

# **ELIAS MOTSOALEDI LOCAL MUNICIPALITY**



**DRAFT 2016-2017 ANNUAL REPORT**

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## ACRONYMS

AG	: Auditor General
AFS	: Annual Financial Statements
ANC	: African National Congress
APC	: African People's Convention
AZAPO	: Azanian People's Organisation
CDW	: Community development worker
CFO	: Chief Financial Officer
CLLR	: Councillor
COGHSTA	: Department of Corporative Governance, Human Settlement and Traditional Affairs
COGTA	: Department of Corporative Governance and Traditional Affairs
COPE	: Congress of the People
CPMD	: Certificate Programme in Management Development
CWP	: Community Works Programme
EMLM	: Elias Motsoaledi Local Municipality
DA	: Democratic Alliance
EPWP	: Expanded Public Works Programme
ESS	: Employee Self Service
EXCO	: Executive Committee
FBE	: Free Basic Electricity
GIS	: Geographic Information System
GRAP	: General Recognized Accounting Practice
HR	: Human Resources
ICT	: Information Communication Technology
IDP	: Integrated Development Plan
INEP	: Integrated National Electrification Program
KM	: Kilometre
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
LIBSA	: Limpopo Business Support Agency
LLF	: Local Labour Forum
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
MFMP	: Municipal Finance Management Program
Mscoa	: Municipal Standard Charts of Accounts
N/A	: Not applicable
OHS	: Occupational Health and Safety
PAC	: Pan African Congress
PMS	: Performance Management System
SCM	: Supply Chain Management

SDBIP	: Service Delivery and Budget Implementation Plan
SDM	: Sekhukhune District Municipality
SEDA	: Small Enterprise Development Agency
SMME	: Small, Medium and Micro Enterprises
SPLUMA	: Spatial Planning and Land Use Management Act
UIF	: United Independent Front / Unemployment Insurance Fund
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

### 1.1 Mayor's foreword



**Councillor Julia Lata Mathebe**

Mayor: Elias Motsoaledi Local Municipality

#### 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 dawns 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 the administrative and political arms of the municipality to progressively address the expectations of our people.

#### INTRODUCTION

It is a pleasure for me to present Elias Motsoaledi Local Municipality 2016/17 Annual Report to our residents and other interested parties. The 2016/2017 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 the work of the municipality 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.

#### KEY POLICY DEVELOPMENTS

Council adopted a five year Integrated Development Plan (IDP) which is a single, inclusive and strategic plan for the development programmes of the municipality. The IDP links integrates and coordinates plans of the municipality.

The Municipality's performance is measured by satisfying 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 the 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 for accountability.
- Fast tracking the implementation of infrastructure projects
- Strengthening the relationship with the traditional leaders
- Creating job opportunities through the implementation of EPWP

## KEY SERVICE DELIVERY IMPROVEMENTS

The Municipality core service delivery functions are categorized into three: Electricity, Access roads and waste management. Municipality has 02 licensed landfill site in Groblersdal and Roosenekal and one transfer station in Hlogotlou. 6.3 kms of road was surfaced during the year under review. Municipality is licensed to provide electricity in 2 wards, ward 13 and ward 30 (Groblersdal and Roosenekal areas). The other 28 wards are Eskom licensed areas. Municipality has a backlog of 3.5% (3268) households without electricity. A total number of 60251 Households (96.5%) has access to Electricity (serviced both Eskom and EMLM). Ten villages namely Monsterlus stadium view, Makaapea, Tambo village, Masakaneng, Jabulani D3, Waalkraal A, Elandsdoorn A, Tshehla trust, Dipakapakeng, and Matsitsi were electrified through INEP grant and EMLM funds.

Municipality has created 69 jobs through EPWP projects and 1264 jobs created through CWP which is an increase from 768 CWP jobs created in 2015/2016 financial year. 01 flea market was hosted in Groblersdal town where local SMME'S exhibited their product for marketing.

## PUBLIC PARTICIPATION

The municipality has 300 ward committees who conducts public meetings in their respective wards together with ward councillors and submit monthly reports to the Speaker. During the year under review 23 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 2016/2017 IDP and Budget process where communities were given an opportunity to raise their needs to be incorporated in the 2016/2017 IDP and budget. Out of the total needs raised, only prioritized and budgeted needs were incorporated in the reviewed 2016/2017 IDP and budget.

## AGREEMENTS / PARTNERSHIPS

The municipality is currently partnering with NYDA for implementation of entrepreneurship artisan programme for youth development.

## CONCLUSION

I wish to thank all councillors, staff, residents stakeholders in particular rate payers for their contributions to pay for services .Together we strive to take our municipality forward.

.....  
**J. L. MATHEBE**  
**MAYOR**

## **1.2 Executive Summary**



This report records the progress made by the Municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery and Budget Implementation Plan. It also reflects on challenges and priorities for the 2016/2017 financial year. Chapter 12 of MFMA Section 121 (1) stipulates that every municipality must for each financial year prepare an annual report in accordance with this Chapter. EMLM has compiled the annual report to comply with legislation to give members of community and all stakeholders the performance of the municipality as to how the IDP and budget was implemented.

At the end of the financial year only one critical post was still vacant, Senior Manager Corporate Services and the recruitment process were in progress. We intend to reduce the vacancy rate of section 56 managers to zero in the next financial year 2016/2017. All Senior Managers concluded their performance agreements and quarterly performance reviews were conducted thereby allowing the preparation of quarterly reports to detect non-performance of the set targets.

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**R.M MAREDI**  
**MUNICIPAL MANAGER**

### 1.3 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 Bronkhorstspruit, 80 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 Witbank.

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 30 Wards and 60 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 CS 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	-
<b>TOTAL</b>	<b>100%</b>

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)**

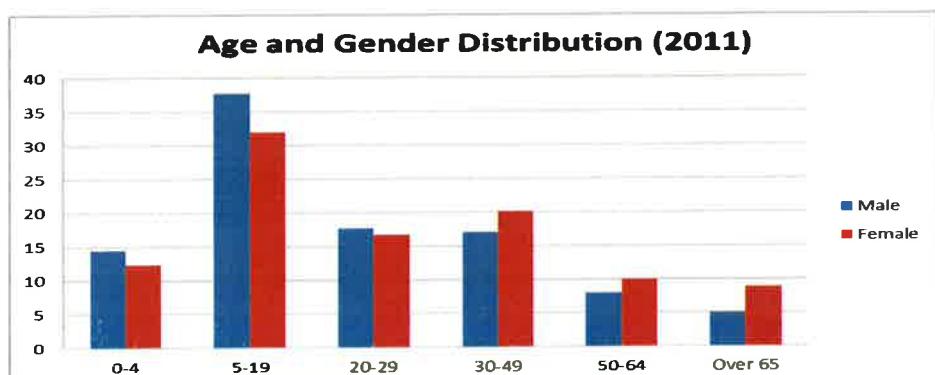
Economic Indicators	
Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
Total	100%

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%

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
Total	249 363	100	268256	99,9

Source: Stats SA 2011 and CS 2016

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

The average household size of 4:1 persons 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**

Tenure Status	2016
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**

Type Of Dwelling	2016
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**

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

## 1.4 SERVICE DELIVERY OVERVIEW

The Municipality core service delivery functions are categorized into three: Electricity, Access roads and waste management. Municipality has 02 licensed landfill site in Groblersdal and Roosenekal and one transfer station in Hlogotlou. 6.3 kms of road was surfaced during the year under review. Municipality is licensed to provide electricity in 2 wards, ward 13 and ward 30 (Groblersdal and Roosenekal areas). The other 28 wards are Eskom licensed areas. Municipality has a backlog of 3.5% (3268) households without electricity. A total number of 60251 Households (96.5%) has access to Electricity (serviced both Eskom and EMLM). Ten villages namely Monsterlus stadium view, Makaapea, Tambo village, Masakaneng, Jabulani D3, Waalkraal A, Elandsdoorn A, Tshehla trust, Dipakapakeng, and Matsitsi were electrified through INEP grant and EMLM funds.

Municipality has created 69 jobs through EPWP projects and 1264 jobs created through CWP which is an increase from 768 CWP jobs created in 2015/2016 financial year. 01 flea market was hosted in Groblersdal town where local SMME'S exhibited their product for marketing.

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.

## 1.5 FINANCIAL HEALTH OVERVIEW

### 1.5.1 BUDGET AND REVENUE COLLECTION

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 R413, 025 million that was adjusted upwards to R414, 976 million during budget adjustment. The actual revenue realized is R378, 125 million and this resulted in under-performance variance of R36, 850 million. All gazetted grants and subsidies amounting to R278, 524 million as well as an additional MIG allocation of R20 million were received during the financial year under review and they contributed a major portion of the total revenue base of the municipality since the grants dependency rate thereof was 75, 60% on capital expenditure budget and 69, 53% on revenue budget. The municipality had unspent MIG of R20, 854 million and INEP of R9, 606 million in 2016/17 financial year and the roll over still need to be applied for the unspent portion of conditional grants. All other conditional grants, which is FMG and EPWP achieved 100% spending.

### 1.5.2 EXPENDITURE

The original budget for operating expenditure was R328, 915 million that was adjusted upwards to R378, 434 million and the actual expenditure thereof is R304, 206 million. This reflects a negative variance of R74, 227 million that is partly attributed to depreciation and debt impairment that are not yet effected on the financial system. The major portion of operating expenditure is employee related cost that had original budget of R109, 053 million and the budget was adjusted upwards to R112, 496 million and the actual expenditure thereof is R112, 790 million and the reflected over-spending variance that is attributed to overtime and redemption of leave days.

**Table 12: Summary of financial overview**

Financial Overview – 2016/17			
Details	Original Budget	Adjustment Budget	Actual
Grants	288,524	298,524	265,441
Taxes, levies and tariffs	105,083	100,816	83,215
Other	19,418	15,636	29,469
Sub -Total	413,025	414,976	378,125
Less Expenditure	328,915	378,434	304,206
Net Total	84,109	36,542	73,919

**Table 13: Operating ratios**

Operating Ratios	
Detail	%
Employee Costs	43,69%
Repairs & Maintenance	3,16%
Finance Charges & Depreciation	0,38%

**Table 14: Total capital expenditure**

Total Capital Expenditure (R'000)		
Detail	2015/16	2016/17
Original Budget	99,981	94,449
Adjustment Budget	124,455	87,620
Actual	105,153	62,705

## 1.6 ORGANISATIONAL DEVELOPMENT OVERVIEW

### 1.6.1 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 has 358 employees, 02 employees were terminated due to an end of their contracts, 01 resigned due to normal retirement age of sixty five (65) and 02 employees passed-on. The municipality has 07 critical positions of which 01 (senior manager executive support) became vacant due to end of contract.

### 1.6.2 COMMITTEES

The following committees were established in strengthening human resource management.

- EAP committee
- Batho Pele committee

### 1.6.3 BURSARIES

Municipality assisted 19 students with registration fees at registered tertiary institutions to the value of R190 000. Preference was given to students from poor family backgrounds.

### 1.6.4 WORKPLACE SKILLS PLAN (WSP)

Municipality has developed the WSP for the year for 2016/2017 and it was submitted to LGSETA on the 28 May 2016 together with the Annual Training report for the year under review. 55 employees and 07 councillors received training for the year under review. No mandatory grants in the form of rebates were received from the LGSETA for the year under review.

## 1.7 AUDITOR GENERAL'S REPORT

The Audit finding for 2016/2017 financial year was a qualified opinion; refer to attached report on chapter 6. Municipality obtained qualified audit opinion for the previous six years (2011/2012, 2012/2013, 2013/2014, 2014/2015, 2015/2016 and 2016/2017). Audit action plan is in place as a corrective measure for improvement on the findings.

Basis for qualified opinion			
No.	2014/2015	2015/2016	2016/2017
1.	Leased Assets	Property rates	Revenue. Unknown properties on the valuation roll.
2.		Property plant and equipment	VAT receivable
3.		Fruitless and wasteful expenditure	Payables from exchange transactions
4.		Irregular expenditure	Lease rentals on operating lease
5.			Receivables from exchange transactions
6.			Section 32 Expenditures (Irregular, fruitless and wasteful and unauthorised expenditures)

## 1.8 STATUTORY ANNUAL REPORT PROCESS FOR 2016/2017

**Table 16: statutory annual report process**

No	Activity	Date	Responsibility
1	Finalise 4 <sup>th</sup> quarter report for previous financial year	30 July 2017	Municipal Manager
2	Submit draft annual report to internal audit and Auditor General	31 August 2017	Municipal Manager
3	Audit/Performance Committee considers draft annual report of municipality	26 August 2017	Municipal Manager
4	Mayor tables the unaudited annual report	27 August 2017	Mayor
5	Municipality submits draft annual report, including the consolidated annual financial statements and the performance report, to the Auditor General	31 August 2017	Municipal Manager
6	Auditor General assesses draft annual report, including the consolidated annual financial statements and performance data	31 August – 28 November 2017	Auditor General
7	Municipalities receive and start to address the Auditor General's comments	30 November 2017	Municipal Manager
8	MPAC Committee assesses the annual report	02-03 March 2018	MPAC Chairperson
9	Mayor tables annual report and audited financial statements to council, complete with the Auditor General's Report	22 January 2018	Mayor
10	Audited annual report is made public and representation is invited	29 January 2018	Municipal Manager
11	Council adopts oversight report	31 March 2018	Council
12	Oversight report is made public	01 April 2018	Municipal Manager
13	Oversight report is submitted to relevant provincial councils	07 April 2018	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, 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**

The year 2016 marked the end of five years term for municipal councillors. On 03 August 2016 it was the day for national elections in the whole country which bore the new term for municipal council in municipalities across the country. After the elections, EMLM held its first council meeting on 19 August 2016 for the election of new Mayor, Speaker, chief whip and swearing in of all councillors. In the same meeting the chairpersons of section 80 committees inclusive of MPAC chairperson were elected. The new council comprises of 06 political parties namely: African National congress (ANC) with 41 seats, Economic Freedom Fighters (EFF) with 10 seats, Democratic Alliance (DA) with 05 seats, and Bolshevik Party of South Africa (BPSA) with 03 seats, Mpumalanga Party (MP) with 01 seat and South African Maintenance and Estate Beneficiaries Association (SAMEBA) with 01 seat. Demarcation board declared our municipality to have additional one ward which will makes EMLM to have 31 Wards and 61 Councillors as compared to 30 Wards and 60 Councillors it had the previous term.

After the inauguration of new councillors, all councillors attended induction session for one week at Loskop Dam from 12 to 16 September 2016 which was coordinated SALGA Limpopo. The objective of the induction session was to capacitate all councillors to be competent in their area of leadership and knowledge of local government legislations. In order to enhance good governance and accountability, Municipality adopted separation of powers model which separated legislative arm from executive arm. 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. This 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 for the running of 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.

Municipality has 53 part-time Councillors, 7 full-time Councillors, 10 Executive committee members, 20 party representative councillors and 31 ward councillors. 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 5 ordinary and 7 special meetings.

**Table 1: Committee annual meetings**

Name of Meeting	Annual Target	Number of meetings convened	Number of meetings materialised	Total number of apologies received
<b>Council committees</b>				
Corporate Services	12	10	10	4
Strategic Department	12	0	0	0
Finance Department	12	12	11	3
Infrastructure Department	12	9	9	4
Development Planning	12	7	5	33
Community Services	12	7	7	10
Joint portfolio committee	-	2	2	0
Special Joint portfolio	-	-	-	-
Labour Forum	12	8	8	8
EXCO	12	12	12	7
Special EXCO	-	5	5	1
Council	4	5	5	46
Special Council	-	7	7	69
Programming	12	10	10	-
MPAC	4	10	10	14
<b>SCM committees</b>				
Specification	-	8	8	0
Evaluation	-	4	4	0
Adjudication	-	17	17	8

**Table 2: EMLM Councillors information**

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
1	ANC	Mphela	Mojabeng Amelia	F	078 423 2082
2	ANC	Phatiane	Alfred	M	078 423 2094
3	ANC	Mamakoko	Mokgohiwe Lettie	F	078 423 2010
4	ANC	Moima	Lizzy Mahlatse	F	078 423 2233
5	ANC	Makweoane	Agnes Mapetle	F	078 423 2131

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
6	ANC	Ndlovu	Raymond Ndumiso	M	078 423 2245
7	ANC	Phala	Magabolle Lucas	M	078 423 2280
8	ANC	Ratlou	Sefako Winter	M	078 423 2067
9	ANC	Ratau	Rose Mmapule	F	078 423 2074
10	ANC	Madisa	Kgadi Francinah	F	078 423 2283
11	ANC	Namane	Given Ranyaba	M	078 423 2038
12	ANC	Phorotlhoe	Thabiso Andries	M	078 423 2033
14	ANC	Bogopa	Botha	M	078 423 2263
15	ANC	Mahlangu	Julia	F	078 423 2177
16	ANC	Zulu	Ben Madolombane	M	078 423 2306
17	ANC	Ratau	Tsimisi Thabiso		078 423 2154
18	ANC	Machipa	Toudi Aron	M	078 423 2114
19	ANC	Masimula	Phahlana	M	078 423 2273
20	ANC	Skhosana	Waziwa Jim	M	078 423 2251
21	ANC	Makeke	George Monnana	M	078 423 2127
22	ANC	Matsepe	Motlalekgomo Maria	F	078 423 2088
23	ANC	Mahlangu	Nomsa Ndazi	F	078 423 2259
24	ANC	Mokganyetji	Thomas Mareme	M	078 423 2272
25	ANC	Maphophapha	Emily Maabele	F	078 423 2069
26	ANC	Motlafe	Manthwaleng Girly	F	078 423 2059
27	ANC	Mokwane	Magdeline Kubane	F	078 423 2149
28	ANC	Maipushe	Sekina Manku	F	0784232118
29	ANC	Malatji	Meriam Nape	F	078 423 2202
30	ANC	Kgopa	Kgabo Silas	M	078 423 2295
31	ANC	Msiza	Mothibe Rhodes	M	078 423 2125
PR1	ANC	Mathebe	Julia Lata	F	078 423 2078

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
PR2	ANC	Matjomane	Germinor Delly	F	078 423 2200
PR3	ANC	Tladi	Magetle David	M	078 423 2060
PR4	ANC	Phahlamohlaka	Tebogo Mafereke	M	078 423 2234
PR5	ANC	Mehlape	Salminah Hlaole	F	078 423 2036
PR6	ANC	Mmutle	Thabo Nelson	M	078 423 2308
PR7	ANC	Phetla	M.G	F	078 423 2281
PR8	ANC	Matsepe	Thapelo Stephina	F	078 423 2179
PR9	ANC	Makunyane	Hlako Justice	M	078 423 2051
PR10	ANC	Mashilo	Malope Samaria	F	078 423 2107
PR11	ANC	Makitla	Ramotlogeli Johannes	M	078 423 2118
PR1	BPSA	Mogotji	Fanie Motshole	M	078 423 2142
PR2	BPSA	Madondo	Vernatia-Claudia Philile	F	078 423 2035
PR3	BPSA	Mohlala	Moses Themba	M	078 423 2152
13	DA	Oosthuizen	Willem Nicolaas Saaiman	M	078 423 2117
PR1	DA	Alberts	Rots	M	078 423 2066
PR2	DA	Mathebe	Chipane Norman	M	078 423 2186
PR3	DA	Tshivhula	Murathi Pat	M	078 423 2282
PR4	DA	Kotze	Johan Pieter	M	078 423 2063
PR1	EFF	Hlathi	Margaret Zodwa	F	078 423 2195
PR2	EFF	Shai	Kweletsi Collen	M	078 423 2016
PR3	EFF	Lecheko	Virginia Morotse	F	078 423 2037
PR4	EFF	Ngwenya	Zodwa	F	078 423 2183
PR5	EFF	Ntuli	Marnotale Brenda	F	0837988080
PR6	EFF	Mosotho	Mooimane Tatane	M	078 423 2034
PR7	EFF	Ranala	Maselopi	F	078 423 2171
PR8	EFF	Ntheko	Tshepo Mokgobo	M	078 423 2181

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
PR9	EFF	Mthombeni	Vensile Lea	F	078 423 2119
PR10	EFF	Maloba	Alpheus Matome	M	078 423 2053
PR1	MP	Ramphisa	Motiba William	M	078 423 2182
PR1	SAMEB A	Matunyane	Nthabiseng Topsion	F	078 423 2124

**Table 3: Executive committee members**

Surname and Initials	Party	Ward no./ PR	Contact number	Gender
Cllr: Mathebe L.J	ANC	PR	078 423 2078	Female
Cllr: Machipa T.A	ANC	18	078 423 2114	Male
Cllr: Matjomane G.D	ANC	PR	078 423 2200	Female
Cllr: Phatlane A	ANC	02	078 423 2094	Male
Cllr: Mmutle T.N	ANC	PR	078 423 2308	Male
Cllr: Mashilo M.S	ANC	PR	078 423 2107	Female
Cllr: Phetla M.G	ANC	PR	078 423 2281	Female
Cllr: Maloba A.M	EFF	PR	078 423 2053	Male
Cllr: Shai K.C	EFF	PR	078 423 2016	Male
Cllr: Kotze J.P	DA	PR	078 423 2063	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 79 portfolio committees**

COMMITTEE	CHAIRPERSON	MEMBERS
Municipal Public Accounts Committee (MPAC)	Clr. Hlako Justice Makunyane	1.Clr. M.S. Mohlala 2.Clr. G.M. Motlafie 3.Clr. G.M. Makeke 4.Clr. J. Mahlangu 5.Clr. V.L. Mthombeni 6.Clr. M.L. Phala
Rules & Petitions	Clr. S.M. Maipushe	1.Clr. M. R. Msiza 2.Clr. T. M. Mokganyetji

COMMITTEE	CHAIRPERSON	MEMBERS
		3.Clr. S.W. Ratlou 4.Clr. T. A. Phorothhoe 5.Clr. M.N. Malatji 6.Clr. P. Madondo
Ethics	Clr. M.L. Phala	1.Clr. M.G. Motlafe 2. Clr. G.M. Makeke 3. Clr. J. Mahlangu 4. Clr. T.M. Phahlamohlaka 5. Clr. A. Phatlane 6. Clr. T.M. Nhleko 7. Clr. N.T. Matunyane
Executive Support	Clr. T.M. Phorothhoe	1.Clr. P. Masimula 2. Clr. K.S. Kgopa 3. Clr. T.T. Ratau (Whip) 4. Clr. M.B. Ntuli 5. Clr. F.M. Mogotji
Corporate Services	Clr. M.N. Malatji	1.Clr. G.R. Namane 2. Clr. M.L. Mamakoko 3. Clr. M.M. Matsepe (Whip) 4. Clr. R.J. Makitla 5. Clr. M.P. Tshivhula 6. Clr. M.T. Mosotho
COMMITTEE	CHAIRPERSON	MEMBERS
Community Services	Clr. T.M. Mokganyetji	1.Clr. M.K. Zulu 2. Clr. A.M. Mokweoane (Whip) 3.Clr. M.K. Mokwane 4. Clr. W. Oosthuizen 5. Clr. V.M. Lecheko
Budget & Treasury	Clr. S.W.Ratlou	1.Clr. E.M. Maphophla 2. Clr. L.M. Moima (Whip) 3. Clr. B. Bogopa 4. Clr. J. Kotze 5. Clr. S. Ngwenya
Development, Planning & LED	Clr. N.N. Mahlangu	1.Clr. R.N. Ndlovu 2. Clr. R.M. Ratau 3. Clr. S.M. Maipushe (Whip) 4. Clr. N.C. Mathebe 5. Clr. M. Ranala
Infrastructure	Clr. M.R. Msiza	1.Clr. W.J. Skosana 2. Clr. M.A. Mphela (Whip) 3. Clr. K. F. Madisa 4. Clr. T.S. Matsepe 5. Clr. A. Rots 6. Clr. M.Z. Hlathi
Local Geographical Names Change Committee (LGNCC)		1.Clr. K.P. Madisa 2.Leader of Executive Business 3. Chair of Chairs 4. Chairperson of Section 79 Development, Planning & LED 5. Chairperson of Rules & Petition Committee 6. Exco Member- Development , Planning & LED 7. Whip of Council 8. Party Whips of the Opposition Parties in Council

COMMITTEE	CHAIRPERSON	MEMBERS
	9. District Representative- Cllr. M.G. Motlale 10. Traditional Authorities in Council	
Committee of Presiding Officers	Speaker Chair of Chairs	Cllr. M.D. Tladi Cllr. S.H. Mehlape
Leader of Executive Business	Cllr A. Machipa	
Council Whippery	Chief Whip of Council Party Whip of ANC Party Whip of EFF Party Whip of DA Party Whip of BPSA Party Whip of SAMEBA Party Whip of MP	
Sekhukhune District Representatives	Political Party	Councilor
	ANC	1.Cllr. M.L. Phala 2.Cllr. M.G. Motlale 3.Cllr. S.H. Hlaole 4.Cllr. G.M. Makeke 5.Cllr. J. Mahlangu
	DA	6.Cllr. C.N. Mathebe
	EFF	1. Cllr. M.T. Mosotho

#### SECTION 80 COMMITTEES

COMMITTEE	CHAIRPERSON	MEMBERS
Budget & Treasury	Cllr. T.A. Machipa	1. Cllr. T.A. Phorotlhoe 2. Cllr. W.J. Skosana 3. Cllr. M.A. Mphela (Whip) 4. Cllr. M.N. Malatji 5. Cllr. Matsepe TS 7. Cllr. Dr. Rotze 8. Cllr. Hlathi M.Z
Infrastructure	Cllr Matjoramane G.D	1. Cllr. Mokganyetji TM 2. Cllr. Zulu M.K 3. Cllr. Makweoane Mk 4. Cllr. Momwane M.K 5. Cllr. Kotze 6. Cllr. Shai K.C
Community Services	Cllr Mashilo S.M	1. Cllr. Ratlou S.W 2. Cllr. Maphoza E.M 3. Cllr. Moima L.M 4. Cllr. Bogopa B 5. Cllr. Maloba 6. Cllr. Mathebe C.N
Corporate Services	Cllr Phatlane A	1. Cllr. Msiza M.R 2. Cllr. Masimula P

COMMITTEE	CHAIRPERSON	MEMBERS
		3. Clr Kgopa K.S 4. Clr Ratau T 5. Clr Ntuli MB 6. Clr Oosthuizen W
COMMITTEE	CHAIRPERSON	MEMBERS
Development Planning	Clr Mmutle N.T	1.Clr Madisa K.F 2.Clr Namane G.R 3.Clr Mamakoko M.L 4.Clr Matsepe N.M 5.Clr Makitla R.J 6.Clr Mosotho M.T 7.Clr Tshivhula M.D
COMMITTEE	CHARPERSON	MEMBERS
Executive Support	Clr Phetla PM	1.Clr Ndlovu R.N 2.Clr Ratau R.M 3.Clr Maipushe S.M 4.Clr Ranala M 5.Clr Mogotji F.M 6.Clr Mahlangu W.N

## 2.1.2 POLITICAL LEADERSHIP

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



**Councillor Julia Lata Mathebe**

**Mayor**

- 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 provided 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.



Speaker

Councillor Magetle David Tladi

- To preside at meetings of the council where she is present;
- To ensure that the council meets at least quarterly;
- To ensure compliance with the code of conduct for councillors 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.

## POWERS AND FUNCTIONS OF COUNCIL WHIP



### Council Whip

#### Cllr. Tebogo Phahlamohlaka

The Office of the Whip of Council has been introduced by the Notice on the Upper Limits on Councillor Remuneration in 2006. The 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. 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
- Ensures that councillor's motions are prepared and timeously tabled in terms of the procedural rules of 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 Matjomane Germinor Delly  
Political Head Infrastructure  
Treasury



Cllr Phatlane Alfred  
Political Head Corporate Services



Cllr Machipa Aron  
Political Head Budget and



Cllr Mashilo Samaria Malope  
Political Head Community Services



Cllr Phetla Mannyana Grace  
Political Head Executive Support



Cllr Mmutle Thabo Nelson  
Political Head Planning & LED



Cllr Maloba Alpheus Matome  
EXCO Member



Cllr Shai Kweletsi Collen  
EXCO Member



Cllr Kotze Johan Pieter  
EXCO Member

## FUNCTIONS OF EXECUTIVE COMMITTEE AS PER DELEGATION OF POWERS

- To report to council on all decisions taken by it;
- 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;
- 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 service is 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.

At the beginning of the financial year, the municipality had one (01) vacant position of Senior Managers accountable directly to the Municipal Manager namely: Senior manager Infrastructure and the vacancy was successfully filled in May 2017. By the end of the financial year, municipality had two (02) vacant position for senior managers namely: senior manager Executive Support and community services. The administrative components of municipality comprises of seven (7) senior managers and 35 managers.

**Table 5: EMLM management information**

Directorate	Designation	Initial and Surname	Gender
Office of the Municipal Manager	Municipal Manager	Ms R. M Maredi	Female
	Manager: Internal Audit	Mrs. V. P. Mokoele	Female
	Chief Risk Officer	Mr L. K. Mathebe	Male
	Manager: IDP	Mr. K. J. Motha	Male
	Manager: PMS	Ms R.P. Mdluli	Female
Executive Support	Senior manager : Executive support	Mr. M M Kgwale	Male
	Manager: Communications	Vacant	-
	Manager: Council Support	Mrs M Burger	Female
	Manager: IGR	Mr. M. J. Mathebe	Male
	Manager: Mayor Support	Mr. M. F. Mahlangu	Male
Corporate Services	Senior Manager : Corporate Services	Mr. A. Mayimele	Male
	Manager: Human Resources	Mr. L.M. Mafiri	Male

Directorate	Designation	Initial and Surname	Gender
	Manager: Administration	Mr. G.M Ditshego	Male
	Manager: ICT	Mr T. L. Mashaba	Male
Finance	Chief Financial Officer	Mr. P. G. Mapheto	Male
	Manager: Expenditure	Mr. C. Mtsweni	Male
	Manager: Budget and Treasury	Mr L. Sebelemetja	Male
	Manager: Assets	Mr. M. C Tjiane	Male
	Manager: Supply Chain Management	Mr M P. Mthimunye	Male
	Manager: Revenue	Mr B Mohlamme	Male
Infrastructure	Senior Manager : Infrastructure	Ms. M.R Makgata	Female
	Electrical Engineer	Mr K.K. Mametsa	Male
	Manager: Roads	Vacant	-
	Manager: PMU	Mr. F. Debeila	Male
	Superintendent Roads Construction Unit	Mr. J Malaka	Male
Community Services	Senior manager: Community Services	Vacant	-
	Manager: Environmental services	Ms M Mokhulwane	Female
	Manager: Licensing	Mr. M M Mokganyetji	Male
	Manager: Traffic	Mr. C Coetzee	Male
	Manager: Fleet	Mr. V Masilela	Male
	Manager: Hlogotlou	Mr. L. A Madiba	Male
	Manager: Roossenekal	Vacant	-
	Manager: Motetema	Mr. C. C. Masemola	Male
Development Planning	Senior manager : Development Planning	Mr. N. W. Phala	Male
	Manager: Development and Town Planning	Mr B.O 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

Sekhukhune District Municipality hosted a Joint Inauguration of Mayors in the District. The MEC of Sports, Arts and Culture Hon. Onicca Moloi visited two High Schools in Moutse i.e. Thejane Secondary School and ST Joseph's High School on the 12<sup>th</sup> January 2017, as part of Back to School Campaign. The MEC of Health Hon. Phopi Ramathuba visited Kgobokwane Village, Ward 3 to engage with the community on health matters and more importantly to encourage Home Based Care Groups to continue looking after the community. The Minister of Public Works Hon. Nathi Nhleko visited Hereford Farmers on the 10<sup>th</sup> June 2017 to handover letters in relation to Property

Rights. MEC of Social Development visited Moutse to handover school uniform to the needy learners. The Hon. Mayor of Elias Motsoaledi Local Municipality hosted an Outreach with the community of Legolaneng on the 23<sup>rd</sup> April 2017 to engage on service delivery issues. Ministry of Social Development in partnership with the Hon. MEC for Sports, Arts and Culture hosted the International Family Day in tafelkop, Ward 25.

### 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 complements 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 state 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 the affairs of the municipality, 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. It is the people who directs the type of service delivery and type of administration they want. During the year under review both the Mayor and Speaker had numerous outreach programs to engage with communities of Elias Motsoaledi Local Municipality. The Honourable Mayor had a meeting with the community of Tambo in ward 09 on the 24th July 2016, the main purpose of the meeting was to hand over Title Deeds to residents of RDP Section.

In partnership with the Honourable MEC for Sports ,Arts and Culture Ms Onicca Moloi, the Mayor visited local schools on the 12th January 2017 as part of the Back to School Program. Two schools in Moutse, namely Thejane High School and St Josephs were visited. The purpose of the visit was to encourage both teachers and learners to work hard during the current school calendar year in order to improve their performance. On the 17th January 2017, the Mayor and EXCO had a meeting with the community of Roosenekal (ward 30) to address electricity challenges. The purpose of that meeting was to ensure that the community do away with illegal connections which pose high level of risk for the community and also affecting revenue collection.

The Mayor's Outreach was held on the 23rd March 2017 in Legolaneng village (ward 22), the main purpose was to listen to the community concerns and also to provide feedback on progress made by the municipality on service delivery Programs. Ms Sthembile Mahlangu's living condition was raised by the community and the Honourable Mayor made a commitment to assist her family, her two children were bought school uniform and a two roomed house was built because they were staying in a shack for years. Football fields for all the schools in the ward were graded and two local football teams received soccer balls as part of Corporate Social Investment.

In line with Limpopo Provincial Aids Policy Framework of 2011, the Elias Motsoaledi Local Municipality established the Local Aids Council on the 22<sup>nd</sup> November 2016 in the Council Chamber to mainstream HIV/AIDS, STIs and TB. The Local AIDS Council is championed by the Honourable Mayor. The Women Caucus, which is constituted by all Women Councillors was established in terms of Municipal Systems Act No. 32 of 2003 on the 04<sup>th</sup> May 2017. The main objective of the Women Caucus is to act as an advisory and consultative body for all women councillors raising and representing their interest within the municipal council. The Women Caucus is chaired by a female councillor by the name of Cllr Hlaole Mehlape.

The 16 days of Activism for No Violence against Women and Children is an international awareness-raising campaign. It takes place every year from 25<sup>th</sup> November to 10<sup>th</sup> December. The period includes Universal Children's Day and World Aids Day. In promotion of 16 days of Activism the municipality held an awareness campaign in the form of a dialogue wherein gender based violence was discussed. The event was successfully held on the 08<sup>th</sup> December 2016 in Tafelkop. In celebrating Heritage Day, the Municipality partnered with Bakgaga Ba Kopa and Bantwane Traditional Authorities on the 16<sup>th</sup> September 2017 and 24<sup>th</sup> September 2017 respectively. Heritage Day is an important public holiday in South Africa as it recognises different aspects of South African culture.

Municipal Public Account Committee had a Strategic session at Burgersford from 20-22 February 2017 to analyse the Annual Report. (MPAC) visited ward 20, 27, 11, 3 and 13 from 13 March 2017 to 21 March 2017 for oversight visit as per the MPAC programme. The Annual Report for 2015/2016 was approved by Council on the 28<sup>th</sup> March 2017 under Council Resolution No MPAC 16/17-02. The Draft 2017/2018 Municipal Public Account Committee work program was approved on the 29<sup>th</sup> June 2017 under Council Resolution MPAC 16/17-05.

The Municipal Public Account Committee started to investigate the Fruitless and Wasteful Expenditure as well as the Irregular Expenditure incurred by the municipality and has appointed a service provider to assist to committee with investigations. After completion the committee will table its findings and recommendations to Council.

During the year under review the municipality held 26 IDP consultation meetings to consults communities for needs analysis. In 04 wards the meeting was unsuccessful due to non-attendance of community members. Community

needs were incorporated in the reviewed 2016/2017 IDP/Budget where priority was done based on available budget. All senior managers together with officials participated in this process in corporation with ward councillors and ward committees. The process of public participation has impacted positively on service delivery as municipality was given direction by community members as to what they expect from the municipality.

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

Communication is an important element of good governance. It is through communication that communities and other stakeholders are informed about the activities of the municipality, and thereby getting empowered to participate in the affairs of the municipality. EMLM Communities play a vital role to ensure accountability in municipal affairs. Council account to the community through established ward committee system and scheduled IDP/ Budget/ PMS community participation processes. The community participation processes have entrenched a culture of involving communities in decision making processes during the process and finalization of the IDP/Budget/PMS. Communities are continuously informed on municipal governance, management and development through the usage of the different local media, website, Facebook, stakeholders meetings and council sittings.

There are different types of effective forums which assist in knowledge sharing to achieve set goals of municipality those forums are as follows:

- PMS forum
- IDP forum
- Budget steering committee

The forums hold meetings quarterly with high attendance rate to discuss service delivery issues and measures to improve performance. PMS and IDP forums are represented by Sekhukhune district municipal officials, local municipality's officials and provincial officials. Budget steering committee is represented by the Chairperson of Finance and all section 56 managers. Whatever decision is taken in those forums that affect community members, such decision are communicated to members of community through our communication channels .e.g. financial status of municipality and performance of municipality

### **2.3.3 Ward Committees**

After the inauguration of new council, EMLM established ward committees in terms of Municipal Structures Act of 1998 and it has 300 ward committee members which is 10 members per ward. One ward (23) failed to elect ward committee members and the matter of resolving the problem is in progress in Speaker's office. Ward committees were trained during February 2017 to acquire skills to implement responsibilities vested in them. Ward Committees assist members of the community to participate in public meetings and take decisions that will take service delivery forward in our communities.

### 2.3.4 Public meetings

The purpose of these meetings is to give feedback and account to the community on the implementation of the IDP/Budget of the municipality. They are further utilized as a platform to agree on community needs. During the year under review 23 public meetings were held in different wards .All public meetings held were beneficial. Most of queries raised were water related queries and were referred to Sekhukhune district municipality.

PUBLIC MEETINGS						
Ward no	Nature and purpose of meeting	Number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrator s	Number of Community members attending	Issues raised by community
01	Community meeting	09	01	02	129	Water shortage at slovo Electrification of oorlog
02	Community meeting	04	no meeting	00	no meeting	no meeting
03	Community meeting	05	01	00	42	Water challenges Electricity- still waiting
04	Community meeting	09	01	00	62	Water challenge
05	Community meeting	08	01	03	95	Bad state of provincial road Regravelling of roads Clearing of bushes Need of storm water drainage
06	Community meeting	03	01	02		VIP toilets Water shortage
07	No meeting	No meeting	No meeting	No meeting	No meeting	No meeting
08	Community meeting	07	01	03		Electrification of madiba section Marapong bridg Storm wate control
09	Community meetings	10	01	00	1986	-Water shortage at Phooko - Community meeting

PUBLIC MEETINGS						
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
10	Community meeting	11	02	00	2268	-Re-graveling of roads - clearing of illegal dumping -Electrification of Jabulani
11	Community meeting	06	01	00	742	- Mohlamme Road - RDP houses Testing of underground water and boreholes fixing
12	Community meeting	11	01	00	3059	Inadequacy of bulk water capacity to supply all residence - R25 be repaired and storm water control - Re-Graveling of internal roads Illegal dumpings
13	Community meeting	3	02	05	276	-Water shortage -Tearing of road - need for clinic at Magagamatala - electrification
						-Storm water network -need for community hall
					No/ yes	Community meeting
						Community meeting

PUBLIC MEETINGS						
Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrator s	Issues raised by community	Issue addressed (Yes/No)
14	Community meeting	7	02	01	869 -need for CPF -water leakage -community clinic to be equipped	Yes/ no
15	Community meeting	07	01	0	110 -electrification - bulk water -re graveling of streets -paving of road to moshate	Community meeting
16	Community meeting	07	01	0	735 Water shorgate RDP houses VIP toilets Road paving	Yes
17	Community meeting	10	01	0	80 Electrification of Slovo section	Community meeting
18	Community meeting	10	01	0	100 DTT program	No
					Electrification Patching of tarred road Cleaning of illegal dumping	Community meeting
19	Community meeting	06	01	0	552 Water	No
20	Community meeting	07	01	0	765 RDP houses Water	Community meeting
21	Community meeting	07	01	0	765 RDP houses	Yes
22	Community meeting	07	01	0	666 Recruitment of labours for road project at Legolameng	Community meeting
23	Community meeting	07	01	00	654 Water project	No
					Community meeting	Community meeting

PUBLIC MEETINGS						
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
24	Community meeting	10	01	0	953	Legolaneng road Electrification Clinic RDP houses Fencing of cemeteries
25	Community meeting	09	01	0	859	Need for borehole Electrification Regravelling of Roads Water
26	Community meeting	06	01	0	435	Leakage of bulk water pipes Illegal connection of water
27	Community meeting	06	01	0	354	Road High mast lights Water
28	Community meeting	07	01	0	465	Electrification Gravelling of Roads Water Mobile clinic
29	Community meeting	10	01	0	135	Repairs of boreholes RDP Patching of boreholes
30	Community meeting	06	01	0	654	RDP houses Disconnection of electricity Disruption of council meeting

PUBLIC MEETINGS						
Ward no	Nature and purpose of meeting	Number of meetings	Number of Participating Municipal Councilors	Number of Participating Municipal Administrator s	Number of Community members attending	Issues raised by community
31	Community meeting	07	01	00	865	Need for land Bulk water High bill of water Illegal speed humps

Community meeting

Yes

### 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 Mphela M.A Ward Committee Julia Maredi Thereso Maleka Jane Sibiloane Martha Nxumalo junior Thethe Anges Mmotong Innocent Skhosana Samual Phasha Christa kotelo Mabodika Kgati Maepa	Yes	11	11	4
Ward No 02	Cllr Phatlane A Ward Committee Mathabathe Mpho Monage Tshepo Khama Mahlangu Geeilbooi Makua Samuel Dunge Olgar Bafedi Aibiot Moruti Mankge Hermans Moloi Abednigo Phatlane Lucy Boroko Kodisang Mathews	Yes	5	5	1
Ward No 03	Cllr Mamakoko M.L Ward Committee Mathabathe Mpho Monage Tshepo Khama Mahlangu Geeilbooi Makua Samuel Dunge Olgar Bafedi Aibiot Moruti Mankge Hermans Moloi Abednigo Phatlane Lucy Boroko Kodisang Mathews	Yes	5	5	1
Ward No 04	Cllr Moima L.M Ward Committee Dipuo Mashabela Lebogang Dinba Kanyane Mphahlele Lefelane Mokgwajane	Yes	5	5	1

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
	Fatima Thabethe Selina Matlou Lucas Mathimunyane Kenneth Malapele Anges Ramphisa Israel Malapela				
Ward No 05	Cllr Makweoane <b>Ward Committee</b> Violet Mashigo Fannie Nkambule Lebogang Sefako Sharleen Mphake Mankwe Mokgabudi Petrus Matentshi Mapaseka Mokgabudi Leshate Mashabela Nelson Mogano Thili Lepota	Yes	2	2	1
Ward No 06	Cllr Ndlovu R.N <b>Ward Committee</b> Thethan Mahlangu Ntombi Mahlaba Nokuthula Reginah Winile Ndlangamandla Zakhele Hlathi Sipho Mandlazi Adelaide Limakwe Elizabeth Mpshe Delisa Joseph Popi Mashego	Yes	7	7	2
Ward No 07	Cllr Phala Lucas <b>Ward Committees:</b> Philimon Moshiga Brenda Phasha Nomsa Sibeko Glass Makatelele Jan Mtshweni Busisiwe Magolego Tebogo Mokgoadi Ericca Makuwa Benjamane masweu Simon Thipe	Yes	7	7	2

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 08	Cllr Ratlou S.W <b>Ward committees</b> Charlotte Mogudi Moshingwaneng Ditshego Isaiah Mahlangu Annah Wessels Friedah Phetla Bangiswane Mthombeni Ditsheso Mokotedi Albert Mafa Elias Mamohlale Gloria Rahlogo	Yes	5	5	1
Ward No 09	Cllr Ratau R.M <b>Ward Committees:</b> Elijah Ntombela Isaac Makofane Mafa Mashinini Sebongile Mohlape Coshiwe Nkambule Eric Nkosi Louisa Masilela Fortune Tsholofelo Aaron Mtshweni Joseph Manzini	Yes	1	1	0
Ward No 10	Cllr Madisa K.F <b>Ward Committees:</b> Rita Rahlogo Mathebe Rebbeca Katlego Sifoleshe Madire Modupi Mohlamanyane Ivy Madisa Nkele Zodwa Simon Kgaladi Mathebe Buti Malefahio Mokgase mohlamonyane Motsumi	Yes	3	3	0
Ward No 11	Cllr Namane G.R <b>Ward Committees:</b> 1 Wonderboy Cekhu 2 Delane Mugeri 3 Eleoner Matlou 4 Sepadi Mampuru 5 Malelula leepo	Yes	0	0	0

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
	6 Samora Madisa 7 Rina Mutha 8 Moses Mafiri 9 Thobile Mathibedi 10 Anges setoto Magopa				
Ward No 12	Cllr Phorothhoe <b>Ward Committees:</b> Mmadisele Mathebe Moleme Podile Mmalehu Mohlala Mothaku Namane Calvin Mathunyane Elizabeth Monageng Doctor Nakedi Alfred Makitla Betty Mathebe Klass Mathebe	Yes	10	10	3
Ward No 13	Cllr Oosthuizen W.N.S <b>Ward Committees:</b> Martin Coetsee Dirk Hessels phochanaD.M Maria D.Fourie J.H Mmakole Dirk Walker T.S Matsomane A.J Schombee Franska Kleinhans Shaun A.Mellors	Yes	0	0	0
Ward No 14	Cllr: Bogopa B <b>Ward Committees:</b> Bareng Mphahlele Phakwane Mareng Moses Boshielo Chikane Kgorutle Makeke Mantwa Dipou Matlala Stepen Maleka Jaremia Phetla Enock Ramoispa Maggie Isa	Yes	10	10	3
Ward No 15	Cllr: Mahlangu J <b>Ward Committees:</b> Lucas Zwane	Yes	3	3	1

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
	Rinah Mahlangu Job Tshepo Mokwena Sbongile Nkosi Sibongile Masilela Mpho Skosana Johannah Mashiya Malehu Mokoana Jan Masimula Msanomnlane Mahlangu				
Ward No 16	Cllr: Zulu B.M <b>Ward Committees</b> Mapule Mokgolokgotho Jabulane Mahlangu Sarah Skosana Fanie Makua December Msitsa Sinah Mahlangu Maria Mthimunyane Nick Mgidi Khomotso Maphosa Kodin Skhosana	Yes	1	0	0
Ward No 17	Cllr: Ratau T.T <b>Ward Committees:</b> Irene Mokwana Moetana Mohlala Rankepile Mabelane Kagiso Mabelane Gabriel Magashula Moeti Mkhondo Motlalepule Madihlaba Freddy Nkadimeng Andries Hlabishe Annah Masemola	Yes	6	6	2
Ward No 18	Cllr: Machipa T.A <b>Ward Committees:</b> Martha Mohlahlo Jamis Chego Maria Tshehla Mojalefa Rankwe Tumishi Mohlahlo Annah Mnguni Elsa Fenyane Sydney Phetla Shemeng Mtshweni Maria Makuwa	Yes	0	0	0

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 19	Cllr: Masimula P <b>Ward Committees:</b> Sophi Masemola Amos Gabril Sinkie Skosana Ranapo Chigo Rose Mtshweni Sophie Masimula Shabangu Dlalabaphi Getrude Mashiane Mahlangu Khonzeph Nkosinathi Machuka	Yes	5	5	1
Ward No 20	Cllr Skhosana W.J <b>Ward Committees:</b> monica Madihlaba Lina Makaleng Felicia Mokoana Zodwa Mokwena Nteseng Madihlaba Patricia Sekgala Shima Monaledi thabo Skosana Debora Maredi Thapedi letageng	Yes	5	5	1
Ward No 21	Cllr: Makeke G.M <b>Ward Committees:</b> 1 Mavis Theresia Mthimunye 2 David Skhosana 3 Joel Mohlahllo 4 Khoza Dipuo 5 Kate Matenchi 6 Lejatau Seroka 7 Elsie Mamonyane 8 Sonnyboy Sekele 9 Dorcas Makeke 10 Mctlapele Nkgudi	Yes	11	11	3
Ward No 22	Cllr Matsepe M.M <b>Ward Committees:</b> Mathibela Mashego Annah Radingwana Frans Mdebele Tebogo Tau AB Kgama Thabo Radingwana	Yes	10	10	3

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
	Leah Tshoma Jan Mashilanwako Patrick Moramaga lindiwe Maleka				
Ward No 23	Cllr:Mahlangu Nomsa <b>Ward Committees:</b> Ward committee not launched in year under review	No	0	0	0
Ward No 24	Cllr: M.M <b>Ward Committees:</b> Isaac Maladi Mpotsing Mtshweni Prince Maloma Meshack Thobejane Dorothy Makeke Maputana Moloko Martha Monareng Thabeng Nyalungu Elizabeth Mathunyane Amos Tshoma	Yes	11	11	4
Ward No 25	Cllr: Maphophane E.M <b>Ward Committees:</b> Jane Lekal Makgadi Malatji Sarah Makuwa Victoria Rangwaga Lerato Skosane Jack Motsana Reneilwe Rampedi khomotso Ramphisa Francinah Mampuru Thobole Matsepe	Yes	6	6	1
Ward No 26	Cllr:Motlape M. G <b>Ward Committees:</b> Sepedi Mohlala Mmantwe Tagane Matlakala Knowledge Tebogo Magampa Deborah Mashabela Dazie Msiza Amos Chabedi	Yes	4	4	1

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
	Mapule Mmuledi				
	Karabo Matshingwane				
	1 Mmabatsheleng Matsepe				
	Matladi Tshepho				
Ward No 27	Cllr: Mokwane M.K	Yes	6	6	1
	<b>Ward Committees:</b>				
	Job Matladi				
	Lebogang Choma				
	Tebatso Sihlangu				
	Morithi Motlafi				
	Dudu Mokadi				
	Frans Tlaka				
	Tshidi Tswaana				
	Thabo Makua				
	Caroline Mantsolo				
	Thandi makuwa				
Ward No 28	Cllr: Maipushe S.M	Yes	0	0	0
	<b>Ward Committees:</b>				
	Klass Maredi				
	Modupi Fenyane				
	Evah Matuludi				
	Prudence Skosana				
	Pratick Tladi				
	Rachel Mohlala				
	Amos Ntobeng				
	Sarah Pheladi				
	Lucas Aphane				
	Victor Seopela				
Ward No 29	Cllr: Malatji M.N	Yes	11	11	3
	<b>Ward Committees:</b>				
	Thuso Makuwa				
	Reginah Makuwa				
	Lindiwe Mahlangu				
	Kgaogelo Mashegoane				
	Diale Motla				
	Ngwananoka Nkadimeng				
	Victor Diago				
	Thabang Fenyane				
	Gautana Matsumane				
	Lazarus Rakgalakane				
Ward No 30	Cllr: Kgopa K.S	Yes	7	7	2
	<b>Ward Committees:</b>				
	Ammina Magakwe				
	Sebutjwane Maduna				
	Seraki Motstsaa				

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
	Jim Molapo Bongi Maabane Thabiso Matenji Mahlonoko Riba Patricia Mokwena Sinky Kodi Lina Masango				
Ward 31	Clr : Msiza M.R				
	<b>Ward Committee</b>	Yes	7	7	7
	Gladys Maake Kgaogelo Dikotope Alfred Manasoe Moses simpho Peter Tsokela Lombard Mamogobo Lebogang Mpunga Ramosohlo Kgongane Enny Matsepe Prince Thobejane				

#### 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

Elias Motsoaledi Local municipality is critically aware of the impact of risks on service delivery. As such, it has developed extensive risk-mitigation measures for both strategic and operational risks that have been identified. This chapter provides a high-level overview of these proactive and reactive plans.

MFMA section 62 (i) (c) requires the municipality to have and maintain an effective, efficient and transparent system of risk management. For the year under review 80% of identified risks were addressed. Both risk management strategy and implementation plan were reviewed. For the year under review no cases of fraud and corruption was received that warranted internal/external investigations. There is effective risk management committee in place which meets once in a quarter and the meeting is chaired by member of audit committee.

Top ten risks identified:

Top risk identified	
Risk	Progress to date
Ageing infrastructure	Regular maintenance of existing infrastructure. Increased maintenance expenditure Developing of infrastructure maintenance plans in progress.
Declining revenue collections and rising customer-debt levels.	Control procedures implemented to reduce debt levels and increase collection. Review the revenue strategy Data cleansing to remove all inactive accounts
Incorrect billing or non-billing of customers for services and rates	Developed a plan by budget and treasury reported improvements in revenue, billing and collection.
Fraud, theft and corruption	Established wide awareness about fraud and corruption. Improved security systems and personnel to minimise theft of municipal assets Annual declaration of interest by councillors and officials. Declaration in formal meetings where business decisions are taken and recusals. Anti-fraud and corruption strategy in place.
Ageing IT infrastructure and an under-utilised disaster recovery plan and non-recovery of creatable information	The IT disaster site set up. Disaster recovery reviewed and tested. IT contracts management and monitoring Centralised development and /or acquisition of application software solutions to ensure compatibilities

Top risk identified	
Risk	Progress to date
<b>Inadequate skills set due to inability to attract and manage talent</b>	Training intervention on labour. Established of remuneration and skills committees.

## 2.5.1 RISK FINANCE

Risk Finance is a risk management strategy taken by the municipality to transfer the risks from loss, theft, damages of assets as well as other perils to a third party. In its simplest form, risk finance is taking out insurance on municipal owned assets. The EMLM has over the past five years experienced a gradual increase in the number of insurance claims, and therefore the cost of insurance.

## 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.*

During the year under review, the municipality adopted an anti-fraud and corruption plan as part of the process to ensure effective, efficient and transparent systems of internal control. Ultimately, this strategy would be implemented and monitored by the designated officials responsible for the risk management of the municipality. Key risk areas and significant findings are reported quarterly to the Audit Committee.

## 2.6 PUBLIC SATISFACTION SURVEY

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

## 2.7 SUPPLY CHAIN MANAGEMENT

Municipality has SCM policy in place to minimize fraud and corruption. There are SCM committees in place that are reviewable as and when required to ensure value for money in awarding of tenders. For the year under review six (29) tenders were awarded.

**Table 7: Information of SCM committees**

Description	Number of meetings	members of the committee	functions
Bid specification committee	8	Manager : Town Planning Deputy Property Management Acting Manager: Electrical Manager Assets Superintended: Roads SCM Practitioner(Secretariat) Manager: Fleet Management	<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, percentages as provided in the relevant sliding scales for the selected specified goals</li> </ul>
Bid Evaluation committee	4	Director Development Planning Deputy CFO Manager PMU Manager Refuse Removal Manager Facilities Management SCM Practitioner SCM Practitioner(Secretariat)	<ul style="list-style-type: none"> <li>• Evaluate the bids in accordance with the specifications for a specific procurement</li> <li>• Evaluate as per the set out point system and PPPFA</li> <li>• Evaluate each bidders ability to execute the contract</li> <li>• Check in respect of the recommended bidder whether municipal rates and taxes and municipal services are not in arrears</li> <li>• Submit to the adjudication committee a report and recommendations regarding the award of the bid or other related matter.</li> </ul>
Bid Adjudication committee	4	Director Community Services Director Executive Support Director: Corporate Services Chief Financial Officer Manager SCM Accountant Demand and Acquisition (Secretariat)	<ul style="list-style-type: none"> <li>• Ensure that all necessary bid documents have been submitted</li> <li>• Ensure that disqualifications are justified and valid and accountable reasons / motivations were furnished for passing over bids.</li> <li>• Ensure that scoring has been fair, consistent and correctly calculated and applied; and bidder's declarations of interests have been taken cognizance of.</li> <li>• Make final awards or a recommendation to the Accounting Officer to make final award; or make another recommendation to the Accounting officer on how to proceed with the relevant procurement</li> <li>• Consider and rule on all recommendations /reports regarding the amendments ,variations, extension, cancellations or transfer of contracts awarded</li> </ul>

## 2.8 BY-LAWS

For the year under review, the municipality has developed 01 by-law of Waste Management which was also approved by council following the processs of public participation. The by-law for spatial planning and land use management by-law was gazetteed during the yea under review.

**Table 8: Information of by-laws**

By-laws introduced during year 2016/2017					
Newly developed by-law	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Waste management by-law.	No	Yes	n/a	No	n/a
Spatial planning and land use management by-law	No	Yes	20 April 2016 and 12 May 2016	Yes	01 July 2016

## 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 access municipal information easily.

**Table 9: Municipal website information**

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	
All current budget-related policies	Yes	
The previous annual report 2016/2017	Yes	
The annual report 2016/2017 published/to be published		
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 2014/2015 and resulting scorecards	Yes	
All service delivery agreements 2016/2017	No	N/A
All long-term borrowing contracts 2016/2017	N/A	N/A
All supply chain management contracts above a prescribed value	No	N/A
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 Year 1	Yes	
Contracts agreed in 2016/2017 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A	N/A
Public-private partnership agreements referred to in section 120 made in 2016/2017	N/A	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during 2016/2017	Yes	

## 2.10 AUDIT COMMITTEE

The Audit Committee of the Municipality was established in terms of Section 166 of the Municipal Finance Management Act, Act 56 of 2003. The Audit Committee is comprising of five (05) members appointed for the period of three (03) years with effect from January 2016. The 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 four (04) special audit committee meetings were held.

**Table 10: Audit Committee members**

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

**Table 11: Attendance of meetings**

NO	AUDIT COMMITTEE (OLD)	ORDINARY MEETINGS					SPECIAL MEETINGS				
		1	2	3	4	Total	1	2	3	4	Total
1	Mrs Ramutsheli M.P (Chairperson)	1	1	1	1	4	1	1	1	1	4
2	Mr Mathabathe M.G	1	1	1	1	3	0	1	1	1	4
3	Adv. Thipe M.M	1	1	1	1	4	0	1	1	1	4
4	Mr. Chuene V.K	1	1	1	1	4	0	1	1	1	4
5	Mr. Mojapelo M.O	1	1	1	1	4	0	1	1	1	4

## **CHAPTER 3**

### **3 SERVICE DELIVERY PERFORMANCE**

## COMPONENT A: BASIC SERVICES

### 3.1 ELECTRICITY

Municipality is licensed to provide electricity in 2 wards, which are ward 13 and ward 30 (Groblersdal and Rooszenekal areas). The other 28 wards are Eskom licensed areas. Municipality has a backlog of 6% (3895) households without electricity. A total number of 54902 Households (94%) has access to Electricity (serviced both Eskom and EMLM). The municipality received an allocation of R13 million for INEP in 2016/2017 financial year. Jerusalema and Matsitsi, Makaapea-Dipakapakeng, Tambo and Jabulani, Waalkraal A, Elandsdoorn A, Masakaneng and Tshehla Trust villages were electrified using the allocated funds from INEP. The progress for electrification projects was at 99% at the end of the financial year and energising will be done in the next 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 Rooszenekal</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 Rooszenekal</li> <li>• Lack of Electricity Master Plan and or Network development Plan</li> <li>• Lack of revenue enhancement strategy.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Extension of Distribution license to other areas (Masakaneng, Mapochs grond, Game farm and to Twin city Mall)</li> <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**

<b>Employees: Electricity Services</b>					
<b>Job Level</b> <b>task grades</b>	<b>2015/16</b>	<b>2016/17</b>			
	<b>Employees</b>	<b>Posts</b>	<b>Employees</b>	<b>Vacancies (fulltime equivalents)</b>	<b>Vacancies (as a % of total posts)</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>%</b>
0 – 3	0				0%
4 – 6	04	06	03	03	33%
7 – 9	02	02	01	01	0%
10 – 12	04	05	04	01	20%
13 – 15	0	1	0	01	100%
16 – 18	01	01	01	0 0	0%
<b>Total</b>	<b>11</b>	<b>15</b>	<b>09</b>	<b>06</b>	<b>20%</b>

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

**Capital expenditure on Electricity services**

<b>Capital Expenditure Year 2016/17: Electricity Services</b>					
<b>Capital Project</b>	<b>2016/17</b>				
	<b>Original budget</b>	<b>Budget Adjustment</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Total Budget</b>
<b>Total All</b>	<b>R 12 000 000</b>	<b>10 526 600</b>	<b>10 600 908</b>	<b>-21,56</b>	
Electrification of Makaepa	1 500 000	1 754 400	1 311 952	25,22%	1 754 400
Electrification of Tambo village	1 000 000	877 200	877 193	0%	877 200
Electrification of Masakaneng	2 000 000	1 754 400	1 754 386	0%	1 754 400
Electrification of Jabulani D3	2 000 000	1 754 400	1 754 386	0%	1 754 400
Electrification of Waalkraal A	1 500 000	1 316 000	1 499 575	-13,95%	1 316 000
Electrification of Elandsdoorn A	1 000 000	877 200	871 754	0,62%	877 200
Electrification of Tshehla Trust	1 000 000	877 200	736 315	16,06%	877 200
Electrification of Dipakapakeng	1 500 000	877 200	1 311 952	-49,56%	877 200
Electrification of Matsitsi	500 000	438 600	483 395	0,05%	438 600

### **3.2 WASTE MANAGEMENT**

Elias Motsoaledi Local Municipality renders an effective refuse removal service to households and Businesses in the following areas: Motetema, Hlogotlou, Groblersdal, Roosenekal (Town & RDP), O R Tambo Township and Walter Sisulu RDP. During the year under review 16 % of households were estimated to have their household refuse removed at least once a week by the municipality with a backlog of more than 84%. Refuse removal service has been outsourced to Selema Plant Hire/ Mashumi Construction Supply and Projects. Municipality provides street cleaning and litter picking services in Groblersdal town only.

#### **3.2.1 Landfill sites:**

Municipality has two (2) licensed Landfill sites, namely Groblersdal, Roosenekal and one (1) transfer station at Hlogotlou. The municipality has outsourced the management of landfill sites to Ingwe Waste management/ Sinobheki JV. The municipality received a funding of R 20 million from The Department of Environmental Affairs for upgrading of the Landfill site and transfer station, the amount of R 11 Million was used for upgrading of Groblersdal Landfill site and R9 Million for Hlogotlou transfer station. The project started during the financial year

2015/2016 and it ended during March 2017. The project has generated 123 job opportunities for the local communities inclusive of all available skills.

**Table 3: Waste streams:**

Waste streams	Total volumes in tons
Domestic waste	4276.088
Business Waste	2486.615
Builders Waste	26660.84
Garden Waste	4453.635

### 3.2.2 Recycling:

**Table 4: Recycling firms operate within the municipality:**

Name	Location	Material recycled
Total waste	Groblerdal	Card box and Plastic
Poverty combaters	Moutse	Card box and Plastic
Pieterse Scrap Metals	Groblerdal	Steel
JH Metals	Groblerdal	Steel

### 3.2.3 Awareness campaigns

The Municipality has conducted Environmental Awareness campaigns in schools in conjunction with youth Jobs in waste. The campaigns were conducted in the following areas:

- Ramonokane Primary School ( Mpheleng)
- Nelson Mandela Day at Philadelphia Hospital
- Motetema: Nelson Mandela Day
- Environmental Awareness at Sizabonga and Ekucathuleni Primary School

Mphage Primary School at Ga-kopa, the awareness was done through door to door process of educating community on how to take care of the environment

**Table 5: Distribution of skips (Rented skip bins on monthly basis)**

Area	No. of containers	WARD	Frequency of collection
Philadelphia hospital	04	06	As and when is required
Moutse Mall	03	11	As and when is required
Game Centre	01	13	As and when is required
New Shoprite	02	13	As and when is required
Old Shoprite	01	13	As and when is required
Cashbuild Groblersdal	01	13	As and when is required

Area	No. of containers	WARD	Frequency of collection
Cashbuild Moutse	01	11	As and when is required
BP Garage	01	13	As and when is required
Shanduka Beverages	01	13	As and when is required
Sasol Garage	01	13	As and when is required
OK Food	01	13	As and when is required
Vleismark butchery	01	13	As and when is required
Look out Lodge	02	14	As and when is required

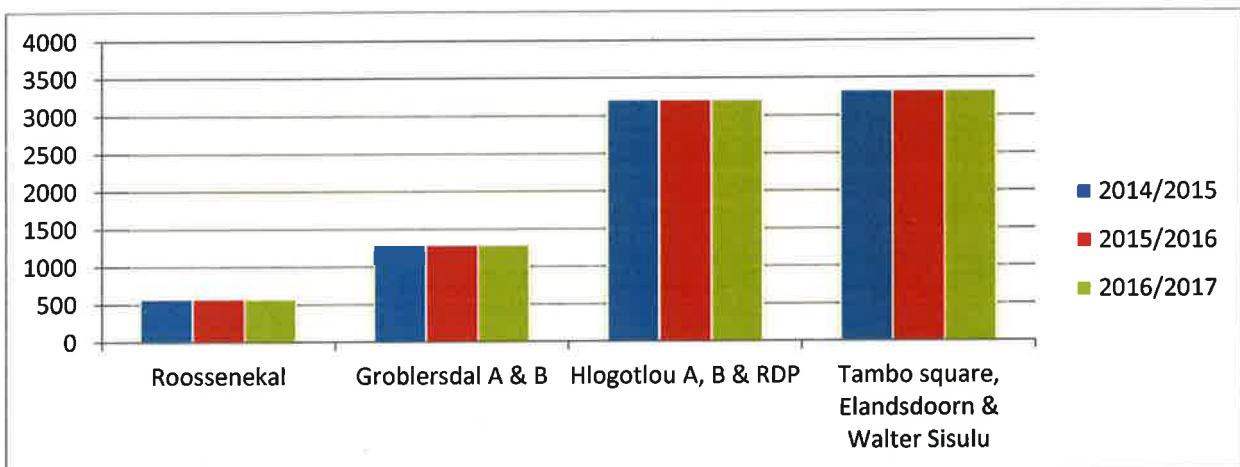
**Table 6: Skip bins places at strategically points to address illegal dumping**

Area	Number of containers	Ward	Frequency of collection
Groblersdal Taxi rank	03	13	As and when is required
Groblersdal bus terminal	01	13	As and when is required
Marble hall road next to standard bank	01	13	As and when is required
Voortrekker street	02	13	As and when is required
Open space behind quality meat	01	13	As and when is required
Complex next to Nandos	01	13	As and when is required
U save Tafelkop	01	26	As and when is required
Motetema Road	01	31	As and when is required
Parking opposite Groblersdal library	01	13	As and when is required
Tafelkop Stadium View	01	27	As and when is required
Tafelkop: Boikano disability center	01	27	As and when is required

**Table 7: Level of service for refuse removal for households**

Service Area/Suburb	Collection Day	Number of households		
		2014/2015	2015/2016	2016/2017
Roossenekal	Monday & Thursday	578	578	578
Groblerdal A and B	Tuesday - A Thursday - B	1300	1300	1300
Hlogotlou A, B and RDP	Wednesday - A Friday - B and RDP	3220	3220	3220
Tambo square, Elandsdoorn Township and Walter Sisulu	Wednesday Elandsdoorn Friday - Tambo and Walter Sisulu	3338	3338	3338
Motetema	Tuesday	1142	1142	1142
<b>TOTAL</b>		<b>9578</b>	<b>9578</b>	<b>9578</b>

**Graph 1: Level of service for households**



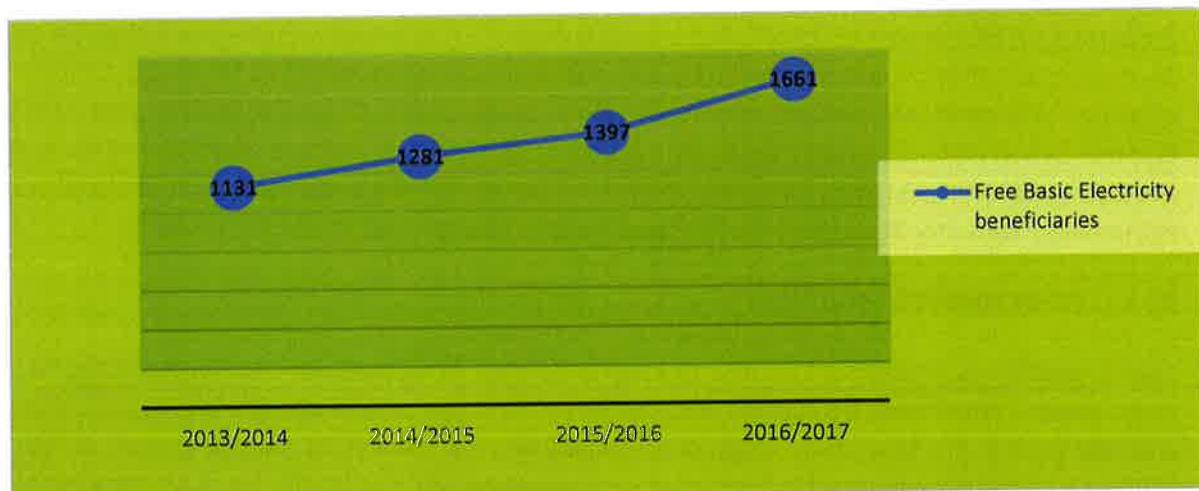
**Table 8: Employees for Solid Waste Management Services**

Job Level task grades	Employees: Solid Waste Management Services				
	2015/2016		2016/2017		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
4 – 6	12	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%
<b>Total</b>	<b>22</b>	<b>73</b>	<b>22</b>	<b>51</b>	

### 3.2.4 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. 9,933 indigents were registered on the indigent register and only 1,651 were configured by Eskom to receive free basic electricity. Municipality provides free basic electricity to both Eskom- and municipal-licensed areas. Municipality budgeted R628 thousand for free basic electricity and the expenditure amounted to R707 thousand by the end of the financial year.

**Graph 2: Free Basic Electricity beneficiaries**



**Table 9: Financial Performance 2016/17: Cost to Municipality of Free Basic Services Delivered.**

	Financial Performance 2016/17: Cost to Municipality of Free Basic Services Delivered					
	R'000		2014/15	2015/16	2016/17	Actuals
Services Delivered	Actuals	Actuals	Original Budget	Adjustment budget	Actuals	
Electricity	R 376	R 5 000	R 700	R 700	R 195	R 504
Mayor and Council: Mayor	R300	R 300				
Waste Management (Solid Waste)	R 500	R0				
Total	R 5 500	R1 000				

## 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. Municipality has no transport master plan and road master plan in place.

#### 3.3.1 PERFORMANCE ON ROADS

The municipality has a backlog of 1230.4 km of gravel roads and 6.3km of roads were constructed during the year under review. 6.3km of roads are surfaced since the start of the current political term with MIG and EMLM fund to eradicate backlog. The total capital budget of municipality was R94 449 000.00 adjusted upwards to R95 777 670.00 during midyear adjustment and the actual expenditure was R87 619 741.00. The municipality has gravel road programme in place. 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. The 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 the municipal area even though the Municipality relies on Grants for roads projects. To improve accessibility to villages, 0km has been regravelled and 573km bladed.

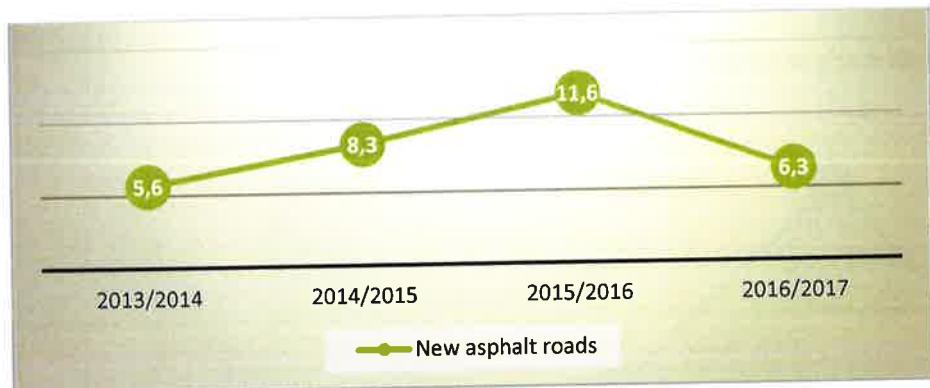
**Table 10: Gravelled and asphalted roads**

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt / surfaced roads	Kilometres
2012/13	1343.75 km	0km	8.25km	21.3 km
2013/14	1338.15km	0km	5.6km	101.25km
2014/15	1329.85km	15km	8.3km	285km
2015/16	1318.25km	0km	11.6km	153km
2016/17	1311.95km	0km	6.3km	573km (Bladed)

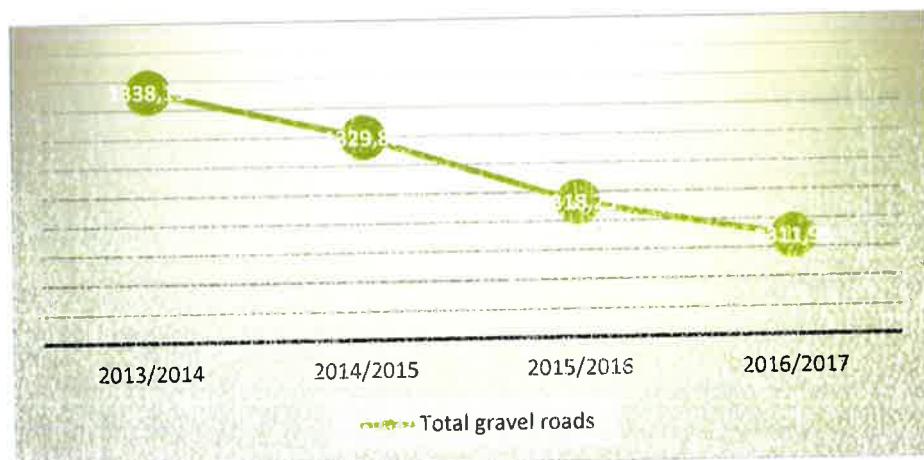
**Table 11: Asphalted Road Infrastructure**

Asphalted Road Infrastructure					Kilometres
	Total roads (backlog)	New asphalt / surfaced roads	Existing asphalt roads resurfaced	Asphalt roads maintained	
2013/14	1338.15km	5.6km	0km	6km	
2014/15	1329.85km	8.3km	1km	1km	
2015/16	1318.25km	11.6km	0km	0km	
2016/17	1311.95km	6.3km	0km	0km	

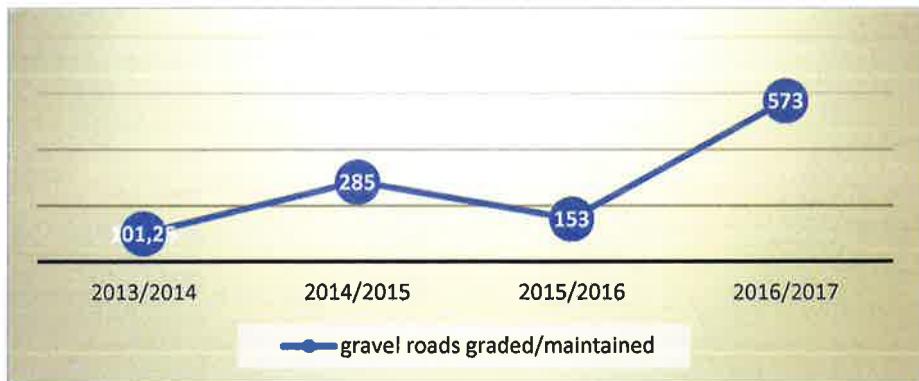
**Graph 3: New asphalt road constructed**



**Graph 4: Total Gravel roads**



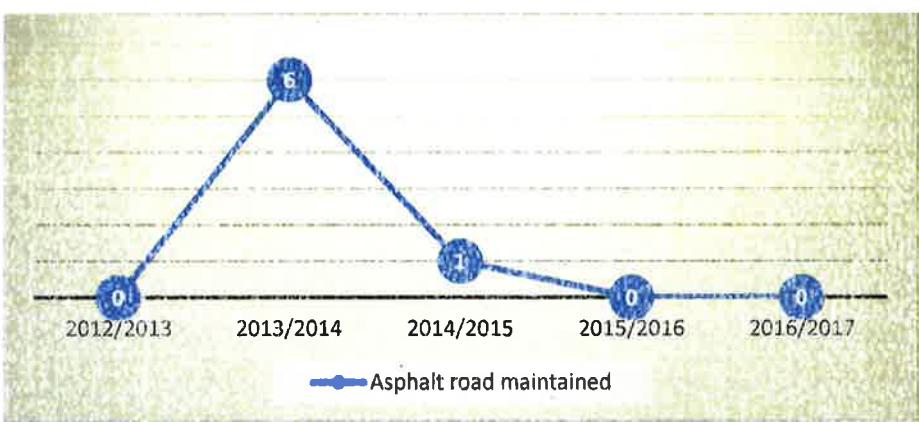
**Graph 5: Gravel roads graded/ maintained**



**Graph 6: Existing asphalt roads re-surfaced**



**Graph 7: Asphalt roads maintained**



**Graph 8: Development of municipal roads**



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

Job Level task grade	Employees: Roads and storm water services				
	2015/16	2016/17		Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Employees No.	posts No.	Employees No.		
4 - 6	68	84	64	64	20%
7 - 9	01	06	06	06	80%
10 - 12	0	02	01	01	100%
13 - 15	02	02	01	01	0%
<b>Total</b>	<b>71</b>	<b>94</b>	<b>72</b>	<b>72</b>	<b>67.9%</b>

**Table 13: Development of municipal roads**

Development of municipal roads as required	new surfaced roads developed	km of municipal roads developed
2011/2012	17.2km	117km
2012/2013	8.25km	125.25km
2013/2014	5.6km	130.85km
2014/2015	8.3km	139.15km
2015/2016	11.6 km	150.75km
2016/2017	6.3km	157.05km

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

Capital Projects	2016/17					R' 000
	Budget	Adjustme nt Budget	Actual Expenditure	Variance from original budget	Source of funding	
Development of Workshop	1,000,000	1,000,000	1,000,000	0%	Revenue	
Marapong Bridge	3,800,000	5,150,000	8,627,495.27	-26.21%	Revenue	
Karnaal Street - Groblersdal	1,500,000	6,215,800	15,109,426.34	-75.87%	Revenue	
Kgaphamadi Upgrade	5,000,000	5,000,000	4,999,945.67	0%	MIG	
Roads to Magoshi - Matlala	5,000,000	5,000,000	4,847,931.20	3.04%	MIG	
Roads to Magoshi - Rammupudu	5,000,000	5,000,000	5,000,000	0%	MIG	
Roads to Magoshi – Matsepe	3,091,000	3,091,000	3,062,496.40	0.92%	MIG	
Roads to Magoshi – Mathebe	3,800,000	3,800,000	3,602,239.64	5.20%	MIG	
Laersdrift Bus Route	5,000,000	5,000,000	3,852,673.69	22.94%	MIG	
Mathula road	4,528,418	5,000,000	4,528,000	0%	MIG	
Mogaung Upgrade	5,000,000	1,000,000	4,988,560.04	0%	MIG	
Monsterlos to Makgopeng Phase 2	5,000,000	5,000,000	4,070,678.14	18.58%	MIG	
Naganeng Construction of Bus Road	1,000,000	1,000,000	999,999.96	0%	MIG	
Mpheleng Construction of Bus Road	5,000,000	5,000,000	4,990,721.67	0%	MIG	
Rehabilitation Roossenekal Roads & Streets	2,000,000	1,000,000	1952598.59	2.37%	Revenue	
JJ Road: Zaaiplaas Bus route	5,000,000	5,000,000	4,959,386.80	0%	MIG	
Upgrading of Hlogotlou Stadium	10,000,00	2,000,000	641,391.68	93.58%	MIG	

### 3.3.2 MUNICIPAL INFRASTRUCTURE GRANT EXPENDITURE

**Table 15: Municipal infrastructure grant expenditure**

Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
<b>Infrastructure - Road transport</b>						
Roads, Pavements & Bridges	R 52 419	R 72 419	R 51 564 745.88	R854,254.12	R20,854,254 .12	
Storm water	R0	R0	R0	R0	R0	
<b>Infrastructure - Electricity</b>						
Generation	R0	R0	R0	R0	R0	
Street Lighting	R2 000	R0	R0	R2 000	R0	
<b>Infrastructure - Other</b>						
Transportation	R0	R0	R0	R0	R0	
Gas	R0	R0	R0	R0	R0	
<b>Other Specify:</b>						
Cemeteries	R0	R1 091	R1 244	(R1 091)	(R153)	
Street Parking	R0	R0	R0	R0	R0	
Waste Management	R0	R 546	R 546	(R568)	(R22)	
<b>Total</b>	<b>R 50 840</b>	<b>R70 725</b>	<b>R 56 088</b>	<b>(R5 248)</b>	<b>R14 637</b>	

## COMPONENT C: PLANNING AND DEVELOPMENT

### 3.4 Planning overview

Development unit is responsible for land use management, upholding building regulations to promote uniform standards in terms of building of structures as per the provision of the national building regulations and building standards act (103:1977) and other relevant laws. The number of development applications in the form of rezoning, subdivisions, consolidations, alienation, removal of restrictive conditions, township establishments, leasing of municipal land and way-leave services that were lodged with the local authority for approval was ninety six (96).

**Table 16: Approved applications**

ITEM NO.	ITEM DESCRIPTION
DP16/17-01	Progress report: township establishment on portion 39 of farm klipbank 26js
DP16/17-02	Proposed demarcation of 100 sites on portion 4 of the farm brakfontein 187js in terms of section 96(1) of town planning & townships development ordinance (15:1986)
DP16/17-06	Eviction of illegal occupants from erf 822, motetema township; former mamokgalake chuene college
DP16/17-08	Illegal ination of portion 7 of farm elandsdoorn 56js
DP16/17-09	Stand numbers allocation, part of masakaneng settlement (portion 13 of farm klipbank 26js)
DP16/17-10	Proposed amendment of the groblersdal town planning scheme (2006) in terms of section 56(1)(b)(i) of the town planning & townships ordinance (15:1986) reading together with the spatial planning & land use management act (2013): erf 407, groblersdal extension 5
DP16/17-11	Report: title deed handover: elandsdoorn e (rdp)
DP16/17-12	Outcome of the preliminary geo-technical & basic environmental assessment report: portion 21 of farm welverdiend 24js (motetema)
DP16/17-13	Proposed subdivision of portion 29 (portion of portion 28) of the farm welverdiend 24js in accordance with section 65 of the emlm spatial planning & land use management (spluma) by-law (2016)
DP16/17-14	Proposed subdivision of erf 1393 (park) of the township kwa-ngolovane, closure of a portion of a park and change of land use (rezoning) in terms of the emlm spluma by-law (2016), section 67 of the local government ordinance (1939) and the town planning & townships ordinance (15:1986), reading together with section 62 of the spluma by-law (2016)
DP16/17-18	Proposed lease of erf 438, hlogotlou "c" as a place of worship: fishers men gospel ministries
DP16/17-19	Proposed subdivision of erf 722, groblersdal extension 9 in accordance with section 92(1) of the town planning & townships ordinance (1986), reading together with the emlm spatial planning & land use management by-law (2016)
DP16/17-20	Provisional liquidation of mapochs mine (proprietary) limited
DP16/17-24	Proposed rezoning of part of portion 1 of the farm loskop south 53js in terms of chapter 5 (part c) and section 62 read with chapter 6 of emlm spluma by-law

ITEM NO.	ITEM DESCRIPTION
DP16/17-25	Wayleave application: telecommunication services
DP16/17-29	Report on tourism exposure trip for learners
DP16/17-30	Illegal invasion of municipal, private and state-land
DP16/17-32	Proposed subdivision & rezoning: portion 74 (a portion of portion 12) of farm uitspanning 38js in accordance with section 65 of the spatial planning & land use management by-law (2016)
DP16/17-33	Proposed removal of restrictive conditions & rezoning of erf 56 groblersdal in accordance with section 65 of the spatial planning & land use management by-law (2016) reading together with section 56(1) of the town planning & townships ordinance (15:1986) 7 the removal of restrictive conditions on title, act 84:1967
DP16/17-37	Proposed donation: erf 143, laersdrift town
DP16/17-38	Proposed lease of erf 438 hlogotlou "c" as a place of worship: fishers men gospel ministries
DP16/17-42	Proposed rezoning & removal of restrictive conditions in accordance with the town planning & townsships ordinance (15:1986) & section 63 of the removal of restrictive conditions act (84:1967), reading together with section 63 of the emlm spluma by-law, erf 295 groblersdal extension 2
DP16/17-43	Report: households verification, walkraal extension 7
DP16/17-44	Report of the arum lily tourism festival which was held at roosenekaal on the 26 <sup>th</sup> november 2016
DP16/17-48	Progress report on the disposal of ervens at walkraal extension 1
DP16/17-49	Proposed disposal of erf 910 and erf 903 groblersdal extension 16, residential stands
DP16/17-50	Proposal to rescind the council resolution dp15/034: proposed sale of part of portion 0 of farm klipbank 26js
DP16/17-51	Discrepancies during the disposal of erf 781 industrial site, groblersdal extension 15
DP16/17-52	Discrepancies during the disposal of portion 4 of erf 885 residential site, groblersdal extension 16
DP16/17-53	Approval of application in terms of the subdivision of agricultural land act (act 70 of 1970): proposed township groblersdal extension 43, 44, 45 and 46 on portion 1 of the farm loskop south no. 53js
DP16/17-54	Report on the disposal of residential erven on portions 1-17 of erf 885, groblersdal extension 16
DP16/17-55	Proposed application for removal of restrictive conditions on title in terms of section 63 of the removal of restrictive conditions on title in accordance with the removal of restrictive act (84:1967) reading together with section 63 of the emlm spluma (2016) and application for special consent in terms of clause 16 of the greater groblersdal town planning scheme (2006) read together with section 74 of the emlm spluma by-law (2016): erf 139, groblersdal extension 1

ITEM NO.	ITEM DESCRIPTION
DP16/17-56	Proposed rezoning & subdivision of erf 379, groblersdal extension 5 in terms of section 56 & 72 of the town planning & townships ordinance (15:1986): reading together with the spatial planning & land use management act (2013)
DP16/17-57	Approval of the proposed purchase price of erven 782, 783, 784, 785, 786 & 787, groblersdal extension 15
DP16/17-58	Proposed donation, erf 143 laersdrift town
DP16/17-62	Report on the implementation of non-motorised transport for environmental protection and infrastructure programmes (epip) by department of environmental affairs
DP16/17-63	Progress report: township establishment on portion 39 of farm klipbank 26js
DP16/17-64	Proposed subdivision and rezoning of portion 10 of erf 772 groblersdal extension 9 in terms of section 56 and 92 of the town planning & townships ordinance (15:1986) reading together with the spatial planning & land use management act (2013)
DP16/17-65	Proposed lease of erf 438 hlogotlou "c" as a place of worship: fishers of men gospel ministries
DP16/17-72	Proposed lease of part of erf 677 motetema township
DP16/17-73	Progress report: land acquisition, farm welverdiend 24js, motetema area
DP16/17-74	Proposed consolidation of erf 56 and 66 groblersdal to be known as erf 1808 in accordance with section 71 of the spatial planning & land use management by-law (2016), reading together with section (92) (1) (b) of the town planning & townships ordinance (15:1986)
DP16/17-75	Request for extension of uitvlugt settlement located on portion 2 of uitvlugt farm and roossenekal station settlement on vlaklaagte 146js
DP16/17-76	Salga circular 06/2017: update on construction process on draft white paper for human settlements
DP16/17-77	Proposal for groblersdal taxi rank upgrade, erf 768 extension 12
DP16/17-79	Proposed township establishment roossenekal extension 2 on the remainder of the farm mapochgronde 911js in terms of section 56 of emlm spluma by-law
DP16/17-80	Progress report: site demarcations – bakopa, ntware and ga-matlala
DP16/17-81	Progress report: groblersdal industrial township establishment on portion 26 of farm klipbank 26js
DP16/17-84	Notice of cancellation of lease of municipal buildings on erf 768, groblersdal extension 12
DP16/17-85	Proposed transfer of erf 819 elandsdoorn a township: moutse area
DP16/17-86	Appeal in terms of section 51(1) and 4(a) of the spatial planning and land use management act (16:2013): proposed rezoning of erf 379 groblersdal extension 5 submitted in accordance with section 56 and 92 of the town planning & township ordinance (15:1986) reading together with the spatial planning and land use management act (16:2013)

ITEM NO.	ITEM DESCRIPTION
DP16/17-87	Proposed subdivision of portion 57 of erf 766, groblersdal extension 9
DP16/17-91	Report in terms of allocation of housing units for 2017/18 by department of cooperative governance, human settlement & traditional affairs (coghsta)
DP16/17-92	Proposed township establishment application on portion 39 of farm klipbank 26js in terms of emlm spatial planning and land use management by-law 2016, reads together with spatial planning & land use management act (16 of 2013)
DP16/17-93	Proposed application for demarcation of 208 sites on portion of the remaining extent of farm tafelkop 12js and the portion of the remainder of farm tusschenin 21js in terms of spatial planning and land use management act (spluma) of 2013 and emlm spluma by-law (2016), to be known as bakopa township
DP16/17-94	Proposed application for demarcation of 158 sites on portion 930 of the remaining extent of farm loskop noord 12js in terms of spatial planning & land use management act (spluma) of 2013 and emlm spluma by-law (2016), to be known as matlala lehwelere township
DP16/17-95	Proposed application for demarcation of 160 sites on portion of the remaining extent of the farm elandsdoorn 546js in terms of spatial planning and land use management act (spluma) of 2013 and emlm spluma by-law (2016) to be known as elandsdoorn ext. 1 township
DP16/17-96	Proposed emlm draft densification policy

Since the development planning directorate is to regulate the use of land amongst others within the Municipality, it has at latest pushed the development frontiers to the better in the quest of improving the local's quality of life. To mention a few, the Municipality has already commenced with a process of demarcating spatial planning and land use management compliant sites for residential purposes for the Bantwane (at Tambo village), Bakgaga ba Kopa (at Tafelkop) and Matlala Lehwelere (Matlala village) Traditional authority respectively. These undertakings seek to create and foster a sustainable and uniform use of land.

It is presumed that the above arrangement will result in cheaper installation (i.t.o of monetary value) of engineering services (i.e. water, sewer, electricity, storm water and roads) and solid waste. This will further translate will also improve a perception of the affected areas to investors (i.e. creating better jobs) which will also improve the economy at a local scale and improve the quality of life. Groblersdal stature as provincial growth point is improved by the expansion of the already existing industrial area. In this regard, the Municipality is playing its role in terms of creating a conducive environment for possible investors to perceive the latter as a better investment destination. The retention and attraction of other businesses is of outmost importance. The latter sentiment will yield socio economic spin offs beneficial to the locals.

To compound to the above, the Municipality has promulgated the Spatial Planning and Land Use Management by law (2016). The essence of the latter is to create a uniform approach to land use in rural, semi urban and urban areas. Furthermore, the department operational systems has been solidified through the aid of the internal and external audit teams with the quest of improving the level of accountability and administrative justice. Groblersdal township establishment is underway in Groblersdal in order to make residential sites available to the previously disadvantaged.

## 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

- Disposal of Municipal land by unauthorized people,
- No land use management tools,
- Inadequate business and industrial sites,
- Limited budget for settlement planning, formalization and lack of enforcement capacity to manage it,
- Mushrooming of informal settlements,
- Poorly managed government owned properties.
- Land invasion

### Opportunities

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

**Table 17: Employees for Planning Services**

Employees: Planning Services					
Job Level	2015/16	2016/17			
	Employees (No)	Posts (No)	Employees (No)	Vacancies - fulltime equivalents (No)	Vacancies (% of total posts)
7 – 9	1	2	2		
10 – 12	1	3	1		
13 – 15	1	2	2		
16 – 18	1	1	1		
<b>Total</b>	<b>4</b>		<b>6</b>		

### 3.4.1 Local Economic Development

The Local economic and Development unit (LED) is also an integral part of the Planning unit. Its essence is to create a conducive and sustainable environment for SMME's to grow, use whatever applicable methods within the legal prescripts to skill and finance SMME's.

#### 3.4.1.1 Student's tour

EMLM organized a one day student tour trip for Sebakanaga Secondary School from Mpheleng village on the 23rd of September 2016. The tour was destined to Mapoch's caves in Rosenekaal and ended at De Hoop Dam. The overall objective for the trip was to expose tourism learners to natural heritage sites and potential attractions that are within the boundaries of our municipality with the aim to:

- Create awareness to potential attractions that fall within the municipal boundaries.
- Give tourism students exposure to local attractions that can be marked as tourist destinations
- Create programmes that support the Tourism September Month.

The tour was very fruitful to the 30 students and one educator as they have experienced the exciting local attractions within borders of the municipality.

#### **3.4.1.2 Yellow Arum Lily**

The Yellow Arum Lily festival is celebrated for its magnificent springtime display annually on the last weekend of November, by thousands of visitors from as far as Gauteng, Mpumalanga, Limpopo and other Provinces at Nederduits Hervormde Kerkterrein in Roosenekal, which is placed under Elias Motsoaledi Local Municipality, of which the festival is considered as one of the main tourist attraction within the municipal area. Roosenekal is the only place you will see yellow arum lilies (*Zantedeschia pentlandii*, in Afrikaans the geel varkoor growing in the wild. EMLM partnered with Roossenekal Tourism Association and Limpopo Tourism Agency and organized a one day festival at Roossenekal on the 26th of September 2016 to cater for all diverse potential tourists around the country, irrespective of financial status, gender and race. Participants whom were recorded reached a number of 122 with an estimation of 200 and more. Participants responded well regarding the festival which was positive as it was able to foster community pride, teach people new things, and strengthen relationships. The festival was a success as all participants were looking forward to next year's event.

#### **3.4.1.3 SMME Training Workshop**

EMLM in conjunction with LEDA conducted different trainings to local businesses with the aim to skill them in different fields of businesses. The major endeavor is to equip SMMEs with skills to operate their businesses profitably and sustainably in order to create more job opportunities for the majority of the unemployed people, in particular the youth, disabled and women. The skills acquired through the learning programs, assisted SMMEs to operate their businesses in a more efficient and effective manner. SMMEs and co-operative members of about 210 participated in the below programmes:

- Basic Financial Statements: 25-26/07/2016
- Marketing Skills: 29-30/08/2016
- Customer care: 29-30/09/2016
- Income Tax: 25-26/10/2016
- Tendering: 29-30/11/2016
- Project Management: 21-23/02/2017
- Business Plan: 08-09/03/2017

#### **3.4.1.4 Flea market**

Municipality hosted a flea market which provided space to small enterprises who wanted to sell their merchandise including antiques which are commonly sold. Flea market is an outdoor market utilized by vendors to exchange discounted new or used merchandise for money. The aim was to create exposure to the small enterprises products to the community at large. 23 small enterprises displayed their various products for both young and old potential customers throughout the day. The products which were on display such as homemade jam, pot plant containers, beads work, eggs, fresh vegetables, loads of different types of braided jewelry, belts, bags, purses and self-portrayed vases and many more. The event attracted customers throughout the day and was deemed successful as more and more vendors have gained exposure.

**Table 18: Jobs created through CWP**

Job creation through CWP*		
Year	No. of Wards	Participants
2014/2015	13	500
2015/2016	29	768
2016/2017	30	1264

\*- Community Works Programme

**Table 19: Jobs created through EPWP**

Job creation through EPWP* Projects		
Year	EPWP Projects	Jobs created through EPWP Projects
	No	No
2013/2014	21	361
2014/2015	17	421
2015/2016	9	99
		373
		69 (EMLM projects)
		242 (Public works)
2016/2017	3	62 (department of Roads)

\* - Extended Public Works Programme

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

Job Level	2016/2017				
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
				No.	%
4 - 6	0	0	0		0
7 - 9	0	0	0		0
10 - 12	2	1	1		50%
13 - 15	1	1	0		0%
19 - 20	0	0	0		0
Total	3	2	1		33%

### 3.5 Overview

#### 3.5.1 LIBRARIES

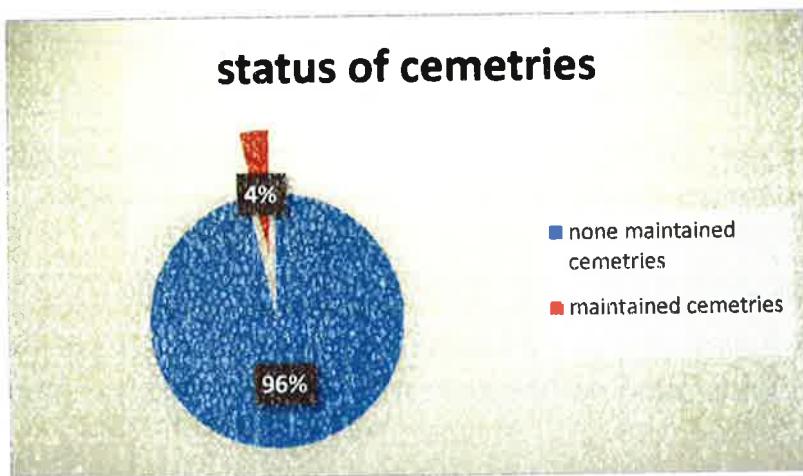
Municipality operates library services in Groblersdal, Roosenekal and Sephaku village to improve the culture of learning.

**Table 21: Employees for libraries**

Job Level task grades	Employees No.	Employees: Libraries			
		2016/17		Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
		Posts No.	Employees No.		
4 - 6	0	0	0	0	0
7 - 9	0	03	0	0 3	100%
10 - 12	03	03	03	0 3	100%
16 - 18	0	0	0	0	0
Total	03	06	03	0 3	100%

#### 3.5.2 CEMETERIES

The municipality has a total number of 107 cemeteries and only 04 are well maintained which are: Groblersdal, Roosenekal, 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, graves are dug by community members.



**Table 22: Capital Expenditure on Cemeteries**

Capital Expenditure Year 2016/2017: Cemeteries						R' 000
Capital Project	2016/17					Total Budget
	Original budget	Budget Adjustment	Actual Expenditure	Variance from Original Budget		
Total All						
Development of cemeteries in ward 10	200	200	27	86%	200	

### 3.5.3 SAFETY AND SECURITY

#### 3.5.3.1 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, AARTO 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 Traffic division of Elias Motsoaledi Local Municipality successfully trained (11) eleven Traffic Wardens and (2) two Traffic Officers in 2016 at Limpopo Traffic Training College. The (11) eleven Traffic Wardens were appointed on a (2) two year contract period that expire end of September 2017. Considering the demographics of Elias Motsoaledi Local Municipality and the impact the additional officers had on law enforcement. The Municipality also went to the extent of complementing all Traffic Officers with a vehicle allowance to execute their Traffic official duties, resulting in the availability of sufficient Traffic vehicles at all times with no maintenance cost for council. This initiative had a very positive impact on the moral and image of the Traffic division. Working hours have also been amended to 12 hour shifts, whereby Traffic Officers are on duty 24 hours a day ensuring all the crucial hours of vehicle and pedestrian traffic are controlled effectively and also curbing excessive overtime.

The vast increase in vehicle population and limited resources resulted in the Municipality embarking on a project to outsource speed and red light law enforcement cameras to effectively execute speed law enforcement duties at 20 identified hot spots in the area of jurisdiction of Elias Motsoaledi Local Municipality. The Speed law enforcement projects effectively issue an average of 16 000 transgressors with penalties, that not only impacts on speed calming but also contributes tremendously to the revenue of the Municipality. The safety and security of Elias Motsoaledi community is also receiving priority attention through the surveillance project the Public Safety division is embarking on. The project is to install (CCTV) surveillance- and License Plate Recognition cameras for Groblersdal central business area and all entering and exit routes with a central control room to monitor them and communicate information of transgressors to Traffic Officers on duty. The aim is to develop a centralized control room to monitor and control the safety and security of the community and ensure the business area is crime free.

Joint operations with Limpopo Provincial Department of Transport and the SAPS aim to reduce accidents during the festive seasons that include the Easter - and Christmas holidays.

**Table 23: Law Enforcement statistics**

Description	2014/2015	VALUE	2015/2016	VALUE	2016/2017	VALUE
Total fines issued	3258	R 2 996 400.00	5498	R 5 873 300.00	5886	R 5 643 800.00
Total fines paid	955	R 808 250.00	1269	R 491 380.00	921	R 335 320.00
Total fines withdrawn	47	R 57 500.00	92	R 112 200.00	21	R 27 750.00
Warrants	1360	R 1 312 300.00	482	R 485 950.00	1528	R 1 698 700.00
Total fines outstanding	896	R 818 350.00	303 511	R 198 470 021.00	4906	R 4 719 550.00

### 3.5.3.2 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.

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

**Table 24: Learners licence information**

Description	2014/2015	2015/2016	2016/2017
number of learners application received	1541	1194	1330
number of learners licence passed	751	755	806
number of learners licence failed	558	354	473

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

Description	2014/2015	2015/2016	2016/2017
number of drivers licence application received	2724	1295	1482
number of drivers licence passed	1890	1041	1228
number of drivers licence failed	520	166	127

## COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

### 3.6 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 1352 kilometer of roads. 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. 6.3km of roads were completely surphased through MIG grant and internal funding in the year under review.

### 3.7 HUMAN RESOURCE SERVICES

Human resource comprises of occupational health services, labour relations, administration, payroll and ICT units. It is responsible for the recruitment processes, leave administration, disciplinary procedures, skills development, pay roll, ICT and labour relation issues.

### 3.8 INFORMATION TECHNOLOGY

EMLM has ICT unit in place with the total number of 07 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**

Job Level	Employees: ICT Services (how many employees on the listed task grades and vacancies)			
	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
4 - 6	1	1	0	0%
7 - 9	0	0	0	0
10 - 12	5	4	1	20%
13 - 15	1	1	0	0%
19 - 20	0	0	0	0
<b>Total</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>15%</b>

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

Capital Expenditure 2016/17: ICT Services					
Capital Projects	2016/17				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Computer Equipment	350 000	1 550 000	1 180 241.60	1 200 000	1 550 000

## COMPONENT J : PERFORMANCE REPORT (INSTITUTIONAL SCORECARD)

Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	Annual	DEVELOPMENT PLANNING			Achieved / not achieved
								2016/2017 progress to date	challenges	remedial action	
To provide a systematic integrated spatial / land development policy	Land Use Management	number of land audits conducted by 30 June 2017	1.3	500		5	1	1	none	none	Achieved
		% of land use applications received and processed within 90 days	1.2	opex		100%	100%	100%	100%	none	Achieved
		% of inspections conducted on building construction with an approved plans to ensure compliance with National Building Regulations and Building Standards Act 103 of 1977		opex		100%	100%	100%	none	none	inspection report

DEVELOPMENT PLANNING										Achieved / not achieved	
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	annual	2016/2017 progress to date	challenges	remedial action	evidence
increase regularisation of built environment	compliance with National Building Regulations	% of new building plans of less than 500 square meters assessed within 10 days of receipt of plans	1.2	n/a		100%	100%	100%	none	none	building plan submission register
		% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	1.2	n/a		100%	100%	100%	none	none	building plan submission register
To facilitate economic growth and sustainable job creation	EPWP	number of EPWP job opportunities provided through EPWP grant by 30 June 2017 (GKP)	3.3	EPWP	421	60	68	none	none	list of appointed participants	Achieved
	economic growth and development	number of SMME's and Corporates capacity building skill workshops scheduled and held by 30 Jun	3,3	500	n/a	4	21	none	none	attendance registers	Achieved

DEVELOPMENT PLANNING										
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	Annual	2016/2017		Achieved / not achieved
								progress to date	challenges	
		2017 (inclusive of youth)								
		number of events held to promote tourism within the municipality by 30 Jun 2017	3,1	Opex	n/a	3	3	none	none	Achieved
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (DP. LED)	n/a		new	1	1	none	none	council resolution
	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (DP. LED)	2.5	Opex	81,3%	100%	80%	Risk matters not addressed fully	To address all risk matters raised	quarterly performance report
increase regularisation of built environment	Housing	number of reports in terms of new RDP Housing units provided by the Cognita submitted to		Opex	new	1	1	none	none	council resolution
										Achieved

DEVELOPMENT PLANNING																
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	annual	2016/2017	Achieved / not achieved							
								Progress to date								
								challenges	remedial action							
								evidence								
To implement sound Financial management practices	Expenditure	% spend of the departmental operational Budget by 30 Jun 2017 (DP-LED)	5.1	Opex	96%	96%	81%	Complying with circular 84 (cost cutting measures)	None							
								section 71 report	Not achieved							
SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017	5.6	n/a	new	100%	100%	none	attendanc e register	Achieved							
To create a culture of accountability and transparency	Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (DP-LED)	6.4	n/a	n/a	80%	100%	None	None							
								quarterly IA status reports	Achieved							
	% of AG Management Letter findings resolved by by 30 Jun 2017 (DP-LED)	6.5	n/a	100%	75%	100%	None	Quarterly AG action plan	Achieved							

DEVELOPMENT PLANNING								
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	annual	2016/2017 progress to date
Risk	% execution of identified risk management plan within prescribed timeframes per quarter (IDP-LED)	6,6	n/a	n/a	100%	80%	Remaining matters are still to be attended to in consultation with risk officers	To honour the engagement between the two offices

OPERATIONAL PROJECTS								
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	adjusted budget	Expenditure	2016/2017 Qtr 4 Milestone	progress
To provide a systematic integrated spatial / land development policy	site demarcation projects at Ba-Kopa, Ntware, Ga-Matala Lehwele	1,3	LED 2	R 1 000	R 1 000	R 600	site demarcation application	none
	demarcation of Groblersdal industrial site	1,3	LED 3	R 700	R 700	R 700	industrial township application	township establishment application in place and approved by council

OPERATIONAL PROJECTS												
Strategic Objective	Project	IDP Line Ref	Project Ref	Budget R 000's	adjusted budget	Expenditure e	2016/2017		challenges	remedial action	evidence	Achieved / not achieved
							Qtr 4 Milestone	progress				
	Mapochsgrants township development	1.3	LED 5	R 1 000	R1,000		opening of township register	township register not opened	Deeds Office unable to open township register and advised that a subdivision of the farm portion has to be done first and it was not included on the scope of work as it was not envisaged	To propose addition of scope for subdivision with associated costs	proclamation notice	Not Achieved
to ensure promulgation of all applicable municipal by-laws	projects implemented based on SPLUMA	1,3	LED 4	R 300	R 300	R200	processing of land development applications based on SPLUMA	land development applications processed in line with SPLUMA	none	application register	achieved	

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	IDP	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017 progress to date	2016/2017 challenges	remedial action	evidence	Achieved / not achieved
Improved efficiency and effectiveness of the Municipal Administration	Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2017	2.5	Opex		new	90%	66%	Poor planning of capital projects	To improve planning	quarterly performance report	Not Achieved
	Final SDBIP (2017-18)	2.2	n/a			1	1	1	1	None	None	signed 2017/2018 SDBIP
	number of formal bi-annual performance reviews conducted with Section 56 employees	2.5	opex			2	2	2	2	None	None	performance assessment report

MUNICIPAL MANAGER							
Strategic Objective	Programme	KPI	IDP	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual
		% of KPIs and projects attaining organisational targets by 30 Jun 2017 (OMIA)	2.5	Opex		45,5%	95%
	ICT	number of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy		Opex	new	4	4
						None	None
							Achieved attendance register and minutes
							Achieved

MUNICIPAL MANAGER									
Strategic Objective	Programme	KPI	IDP	Budget R	expenditure	Audited Baseline 2014/15	Annual	2016/2017	Achieved / not achieved
			Revised	000's			progres to date	challenges	remedial action
New/ review policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (OMM)	n/a				N/A	1	1	None
To implement sound Financial management practices	Expenditure	% spend of the Total Operational Budget by the 30 June 2017 (organisation)	5.7	opex	98%	98%	90%	Complying with circular 84 (cost cutting measures)	None
	Remuneration	(Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	5.8	opex	36%	<39%	<39%	None	section 71 report

MUNICIPAL MANAGER											
Strategic Objective	Programme	KPI	ID	Budget R 000's	Expenditure	Audited Baseline 2014/15	Annual progress to date	2016/2017 challenges	remedial action	evidence	Achieved / not achieved
		% spend of the departmental operational Budget by 30 Jun 2017 (OMM)	5.7	opex		99%	95%	100%	None	None	section 71 report
	Financial management	% spend on total employee remuneration in terms of the operational budget by 30 Jun 2017	5.8	R 109 053,0		37,2%	<32,3%	33%	leave payout due to leave payout of employment contracts ended within the last quarter	to ensure that operational budget caters for payout leaves	section 71 report
	SCM	% attendance at scheduled Bid committee meetings by the 30 June 2017 (OMM)	5.6	opex		N/A	100%	zero weight	zero weight	zero weight	zero weight

MUNICIPAL MANAGER								
Strategic Objective	Programme	KPI	ID P	Budget R	expenditur e	Audited Baselin e 2014/15	Annual progress to date	2016/2017 challenges
								remedial action
To strengthen participatory governance within the community	Good Governance	Submission of Final audited consolidated Annual Report to Council in January 2017	6.1	n/a		1	1	1
		monitor council resolutions by submitting progress reports on the implementation of council resolutions to council at council meeting (rule 7(4a)ES 16/17-01	6.2	n/a	new	1	1	None
								Achieved council resolution
								Achieved council resolution

MUNICIPAL MANAGER										
Strategic Objective	Programme	KPI	IDP Re	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017		Achieved / not achieved
								progress to date	challenges	
								1	1	Achieved
IDP Development	Final revised IDP (2017/2018) tabled and approved by Council by the 31 May 2017	6,3	n/a					1	None	council resolution
To create a culture of accountability and transparency	Audit	Obtain an Unqualified Auditor General opinion for the 2015/16 financial year	6,4	n/a	Qualified Opinion	unqualified Opinion	Qualified Opinion	4 bases for qualified opinion	To address all the findings and put internal controls in place	final auditor general report

MUNICIPAL MANAGER									
Strategic Objective	Programme	KPI	DP Re f	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017 progress to date	2016/2017 challenges
		% of Auditor	6.5	n/a		100%	100%	38%	Audit report
		General matters resolved as per the approved audit action plan by 30 June 2017 (Total organisation)						issues in progress to be resolved on the 2016/2017 financial statements Meeting with AGSA to advise on the approach and progress made on addressing the issues	audit action plan
	Risk Management	% execution of identified risk management plan within prescribed timeframes per quarter (Total organisation)	6.6	n/a		100%	80%	79%	Risks not addressed need funds to be addressed
									To allocate enough budget in the next financial year to can be able to address the risks
								quarterly risk assessment report	Not Achieved

MUNICIPAL MANAGER								
Strategic Objective	Programme	KPI	ID P	Budget R 000's f	expenditure	Audited Baseline 2014/15	Annual	2016/2017
								progress to date
To strengthen participatory governance within the community	Good Governance	Submission of draft unaudited consolidated annual report to Council by August 2016	6.2	n/a		1	1	1
		Submission of annual report Oversight Report to Council by March 2017	6.3	n/a		1	1	1
		improved efficiency and effectiveness of the municipal administration	Performance management	Adjusted	2,2 opeX		1	1

MUNICIPAL MANAGER										
Strategic Objective	Programme	KPI	ID P Re f	Budg et R 00's	expenditur e	Annual	2016/2017			Achieved / not achieved
							Audited Baselin e 2014/15	progres s to date	challenges	
							1	1	None	None
To strengthen participatory governance within the community	IDP Development	2018/19 IDP review process plan approved by 30 June 2017	6.3	n/a		1	1	1	None	Achieved IDP process plan
		Draft 2017/18 IDP tabled before Council for adoption by March 2017	6.4	n/a		1	1	1	None	council resolution
To create a culture of accountability and transparency	Risk management	number of Risk Management reports submitted to the Risk Management Committee per quarter	6.4	n/a		4	4	4	none	quarterly risk management report

MUNICIPAL MANAGER										
Strategic Objective	Programme	KPI	ID P Re f	Budg et R 000's	expenditur e	Audited Baselin e 2014/15	Annual	2016/2017		Achieved / not achieved
								progress to date	challenges	
								4	4	Achieved
To create a culture of accountability and transparency	Risk management	number of quarterly Risk Management Committee meetings convened by June 2017	6.4	n/a		4	4	4	none	attendance register and minutes
		% execution of identified risk management plan within prescribed timeframes per quarter (OMM)	6.4	n/a		100%	100%	0%	No risks were identified in municipal manager's office	quarterly risk assessment reports
		number of Administrative staff workshops held in terms of Risk, Fraud and Corruption by 30 Jun 2017	6,4	n/a		new	4	2	Lack of quorum	To engage with senior managers to assist in this matter
										attendance register and minutes
										Not achieved

MUNICIPAL MANAGER									
Strategic Objective	Programme	KPI	ID P Re f	Budget R 000's	expenditur e	Audited Baselin e 2014/15	Annual	2016/2017	Achieved / not achieved
	Audit	number of Internal Audit reports submitted to the Audit Committee per quarter	6.4	n/a	n/a	9	9	None	Quarterly IA status reports
		number of quarterly Performance Audit Committee meetings held	6.4	n/a	n/a	4	4	None	agenda and attendance register
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	6.4	n/a	62% 24% in progress	80%	66%	18% Not addressed 10% in progress 17% action date not due	Ongoing follow-up by Internal Audit on commitments made by Management
		% of AG Management Letter findings resolved by 30 Jun 2017	6.5	n/a	100%	75%	65%	26% in progress 2% not addressed 7% no action plan	Issues to be resolved on 2016-2017 AFS

MUNICIPAL MANAGER								
Strategic Objective	Programme	KPI	ID P	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017
								progress to date
To facilitate economic growth and sustainable job creation	EPWP	grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets	3,4	n/a		new	1	1
							None	signed grant agreement

OPERATIONAL PROJECTS								
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017	Qtr 4 Milestone	progress	challenges
To create a culture of accountability and transparency	Develop 2017/18 Risk Management Plan in line with detailed time schedule	6.4	0MM 1	n/a	submit for approval by council	2017/2018 Risk Management Plan approved	none	none
								risk management plan
	2017/18 Fraud and Corruption Plan and Strategy reviewed by 30 June 2017	6,7	0MM 3	n/a	submit for approval by council	2017/18 Fraud and Corruption Plan and Strategy reviewed	none	fraud and corruption plan
								Achieved

OPERATIONAL PROJECTS										
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017 Qtr 4 Milestone	progress	challenges	remedial action	evidence	Achieved / not achieved
	Review internal audit committee charter and submit to Council for approval by the 30 Jun 2017	6,4	0MM 4	n/a	submit audit committee charter to council for approval	2017/2018 Audit Committee Charter not submitted for Council approval	To serve at the Audit Committee meeting on 26 July 2017 for review by Audit Committee	To serve at Council meeting following the date after 26 July 2017	None	Not achieved
improved efficiency and effectiveness of the municipal administration	review and update the PMS framework and procedure manual by 30 Jun 2017	2,5	CS04	n/a	reviewed PMS framework	reviewed PMS framework	None	PMS framework	Achieved	

INFRASTRUCTURE												
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
Reduction in the level of Service Delivery backlog	Electricity	% of households with access to basic levels of electricity by the 30 June 2017 (GKP1)	4.1	INEP 15500	96%	100%	99%	awaiting energizing by Eskom	continued engagement with Eskom	completion certificates	Not achieved	
		% of electricity consumption reported each month	4.1	n/a			new	100%	100%	None	monthly vending report	
		% spending on INEP funding by the 30 June 2017	4.2	INEP 13000	n/a		100%	99%	Additional households and insufficient budget	To avail sufficient budget in the next financial year	section 71 report	
	Roads and Storm Water	Kms of new tarred roads constructed by the 30 June 2017	4.2	MIG 66200	8.3km	7km	6.3 km	0.7 Km Laersdrift bus road PH 1A still under construction	to be completed in 2017/18 financial year	completion certificates	Not achieved	

INFRASTRUCTURE												
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
		% completion of the program of gravel roads bladed by 30 jun 2017	4,2	opec		40km	100%	100%	none	none	completion certificates	Achieved
	project management	% of new capital projects completed in terms of agreed schedule for EMLM funded projects by Jun 30 2017	4,6	opec		n/a	100%	90%	- Marapong bridge, Rooseneckal Streets still on construction and Groblersdal Construction of Klip and Kanaal Streets Phase 2	poor performance of the contractors which delays the projects	to apply penalties for delays in completion of the projects	Not achieved
		% of capital budget spend in terms of new IDP identified projects by the 30 June 2017 (GKPI)	4,1	100 999	0	100%	73%	Slow progress by contractor	Project currently under penalties	section 71 report	Not achieved	





INFRASTRUCTURE												
Strategic Objective	Programme	KPI	DP Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
reduction in the level of service delivery backlogs	project management	% spending on MiG funding (15% proportional allocation for sports and recreation) by the 30 June 2017 zero weight	4.4	MiG 9362		new	15%	zero weighted	zero weighted	zero weighted	zero weighted	zero weighted
To create a culture of accountability and transparency	audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (ID)	6.4	n/a		n/a	75%	56% - addressed	14% (includes issues in progress & not addressed)	findings to be corrected in the next financial year going forward	quarterly status reports	Not achieved

Strategic Objective	Programme	KPI	INFRASTRUCTURE						Achieved / not achieved	
			IDP Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual progress to date	2016/2017 challenges	remedial action	
good governance		% of AG Management Letter findings resolved by 30 Jun 2017 (ID)	6,5	n/a		n/a	70%	0%	100% (includes 67% in progress and 33% not addressed)	findings to be corrected in the next financial year
		% execution of identified risk management plan within prescribed timeframes per quarter (ID)	6,6	n/a		n/a	100%	70%	30% (only 3 actions not implemented out of 10 proposed)	To implement the remaining 3 actions in the next financial year

OPERATIONAL PROJECTS										
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	Qtr 4 Milestone	progress	challenges	remedial action	evidence	Achieved / not achieved
reduction in the level of service delivery backlogs	develop and implement infrastructure maintenance plan by 30 Jun 2017	4,6	ID 1	opex	implement infrastructure maintenance plan	short term maintenance plan developed and implemented	unavailability of infrastructure maintenance plan	maintenance plan to be developed in 2017/18 financial year together with roads master plan	None	Not achieved
	conduct a status quo analysis of existing EMLM building, recreational and community facilities by the 30 Jun 2017	4,6	ID 2	opex	submit report to relevant department for evaluation and development of a business plan	none	No capacity	To engage with planning department for assistance	None	Not achieved
	development of fleet management plan by the 30 Jun 2017	4,10	ID 3	opex	zero weight	zero weight	zero weight	zero weight	zero weight	zero weight

CAPITAL PROJECTS									
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R'000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date
20	Electrification of households in Monsterlos stadium view(Jerusalena)	To Facilitate For Improved Service Delivery	% electrification of households in Monsterlos stadium view	1000	877 200	1,000,00 0.00	new	100% of households reticulated for electrification in Monsterlos stadium view by 30 June 2017	98% - Contractor busy with installation of meters
25	Electrification of households at Makaapea village	To Facilitate For Improved Service Delivery	% electrification of households in Makaapea	1500	1 754 400	1 311 951,75	new	100% of households reticulated for electrification at makaapea by 30 June 2017	95% - contractor busy installing meters
9	Electrification of households at Tambo village	To Facilitate For Improved Service Delivery	% electrification of households in tambo village	1000	877 200	877 192,98	new	100% of households reticulated for electrification at tambo village by 30 June 2017	90% - contractor busy with stringing of airdac

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
14	Electrification of households at Masakaneng	To Facilitate For Improved Service Delivery	% electrification of households in masakaneng	2000	1 754 400	1 754 385,96	new	100% of households reticulated for electrification at masakaneng by 30 June 2017	98% completed	Available budget cannot electrify the required number of households	Contract or to follow-up with Eskom about the date to energize	Progress Report	Not achieved
9	Electrification of households at Jabulani D3	To Facilitate For Improved Service Delivery	% electrification of households in Jabulani D3	2000	1 754 400	1 754 385,96	new	100% of households reticulated for electrification at jabulani D3 by 30 June 2017	90%-contractor busy with stringing of airdac	Available budget cannot electrify the required number of households	To avail sufficient budget in the next financial year	Progress Report	Not achieved
4	Electrification of households at Waalkraal A	To Facilitate For Improved Service Delivery	% electrification of households in waalkraal A	1500	1 316 000	1 499 574,53	new	100% of households reticulated for electrification at waalkraal A by 30 June 2017	95% - contractor busy with LV earthing	Available budget cannot electrify the required number of households	To avail sufficient budget in the next financial year	Progress Report	Not achieved
11	Electrification of	To Facilitate	% electrification	1000	877 200	871 754,12	new	100% of	98% completed	Available budget	Contract or to	Progress Report	Not achieved

CAPITAL PROJECTS									
War d No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	base line	annual target	progress to date
	households at Elandsdorp n A	For Improved Service Delivery	n of households in Elandsdorp n A				households reticulated for electrification at Elandsdorp A by 30 June 2017		cannot electrify the required number of households
									follow-up with Eskom about the date to energize
30	Electrification of households at Tshehla Trust	To Facilitate For Improved Service Delivery	% electrification of households in tshehla trust	1000	877 200	736 315,48	new	100% completed	None
							of households reticulated for electrification at tshehla trust by 30 June 2017		completion certificate
28	Electrification of households at dipakapakeng	To Facilitate For Improved Service Delivery	% electrification of households in dipakapakeng	1500	877 200	1 311 951,75	new	100%	Achieved
									Progress Report
									Not achieved
									To avail sufficient budget in the next financial year
									Available budget cannot electrify the required number of households

CAPITAL PROJECTS									
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date
18	Electrification of households at Matsitsi	To Facilitate For Improved Service Delivery	% electrification of households in matsitsi	500	438 600	438 395,29	new	100% of households reticulated for electrification at matsitsi by 30 June 2017	98% completed
n/a	Vehicles	To Facilitate For Improved Service Delivery	number of vehicles to be purchased	2500	2 252 540	2 252 540,41	new	7 vehicles purchased by 30 September 2016	7 Vehicles Purchase
13	Bulk metering project at Groblersdal	To Facilitate For Improved Service Delivery	% implementation of bulk metering Groblersdal	1500	0	0,00	new	100% implementation of bulk metering at Groblersdal by June 2017	zero weight
13	Development of workshop	To Facilitate For Improved Service Delivery	% development of workshop	1000	877 200	877 200,00	25%	100% development of workshop by June 2017	insufficient funds
							95% -	Contractor is on Practical Completion	To avail funds in the next financial year
									Progress Report
									Not achieved

CAPITAL PROJECTS													
War d No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
20	Hlogottou street and stormwater control zero weight	To Facilitate For Improved Service Delivery	% construction of Hlogottou street and stormwater control	2000	0	0,00	new	100% Completion of storm water channel by 30 June 2017	zero weight	zero weight	zero weight	zero weight	zero weight
9	Marapong bridge construction	To Facilitate For Improved Service Delivery	% construction of Marapong bridge	3800	5 150 000	7 567 978,31	new	100% construction of marapong bridge by 30 June 2017	95%-contractor busy with surfacing	disputes between the contractor and the consultant in relation to rates	Disputes to be resolved	Progress Report	Not achieved
13	Kanaal street	To Facilitate For Improved Service Delivery	% construction of kanaal street	1500	6 215 800	13 253 882,75	50%	100%	100% construction of Kanaal road by 30 June 2017	None	None	Completion Certificate	Achieved
21	Kgaphamadi construction of bus road, bridge and stormwater control PH 1C (1KM)	To Facilitate For Improved Service Delivery	% construction of Kgaphamadi road	5000	4 386 000	4 385 917,25	50%	100%	100% construction of Kgaphamadi road by 30 June 2017	None	None	Completion Certificate	Achieved

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
14	Kgoshi-Matlala construction of access road and stormwater control PH 1B	To Facilitate For Improved Service Delivery	% construction of Kgoshi Matlala access road	5000	4 476 000	4 252 571,23	50%	100% construction of Kgoshi Matlala road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
26	Kgoshi-Rammudu construction of access road and storm water control PH 1C	To Facilitate For Improved Service Delivery	% construction of Kgoshi Rammudu road	5000	4 386 000	4 385 964,91	50%	100% construction of Kgoshi Rammudu road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
25	Kgoshi-Matsape construction of access road and storm water control PH 1A	To Facilitate For Improved Service Delivery	% construction of Kgoshi Matsape road	3091	2 711 028	2 686 400,35	new	100% construction of Kgoshi Matsape road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved

CAPITAL PROJECTS									
Ward No.	Project	Strategic Objective	key performance Indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date
10	Kgoshi-Matthebe construction of access road and stormwater control PH1A	To Facilitate For Improved Service Delivery	% construction of Kgoshi Matthebe road	3800	3 333 400	3 159 859,33	new	100% construction of Kgoshi Matthebe road by 30 June 2017	100% completed
30	Laersdrift bus road PH 1A	To Facilitate For Improved Service Delivery	% construction of Laersdrift road	5000	4 386 000	3 379 538,32	new	100% construction of Laersdrift road by 30 June 2017	89%- contractor busy with v-drain and culverts

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance Indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
19	Mathula construction of road and stormwater control PH 1B	To Facilitate For Improved Service Delivery	% construction of Mathula road	4 528 418	3 972 318	3 971 929,82	50%	100% construction of mathula road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
22	Mogaung construction of road and stormwater control PH 1B	To Facilitate For Improved Service Delivery	% construction of Mogaung road	5000	4 386 000	4 375 929,86	50%	100% construction of mogauing road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
20	Monsterlos to Makgophe ng Road phase 1G	To Facilitate For Improved Service Delivery	% construction of Makgopheng road	5000	4 386 000	3 570 770,30	50%	100% construction of monsterlos to makgopheng road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
14	Naganeng construction of bus road and stormwater control PH 1A	To Facilitate For Improved Service Delivery	% construction of Naganeng road	1000	877 200	877 192,95	new	100% construction of naganeng road by 30 June 2017	100% designs completed	None	None	Detailed Design Report	Not achieved

CAPITAL PROJECTS									
War d No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date
5	Mpheleng construction of bus road and stormwater control PH 1C	To Facilitate For Improved Service Delivery	% construction of Mpheleng road	5000	4 386 000	4 261 008,54	50%	100% construction of mpheleng road by 30 June 2017	100% completed
4	Nyakorane Road zero weight	To Facilitate For Improved Service Delivery	% construction of Nyakorane road	1000	0		50%	100% construction of nyakorane road by 30 June 2017	zero weight
30	Rosenekal street	To Facilitate For Improved Service Delivery	% construction of Rosenekal street	2000	1 754 400	1 712 805,78	25%	100% construction of Rosenekal road by 30 June 2017	95%-contractor busy with snaglisted items
15	Zaapias construction of JJ road and stormwater control PH 1C	To Facilitate For Improved Service Delivery	% construction of Zaapias road	5000	4 386 000	4 350 338,42	50%	100% construction of Zaapias road by 30 June 2017	100% completed
									None
									Completion Certificate
									Achieved
									Achieved / not achieved

CAPITAL PROJECTS									
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target	progress to date
20	Upgrading of Hlogottou stadium	To Facilitate For Improved Service Delivery	% upgrading of Hlogottou stadium	10000	8 772 000	562 624,28	new	100% upgrading of Hlogottou stadium by 30 June 2017	14%-contractor busy with foundation of ablution block
n/a	machinery and equipment	To Facilitate For Improved Service Delivery	% purchase of machinery and equipment	0	600	127 716,65	new	100% purchase of machinery and equipment	100% purchase of machinery and equipment (high pressure washer,

CAPITAL PROJECTS							
Strategic Objective	Project No.	key performance indicator	Original Budget R 000's 2016-17	Adjusted budget	expenditure	baseline	annual target
						Cut Saw & Cutting Wheel blade)	

CORPORATE SERVICES							
Strategic Objective	Programme	KPI	IDP Ref	budget source	audited baseline 2014/15	expenditure	annual target
To attract, develop and retain ethical and best human capital	Organisational Development	% of advertised positions processed within three months	2,1	opex	100%	100%	100%
		% of employees from previously disadvantaged groups processed as per the approved EE plan by the 30	2,3	opex	100%	100%	0%
						There is no EE plan in place	To develop EE plan
							interview report
							interview report
							Not Achieved

CORPORATE SERVICES										Achieved / not achieved	
Strategic Objective	Programme	KPI	IDP Ref	Budget source	Audited baseline 2014/15	Expenditure	Annual target	2016/2017		Achieved / not achieved	
								Progress to date	Challenge s	Remedial action	evidence
		June 2017 (GKP!)									
% of the municipality's budget actually spent on implementing its workplace skills plan by the 30 Jun 2017 (GKP!)	2,4	opec	100%		100%	100%	100%	none	none	training report and training budget	Not Achieved
Review organisational structure and align to the IDP and Budget by 30 June 2017	2,6	opec	1		1	1	1	None	None	approved organogram	Achieved
% approved vacant positions processed within (3) months zero weight	2,1	opec	n/a		100%	100%	zero weight	zero weight	zero weight	zero weight	zero weight

Strategic Objective	Programme	KPI	IDP Ref	Budget source	Expenditure	Audited baseline 2014/15	Annual target	2016/2017			Achieved / not achieved	
								Progress to date	Challenges	Remedial action		
		% of beneficiaries trained as per target of Workplace Skill Plan (WSP) by 30 Jun 2017	2.4	opex	n/a		100%	90%	No annual DPW report in place	To request the report from department	WSP report and annual DPW report	Not Achieved
		number of front line staff trained in the batho pete principles before 30 September 2016	2.4	opex	new		11	0	Lack of proper plan	To develop an implementable plan	attendance registers	Not achieved
improved efficiency and effectiveness of the municipal administration	performance management	% of KPI and projects attaining organisational targets by 30 Jun 2017 (CS)	2.5	opex	95,8%		100%	42%	Lack of proper plans and slow pace in addressing internal audit and AG findings	To develop plans and fast track addressing AG findings	quarterly performance report	Not achieved



CORPORATE SERVICES									
Strategic Objective	Programme	KPI	IDP Ref	Budget source	Audited baseline 2014/15	Expenditure	Annual target	2016/2017	
								Progress to date	Challenge s
								Remedial action	Evidence
	workplace health and safety & EAP	number of quarterly Workplace Health and Safety Forum meetings held as scheduled	n/a	new		3	3	none	attendance register and minutes
		% of legislated posts in terms of Workplace Health and Safety appointed by 30 Jun 2017	2.1	opex	new	100%	100%	none	appointment letters of committee members
		Conduct a workplace health and safety audit bi-annually	n/a	new	2	1	the H & S audit is done once a year	To put correct target in future	workplace health and safety audit report
To implement sound Financial management practices	Expenditure	% spend of the Departmental operational Budget by the 30 Jun 2017 (CS)	5.1	opex	96%	95%	91%	there was no need for procurement	section 71 report

CORPORATE SERVICES											
Strategic Objective	Programme	KPI	IDP Ref	Budget source	audited baseline 2014/15	expenditure	annual target	2016/2017			Achieved / not achieved
								Progress to date	Challenge s	Remedial action	
SCM	% attendance at scheduled Bid Committee meetings by the 30 Jun 2017 (CS)	5,6	opec	n/a			100%	100%	None	None	Achieved
To create a culture of accountability and transparency	Audit	% of AG Management Letter findings resolved by the 30 Jun 2017 (CS)	6,5	n/a	100%		75%	38%	slow pace in addressing AG Findings	to fast track the pace of addressing AG findings	quarterly AG action plan
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (CS)	6,4	n/a	n/a		75%	68%	slow pace in addressing Internal Audit Findings	to fast track the pace of addressing IT findings	quarterly IA status reports
Risk	% execution of identified risk management plan within prescribed timeframes per quarter (CS)	6,6	n/a	n/a			100%	89%	slow pace in the execution of identified risk management plan	To fast track the execution of identified risk man plan.	quarterly risk assessment report
											Not achieved

CORPORATE SERVICES										
Strategic Objective	Programme	KPI	IDP Ref	Budget source	Audited baseline 2014/15	Expenditure	Annual target	2016/2017		Achieved / not achieved
								Progress to date	Challenge s	
To create a culture of accountability and transparency	Legal services	% of Service Level Agreements (SLA's) processed	6,4	n/a	100% (24)		100%	100%	none	copies of SLA processed
		% of Lease Agreements processed	6,4	n/a	100% (20)		100%	0%	No lease agreements needed to be processed	copies of Lease agreements processed
		Customer services	6,5	opex	2		4	4	None	customer complaints reports

CORPORATE SERVICES - CAPITAL PROJECTS												
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R'000's 2016-17	Adjusted budget	baseline expenditure	annual target	progress to date	challenges	remedial action	evidence	Achieved / not achieved
n/a	furniture	Improved efficiency and effectiveness of the municipal administration	purchase of furniture	300	400	306 928	100%	purchase of furniture	furniture purchased	none	none	delivery note
n/a	Mobile offices	To Facilitate For Improved Service Delivery	maintenance of mobile offices	300	0	300	new	maintenance of mobile offices	mobile offices maintained	none	none	delivery note
n/a	computer equipment	Improved efficiency and effectiveness of the municipal administration	purchase of computer equipment	350	1 550 000	1 180 242	100%	purchase of computer equipment	computer equipment purchased	none	none	delivery note

CORPORATE SERVICES - OPERATIONAL PROJECTS								
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	annual Milestone	2016/2017		
						progress	challenges	remedial action
improved efficiency and effectiveness of the municipal administration	conduct a skills need audit by 30 June 2017	2,4	CS 01	n/a	complete skills need audit	complete skills need audit	none	none
	conduct an employee satisfaction survey by 30 June 2017		CS 02	n/a	generate report and submit to OMM	No report generated	employee satisfaction survey form not distributed	to distribute the satisfaction survey form to employees
	review and update the employment equity plan by 30 June 2017	2,3	CS 03	n/a	reviewed employment equity plan	None	no employment equity plan in place	to develop the employment equity plan

COMMUNITY SERVICES										
Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	2016/2017			Achieved / not achieved
							Annual	progress to date	challenges	
Reduction in the level of Service Delivery backlog	Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2017 (once per week) (GKPI)	4.5	opex	16,5%	20%	16,5%	unable to extent to new areas due to financial constraints	to be budgeted for in alter years	Not achieved
		number of existing households in formal settlements provided with solid waste removal services by 30 Jun 2017 zero weight	4.5	opex	9934	700 (10634)	zero weight	zero weight	zero weight	zero weight
	facilitate promotion of education upliftment within communities	Education / Libraries	4.4	n/a	new	4	4	None	None	Achieved

COMMUNITY SERVICES										
Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	2016/2017			Achieved / not achieved
							Annual	progress to date	challenges	
							4	4	None	None
To ensure communities are contributing towards climate change and reduction of carbon footprint	Environmental management	number of environmental awareness campaign conducted in terms of waste management by 30 Jun 2017	4.5	Opex		4	4	4	None	reports and attendance register
Increase the accessibility of emergency services to the community	Disaster management	number of Disaster awareness campaigns conducted by 30 Jun 2017	4.4	Opex		12	4	4	None	attendance register
facilitate safe and secure neighbourhoods and	safety and security	% response to reportable incidents	4,5	n/a	R 0,0	n/a	100%	100%	None	Achieved
		number of community safety forum meetings held	n/a	R 0,0	new	3	7	None	monthly register logging reportable incidents	
									attendance register	Achieved

COMMUNITY SERVICES										
Strategic Objective	Programme	KPI	2016/2017			2016/2017			Achieved / not achieved	
			ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual progress to date	challenges	remedial action	
traffic law enforcement	training of the community safety members young civilians on patrol (YCOP)	opex		new	1	1	None	None	training certificates for YCOP	Achieved
	Installation of license plate recognition cameras to monitor offenders zero weight	opex		new	8	zero weight	zero weight	zero weight	zero weight	zero weight
	traffic law enforcement	n/a	R 0,0	new	192	zero weight	zero weight	zero weight	zero weight	zero weight
	Speed calming measures via speed camera law enforcement	n/a	R 0,0	new	40	456	None	None	statistical report from speed cameras	Achieved

COMMUNITY SERVICES										
Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual progress to date	2016/2017		Achieved / not achieved
								challenges	remedial action	
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	number of new/ reviewed policies approved by council by Jun 2017		Opex		n/a	1	None	The policy for indigent Burial could not be reviewed due to financial Constraints	Provision be made on the 2018/19 Financial year
To implement sound Financial management practices	Performance Management	% of KPI and projects attaining organisational targets by 30 Jun 2017 (SS)	2.5	Opex	53,8%	100%	56%	Financial constraints and implementation of circular 84	To be budget for in 2018/2019 financial year	quarterly performance report
	Expenditure	% spend of the Departmental operational Budget (CS)	5.1	Opex	96%	96%	86%	Complying with circular 84 (cost cutting measures)	None	section 71 report
	SCM	% attendance at scheduled Bid Committee meetings	5.6	n/a	n/a	100%	100%	None	None	attendance register
To create a culture of accountability and transparency	Audit	% of AG Management Letter findings resolved by 30 Jun 2017 (SS)	6,5	n/a	R 0,00	100%	75%	0%	Financial constraints	To complete them in the 2018/19 AG action plan

COMMUNITY SERVICES														
Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual progress to date	2016/2017		Achieved / not achieved				
								challenges	remedial action					

COMMUNITY SERVICES - CAPITAL PROJECTS										
War d No.	Project	Strategi c Objectiv e	key performanc e indicator	Original Budget R 000's 2016-17	adjuste d budget	Expenditu re	baseline e	annual target	progress to date	challeng es
n/a	Grass cutting Industrial Machine (lawnmower, chain saw, brush cutters, pole zero weight	To Facilitate For Improve d Service Delivery	number of grass cutting industrial machine	500	0	0	new	purchased 7 grass cutting and industrial material by 31 December 2016	zero weight	zero weight
20	Borehole for Hlogotou Satellite Office zero weight	To Facilitate For Improve d Service Delivery	number of borehole for hlogotou satellite office	100	0	0	new	01 borehole for hlogotou satellite office by 31 March 2017	zero weight	zero weight
13 and 30	Monitoring borehole (landfill site) Groblersdal Roosenekaa l zero weight	To Facilitate For Improve d Service Delivery	number of inspections of borehole (land fill site) within Groblersdal and Roosenekaa l	400	0	0	new	8 inspections conducted by June 2017	zero weight	zero weight
10	Development of transfer station: Ntware zero weight	To Facilitate For Improve d	% development of transfer station: Ntware	500	0	0	25%	100% Development of Transfer Station – Ntware by	zero weight	zero weight

COMMUNITY SERVICES - CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2016-17	adjusted budget	Expenditure	baseline	annual target	progress to date	challenges	remedial action	evidence	Achieved d / not achieve d
	Service Delivery												
13	upgrading of driving license testing centre zero weight	To Facilitate For Improved Service Delivery	% upgrading of driving licence testing centre	500	0	0	50%	100% upgrading of license office by 30 June 2017	zero weight	zero weight	zero weight	zero weight	zero weight
n/a	Fire Arms	To Facilitate For Improved Service Delivery	number of fire arms to be purchased	180	180	174 435.13	new	7 firearms purchased by 31 December 2016	7 firearms purchased	None	None	invoices	Achieved
13	development of recreational facility (Hoep-Hoep and Impala park) zero weight	To Facilitate For Improved Service Delivery	% development of recreational facility	600	0	0	25%	100% development of recreational facility	zero weight	zero weight	zero weight	zero weight	zero weight

BUDGET AND TREASURY								
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017 progress to date
to provide free basic services to registered indigents	indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2017 (GKPI)	4,9	N/A	1281 (2.1%)	1500 (2.5%)	17%	Delay in capturing of the indigents by Eskom due to configuration of indigents register.
To implement sound Financial management practices	Financial management	Cost coverage ratio by the 30 June 2017 (GKPI)	5,1	N/A	3:1	4:1	4:1	None
	Revenue	% outstanding service debtors to revenue by the 30 June 2017 (GKPI)	5,2	N/A	7%	5%	5%	None
		% Debt coverage ratio by the 30	5,3	N/A	new	200%	n/a	The municipality does not have any

BUDGET AND TREASURY										
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017	Achieved / not achieved	
								progress to date		
								challenges	remedial action	evidence
		June 2017 (GKPI)						debt incurred.		
Compliance to MFMA legislation	Submission of MTRE Budget to Council for approval by the 31st May	5,4	N/A			1	1	1	Final MTRE Budget submitted to Council for approval by the 31st May	None
compliance to MFMA legislation	Draft Annual Financial Statements (AFS) submitted to council on August 2016	5,5	N/A			1	1	1	Deviations were not prepared accordingly	None
SCM	number of monthly SCM deviation reports submitted to the MM	5,6	N/A			12	12	07	For prepare deviations on monthly basis and make submission to MM	monthly SCM deviation reports
										Not Achieved

BUDGET AND TREASURY									
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017	
								progress to date	challenges
								remedial action	evidence
	legislative compliance	number of MFMA checklists submitted per quarter as legislated	5.4	n/a		12	12	None	MFMA check list
		number of monthly section 71 MFMA reports submitted to EXCO within legislative timeframes	5.5	n/a		12	12	None	section 71 report
		number of quarterly section 52 (d) MFMA reports submitted to Mayor within legislative timeframes	5.5	n/a		4	4	None	section 52 report

BUDGET AND TREASURY										
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017	Achieved / not achieved	
								progress to date		
								challenges	remedial action	evidence
								None	Section 72 report	Achieved
To implement sound financial management practices		section 72 (mid-year) MFMA reports submitted to mayor within legislative timeframes	5,5	opex	1	1	1	None		
		Annual submission of the asset verification report to the MM by 30 Sep 2016	5,6	opex	2	1	1	None	fixed asset verification report signed by MM	Achieved
	Revenue	% of consumer payment level received as compared to that billed by 30 Jun 2017	5,2	Opex	91,8%	<134,8 %	90%	Non-payment of property rates and services in R293 Townships	section 71 report	Not achieved
	expenditure	% spend of the departmental operational budget by 30 June 2017	5,1	Opex	38%	95%	zero weighted	zero weighted	zero weighted	zero weighted

BUDGET AND TREASURY											
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017			
								progress to date	challenges	remedial action	evidence
		(finance) zero weight									
		% of approved (compliant) invoices paid within 30 days	5,3	Opex	new	100%	100%	None	None	monthly expenditure invoice reconciliation report	Achieved
		% spend of the FMG funds by 30 Jun 2017	5,4	FMG 1625	new	100%	100%	None	None	section 71 report	Achieved
SCM	Average number of days elapsed on processing successful bids for tenders over R200,000	5,6	n/a	n/a	45	45	None	None	BAC reports	Achieved	
	% attendance at scheduled Bid Committee	5,6	n/a	n/a	100%	100%	None	None	attendance register	Achieved	

BUDGET AND TREASURY								
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017 progress to date
								challenges
Improved efficiency and effectiveness of the Municipal Administration		meetings per quarter						remedial action
								evidence
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (Finance)		n/a		8	8	13
							None	None
Performance Management	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (Finance)	2.5	Opex	77,8%	100%	67%	Slow pace in resolving internal audit and AG findings
								Issues to be resolved on 2016-2017 AFS
								quarterly performance report
								Not Achieved

BUDGET AND TREASURY												
Strategic Objective	Programme	KPI	IDP Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
To create a culture of accountability and transparency	Audit	% of AG Management Letter findings resolved by 30 Jun 2017 (Finance)	6.5	n/a	100%	75%	65%	Year-end issues to be finalised on compilation of the financial statements and delay of finalisation of Section 32 expenditures report by the MPAC.	Finalisation of the issues on compilation of the financial statements.	quarterly AG action plan	not achieved	
		action plan on issues raised by the Auditor general compiled and tabled to council by January 2017	6.5	n/a	n/a	1	1		None	AG action plan	Achieved	

BUDGET AND TREASURY												
Strategic Objective	Programme	KPI	iDP Ref	Budget source R'000's	expenditure	audited baseline 2014/15	annual	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
				% of Internal Audit Findings resolved per quarter as per the Audit Plan (Finance)	n/a	n/a	80%	30%	The departmental review not done in totality as some of the reviews will be done in the second half of 2017/2018.	Meeting held with internal audit and resolved to address the majority of the issues in first quarter.	quarterly IA status reports	not achieved
Risk		% execution of identified risk management plan within prescribed timeframes per quarter (Finance)	6,6	n/a	n/a	85%	85%	85%	None	None	quarterly risk assessment report	achieved

BUDGET AND TREASURY - OPERATIONAL PROJECTS								
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	Qtr. 4 Milestone	progress to date	challenges	remedial action
							evidence	Achieved / not achieved
To implement sound Financial management practices	Effective implementation of the Standard Charter of Accounts (SCOA) system by the 30 June 2017	5.4	F 1	opex	report of NT received an decision on way forward made	Feedback received from the National Treasury on MSCOA ICT due diligence	None	None report
	Develop a revenue enhancement strategy and submit to Council by the 30 Jun 2017	5.2	F2	opex	draft revenue enhancement strategy submitted to council for approval by 30 June 2017	The draft revenue enhancement strategy applicable.	Delay in discussion of the strategy in the broad management meeting.	The revenue enhancement strategy will be discussed and submitted to Council by the end of first quarter in 2017/2018 financial year.
	Conduct a data cleansing processes to ensure the revenue database is accurate by 30 Jun 2017	5.2	F3	opex	data cleansing processes of revenue database completed	The data cleansing report was compiled until the end of November 2016 and 31 July 2017	None	data cleansing report

BUDGET AND TREASURY - OPERATIONAL PROJECTS								Achieved / not achieved		
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017					
					Qtr. 4 Milestone	progress to date	challenges	remedial action		
	Conduct a study to revalidate the indigent register by the 30 Jun 2017	4,9	F4	opec	study to revalidate the indigent register completed	0	Budget constraints to revalidate the register as at 30 June 2017.	The register will be revalidated in 2017/2018 budget year and beneficiaries updated accordingly.	report	Not achieved

EXECUTIVE SUPPORT										
Strategic Objective	Programme	KPI	ID P Re f	Budget source	expen diture 000's	audited baseline 2014/15	annual	2016/17	Achieved / not achieved	
								progress to date		
								challenges	remedial action	evidence
								None	None	programme and attendance register
facilitate promotion of health and well-being of communities	transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, gender, disabled, woman and Children Rights by the 30 Jun 2017	4,7	opex		new	6	6	None	programme and attendance register
to strengthen participatory governance with the community	Community Participation	number of Community Satisfaction Surveys conducted by the 30 Jun 2017	6,5	opex		0	1	0	Not budgeted for	to budget for in the next financial year



EXECUTIVE SUPPORT									
Strategic Objective	Programme	KPI	ID P R f	Budget source R 000's	expen diture	audited baseline 2014/15	annual	2016/17	Achieved / not achieved
								progress to date	
to create a culture of accountability and transparency	MPAC	within the mandate of council, that are processed and resolves within (3) months	number of MPAC reports submitted to council	6,7	opex	new	3	3	none
									MPAC reports
Audit	Audit	% internal audit findings resolved per quarter as per the audit plan (ES)	6,4	opex	n/a	90%	86%	other matter were still within the timeframe of resolving	Quarterly IA status reports
	% AG management letter findings resolved by 30 Jun 2017 (ES)	zero weight	6,5	opex	100%	100%	zero weight	zero weight	zero weight

EXECUTIVE SUPPORT												
Strategic Objective	Programme	KPI	ID P R f	Budget Re s R 000's	expenditure	audited baseline 2014/15	annual	2016/17 progress to date	challenges	remedial action	evidence	Achieved / not achieved
	good governance	number of council meeting held by June 2017 as per legislation	6,2	n/a	4	4	12	none	none	none	attendance register	Achieved
		number of Exco meetings held each month	6,2	n/a	n/a	12	15	none	none	none	attendance register	Achieved
		number of section 79 committee meetings held each quarter	6,2	opex	n/a	4	zero weight	zero weight	zero weight	zero weight	zero weight	zero weight
		zero weight	6,6	n/a	n/a	100%	58%	to continue to mitigate the identified risks	to continue to mitigate the identified risks	to continue to mitigate the identified risks	Quarterly risk assessment report	Not achieved
to create a culture of accountability and transparency	Risk	% execution of identified risk management plan within prescribed timeframes per quarter (ES)	6,5	opex	new	4	4	none	none	none	quarterly report	Achieved
to strengthen participatory governance with the community	Customer/ Stakeholder relationship management	number of initiatives implemented each quarter to improve										

EXECUTIVE SUPPORT											
Strategic Objective	Programme	KPI	ID	Budget	expen diture	annual audited baseline 2014/15	2016/17 progress to date	challenges	remedial action	evidence	Achieved / not achieved
		communication channels through radio broadcasts	6,2	opex	new	1	2	none	none	attendance register	Achieved
		number of councillors workshops held in terms of induction of new candidates before the 30 Sept 2016	6,5	opex	2	4	zero weight	zero weight	zero weight	zero weight	zero weight

EXECUTIVE SUPPORT										
Strategic Objective	Programme	KPI	ID P R f	Budget source R 000's	annual audited baseline 2014/15	2016/17 progress to date	challenges	remedial action	evidence	Achieved / not achieved
										1
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (ES)	Opex	n/a						Not achieved
	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (ES)	Opex	89%	100%	65%	Lack of activity plan	To develop activity plans in future	quarterly performance report	Not achieved
To facilitate promotion of health and well-being of communities	Mayoral programme	number of mayoral outreach projects initiated by 30 Jun 2017	4,600	1000	4	2	2	none	programme and attendance register	Achieved
	Speaker's programme	number of Speakers outreach projects initiated by 30 June 2017	800		2	2	0	Busy launching the ward committees	To induct the ward councillors	Not achieved

EXECUTIVE SUPPORT											
Strategic Objective	Programme	KPI	IDP	Budget source R'000's	expenditure	annual audited baseline 2014/15	2016/17 progress to date	challenges	remedial action	evidence	Achieved / not achieved
	MPAC programme	number of MPAC outreach projects initiated by 30 Jun 2017	300	300	1	1	1	none	none	programme and attendance register	Achieved
To implement sound Financial management practices	Expenditure	% spend of the Departmental operational Budget by 30 Jun 2017 (ES)	5.1	Opex	n/a	95%	98%	None	None	Section 71 report	achieved
	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017	5.6	n/a	n/a	100%	100%	None	None	attendance registers	achieved

EXECUTIVE SUPPORT - CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R'000's	adjusted budget	Expenditure	baseline	annual target	progress to date	challenges	remedial action	evidence	Achieved / not achieved
n/a	signage: municipal buildings	improved efficiency and effectiveness of the municipal administration	% purchase of signage for municipal chamber	0	600	296 000	new	100%	100% purchase of signage for municipal chamber	None	None	invoices	Achieved

**Summary of Comparison of Annual Performance between 2015/2016 and 2016/2017 Report**

Number	Key Area	Performance	Total number of KPIs	Number of KPI's achieved	Number of KPI's not achieved	2015/16	2016/1	2015/16	2016/1	2015/16	2016/1	2015/16	2016/1	2015/16	2016/1	2015/16	2016/1	2015/16	2016/1	
1	Spatial Rationale	10	9	8	2	6	7	6	7	1	0	0	0	0	0	0	0	0	80%	89%
2	Municipal transformation and institutional development	32	27	21	17	6	8	4	2	1	0	0	0	0	0	0	0	0	75%	68%
3	Local economic development	9	4	3	4	3	0	3	0	3	0	0	0	0	0	0	0	0	50%	100%
4	Basic service delivery and Infrastructure development	72	67	37	29	16	24	7	14	0	0	11	0	0	11	0	0	69%	55%	
5	Financial viability and management	16	30	12	18	1	9	3	3	0	0	0	0	0	0	0	0	92%	66%	
6	Good governance and public participation	28	34	20	23	6	8	1	3	1	0	0	0	0	0	0	0	78%	74%	
	<b>TOTAL</b>	<b>167</b>	<b>171</b>	<b>101</b>	<b>99</b>	<b>34</b>	<b>50</b>	<b>18</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>74%</b>	<b>66%</b>	

## **CHAPTER 4**

# **ORGANISATIONAL DEVELOPMENT PERFORMANCE**

## COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL

### 4 OVERVIEW

#### 4.1 Employees totals, Turnover and Vacancies

Municipality advertise vacant posts in the national print media and on the municipal website and those who are interested they do apply for the advertised posts. Municipality follows its approved recruitment policy in filling of the vacant positions.

**Table 1: staff turnover**

Description	Total
Terminations	8
Contract ended	2
Retention	0
Death	4
Retirements	1
Ill health	0
Dismissal	0
Resignation	1
Total number of vacancies	54
Total number of employees	361
Total post on the organogram	415

**Table 2: employees for human resource services**

Employees: Human Resource Services				
Job Level (task grades)	2015/16			
	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
10 – 12	10	4	6	60%
13 – 15	1	1	0	0%
16 – 18	3	2	1	0%
Section 56 & 57	7	6	1	14%
<b>Total</b>	<b>21</b>	<b>13</b>	<b>8</b>	<b>60%</b>

**Table 3: organisational structures information**

Employees		2015/2016		2016/2017		
Description	Employees	Approved Posts	Employees	vacancies	Variance	
	No.	No.	No.	No.	%	
Electricity	11	09	9	0	0%	
Roads	50	60	60	1	1%	
Planning and Local Economic Development	8	15	5	2	1.15%	
Community services	131	140	104	36	1%	
Environmental Protection	36	40	43	4	4%	
Corporate Policy Offices and Other	106	149	139	14	1%	
Sports and recreation	1	1	2	0	0%	
<b>Totals</b>	<b>343</b>	<b>465</b>	<b>415</b>	<b>57</b>	<b>8.2%</b>	

**Table 4: Vacancy rate information**

Vacancy Rate 2016/2017			
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	
CFO	1	0	
Other S57 Managers (excluding Finance Posts)			
Executive Support	1	0	0
Development Planning	1	0	0
Community Services	1	0	0
Infrastructure	1	1 year	0
Corporate Services	1	0	0
Other S57 Managers (Finance posts)			
Manager Assets	1	0	0
Chief Audit Executive	n/a	n/a	n/a
Senior management: Levels 13-15 (excluding Finance Posts)			
Chief Risk Management Officer(T15)	1	0	0
Manager Internal Auditor (T15)	1	0	0
Manager PMS (T15)	1	0	0
Manager Communication (T15)	1	2 years	0
Manager IDP (T15)	1	0	0
Manager Environmental Services	1	0	0
Manager Public Safety (T15)	1	0	0
Manager Licensing (T15)	1	0	0
Manager Motetema Service Delivery Point(T15)	1	0	0
Manager Hlogotlou Service Delivery Point (T15)	1	0	0
Manager Roossenekal Service Delivery Point(T15)	1	2 years	0

Vacancy Rate 2016/2017			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Manager Uitspanning Service Delivery Point(T15)	1	2 years	
Electrical Engineer (T16)	1	0	0
Manager Electrical (T15)	1	2 years	0
Manager PMU (T15)	1	0	0
Manager Road, Storm water & Maintenance (T15)	1	3 months	0
Manager Road Construction (T15)	1	8 months	0
Legal Advisor (T16)	1	5 months	0
Manager Executive Support (T16)	1	2 months	0
Manager Human Resource (T15)	1	0	0
Manager Council Support (T15)	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 LED	1	0	0
Manager fleet	1	0	0
Deputy CFO	1	1 year	0

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### 4.2 POLICIES

The municipality has developed policies as a guideline to all officials and are reviewed as and when the need arises. For the year under review 15 policies were reviewed and 01 policy was developed.

**Table 5: Approved and reviewed policies**

No.	Policy name	Approved	Reviewed	Resolution number
1	Credit Control policy		✓	F16/17-62
2	Investment policy		✓	F16/17-62
3	Annual Budget policy		✓	F16/17-62
4	Borrowing policy		✓	F16/17-62
5	Expenditure Management policy		✓	F16/17-62
6	Asset Management policy		✓	F16/17-62
7	Supply Chain Management policy		✓	F16/17-62
8	Indigent policy		✓	F16/17-62
9	Virement policy		✓	F16/17-62
10	Funding and Reserve policy		✓	F16/17-62
11	Property Rates policy		✓	F16/17-62
12	Tariff policy		✓	F16/17-62
13	Performance Management Framework		✓	M16/17-84
14	Communication strategy		✓	ES16/17-19
15	Social media policy		✓	ES16/17-20
17	EMLM Densification policy	✓		D16/17-96
18	Reviewed draft 2016/2017 fraud and corruption strategy			M16/17-87
19	Reviewed draft 2016/2017 risk management policy			M16/17-88
20	Reviewed draft 2016/2017 risk management strategy			M16/17-89

### 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	None	None	None	None	0
Temporary total disablement	None	None	None	None	0
Permanent disablement	none	None	none	none	None
Fatal	none	None	none	none	None

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

Number and 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
Sports Arts and Culture Officer	insolence, threats and intimidation and bringing the municipality into disrepute	None	The case is finalised, aggravating factors submitted to the commissioner for finalisation	The case is finalised, awaiting verdict.

**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
None	None	None	None

#### 4.4 PERFORMANCE MANAGEMENT

In EMLM, performance management is limited to Section 56 Managers. The municipality has conducted the 2015/2016 annual performance assessments for 06 senior managers who signed the performance agreements and no senior manager qualified for performance bonuses. The 2016/2017 mid-year assessment was also conducted as a measure 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	✓	
Chief financial officer	✓	
Senior manager : community services	✓	
Acting Senior manager: Infrastructure	✓	
Senior manager : development planning	✓	
Senior manager : Corporate services	✓	

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### 4.5 Skills development and training

Municipality has a work skills plan (WSP) that is utilised for capacity building of staff. 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, 22 employees and 66 councillors received different training. The WSP and annual training report were submitted to LGSETA.

Municipality budgeted R1 007 000 for training and spent R586 011.00. The variance for the year was R420 989.00. Municipality did not mandatory grants in the form of rebates from LGSETA for the year under review.

**Table 10: Training for officials**

Programme	No. Of Officials	Males	Female	Status
Risk and Audit indaba	07	5	2	Completed
Grader and TLB Course	4	4	0	Completed
VIP	1	1	0	Completed
Certificate in municipal governance	1	1	0	Completed
Supply Chain Management	3	2	1	In-progress
Effective Report writing	4	3	1	Completed
OD-ETDP	2	1	1	Completed
<b>Total</b>	<b>22</b>	<b>17</b>	<b>05</b>	

**Table 11: training for councillors**

Programme	No. Of Councillors	Males	Female	Status
Risk and Audit Indaba	5	5	0	Completed
Higher Certificate in municipal Governance	3	2	1	Completed
Councillor Induction Programme	58	31	27	Completed
<b>TOTAL</b>	<b>66</b>	<b>38</b>	<b>28</b>	

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

Prescribed minimum competency levels						
Description	A	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))
	Total number of officials employed by municipality (regulation 14(4)(a) and (c))	Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))		Consolidated: Total of A and B		
<b>Financial officials</b>						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	0	0	0
Senior Managers	4	0	4	4	4	4
Any other financial officials	38	0	38	0	0	38
Finance managers	5	0	5			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

#### **4.6 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.

#### **4.7 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**

### INTRODUCTION

The Elias Motsoaledi Local Municipality strives to ensure an effective and efficient administration, and has provided the following components for discussion within this chapter:

- Component A: Statement of financial performance
- Component B: Spending against capital budget
- Component C: Other financial matters

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

#### Introduction to Financial Statements

Elias Motsoaledi Local Municipality handed over the 2016/17 annual financial statements to the Auditor General (Limpopo) on 31<sup>st</sup> August 2017 as per the Municipal Finance Management Act. The aforesaid components of the financial statements are discussed in detail below:

#### 5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Description	2015/16	Budget Year 2016/17			2016/17 Variance	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD Actual	Original Budget	Adjusted Budget
Financial Performance						
Property rates	22,395	23,981	23,780	25,815	-7.6%	-8.6%
Service charges	69,588	81,102	78,960	77,251	4.7%	2.2%
Investment revenue	4,290	3,829	3,479	2,889	24.5%	16.9%
Transfers recognised - operational	216,652	213,105	213,105	213,105	0.0%	0.0%
Other own revenue	17,378	15,589	22,294	72,026	-362.0%	-223.1%
<b>Total Revenue (excluding capital transfers)</b>	<b>330,303</b>	<b>337,606</b>	<b>341,618</b>	<b>391,085</b>	<b>-15.8%</b>	<b>-14.5%</b>
Employee costs	112,151	109,053	112,496	117,781	-8.0%	-4.7%
Remuneration of Councillors	19,061	18,908	20,292	20,298	-7.3%	0.0%
Depreciation & asset impairment	49,728	35,796	50,000	47,998	-34.1%	4.0%
Finance charges	2,141	60	2,760	1,426	-2276.9%	48.3%
Materials and bulk purchases	69,966	68,906	73,404	78,603	-14.1%	-7.1%
Transfers and grants	313	2,128	2,248	708	66.7%	68.5%
Other expenditure	114,765	94,063	107,161	229,263	-143.7%	-113.9%
<b>Total Expenditure</b>	<b>368,125</b>	<b>328,915</b>	<b>368,361</b>	<b>496,076</b>	<b>-50.8%</b>	<b>-34.7%</b>
<b>Surplus/(Deficit)</b>	<b>(37,822)</b>	<b>8,690</b>	<b>(26,743)</b>	<b>(104,990)</b>	<b>1308.1%</b>	<b>-292.6%</b>
Transfers recognised - capital	77,188	75,419	85,419	68,930	8.6%	19.3%
Contributions & Contributed assets	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers</b>	<b>39,366</b>	<b>84,109</b>	<b>58,676</b>	<b>(36,060)</b>		
Share of surplus/ (deficit) of associate	-	-	-	-		
<b>Surplus/ (Deficit) for the year</b>	<b>39,366</b>	<b>84,109</b>	<b>58,676</b>	<b>(36,060)</b>		
<b>Capital expenditure &amp; funds sources</b>						
<b>Capital expenditure</b>	<b>108,388</b>	<b>94,449</b>	<b>95,778</b>	<b>80,665</b>	<b>14.6%</b>	<b>15.8%</b>
Capital transfers recognised	77,188	75,419	74,398	68,895	8.7%	7.4%
Public contributions & donations	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-
Internally generated funds	31,200	19,030	21,380	11,770	38.2%	44.9%
<b>Total sources of capital funds</b>	<b>108,388</b>	<b>94,449</b>	<b>95,778</b>	<b>80,665</b>	<b>14.6%</b>	<b>15.8%</b>
<b>Financial position</b>						
Total current assets	58,124	72,418	87,686	87,618		
Total non current assets	979,292	993,473	1,040,124	1,006,770		
Total current liabilities	69,263	31,896	79,705	99,680		
Total non current liabilities	95,865	90,513	85,185	89,811		
<b>Community wealth/Equity</b>	<b>872,288</b>	<b>943,481</b>	<b>962,921</b>	<b>904,896</b>		
<b>Cash flows</b>						
Net cash from (used) operating	22,790	119,326	89,505	98,321	17.6%	-9.8%
Net cash from (used) investing	(30,567)	(89,449)	(67,620)	(81,193)	9.2%	-20.1%
Net cash from (used) financing	(5,415)	(8,857)	(8,187)	(8,149)	8.0%	0.5%
<b>Cash/cash equivalents at the year end</b>	<b>11,965</b>	<b>27,259</b>	<b>25,664</b>	<b>20,944</b>	<b>23.2%</b>	<b>18.4%</b>
<b>Cash backing/surplus reconciliation</b>						
Cash and Investment available	11,965	36,616	25,664	20,944	42.8%	18.4%
Application of Cash and Investments	4,124	(696)	17,492	16,956	2537.1%	3.1%
<b>Balance - surplus/(shortfall)</b>	<b>7,841</b>	<b>37,312</b>	<b>8,172</b>	<b>3,989</b>	<b>89.3%</b>	<b>51.2%</b>
<b>Asset Management</b>						
Asset Register Summary (WDV)	967,888	892,303	934,595	938,356	-5.2%	-0.4%
Depreciation and Asset Impairment	49,728	35,796	50,000	47,998	-34.1%	4.0%
Renewal of Existing Assets	30,190	52,719	53,938	13,791	73.8%	74.4%
Repairs and Maintenance	9,606	14,715	10,498	12,873	12.5%	-22.6%
<b>Free Services</b>						
Cost of Free Basic Services	313	1,000	1,000	708	29.2%	29.2%
Revenue of Cost of Free Services Provided	1,613	5,725	6,725	8,568	-49.7%	-27.4%
<b>Households Below Minimum Service Level</b>						
Energy	1,441	1,550	1,550	1,661	-7.2%	-7.2%
Refuse	48,493	54,210	54,210	52,160	3.8%	3.8%

## COMMENT ON FINANCIAL PERFORMANCE

### Revenue

#### Property rates

The original budget for property rates for 2016/17 financial year was R23, 981 million which was adjusted downwards to R23, 780 million and the actual revenue billed is R25, 815 million. This gave rise to over performance variance of 7,65% and 8,56% respectively on original budget and adjusted budget.

#### Service charges

This is made up of service charges for electricity and refuse removal and the original budget thereof was R81, 102 million that was slightly adjusted downwards to R78, 960 million and the actual revenue generated was R77, 251 million that reflects a 4,7% and 2,2% under performance variance respectively on both original budget and adjusted budget.

#### Investment revenue

The investment revenue is mainly interest earned on the external investments that the municipality has made throughout the financial year. The original budget was projected at R3, 829 million that was adjusted downwards to R3, 479 million. The actual revenue earned amounted to R2, 889 million that reflects under performance variance of 24,54% and 16,95% based on original budget and adjusted budget respectively. Interest earned in the 2016/17 financial year is significantly less than that generated in the 2015/16 financial year and this shows a declining and staggering investment management practice.

#### Transfer recognized - operational

This is revenue realized from both conditional and unconditional operating grants and subsidies including equitable share. The results shows full spending of both conditional and unconditional operational grants. With regards to conditional grants, all grants were spent in line with the conditions of the respective grants.

#### Other Income

The over performance variance of other revenue is attributed to revenue from traffic fines. This revenue line item had a material increase amounting to R48, 472 million when compared to 2015/16 revenue generated.

### Expenditure

#### Employee related cost

The original budget for employee related cost was R109, 053 million and the budget was adjusted upwards to R112, 496 million and actual expenditure incurred amounted to R117, 781 million. The actual expenditure included an amount of R901 thousand for skills development levy that in terms of budget schedules is classified as general expenses whilst in the annual financial statements is classified as part of employee related cost.

#### Remuneration of Councillors

Remuneration of councillors relates salaries of Public Office Bearers and the original budget thereof was R18, 908 million that was adjusted downwards to R20, 292 million and the actual expenditure incurred amounted to R20, 298 million. The increase from 2015/16 to 2016/17 financial year expenditure is as a result of implementation of upper limits.

#### Depreciation and asset impairment

Depreciation and asset impairment relates to system reduction of the value of an asset due to wear and tear. From budget point of view, this line item is treated as non cash item. The original budget thereof was R35, 796 million that was adjusted upwards to R50 million and the actual expenditure was R47, 998 million. The decrease from 2015/16 actual expenditure is as a result of assets that were written.

#### **Finance charges**

Finance charges is mainly interest on finance lease and this was informed by the amortisation schedule thereof. The original budget thereof was R60 thousand the schedules were later on revised and this led to upward adjustment of the budget to R2, 760 million that included provision for possible changes in repo rate. The actual expenditure incurred was R1, 426 million that is slightly less than the 2015/16 actuals.

#### **Materials and bulk purchases**

The major portion of this line item was mainly for purchase of electricity. The bulk purchase actual expenditure is higher than the 2015/16 financial year expenditure with R5, 369 million and higher than the adjusted budget with R2, 824 million. Other materials mainly relates to materials and supplies relating to both repairs and maintenance and cleaning materials. The actual expenditure thereof is higher than 2015/16 expenditure and both original and adjusted budget.

#### **Transfers and grants – expenditure**

Transfers and grants refer to subsidies made to indigent and pensioners consumers, external bursaries awarded to no employees, and medical aid contributions made to pensioners who are former employees of the municipality. The subsidies were done in the form of special rebates on property rates and free basic electricity. The budget provision still appear to be too little in light of Equitable share allocation that amounted to R210, 385 million since this is the source of funding thereof. The number of registered indigents is still little and hence the underspending of the budget allocated for this subsidy.

#### **Other expenditure**

Other expenditure line item includes items such as debt impairment, contracted services, loss on disposal of assets as well as general expenditure. The actual expenditure is double the 2015/16 actuals and this is attributed to debt impairment of traffic fines and contracted services and donation of electrification projects that were implemented in areas are Eskom licensed.

## **5.2 GRANTS**

<b>Description</b>  <b>R Thousands</b>	<b>2015/16</b>	<b>Current Year 2016/17</b>			<b>2016/17 Variance</b>	
	<b>Audited Outcome</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>Actual</b>	<b>Original Budget (%)</b>	<b>Adjustment Budget (%)</b>
<b>RECEIPTS:</b>						
<u>Operating Grants</u>						
National Government:	216, 652	213, 105	213, 105	213, 105	0,00%	0,00%

Equitable share	212, 959	210, 385	210, 385	210, 385	0,00%	0,00%
EPWP incentive	1, 163	1, 095	1, 095	1, 095	0,00%	0,00%
FMG grant	1,600	1,625	1,625	1,625	0,00%	0,00%
MSIG grant	930	0	0	0	0,00%	0,00%
<b>Total Operating Grants</b>	<b>216, 652</b>	<b>213, 105</b>	<b>213, 105</b>	<b>213, 105</b>	<b>0,00%</b>	<b>0,00%</b>

**COMMENT ON OPERATING TRANSFERS AND GRANTS:**

All operational grants that were gazetted for Elias Motsoaledi local municipality for 2016/17 financial year were received and fully spent. The total amount received on operational grants amounted to R213, 105 million during the 2015/17 financial year. All grants were received from national sphere of government and nothing was gazetted to be received from the provincial government and the district municipality and/or any other source.

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

No grants were received from other sources.

**5.3 ASSET MANAGEMENT**

<b>Description</b>	<b>2015/16</b>	<b>Budget Year 2016/17</b>			<b>2016/17 Variance</b>	
	<b>Audited Outcome</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>YearTD Actual</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>
<b>Asset Management</b>						
Asset Register Summary (WDV)	967,888	892,303	934,595	938,356	-5.2%	-0.4%
Depreciation and Asset Impairment	49,728	35,796	50,000	47,998	-34.1%	4.0%
Renewal of Existing Assets	30,190	52,719	53,938	13,791	73.8%	74.4%
Repairs and Maintenance	9,606	14,715	10,498	12,873	12.5%	-22.6%

**COMMENT ON ASSET MANAGEMENT:**

The actual asset register value for 2016/17 is R938,356 million and the original budget thereof was R892,303 million that was adjusted upwards to R934,595 million during the adjustments budget. Taking the actual book value as at end of 2015/16 financial year of R967,888 million, the asset register value had decreased and this is attributed to assets that were written off during the financial year.

In addition, capital expenditure amounting to R80,665 million and repairs and maintenance amounting to R12,873 million was incurred during the 2016/17 financial year and this reflects decreased spending on capital budget and increased spending of repairs and maintenance budget when taking the 2015/16 and 2016/17 financial years results in to account.

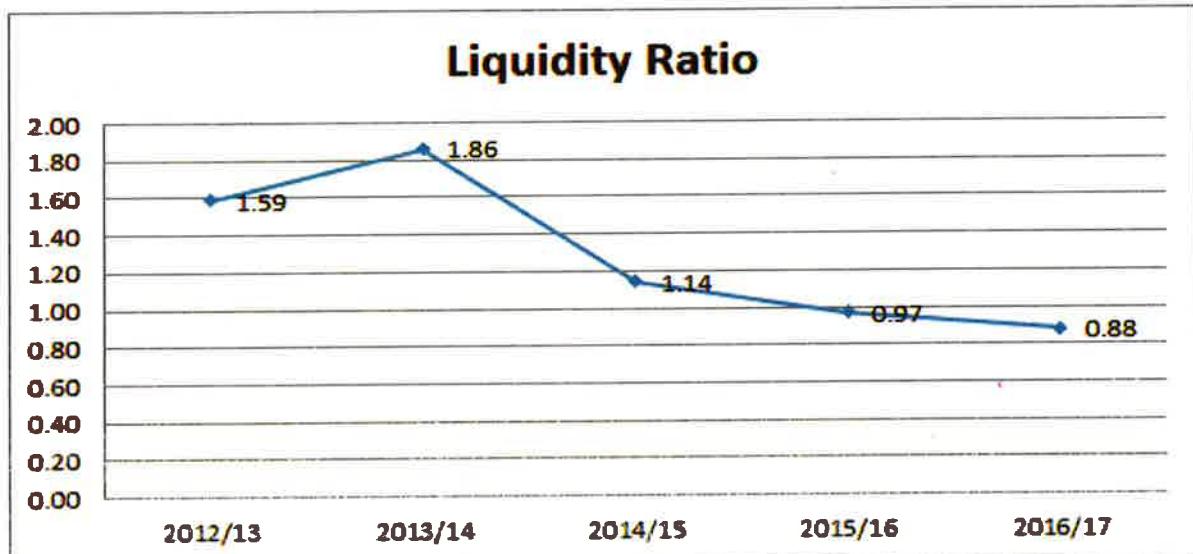
Description	2015/16	Budget Year 2016/17			2016/17 Variance	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Original Budget	Adjusted Budget
Repairs and Maintenance	10,149	14,715	10,498	12,873	12.5%	-22.6%

#### COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The repairs and maintenance budget represent 4,47% of the total original budget and 2,85% of the adjusted budget and in terms of the actual expenditure, the spending represent 2,60% of the total operating expenditure incurred for 2016/17 financial year. A total of R12, 873 million was spent, reflecting an under-spending variance of 12,5% on original budget and over spending variance of 22,6% based on adjusted budget.

#### .35.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

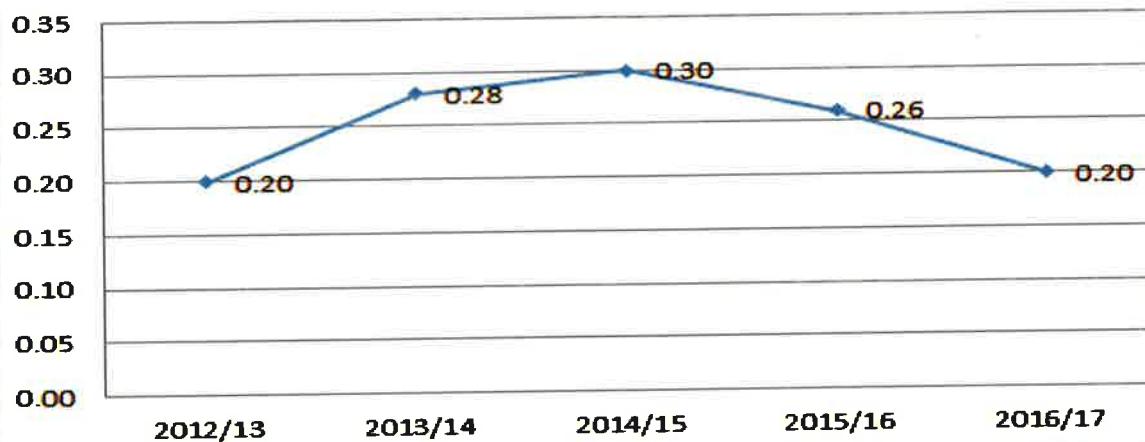
Graph 1: Liquidity ratio



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, however the graph portrays a picture that shows a staggering liquidity ratio for 2015/16 and 2016/17 financial years since the ratio is less than 1. This is attributed to high amount of invoices that were paid at year end using accruals and control accounts that are out of balance.

Graph 2: Outstanding Debtors to revenue

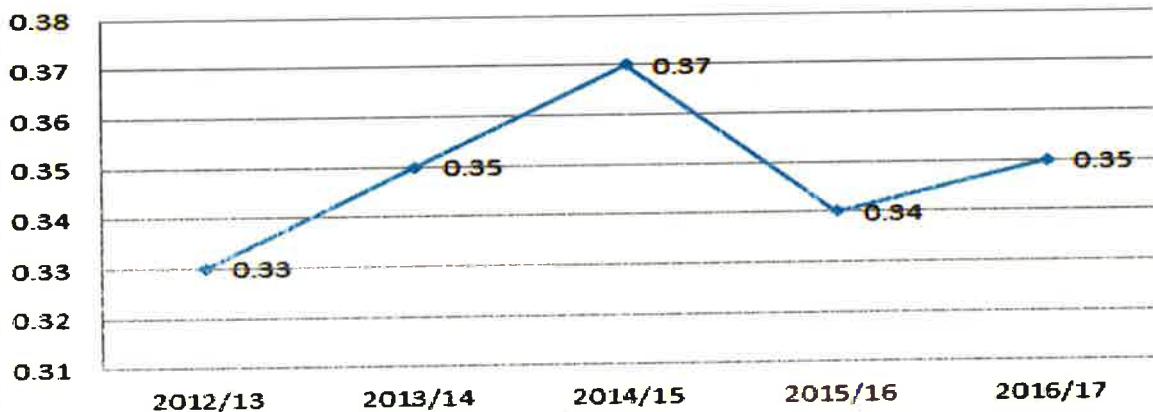
## **Outstanding Debtors to Revenue**



Outstanding Service Debtors to Revenue - Measures how much money is still owed by the community for electricity, waste removal, property rates 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 0.20 outstanding debtors that has slightly dropped by 0.06 when compared to 2015/16 ratio. The ratio is deemed to be high taking into account the targeted collection rate of 93%

**Graph 3: Employee cost**

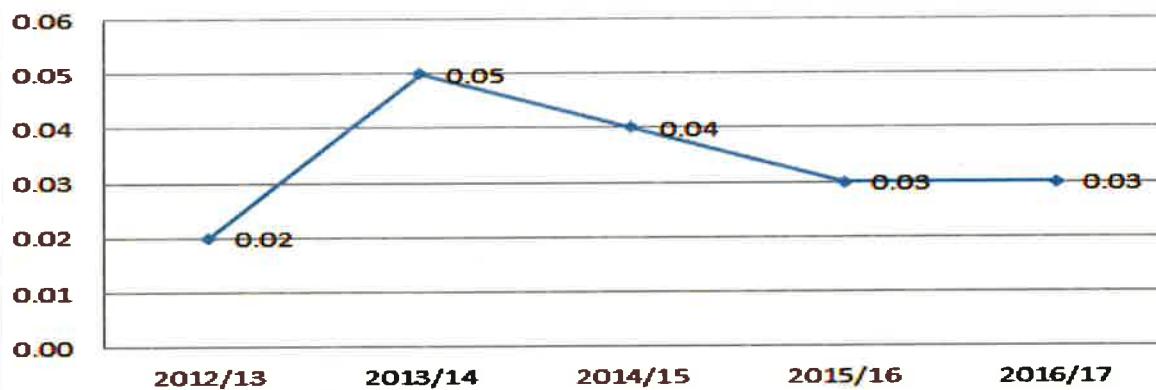
## **Employee cost**



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



Repairs and Maintenance - This represent the proportion of operating expenditure spent, and is calculated by dividing the total repairs and maintenance by total revenue excluding capital revenue.

### 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 invoices that are paid as part of accruals at year end since the magnitude thereof was relatively high in 2016/17 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 items.

## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

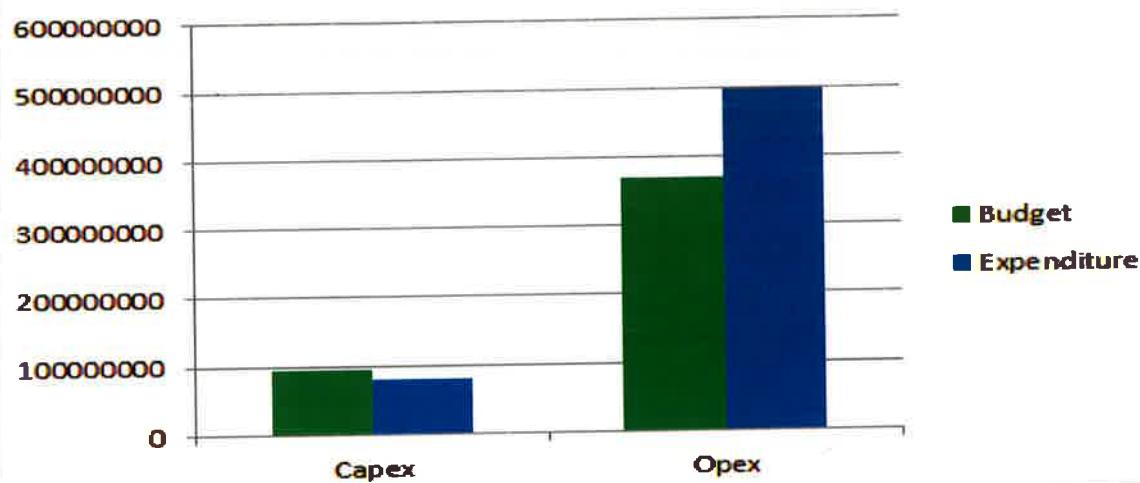
### INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

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. Component B 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.

### 5.5 CAPITAL EXPENDITURE

#### GRAPH 5: CAPITAL EXPENDITURE 2016/17

## Capital Expenditure 2016/17



## 5.6 SOURCES OF FINANCE

Description	2015/16	Budget Year 2016/17			2016/17 Variance	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD Actual	Original Budget	Adjusted Budget
<b>Funded by:</b>						
National Government	77,188	75,419	74,398	68,895	8.7%	7.4%
Provincial Government	–	–	–	–	0.0%	0.0%
District Municipality	–	–	–	–	0.0%	0.0%
Other transfers and grants	–	–	–	–	0.0%	0.0%
<b>Transfers recognised - capital</b>	<b>77,188</b>	<b>75,419</b>	<b>74,398</b>	<b>68,895</b>	<b>8.7%</b>	<b>7.4%</b>
Public contributions & donations	–	–	–	–	0.0%	0.0%
Borrowing	–	–	–	–	0.0%	0.0%
Internally generated funds	31,200	19,030	21,380	11,770	38.2%	44.9%
<b>Total Capital Funding</b>	<b>108,388</b>	<b>94,449</b>	<b>95,778</b>	<b>80,665</b>	<b>14.6%</b>	<b>15.8%</b>
<b>Capital Expenditure</b>						
Roads, pavement and bridges	79,074	62,462	68,961	61,001	2.3%	11.5%
Electricity	17,089	13,000	11,404	11,214	13.7%	1.7%
ICT Equipment	623	350	1,550	1,168	-233.7%	24.7%
Office Furniture	484	300	400	340	-13.5%	14.9%
Machinery and Equipment	1,234	600	600	603	-0.6%	-0.6%
Sports and Recreation	–	10,000	8,772	1,931	80.7%	78.0%
Other	9,884	7,737	4,092	4,407	43.0%	-7.7%
<b>Total</b>	<b>108,388</b>	<b>94,449</b>	<b>95,778</b>	<b>80,665</b>	<b>14.6%</b>	<b>15.8%</b>
<b>Percentage</b>						
Roads, pavement and bridges	73.0%	66.1%	72.0%	75.6%		
Electricity	15.8%	13.8%	11.9%	13.9%		
ICT Equipment	0.6%	0.4%	1.6%	1.4%		
Office Furniture	0.4%	0.3%	0.4%	0.4%		
Machinery and Equipment	1.1%	0.6%	0.6%	0.7%		
Sports and Recreation	0.0%	10.6%	9.2%	2.4%		
Other	9.1%	8.2%	4.3%	5.5%		

### COMMENT ON SOURCES OF FUNDING:

The total approved original budget was R94, 449 million that was adjusted downwards to R80, 665 million during the main adjustment budget and this was later on adjusted upwards in the special adjustment budget to R95, 778 million.

### Funding of capital budget:

Original budget amounted to R94, 449 million and R75, 419 million was funded by grants and R19, 030 million was funded internally.

Adjusted budget amounted to R95, 778 million and R74, 398 million was funded by grants and R21, 380 million was funded internally.

Actual expenditure amounted to 80, 665 million and R68, 895 million was funded by grants and R11, 770 million was funded internally.

5.7 CAPITAL SPENDING ON FIVE LARGEST PROJECTS

Name of Project	R'000			Variance Current Year	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment Variance (%)
A – Mogaung Construction of Roads	5,000	15,000	7,951	15,81%	20,31%
B – Construction of Klip and Kanaal Street	1,500	14,833	13,253	-3,80%	60,20%
C - Phucukane Construction of Access Road	5,485	12,000	10,423	-8,77%	55,65%
D – Upgrading of Hlogotlou Stadium	10,000	10,682	1,693	8,46%	13,26%
E – Construction of Marapong Bridge	3,800	9,500	7,567	8,44%-	8,44%

\*Project with the highest capital expenditure in 2016/17

Name of Project - A	Mogaung Construction of Roads
Objective of project	To improve municipal roads' infrastructure for socio-economic growth
Delays	None
Future challenges	None
Anticipated citizen benefits	Job creation, skills transferred and improved road infrastructure
Name of Project - B	Construction of Klip and Kanaal Street
Objective of project	To improve municipal roads' infrastructure for socio-economic growth
Delays	None
Future challenges	None
Anticipated citizen benefits	Job creation, skills transferred and improved road infrastructure
Name of Project - C	Phucukane Construction of Access Road
Objective of project	To improve municipal roads' infrastructure for socio-economic growth
Delays	None
Future challenges	None
Anticipated citizen benefits	Job creation, skills transferred and improved town development

Name of Project - D	Upgrading of Hlogotlou Stadium
Objective of project	To improve access to sports facilities for socio-economic growth
Delays	The project was initially planned to be implemented by SRSA and the process of appointing the contractor was also done by the department which delayed the appointment
Future challenges	None
Anticipated citizen benefits	Job creation, skills transferred and improved road infrastructure
Name of Project - E	Construction of Marapong Bridge
Objective of project	To improve municipal roads' infrastructure for socio-economic growth
Delays	None
Future challenges	None
Anticipated citizen benefits	Job creation, skills transferred and improved road infrastructure

#### COMMENT ON CAPITAL PROJECTS:

The total approved original budget was R94, 449 million that was adjusted downwards to R87, 620 million during the main adjustment budget and this was later on adjusted upwards in the special adjustment budget to R95, 778 million. The special budget was informed by addition allocation that was received for Municipal Infrastructure Grant that amounted to R20 million. Of the total adjusted budget, at least R80, 665 million was spent and this gave rise to underspending variance amounting to R15, 113 million that has contributed towards the roll over amount.

The capital budget was made up mainly of roads, pavement and bridges projects; electrification projects; sports project; and operational equipment. The budget was funded by Municipal Infrastructure Grant (MIG), Integrated National Electrification Programme Grant (INEP), and internally generated funds.

#### 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 not that huge as most households have access to electricity.

##### Service Backlogs as at 30 June 2017

	Households (HHs)			
	*Service level above minimum standard		**Service level below minimum standard	
	No HHs	% HHs	No HHs	% HHs
Electricity	57 814	96%	2 350	3.9%
Waste management				
Housing				

**COMMENT ON BACKLOGS:**

The electricity backlog is not that huge and the challenge is on the Eskom site as there is no network capacity for connections on some areas.

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 the municipality to deal with the backlog.

With the leased yellow fleet, the municipality has been graveling the internal roads for accessibility to reduce the backlog. The machinery is stationed at satellite offices and there is a register for the rotation of those machinery to different wards. There has been an improvement on accessibility of internal roads.

**Municipal Infrastructure Grant (MIG)\* Expenditure 2016/17 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	R52, 419	R62, 419	R54, 189	-4%	12%	
Storm water	R0	R0	R0	0%	0%	
<b>Infrastructure - Electricity</b>						
Generation	R0	R0	R0	0%	0%	
Street Lighting	R0	R0	R0	0%	0%	
<b>Infrastructure - Other</b>						
Transportation	R0	R0	R0	0%	0%	
Gas	R0	R0	R0	0%	0%	
<b>Other Specify:</b>						
Sports	R10, 000	R10, 000	R1, 931	81%	81%	
Street Parking	R0	R0	0%	0%	0%	
Waste Management	R0	R0	0%	0%	0%	
<b>Total</b>	R62, 419	R72, 419	R56, 120	10%	23%	

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The cash flow outcome presents the actual revenue 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

Description	2015/16	Budget Year 2016/17		
	Audited Outcome	Original Budget	Adjusted Budget	YearTD Actual
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Property rates, penalties & collection charges	8,908	22,302	17,579	20,966
Service charges	59,267	74,803	70,069	69,070
Other revenue	8,835	8,463	13,403	10,066
Government - operating	216,652	213,105	213,105	214,632
Government - capital	77,188	75,419	85,419	83,703
Interest	10,163	5,666	4,136	10,410
Dividends	—	—	—	—
<b>Payments</b>				
Suppliers and employees	(355,769)	(278,243)	(309,616)	(308,578)
Finance charges	(2,141)	(60)	(2,341)	(1,426)
Transfers and Grants	(313)	(2,128)	(2,248)	(521)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>22,790</b>	<b>119,326</b>	<b>89,505</b>	<b>98,321</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds on disposal of PPE	654	5,000	—	—
Decrease (Increase) in non-current debtors	—	—	—	—
Decrease (increase) other non-current receivables	—	—	—	(529)
Decrease (increase) in non-current investments	77,167	—	—	—
<b>Payments</b>				
Capital assets	(108,388)	(94,449)	(67,620)	(80,665)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(30,567)</b>	<b>(89,449)</b>	<b>(67,620)</b>	<b>(81,193)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Short term loans	—	—	—	—
Borrowing long term/refinancing	—	—	—	—
Increase (decrease) in consumer deposits	(412)	500	(17)	21
<b>Payments</b>				
Repayment of borrowing	(5,003)	(9,357)	(8,170)	(8,170)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(5,415)</b>	<b>(8,857)</b>	<b>(8,187)</b>	<b>(8,149)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(13,192)</b>	<b>21,020</b>	<b>13,698</b>	<b>8,979</b>
Cash/cash equivalents at beginning:	25,158	6,238	11,965	11,965
Cash/cash equivalents at month/year end:	11,965	27,259	25,664	20,944

COMMENT ON CASH-FLOW OUTCOMES:

Cash and cash equivalent at the beginning of the financial year was R11, 965 million and when comparing this to the cash and cash equivalent as at end of 2016/17 financial year amounting to R20, 944 million, the results reflects an increase in cash and cash equivalent of R8, 979 million. 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 2014/15 - 2016/17			
Instrument	R'000		
	2014/15	2015/16	2016/17
<b>Municipality</b>			
Long-term loans (annuity/reducing balance)	n/a	n/a	n/a
Long-term loans (non-annuity)	n/a	n/a	n/a
Local registered stock	n/a	n/a	n/a
Instalment credit	n/a	n/a	n/a
Financial leases	22,341	15,069	6,899
PPP liabilities	n/a	n/a	n/a
Finance granted by cap equipment supplier	n/a	n/a	n/a
Marketable bonds	n/a	n/a	n/a
Non-marketable bonds	n/a	n/a	n/a
Bankers acceptances	n/a	n/a	n/a
Financial derivatives	n/a	n/a	n/a
Other securities	n/a	n/a	n/a
<b>Municipal Total</b>	<b>22,341</b>	<b>15,069</b>	<b>6,899</b>
	n/a	n/a	n/a
<b>Municipal Entities</b>			
Long-term Loans (annuity/reducing balance)	n/a	n/a	n/a
Long-term Loans (non-annuity)	n/a	n/a	n/a
Local registered stock	n/a	n/a	n/a
Instalment credit	n/a	n/a	n/a
Financial leases	n/a	n/a	n/a
PPP liabilities	n/a	n/a	n/a
Finance granted by cap equipment supplier	n/a	n/a	n/a
Marketable bonds	n/a	n/a	n/a
Non-Marketable bonds	n/a	n/a	n/a
Bankers acceptances	n/a	n/a	n/a
Financial derivatives	n/a	n/a	n/a
Other Securities	n/a	n/a	n/a
<b>Entities Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

Municipal and Entity Investments 2014/15 - 2016/17			
Investment type	R'000		
	2014/15 Actual	2015/16 Actual	2016/17 Actual
<b>Municipality</b>			
Securities - national government	-	-	-
Listed corporate bonds	-	-	-
Deposits -bank	23,764	6,899	15,657
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>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>-</b>	<b>-</b>	<b>-</b>
<b>Consolidated Total:</b>	<b>23,764</b>	<b>6,899</b>	<b>15,657</b>

**COMMENT ON BORROWING AND INVESTMENTS:**

The municipality had a borrowing in the form of finance lease for heavy machinery and equipment amounting to R6, 899 million as at end of 2016/17 financial year. In addition, the closing balance on Investments was R15, 657 million that is materially higher than R6, 899 million for 2015/16 financial year.

**5.11 PUBLIC-PRIVATE PARTNERSHIPS**

**PUBLIC-PRIVATE PARTNERSHIPS**

Not applicable

## 5.12 SUPPLY CHAIN MANAGEMENT

### SUPPLY CHAIN MANAGEMENT

#### Overview of Supply Chain Management

Section 217 of the Constitution of the Republic of South Africa requires that when an organ of State contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost effective.

The Supply Chain Management Policy of the Municipality has been drawn up to give effect to these principles and the Preferential Procurement Legislation, and furthermore to comply with the provisions of the Local Government: Municipal Finance Management Act and its Regulations promulgated in terms thereof.

The SCM policy has recently been reviewed and approved by Council to ensure that controls are tightened to combat fraud and corruption in procurement processes.

#### Supply Chain Management Unit

Chapter 11 of the MFMA compels the municipalities to establish Supply Chain Management Units and implement the SCM Policy, which gives effect to all SCM functional areas. The Supply Chain Management Unit has been established and operates under a direct supervision of the Chief Financial Officer.

#### Bid Committees

Regulation 26 of the Municipal Supply Chain Management Regulations stipulates that a municipality's Supply Chain Management system must provide for a committee system for competitive bids consisting of at least a bid specification, bid evaluation and bid adjudication committee.

The Municipality has established the following committees:-

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

Each Committee consists of a practitioner from Supply Chain Management and officials from key Directorates in the Municipality. The Accounting Officer is responsible for the appointment of bid committee members and committee members are appointed as and when the Accounting Officer deems it necessary and reviewed accordingly by the Accounting Officer. Although the chain of work of these Committees is intertwined, they operate separately from each other. All members of the Committees sign an Oath of Secrecy and Declaration of Interest to ensure that the bidding system is fair, transparency, openness and equitable.

**5.14 Service provider's performance**

Project Name	2016/2017 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
Printing and Publication	R 1,000,000	None	None	Baupa Printing and Publication	3	Baupa Printing and Publication
Printing and Publication	R 1,000,000	None	None	Vision Print	3	Vision Print
Asset Management	Funded by Treasury	None	None	Market Demand	3	Not applicable
Debt Collection	R 869, 0000	None	None	Khumalo Attorneys	3	Not applicable
Compilation of the valuation and supplementary valuation rolls	R 353,000	None	None	Uniqueco (Pty) Ltd	3	Not applicable
Printing and delivery of customer statements	R 183,000	None	None	Cab Holdings	3	Not applicable
Compilation of financial reports	R 1,186,000	None	None	Munsoft (Pty) Ltd	3	Not applicable
Financial Management System	R 1,000 000	None	None	Munsoft (Pty) Ltd	3	Not applicable
Cash Collection Services	R 72,000	None	None	G4S	3	Not applicable
Township Establishment at Groblersdal Game Farm	R200 000	None	n/a	YB Mashalaba and Associates	3	n/a
Groblersdal township establishment (industrial site)	R 700 000	none	None	Mok development consultant	3	n/a

Site demarcation	R1000 1000	None	None	Nhlatsa development consultant	3		n/a
Land audit	R 500 000	None	None	Black dot property consultant	3		n/a
Ingwe/Sinobheki	6 999 948.00	None	None	Phetolo Mogale	2		n/a
Provision of community based solid waste management	R5000 000	none	none	Selema plant hire construction/ Mashumi construction supply and projects	3		n/a
Performance Management	565 000.00	None	None	Institute for performance management	3		n/a
		None	None	Khumalo Masondo Attorneys	3		n/a
Legal Services	Liability	None	None	Makhabela Attorneys			n/a
		Legal fees too exorbitant and there is no value for money.	Invoices submitted to Law Society Fee Assessment Committee	Kgatta Inc	3		n/a
Telephones System	R6000.00	None	None	Mhofu Telecommunications	3		n/a
Website Maintenance	R500 000	None	None	SITA	3		n/a
Vsats Connecting Satellite Offices	R790.000	None	None	Telkom	2		n/a
Internet Service Provider	Per rates	None	None	Data Pro	3		n/a
Supplying ICT hardware devices	R500.000	None	None	Moagi Technologies	2		n/a

Maintenance and servicing of Bulk Printing Machines	Per rates	None	None	Canons	2	n/a
<b>Monsterlus to Makgopheng Road PH1GMo</b>	R 5 000 000.00	None	None	<b>Monde Consulting Engineers</b>	3	Betsekgadi Construction
<b>Mpheleng Construction of Bus Route PH1C</b>	R 5 000 000	None	None	Betsekgadi Construction	2	
<b>Upgrading of Kgaphamadi Bus Route PH1BUpgrad</b>	R 5 000 000.00	None	None	<b>Munei Consulting</b>	3	Moleleki A Tlala Transport and Projects
<b>Kgoshi Rammupudu Construction of Access Road PH1C</b>	R 5 000 000.00	None	None	Moleleki A Tlala Transport and Projects	3	
<b>Kgoshi Matlala Construction of Access Road PH1B</b>	R 5 000 000	None	None	<b>Sky High Consulting</b>	2	Maswekameng Traders
<b>Kgoshi Matsepe Construction of Access Road PH1A</b>	R 3 800 000	None	None	Maswekameng Traders	2	

<b>Kgoshi Mathebe Construction of Access Road PH1A</b>	R 3 800 000	None	None	Tlou Integrated Tech	2	Cansnan Civils
<b>Mathula Construction of Bus Road PH1B</b>	R 4 528 418	None	None	JMV Orthosmart	2	big Rock / Kgwadi ya Madiba JV
<b>Mogaung Construction of Access Road PH1B</b>	R 5 000 000	None	None	Big Rock / Kgwadi ya Madiba JV	3	Patrick Makgoka Construction
<b>Laersdrift Bus Road PH1A</b>	R 5 000 000.00	n/a	n/a	MTP Consulting Engineers	2	Patrick Makgoka Construction
<b>Construction of Marapong Bridge</b>	R 9 500 000.00	None	n/a	Dikgabo Consulting Engineers	3	HM Eyethu / AL Mphago
<b>Construction of Klip and Kanaal Street PH1</b>	R15 000 000.00	None	None	HM Eyethu / AL Mphago	1	
<b>Zaaiplaas Construction of JJ Roads PH1D</b>	5 000 000.00	None	None	Sky High Consulting / Low Flow JV	2	Shonisan Rambau Construction
				None	2	
				None	4	Big Rock/ Kgwadi ya Madiba JV
				None	4	
				Onboard Consulting Engineers	2	Imbawula Construction

		None	None	Imbawula Trading	2	
<b>Upgrading of Hlogottou / Monsterlus Stadium</b>	R 10 000 000.00	Late appointment of contractorate	Contractor appointed in mid May 2017	<b>Vuka Afrika Consulting</b>	2	Moepeng Trading
<b>Roossenekal Roads and Streets</b>	R 2 000 000.00	None	None	Moepeng Trading	X	
<b>Construction of Fleet Centre</b>	R 1 000 000.00	None	None	<b>Element Consulting</b>	2	HM Eyethu / AL Mphago JV
<b>Rating description</b>				<b>Dikgabo Consulting</b>	2	Shatadi Developers
Poor Performance	1					
Fair Performance	2					
Good Performance	3					
Excellent Performance	4					
Outstanding Performance	5					