style="list-style-type: none"> <li>• Audit Committee raised a concern that there is a unauthorized expenditure with regards to the service provider expenditure that exceeded the budget</li> <li>• Audit Committee advised management to priorities the issue of procuring servers</li> <li>• Audit Committee advised management to consult and engage with Treasury if they can be assisted with resolving the issue of servers or get alternative option such as cloud at reasonable price.</li> <li>• Audit Committee advised management to write to Treasury and apply for exemptions of procuring ICT emergency services.</li> <li>• Audit Committee advised management to identify IT risks and highlight them in the ICT report to the Audit Committee for further management and advises.</li> </ul>
AC22/22	2021/2022 3rd Quarter Human Resources Report (must include section 56 manager's vacancies and signing of performance contracts) (January - March 2022)	<ul style="list-style-type: none"> <li>• Audit Committee noted the presentation by the Director Corporate Services raised a concern that the overtime policy or SOP does not require an agreement between the official and head of department that should be in place before overtime is performed.</li> <li>• The Audit Committee advised management to have a Human Resources Vacancy Report that highlight the timeframes as to when the position was vacant till it is filled to help in assessing the reasonability of time taken to fill the post and to help address challenges that may cause delays and also attend compliance matters.</li> </ul>
<b>PLANNING DEVELOPMENT AND LED</b>		
AC22/23	2021/2022 3rd Quarter Planning Development and LED Report (January - March 2022)	The Audit Committee took note of the report and no recommendations and concerns were raised as the report was submitted just few minutes before the meeting.
<b>COMMUNITY SERVICES</b>		
AC22/24	2021/2022 3rd Quarter Community Services Report (January - March 2022)	<ul style="list-style-type: none"> <li>• The Audit Committee took note of the report and no recommendations and concerns were raised.</li> <li>• The Audit Committee appreciate the assurance by Manager Public safety that overtime issues will be addressed going forward as Traffic officers will no longer work overtime unless as and when required in a matter of emergency.</li> </ul>
<b>EXECUTIVE SUPPORT DEPARTMENT</b>		
AC22/25	2021/2022 3rd Quarter Council Resolutions Implementation Register/Report (January - March 2022)	The Audit Committee took note of the report and no recommendations and concerns were raised.

**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 25 APRIL and 9 MAY 2022**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS





## APPENDIX H – LONG-TERM CONTRACTS AND PUBLIC PRIVATE PARTNERS

Long-Term Contracts (20 Largest Contracts Entered into 2021/2022)						
Number	Description of services rendered by service provider	Name of service provider (entity of municipal department)	Contract value	PERIOD		End User Dept.
				Start date of contract	Expiry date of contract	
1.	Upgrading of Dipakapakeng Access Road	Ralema Consulting Engineers Katlego ya sentso JV Rural Blue Belt	R 19,527,356.48	01 July 21	18 Apr 22	Infrastructure
2.	Upgrading of Tafelkop Stadium Access Road	Afritec Consulting Engineers SDVK construction and Projects	R 18,313,805.49	01 July 21	21 Feb 23	Infrastructure
3.	Upgrading of Bloempoot to Uitspanning Access Road	Sejagobe Engineers Mwelase & Ntshiana JV	R 20,039,374.64	01 July 21	21 Feb 23	Infrastructure
4.	Refurbishment of Groblersdal landfill site	Ralema Consulting Engineers Moribo / Maditsi JV	R0.00	N/A	N/A	Infrastructure
5.	Electrification of Masakaneng	AES Consulting F-Tech Services Rural Blue Belt	R 6,405,745.19	01 July 21	30 June 22	Infrastructure
6.	Electrification of Masakaneng	AES Consulting F-Tech Services Rural Blue Belt	R 6,405,745.19	01 Jul 21	30 June 23	Infrastructure
7.	Electrification of Vlaktefontein	NSK Electrical T.M Consortium	R1,480,809.85	01 Jul 21		Infrastructure
8.	Electrification of Matlala Lehwelere	NSK Electrical T.M Consortium	R2,620,000	01 Jul 21	30 June 23	Infrastructure
9.	Electrification of Ga Phosa	AES Consulting Lephata La Basha Trading	R3,975,425.80	01 Jul 21	30 June 23	Infrastructure
10.	Electrification of Rondebosc	Medupi Energy F-Tech Services	R1,440,815.33	01 Jul 21	30 June 23	Infrastructure
11.	Electrification of Maleoskop	Mogalemole Consulting Mwelase THOBS	R3,300,000.00	01 Jul 21	30 June 23	Infrastructure



## APPENDIX I - MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Not applicable



## APPENDIX J - DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July 2021- 30 June 2022		
Position	Name	Description of Financial Interest* (Nil/or details)
( Mayor)	Cllr: Mathebe L.J	Nil
Speaker	Cllr: Tladi M.D	Nil
EXCO members	Cllr:Matjomane G.D	Nil
	Cllr: Phatlane A	Nil
	Cllr: Ratlou S.W	Nil
	Cllr: Mashilo M.S	Nil
	Cllr: Phetla M.G	Nil
	Cllr: Maloba A.M	Nil
	Cllr: Shai K.C	50% Shareholder of Shaizo
	Cllr: Kotze J.P	Nil
		Nil
Councillors	51 councillors	
Municipal Manager	Kgwale M.M	500 Ordinary Share Sasol Inzalo
Chief Financial Officer		
Other S57 Officials		
Director Community Services	Kegopotsemang	Nil
Director Corporate services	Matumane M.D	96 Public Shares- Sasol Inzalo

## APPENDIX K – REVENUE COLLECTION PERFORMANCE

Description	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>Revenue By Source</b>									
Property rates	39 442	38 865	42 616	3 345	39 913	42 616	(2 702)	-6%	42 616
Service charges - electricity revenue	88 812	104 214	121 343	8 179	99 127	121 343	(22 216)	-18%	121 343
Service charges - refuse revenue	8 926	9 276	9 568	781	9 383	9 568	(185)	-2%	9 568
Rental of facilities and equipment	956	898	958	66	805	958	(153)	-16%	958
Interest earned - external investments	585	1 900	2 432	60	1 780	2 432	(652)	-27%	2 432
Interest earned - outstanding debtors	17 041	12 860	18 360	1 758	18 755	18 360	396	2%	18 360
Fines, penalties and forfeits	2 861	65 071	30 986	14	380	30 986	(30 606)	-99%	30 986
Licences and permits	4 635	5 240	6 026	-	5 513	6 026	(513)	-9%	6 026
Other revenue	1 819	664	6 829	269	2 924	6 829	(3 904)	-57%	6 829
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>165 077</b>	<b>238 989</b>	<b>239 116</b>	<b>14 471</b>	<b>178 582</b>	<b>239 116</b>	<b>(60 535)</b>	<b>-26%</b>	<b>239 116</b>

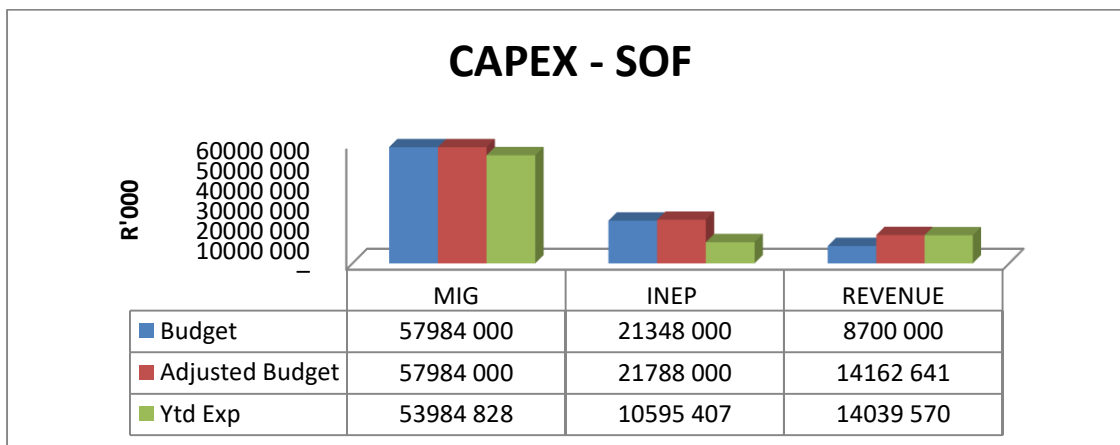
## APPENDIX L - CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Description	2020/21	Budget Year 2021/22					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	Full Year Forecast
<b>RECEIPTS:</b>							
<b>Operating Transfers and Grants</b>							
<b>National Government:</b>	4 281	4 849	4 849	4 849	4 849	-	4 849
Finance Management	2 600	2 650	2 650	2 650	2 650	-	2 650
EPWP Incentive	1 681	2 199	2 199	2 199	2 199	-	2 199
<b>Other grant providers:</b>	102	130	130	-	130	-	130
LGSETA Learnership and Development	102	130	130	-	130	-	130
<b>Total Operating Transfers and Grants</b>	4 383	4 979	4 979	4 849	4 979	-	4 979
<b>Capital Transfers and Grants</b>							
<b>National Government:</b>	15 000	21 348	21 348	11 593	21 348	-	21 348
Intergrated National Electrification Grant	15 000	21 348	21 348	11 593	21 348	-	21 348
<b>Provincial Government:</b>	-	-	-	-	-	-	-
Coghsta - Development	-	-	-	-	-	-	-
<b>District Municipality:</b>	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-
<b>Other grant providers:</b>	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	15 000	21 348	21 348	11 593	21 348	-	21 348
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	19 383	26 327	26 327	16 442	26 327	-	26 327

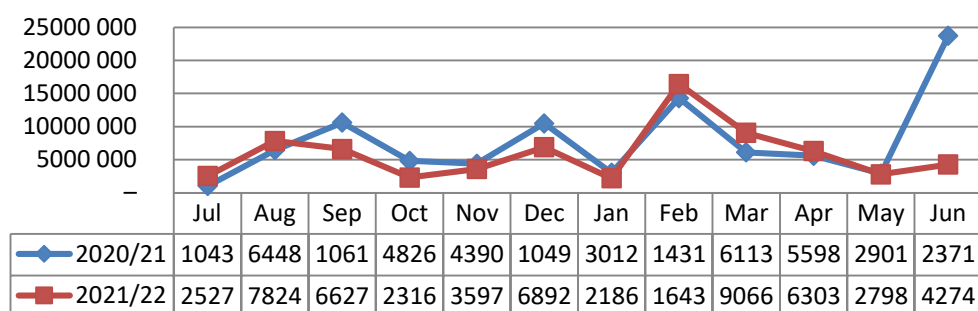
## APPENDIX M CAPITAL EXPENDITURE NEW AND UPGRADE /RENEWAL PROGRAMMES INCLUDING MIG

### CAPITAL EXPENDITURE

#### GRAPH 5: CAPITAL EXPENDITURE 2021/2022



## CAPEX - MONTHLY



**APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2021/2022**

<b>Capital Programme by Project 2021/2022 (,000)</b>					
<b>Capital Project</b>	<b>Original Budget</b>	<b>Adjustment Budget</b>	<b>Actual Expenditure</b>	<b>Variance (Act-Adj) %</b>	<b>Variance (Act-OB) %</b>
<b>Water</b>					
District function					
<b>Sanitation/Sewerage</b>					
District function					
<b>Electricity</b>					
Electrification of Zuma Park	R2,076,000		R2,076,000		100%
Electrification of Mashemong	R10,494,000	R10,737,000	R10,301,888.18		97%
Electrification of Ntswelemotse	R2,430,000.00	R2,190,000.00	R2,181,874.46		100%
<b>Roads and Storm Water</b>					
Kgaphamadi construction of bus route, bridge and storm water control	R5,500,000.00	R11,654,018.00	R11,654,018.00		100%
Tambo construction of access road	R9,581,466.00	R10,065,679.00	R10,064,777.28		100%
Laersdrift bus route	R510,907.00	R806,095.00	R806,653.44		100%
Mogaung Construction Access Road Phase 2	R15,250,000.00	R15,543,556.00	R14,989,736.84		96%
Kgoshi Rammupudu Construction of Access Road Phase 2	R16,500,000.00	R16,491,620.00	R16,491,620.37		100%
Refurbishment of landfill site	R13,000,000	R0	R0		100%
Establishment of Fleet Centre	R1,512,286.96	R1,349,961.00	R1,349,960.43		100%
Upgrading of Motetema internal streets	R6,634,252.17	R6,461,803.45	R6,435,936.14		100%
Upgrading of Nyakurane internal access road (Design only)	R782,680.70	R608,695.65	R608,678.56		100%



# APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2021/2022

Capital Programme by Project by Ward 2021/2022		
R'000		
Capital Project	Ward(s) affected	Works completed (Yes/No)
<b>Water</b>		
District function		
<b>Sanitation/sewerage</b>		
District function		
<b>Electricity</b>		
Electrification of Masakaneng	14	No
Electrification of Maleoskop	12	No
Electrification of Rondebosch	19	Yes
Electrification of Ga-Phosa	24	Yes
Electrification of Matlala/Lehwelere	14	Yes
Electrification of Vlakfontein	23	Yes
<b>Housing</b>		
<b>Cemeteries</b>		
Fencing of Elandsdoorn/ Ntwane cemeteries	11	Yes
<b>Roads &amp; stormwater</b>		
Construction of Dipakapakeng Access Route	28	No
Construction of Bloompoot/Uitspanning Access Route	11	No (multi year project)
Construction of Tafelkop Access Route	27 & 28	No Multi year project

# APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools & Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
<b>Schools (Names, Locations)</b>				
Not applicable	0	0	0	0
Not applicable	0	0	0	0

**APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION**

<b>Service Backlogs Experienced by Community Where Another Sphere of Government is the Service Provider (Whether or Not Municipality Acts on Agency Basis)</b>		
<b>Services and locations</b>	<b>Scale of backlogs</b>	<b>Impact of backlogs</b>
Clinics	none	
Housing	none	
Licensing and testing centre	none	
Reservoirs	none	
Schools (primary & high)	none	
Sports fields	none	

**APPENDIX R - DECLARATION OF LOANS AND GRANTS MADE BY MUNICIPALITY**

<b>Declaration of Loans And Grants Made by Municipality 2021/2022</b>				
<b>All organisations or persons in receipt of loans*/Grants* provided by the municipality</b>	<b>Nature of project</b>	<b>Conditions attached to funding</b>	<b>Value 2021/2022 R`000</b>	<b>Total amount committed over previous and future years</b>
No grants and loans granted during the year under review			n/a	

**APPENDIX S - DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71**

<b>MFMA Section 71 Returns Not Made During 2021/2022 According to Reporting Requirements</b>	
<b>Return</b>	<b>Reason return not properly made on due date</b>
All MFMA Section 71 returns were made according to reporting requirements, and submitted in time	n/a

**APPENDIX T – NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT**

**Not applicable: all information is addressed in the annual report**



# **OVERSIGHT REPORT FOR THE 2021/2022 ANNUAL REPORT**

# **VOLUME II: AUDITED ANNUAL FINANCIAL STATEMENTS**