

ELIAS MOTSOLEDI LOCAL MUNICIPALITY



DRAFT 2016-2017 ANNUAL REPORT

TABLE OF CONTENTS

DESCRIPTION	PAGE NO.
CHAPTER 1: Mayor's foreword and executive summary	
Component A: Mayor's foreword	9
Component B: Executive summary	12
1.1 Municipal Manager's overview	7
1.2 Municipal functions, population and environmental overview	14
1.3 Service delivery overview	18
1.4 Financial health overview	18
1.5 Organizational development overview	20
1.6 Workplace Skills Plan (WSP)	20
1.7 Statutory annual report process	21
CHAPTER 2: Governance	22
Component A: Political and administrative governance	23
2.1 Political governance	23
2.2 Administrative governance	23
Component B: Intergovernmental relations	34
2.3 Intergovernmental Relations	34
Component C: Public accountability and participation	35
2.4 Overview of public accountability and participation	36
2.5 Public meetings	38
2.6 IDP participation and alignment	52
Component D: Corporate Governance	53
2.7 Risk management	53
2.8 Public satisfaction survey	53
2.9 Supply chain management	54
2.10 By-Laws	55
2.11 Website	55
2.12 Audit committee	56
CHAPTER 3 : Service delivery performance	58
Component A: Basic Services	59
3.1 Electricity	59
3.2 Waste Management	60
3.3 Free basic services and indigent support	62
Component B: Roads transport	63
3.4 Transport overview	63
3.5 Performance on Roads	63
Component C: Planning and Development	68
3.6 Planning overview	68
3.7 Local economic development	71
Component D: Community and Social Services	72
3.8 Libraries	72
3.9 Cemeteries	72
3.10 Safety and Security	73
Component I: Corporate policy offices and other services	75
3.11 Executive and council	75
3.12 Human resources	75
3.13 Information Technology	75
Component J: Performance Report (Institutional Scorecard)	77
CHAPTER 4: Organizational Development Performance	136
Component A: Introduction to the municipal personnel	137

4.1 Employee totals, turnover and vacancies	137
Component B: Managing the municipal workforce	139
4.2 Policies	139
4.3 Injuries, sickness and suspension	140
4.4 Performance management	142
Component C: Capacitating the municipal workforce	143
4.5 Skills development and training	143
Component D: Managing the workforce expenditure	144
4.6 Employee expenditure	144
4.7 Disclosure of financial interest	144
CHAPTER 5 : FINANCIAL PERFORMANCE	145
Component A: Statement of financial performance	146
5.1 Statement of financial performance	146
5.2 Grants	151
5.3 Assets management	152
5.4 Financial ratios	155
Component B: Spending against capital budget	155
5.5 Capital Expenditure	156
5.6 Sources of finance	156
5.7 Capital spending on 5 largest projects	157
5.8 Basic service and infrastructure backlogs	159
Component C: Cash flow management and investments	160
5.9 Cash flow	161
5.10 Borrowing and investment	163
5.11 Public private partnership	163
Component D: Other financial matters	163
5.12 Supply chain management	163
5.13 GRAP compliance	163
5.14 Service Providers Performance	164
CHAPTER 6: AUDIT GENERAL REPORT	169
Component A: Auditor General Opinion of Financial Statements	170
6.1 Auditor General report 2016/2017	170
6.2 Component B: Auditor General's Opinion 2016/2017	178
6.3 Municipal Manager and Chief Financial Officer's comments	178
6.4 Audit Committee's Comments	179
6.5 Audit Action Plan	180
APPENDICES	181
Appendix A- Councillors, committee allocation and council attendance	182
Appendix B – Committees and committee purposes	186
Appendix C – Third tier administrative structure	187
Appendix D – Functions of municipality/entity	188
Appendix E – Ward reporting	190
Appendix F – Ward information	190
Appendix G – Recommendations of municipal audit committee 2016/2017	200
Appendix H- Long term contracts and public private partnerships	220
Appendix I – Disclosure of financial interests	223
Appendix J- Conditional grants received: excluding MIG	224
Appendix K- Capital programme by project 2016/2017	225

Appendix L- Capital programme by project by ward 2016/2017	226
Appendix M- Service connection backlog at schools and clinics	227
Appendix N – Service backlog experienced by the community where other sphere of government is responsible for service provision	227
Appendix O- Declaration of loans and grants made by the municipality	227
Appendix P- Declaration of returns not made in due time under MFMA S71	227
Appendix Q - Audited Financial Statements	228

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	: Councilor
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 Roosenekaal 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 (served both Eskom and EMLM). Ten villages namely Monsterlus stadium view, Makaepea, 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.

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

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	-
TOTAL	100%

Source: 2016 STATS SA Community survey

Table 4: Population by Age Group

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

Source: 2016 Stats SA Community survey

Table 4: Household by Ethnic and Gender Group

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

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)

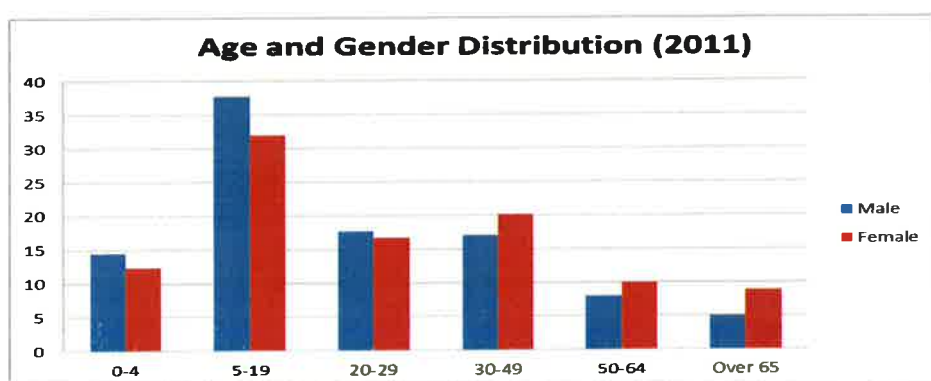
Economic Indicators	
Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
Total	100%

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
TOTAL	66, 359

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 Roosenekaal 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, Makaepea, 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			
R'000			
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 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 th 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
Council committees				
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
SCM committees				
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	Phatlane	Alfred	M	078 423 2094
3	ANC	Mamakoko	Mokgothiwe Lettie	F	078 423 2010
4	ANC	Moima	Lizzy Mahlatse	F	078 423 2233
5	ANC	Makweoane	Agnes Mapetle	F	078 423 2131

WAR D	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	Phorothoe	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	Maphopha	Emily Maabele	F	078 423 2069
26	ANC	Motlale	Manthwaieng 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

WAR D	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 Motshele	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	Mamotale 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)	Cllr. Hlako Justice Makunyane	1.Cllr. M.S. Mohlala 2.Cllr. G.M. Motlape 3.Cllr. G.M. Makeke 4.Cllr. J. Mahlangu 5.Cllr. V.L. Mthombeni 6.Cllr. M.L. Phala
Rules & Petitions	Cllr. S.M. Maipushe	1.Cllr. M. R. Msiza 2.Cllr. T. M. Mokganyetji

COMMITTEE	CHAIRPERSON	MEMBERS
		3.Clr. S.W. Ratlou 4.Clr. T. A. Phorothoe 5.Clr. M.N. Malatji 6.Clr. P. Madondo
Ethics	Clr. M.L. Phala	1.Clr. M.G. Motlale 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. Phorothoe	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. Mokweane (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. Maphopha 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- Clr. M.G. Motlape 10. Traditional Authorities in Council	
Committee of Presiding Officers	Speaker Chair of Chairs	Clr. M.D. Tladi Clr. S.H. Mehlape
Leader of Executive Business	Clr 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.Clr. M.L. Phala 2.Clr. M.G. Motlape 3.Clr. S.H. Hlaole 4.Clr. G.M. Makeke 5.Clr. J. Mahlangu
	DA	6.Clr. C.N. Mathebe
	EFF	1. Clr. M.T. Mosotho
SECTION 80 COMMITTEES		
COMMITTEE	CHAIRPERSON	MEMBERS
Budget & Treasury	Clr. T.A. Machipa	1. Clr.T.A. Phorothoe 2. Clr. W.J. Skosana 3. Clr. M.A. Mphela (Whip) 4. Clr. M.N. Malatji 5. Clr Matsepe TS 7. Clr Dr Rotze 8. Clr Hlathi M.Z
COMMITTEE	CHAIRPERSON	MEMBERS
Infrastructure	Clr Matjomane G.D	1. Clr Mokganyetji TM 2. Clr Zulu M.K 3. Clr Makweane Mk 4. Clr Momwane M.K 5. Clr Kotze 6. Clr Shai K.C
COMMITTEE	CHAIRPERSON	MEMBERS
Community Services	Clr Mashilo S.M	1. Clr Ratlou S.W 2. Clr Maphopha E.M 3. Clr Moima L.M 4. Clr Bogopa B 5. Clr Maloba 6. Clr Mathebe C.N
COMMITTEE	CHAIRPERSON	MEMBERS
Corporate Services	Clr Phatlane A	1.Clr Msiza M.R 2. Clr 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 provide in this Act, oversee the exercise of responsibilities assigned in terms of this Act to the accounting officer and the chief financial officer, but may not interfere in the exercise of those responsibilities
- Must take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget.
- Must within 30 days of the end of each quarter submit a report to council on the implementation of the budget and the financial state of affairs of the municipality.
- Must exercise the other powers and perform the other duties assigned to the mayor in terms of this Act or delegated by council to the mayor.

POWERS AND FUNCTIONS OF THE SPEAKER



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. Mokoete	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. Mthimunya	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: Roosenekal	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 12th 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 10th 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 23rd 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 compliments formal representative government with a system of participatory governance

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

2.3.1 Overview of public accountability and participation

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

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

1. This was brought to life by the democratic breakthrough of 1994, the adoption of the Constitution in 1996, and the formation of local government in 2000 and the subsequent laws that governs it. Chapter 4 of the Municipal system Act 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 22nd 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 04th 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 25th November to 10th 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 08th December 2016 in Tafelkop. In celebrating Heritage Day, the Municipality partnered with Bakgaga Ba Kopa and Bantwane Traditional Authorities on the 16th September 2017 and 24th 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 28th March 2017 under Council Resolution No MPAC 16/17-02. The Draft 2017/2018 Municipal Public Account Committee work program was approved on the 29th 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 consult 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 Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
01	Community meeting	09	01	02	129	Water shortage at slovo Electrification of oorlog	no yes	Community meeting
02	Community meeting	04	no meeting	no meeting		no meeting	no meeting	no meeting
03	Community meeting	05	01	00	42	Water challenges Electricity- still waiting	No	Community meeting
04	Community meeting	09	01	00	62	Water challenge	No	community meeting
05	Community meeting	08	01	03	95	Bad state of provincial road Regravelling of roads Clearing of bushes Need of storm water drainage	Yes	community meeting
06	Community meeting	03	01	02		VIP toilets Water shortage	No	community meeting
07	No meeting	No meeting	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 water control	Yes	community meeting
09	Community meetings	10	01	00	1986	-Water shortage at Phooko	yes /no	- 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	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						-Re-graveling of roads - clearing of illegal dumping -Electrification of Jabulani		
10	Community meeting	11	02	00	2268	- Mohlamme Road - RDP houses Testing of underground water and boreholes fixing	No/ yes	Community meeting
11	Community meeting	06	01	00	742	- Inadequacy of bulk water capacity to supply all residence - R25 be repaired and storm water control - Re-Graveling of internal roads Illegal dumpings	No/ yes	Community meeting
12	Community meeting	11	01	00	3059	-Water shortage -Taring of road - need for clinic at Magagamatala - electrification	no	Community meeting
13	Community meeting	3	02	05	276	-storm water network -need for community hall	No/ yes	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	Issue addressed (Yes/No)	Dates and manner of feedback given to community	
						-need for CPF -water leakage -community clinic to be equipped			
14	Community meeting	7	02	01	869	-electrification - bulk water -re graveling of streets -paving of road to moshate	Yes/ no	Community meeting	
15	Community meeting	07	01	0	110	Water shorgate RDP houses VIP toilets Road paving	Yes	Community meeting	
16	Community meeting	07	01	0	735	Electrification of Slovo section	Yes	Community meeting	
17	Community meeting	10	01	0	80	DTT program	No	Community meeting	
18	Community meeting	10	01	0	100	Electrification Patching of tarred road Cleaning of illegal dumping	Yes/no	Community meeting	
19	Community meeting	06	01	0	552	Water	No	Community meeting	
20	Community meeting	07	01	0	765	RDP houses Water	Yes	Community meeting	
21	Community meeting	07	01	0	765	RDP houses	Yes	Community meeting	
22	Community meeting	07	01	0	666	Recruitment of labours for road project at Legolaneng	Yes	Community meeting	
23	Community meeting	07	01	00	654	Water project	No	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	Issue addressed (Yes/No)	Dates and manner of feedback given to community	
24	Community meeting	10	01	0	953	Legolaneng road Electrification Clinic RDP houses Fencing of cemeteries	Yes / no	Community meeting	
25	Community meeting	09	01	0	859	Need for borehole Electrification Regravelling of Roads Water	Yes/ no	Community meeting	
26	Community meeting	06	01	0	435	Leakage of bulk water pipes Illegal connection of water	No	Community meeting	
27	Community meetin	06	01	0	354	Road High mast lights Water	Yes/no	Community meeting	
28	Community meeting	07	01	0	465	Electrification Gravelling of Roads Water Mobile clinic	Yes	Community meeting	
29	Community meeting	10	01	0	135	Repairs of boreholes RDP Patching of boreholes	Yes	Community meeting	
30	Community meeting	06	01	0	654	RDP houses Disconnection of electricity Disruption of council meeting	Yes	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	Issue addressed (Yes/No)	Dates and manner of feedback given to community
31	Community meeting	07	01	00	865	Need for land Bulk water High bill of water Illegal speed humps	Yes	Community meeting

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

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

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

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 Angas setoto Magopa				
Ward No 12	Cllr Phorothoe	Yes	10	10	3
	Ward Committees Mmadisele Mathebe Moleme Podile Mmalehu Mohlala Mothaku Namane Calvin Mathunyane Elizabeth Monageng Doctor Nakedi Alfred Makitla Betty Mathebe Klass Mathebe				
Ward No 13	Cllr Oosthuizen W.N.S	Yes	0	0	0
	Ward Committees: 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				
Ward No 14	Cllr: Bogopa B	Yes	10	10	3
	Ward Committees: Bareng Mphahlele Phakwane Mareng Moses Boshelo Chikane Kgorutle Makeke Mantwa Dipou Matlala Stephen Maleka Jarema Phetla Enock Ramoispa Maggie Isa				
Ward No 15	Cllr: Mahlangu J	Yes	3	3	1
	Ward Committees: Lucas Zwane				

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	Yes	1	0	0
	Ward Committees				
	Mapule Mokgolokgotho				
	Jabulane Mahlangu				
	Sarah Skosana				
	Fanie Makua				
	December Msitsa				
	Sinah Mahlangu				
	Maria Mthimunyane				
	Nick Mgidi				
	Khomotso Maphosa				
	Kodin Skhosana				
Ward No 17	Cllr: Ratau T.T	Yes	6	6	2
	Ward Committees:				
	Irene Mokwana				
	Moetana Mohlala				
	Rankepile Mabelane				
	Kagiso Mabelane				
	Gabriel Magashula				
	Moeti Mkhondo				
	Motlalepule Madihlaba				
	Freddy Nkadimeng				
	Andries Hlabishe				
	Annah Masemola				
Ward No 18	Cllr: Machipa T.A	Yes	0	0	0
	Ward Committees:				
	Martha Mohlahlo				
	Jamis Chego				
	Maria Tshehla				
	Mojalefa Rankwe				
	Tumishi Mohlahlo				
	Annah Mnguni				
	Elsa Fenyane				
	Sydney Phetla				
	Shemeng Mtshweni				
	Maria Makuwa				

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

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

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 Mmabatsheleleng Matsepe				
	Matladi Tshepho				
Ward No 27	Cllr: Mokwane M.K	Yes	6	6	1
	Ward Committees:				
	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
	Ward Committees:				
	Klass Maredi				
	Modupi Fenyane				
	Evah Matuludi				
	Prudence Skosana				
	Pratck Tladi				
	Rachel Mohlala				
	Amos Ntobeng				
	Sarah Pheladi				
	Lucas Aphane				
	Victor Seopela				
Ward No 29	Cllr: Malatji M.N	Yes	11	11	3
	Ward Committees:				
	Thuso Makuwa				
	Reginah Makuwa				
	Lindiwe Mahlangu				
	Kgaogelo Mashegoane				
	Diale Motla				
	Ngwananoka Nkadineng				
	Victor Diago				
	Thabang Fenyane				
	Gautana Matsumane				
	Lazarus Rakgalakane				
Ward No 30	Cllr: Kgopa K.S	Yes	7	7	2
	Ward Committees:				
	Ammina Magakwe				
	Sebutjwane Maduna				
	Seraki Motstsa				

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	Cllr : Msiza M.R				
	Ward Committee	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
Inadequate skills set due to inability to attract and manage talent	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	<p>Manager : Town Planning</p> <p>Deputy Property Management</p> <p>Acting Manager: Electrical</p> <p>Manager Assets</p> <p>Superintended: Roads</p> <p>SCM Practitioner(Secretariat)</p> <p>Manager: Fleet Management</p>	<ul style="list-style-type: none"> • Compile a proper and unbiased specification for a specific requirement • 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 • Ensuring availability of funds • Set ranges indicating breakdown of points, percentages as provided in the relevant sliding scales for the selected specified goals
Bid Evaluation committee	4	<p>Director Development Planning</p> <p>Deputy CFO</p> <p>Manager PMU</p> <p>Manager Refuse Removal</p> <p>Manager Facilities Management</p> <p>SCM Practitioner</p> <p>SCM Practitioner(Secretariat)</p>	<ul style="list-style-type: none"> • Evaluate the bids in accordance with the specifications for a specific procurement • Evaluate as per the set out point system and PPPFA • Evaluate each bidders ability to execute the contract • Check in respect of the recommended bidder whether municipal rates and taxes and municipal services are not in arrears • Submit to the adjudication committee a report and recommendations regarding the award of the bid or other related matter.
Bid Adjudication committee	4	<p>Director Community Services</p> <p>Director Executive Support</p> <p>Director: Corporate Services</p> <p>Chief Financial Officer</p> <p>Manager SCM</p> <p>Accountant Demand and Acquisition (Secretariat)</p>	<ul style="list-style-type: none"> • Ensure that all necessary bid documents have been submitted • Ensure that disqualifications are justified and valid and accountable reasons / motivations were furnished for passing over bids. • Ensure that scoring has been fair, consistent and correctly calculated and applied; and bidder's declarations of interests have been taken cognizance of. • 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 • Consider and rule on all recommendations /reports regarding the amendments ,variations, extension, cancellations or transfer of contracts awarded

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 process of public participation. The by-law for spatial planning and land use management by-law was gazetted during the year under review.

Table 8: Information of by-laws

By-laws introduced during year 2016/2017					
Newly developed	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 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	

2.10AUDIT 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)	0	0	0	0	4	0	0	0	0	4
2	Mr Mathabathe M.G	0	0	0	0	3	0	0	0	0	4
3	Adv. Thipe M.M	0	0	0	0	4	0	0	0	0	4
4	Mr. Chuene V.K	0	0	0	0	4	0	0	0	0	4
5	Mr. Mojapelo M.O	0	0	0	0	4	0	0	0	0	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 Roossenekal 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 (served both Eskom and EMLM). The municipality received an allocation of R13 million for INEP in 2016/2017 financial year. Jerusalem and Matsitsi, Makapepe-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"> • We have 11Kv 1 x 20MVA ring feed for Groblersdal and 11Kv 5MVA overhead for Roossenekal • Stable underground cable network • Qualified human resource • Up to date Eskom Account for both Areas • Ability to complete the Electrification projects • Fleet to service the two areas is available • Provision of high-mast lights to various wards 	<ul style="list-style-type: none"> • Inability to carry out major maintenance due to budget constraints • Deteriorating Network from lack of maintenance • Lack of Bulk statistical metering system • Inability to realise full collection from Consumers at Roossenekal • Lack of Electricity Master Plan and or Network development Plan • Lack of revenue enhancement strategy.
Opportunities	Threats
<ul style="list-style-type: none"> • Extension of Distribution license to other areas (Masakaneng, Mapochs grond, Game farm and to Twin city Mall) • Revenue base can be increased. • We can establish system of improving revenue collection through the use of prepayment • Groblersdal Capacity can be upgraded to 11Kv 2 x 20 MVA 	<ul style="list-style-type: none"> • The loss of the one 20 MVA transformer will pose a problem to Municipal Customers. • Inability of paying Eskom account and Maintaining the high mast lights in various wards due to none payment customers • Skill retention strategy

Table 1: Employees in electricity unit information

Employees: Electricity Services					
Job Level task grades	2015/16	2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
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%
Total	11	15	09	06	20%

Table 2: Capital expenditure on Electricity services

Capital expenditure on Electricity services

Capital Expenditure Year 2016/17: Electricity Services					
R' 000					
Capital Project	2016/17				
	Original budget	Budget Adjustment	Actual Expenditure	Variance	Total Budget
Total All	R 12 000 000	10 526 600	10 600 908	-21,56	
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: Moteterna, 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	Groblersdal	Card box and Plastic
Poverty combaters	Moutse	Card box and Plastic
Pieterse Scrap Metals	Groblersdal	Steel
JH Metals	Groblersdal	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 Mail	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
Groblersdal 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
TOTAL		9578	9578	9578

Graph 1: Level of service for households

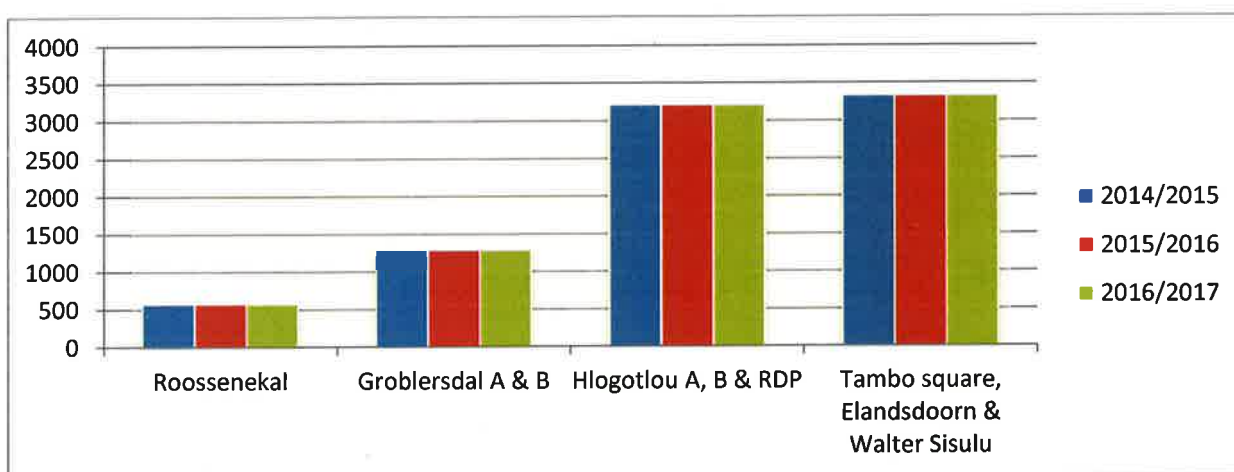


Table 8: Employees for Solid Waste Management Services

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

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

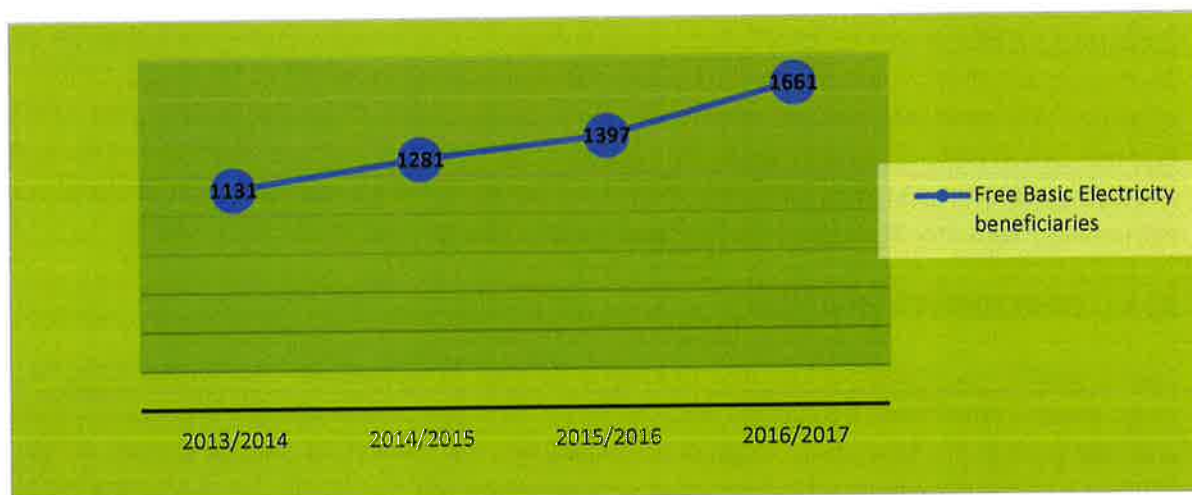


Table 9: Financial Performance 2016/17: Cost to Municipality of Free Basic Services Delivered.

Financial Performance 2016/17: Cost to Municipality of Free Basic Services Delivered						
R'000						
Services Delivered	2014/15	2015/16	2016/17			
	Actuals	Actuals	Original Budget	Adjustment budget	Actuals	Variance to Budget
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 utilise 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.

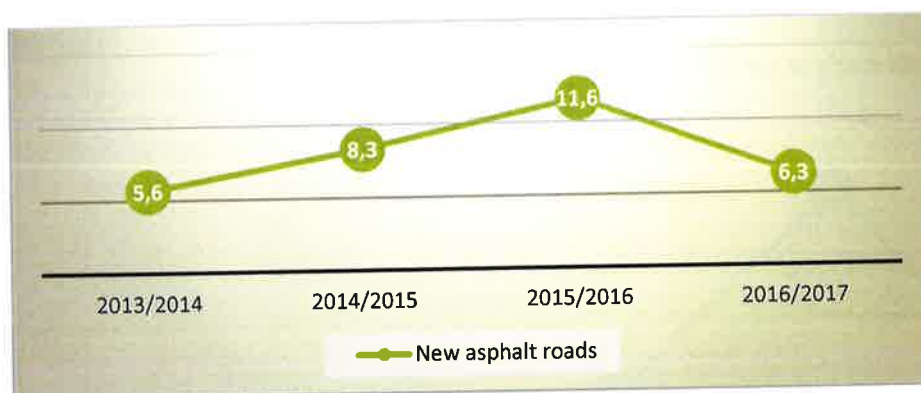
Table 10: Gravelled and asphalted roads

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt / surfaced roads	Kilometres Gravel roads graded /maintained
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)

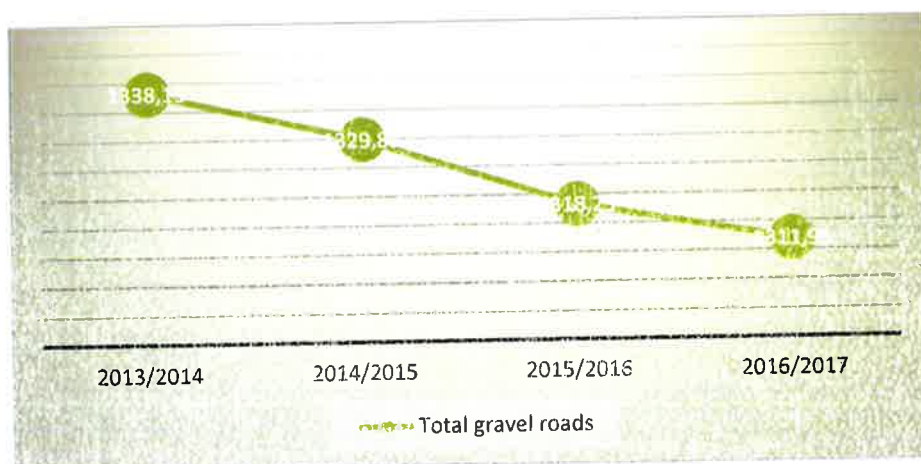
Table 11: Asphalted Road Infrastructure

Asphalted Road Infrastructure				Kilometres
	Total roads (backlog)	New asphalt / surfaced roads	Existing asphalt roads re-surfaced	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

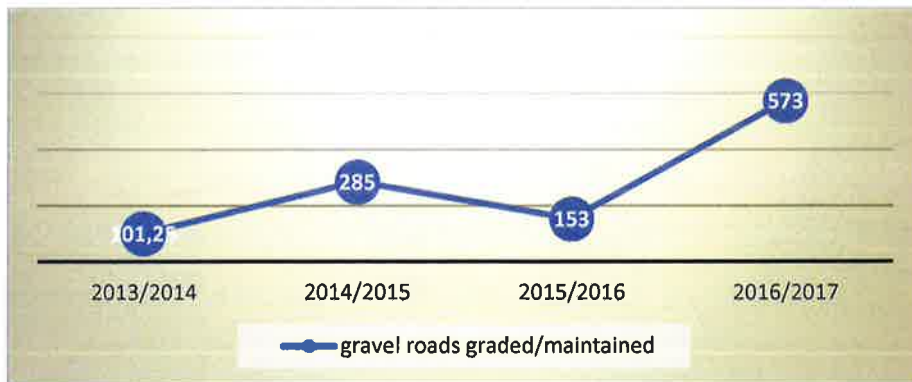
Graph 3: New asphalt road constructed



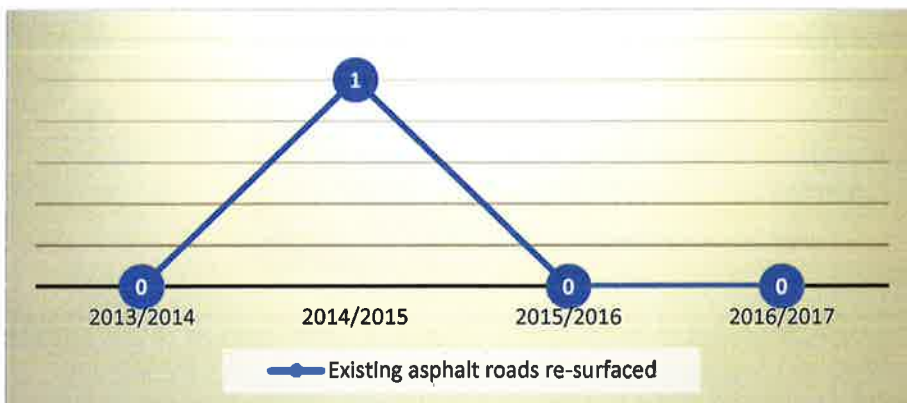
Graph 4: Total Gravel roads



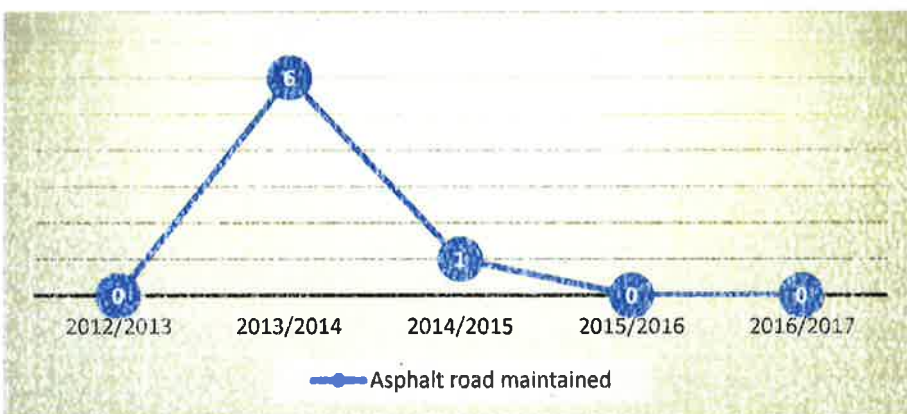
Graph 5: Gravel roads graded/ maintained



Graph 6: Existing asphalt roads re-surfaced



Graph 7: Asphalt roads maintained



Graph 8: Development of municipal roads

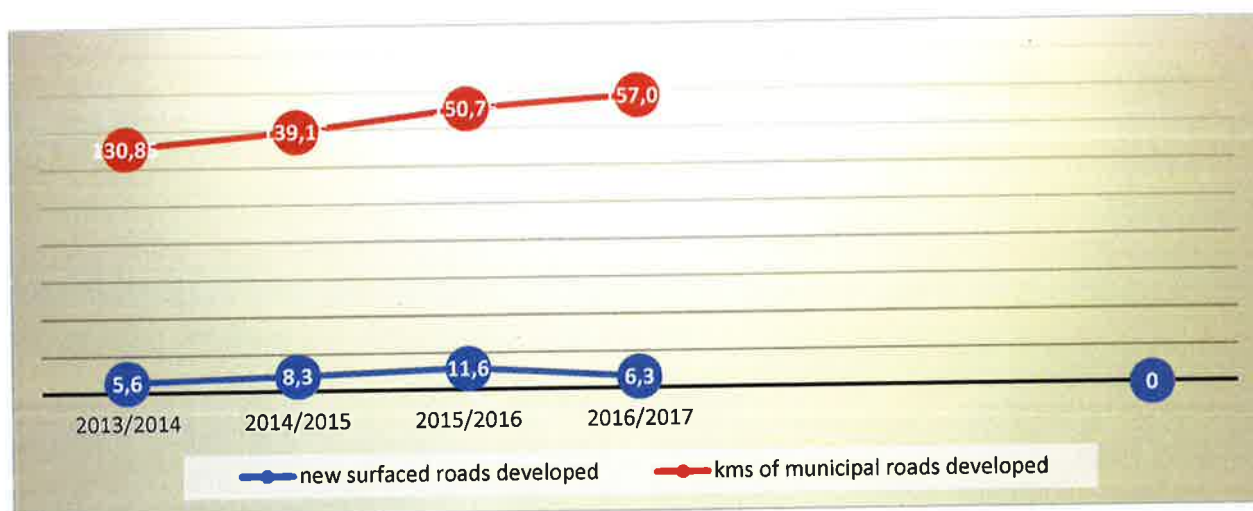


Table 12: Roads and stormwater services employees

Employees: Roads and storm water services					
Job Level task grade	2015/16	2016/17			
	Employees	posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	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%
Total	71	94	72	72	67.9%

Table 13: Development of municipal roads

Development of municipal roads as required	new surfaced roads developed	roads	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 Expenditure 2016/17: Road Services					
R' 000					
Capital Projects	2016/17				
	Budget	Adjustment 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
Kgapamadi 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 Roosenekal 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

Municipal Infrastructure Grant (MIG)* Expenditure 2016/2017 on Service backlogs R' 000						
Details	Budget	Adjustment t Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Infrastructure - Road transport						
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	
Infrastructure - Electricity						
Generation	R0	R0	R0	R0	R0	
Street Lighting	R2 000	R0	R0	R2 000	R0	
Infrastructure - Other						
Transportation	R0	R0	R0	R0	R0	
Gas	R0	R0	R0	R0	R0	
Other Specify:						
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)	
Total	R 50 840	R70 725	R 56 088	(R5 248)	R14 637	

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 invasion 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 & townships 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 th 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 uitvlucht settlement located on portion 2 of uitvlucht farm and roosenekal 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 roosenekal 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, ntwane 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 serves (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	Posts	Employees	Vacancies - fulltime equivalents	Vacancies (% of total posts)
	(No)	(No)	(No)	(No)	
7 – 9	1	2	2		
10 – 12	1	3	1		
13 – 15	1	2	2		
16 – 18	1	1	1		
Total	4		6		

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 Roosenekal Tourism Association and Limpopo Tourism Agency and organized a one day festival at Roosenekal 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 No	Jobs created through EPWP Projects No
2013/2014	21	361
2014/2015	17	421
2015/2016	9	99
2016/2017	3	373 69 (EMLM projects) 242 (Public works) 62 (department of Roads)
* - Extended Public Works Programme		

Table 20: Employees for Local Economic Development

Employees: Local Economic Development				
Job Level	2016/2017			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 – 6	0	0	0	0
7 – 9	0	0	0	0
10 – 12	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

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

3.5.2 CEMETERIES

The municipality has a total number of 107 cemeteries and only 04 are well maintained which are: Groblersdal, Roosenekaal, Motetema and Hlogotlou. Cemeteries in rural areas are without fencing and ablution facilities. The municipality is responsible for cleaning and cutting grass in cemeteries as and when the service is required. There is a grave digging service in Groblersdal cemeteries only and in other wards, graves are dug by community members.

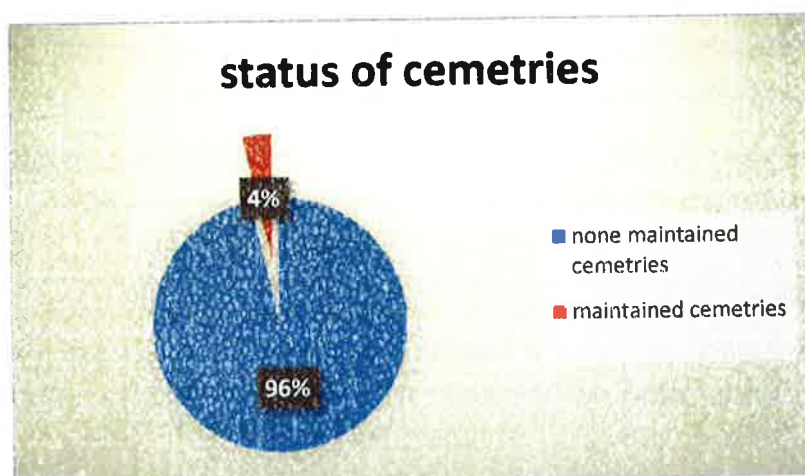


Table 22: Capital Expenditure on Cemeteries

Capital Expenditure Year 2016/2017: Cemeteries					
R' 000					
Capital Project	2016/17				
	Original budget	Budget Adjustment	Actual Expenditure	Variance from Original Budget	Total 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

Employees: ICT Services (how many employees on the listed task grades and vacancies)				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
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
Total	7	6	0	15%

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)

DEVELOPMENT PLANNING												
Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expen diture	Audited Baseline 2014/15	annual	2016/2017		remedial action	evidence	Achieved / not achieved
								progress to date	challenges			
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	land use audit reports	Achieved
		% of land use applications received and processed within 90 days	1.2	opex		100%	100%	100%	none	none	inspection report	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	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	
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	Achieved
		% 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	Achieved
To facilitate economic growth and sustainable job creation	EPWP	number of EPWP job opportunities provided through EPWP grant by 30 June 2017 (GKPI)	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 progress to date	2016/2017			Achieved / not achieved
								challenges	remedial action	evidence	
		2017 (inclusive of youth									
		number of events held to promote tourism within the municipality by 30 Jun 2017	3,1	opex		n/a	3	none	none	report	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	none	none	council resolution	Achieved
	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (DP-LED)	2.5	Opex		81,3%	100%	Risk matters not addressed fully	To address all risk matters raised	quarterly performance report	Not achieved
increase regularisation of built environment	Housing	number of reports in terms of new RDP Housing units provided by the Coghsta submitted to		opex		new	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 progress to date	challenges	remedial action	evidence	Achieved / not achieved
		Council by 30 Jun 2017										
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	none	attendance 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 30 Jun 2017 (DP-LED)	6.5	n/a		100%	75%	100%	None	None	Quarterly AG action plan	Achieved

DEVELOPMENT PLANNING

Strategic Objective	Programme	KPI	IDP Ref	Budget R 000's	Expenditure	Audited Baseline 2014/15	annual progress to date	2016/2017 progress to date	challenges	remedial action	evidence	Achieved / not achieved
	Risk	% execution of identified risk management plan within prescribed timeframes per quarter (DP-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	quarterly risk assessment report	Not Achieved

OPERATIONAL PROJECTS

Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	adjusted budget	Expenditure	2016/2017 Qtr 4 Milestone	progress	challenges	remedial action	evidence	Achieved / not achieved
To provide a systematic integrated spatial / land development policy	site demarcation projects at Ba-Kopa, Ntwane, Ga-Matlala Lehwelere	1,3	LED 2	R 1 000	R 1 000	R 600	site demarcation application	site demarcation application in place and approved by council	none	none	site demarcation application	Achieved
	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	none	none	industrial township application	Achieved

OPERATIONAL PROJECTS

2016/2017													Achieved / not achieved
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	adjusted budget	Expenditure	Qtr 4 Milestone	progress	challenges	remedial action	evidence		
	Mapochsgrante township development	1,3	LED 5	R 1 000	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	none	application register	achieved	

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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) approved by Mayor within 28 days after approval of Budget	2.2	n/a		1	1	1	None	None	signed 2017/2018 SDBIP	Achieved
		number of formal bi-annual performance reviews conducted with Section 56 employees	2.5	opex		2	2	2	None	None	performance assessment report	Achieved

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		% of KPIs and projects attaining organisational targets by 30 Jun 2017 (OMM)	2.5	Opex		45,5%	95%	65%	Slow pace in resolving internal audit and AG findings	Issues to be resolved on 2016-2017 AFS	quarterly performance report	Not achieved
	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	attendance register and minutes	Achieved

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
	New/ review policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (OMM)		n/a		N/A	1	1	None	None	council resolution	Achieved
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	section 71 report	Not achieved
		Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	5.8	opex		36%	<39%	<39%	None	None	section 71 report	Achieved

MUNICIPAL MANAGER

Strategic Objective	Programme	KPI	ID P Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		% spend of the departmental operational Budget by 30 Jun 2017 (OMM)	5.7	opex		99%	95%	100%	None	None	section 71 report	Achieved
	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 pay out due to leave payout of employment contracts ended within the last quarter	to ensure that operational budget caters for payout leaves	section 71 report	Not achieved
	SCM	% attendance at scheduled Bid committee meetings by the 30 June 2017 (OMM) zero weight	5.6	opex		N/A	100%	zero weight	zero weight	zero weight	zero weight	zero weight

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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	None	None	council resolution	Achieved
			6.2	n/a		new	1	1	None	None	council resolution	Achieved

MUNICIPAL MANAGER												
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	
	IDP Development	Final revised IDP (2017/2018) tabled and approved by Council by the 31 May 2017	6,3	n/a		1	1	1	None	None	council resolution	Achieved
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	Not achieved

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		% of Auditor General matters resolved as per the approved audit action plan by 30 June 2017 (Total organisation)	6.5	n/a		100%	100%	38%	Audit report issues at 53% in progress and 8% not addressed	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	Not achieved
	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 Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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	None	None	council resolution	Achieved
improved efficiency and effectiveness of the municipal administration	Performance management	Adjusted Budget and SDBIP approved by Mayor by the 28th February 2017	2.2	opex		1	1	1	None	None	council resolution	Achieved

MUNICIPAL MANAGER												
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 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	None	approved IDP process plan	Achieved
		Draft 2017/18 IDP tabled before Council for adoption by March 2017	6.4	n/a		1	1	1	None	None	council resolution	Achieved
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	none	quarterly risk management report	Achieved

MUNICIPAL MANAGER												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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	none	attendance register and minutes	Achieved
		% 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	none	quarterly risk assessment reports	Not achieved
		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 Ref	Budget R 000's	expenditure	Audited Baseline 2014/15	Annual	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
	Audit	number of Internal Audit reports submitted to the Audit Committee per quarter	6.4	n/a		n/a	9	9	None	None	Quarterly IA status reports	Achieved
		number of quarterly Performance Audit Committee meetings held	6.4	n/a		n/a	4	4	None	None	agenda and attendance register	Achieved
		% 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	quarterly IA status reports	Not achieved
		% 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	quarterly AG action plan	Not achieved

MUNICIPAL MANAGER

Strategic Objective	Programme	KPI	IDP Link	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 facilitate economic growth and sustainable job creation	EPWP	grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets	6.4	3,4	n/a		new	1	1	None	None	signed grant agreement	Achieved

OPERATIONAL PROJECTS

Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017		progress	challenges	remedial action	evidence	Achieved / not achieved
					Qtr 4 Milestone						
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	Achieved
	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	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
	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
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	None	PMS framework
									Achieved / not achieved
									Not achieved
									Achieved

INFRASTRUCTURE												
Strategic Objective	Programme	KPI	IDP Ref	Budg et R 000's	expendit ure	Audited Baseline 2014/15	Annu al	2016/2017			Achieved / not achieved	
								progress to date	challenges	remedial action		evidence
Reduction in the level of Service Delivery backlogs	Electricity	% of households with access to basic levels of electricity by the 30 June 2017 (GKPI)	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	None	monthly vending report	Achieved
		% 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	Not achieved
	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				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		% completion of the program of gravel roads bladed by 30 jun 2017	4,2	opex		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	opex		n/a	100%	90% - Marapong bridge, Roosenekal 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	completion certificates	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	IDP Ref	Budg et R 000's	expendit ure	Audited Baseline 2014/15	Annu al	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		% of new Capital projects started on time in terms of the appointment of consultants / contractors for EMLM funded projects as per the Capital implementation plan zero weight	4.6	opex		new	100%	zero weight	zero weight	zero weight	zero weight	zero weight
Optimise availability of municipal vehicles	fleet management	number of quarterly municipal fleet vehicle report compiled		n/a		new	4	4 quarterly fleet management reports	None	None	quarterly fleet management report	achieved
Improved efficiency and effectiveness of the Municipal	New / Review Policies	number of new / reviewed policies approved by Council by 30 Jun 2017 (ID)		Opex		n/a	1	1	Policy still at LLF	None	draft policy	Not achieved

INFRASTRUCTURE												
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	
Administration	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (ID)	2.5	Opex		85,7%	100%	38%	Poor planning on electricity projects	To do proper planning on all projects	quarterly performance report	Not achieved
To implement sound Financial management practices	expenditure	% spend of the Departmental operational Budget by 30 Jun 2017 (ID)	5,1	opex		98%	95%	64%	there was no need for procurement	None	section 71 report	Not achieved
		% spend on infrastructure repairs and maintenance by 30 Jun 2017		14715 (4,4%)		100%	100%	76%	Slow procurement process	To develop procurement plan	section 71 report	Not achieved
	SCM	% attendance at scheduled Bid Committee meetings	5.6	n/a		n/a	100%	100%	None	None	attendance register	Achieved

INFRASTRUCTURE												
Strategic Objective	Programme	KPI	IDP Ref	Budg et R 000's	expendit ure	Audited Baseline 2014/15	Annu al	2016/2017				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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
		% spending on MIG funding by the 30 June 2017	4,4	MIG 39314		100%	100%	77%	additional funding during budget adjustment and slow progress on Laersdrft bus road	Contractors appointed for additional funding	section 71 report	Not achieved
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 IA status reports	Not achieved

INFRASTRUCTURE

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	
	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	quarterly AG action plan	Not achieved
	Risk	% 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	quarterly risk assessment report	Not achieved

OPERATIONAL PROJECTS										
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017				Achieved / not achieved	
					Qtr 4 Milestone	progress	challenges	remedial action		evidence
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 zero weight	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	challenges	remedial action	evidence	Achieved / not achieved
20	Electrification of households in Monsterlos stadium view(Jerusalema)	To Facilitate For Improved Service Delivery	% electrification of households in Monsterlos stadium view	1000	877 200	1,000,000.00	new	100% of households reticulated for electrification in Monsterlos stadium view by 30 June 2017	98% - Contractor busy with installation of meters	Available budget cannot electrify the required number of households	The project to be done in phases	Progress Report	not achieved
25	Electrification of households at Makaepea village	To Facilitate For Improved Service Delivery	% electrification of households in makaepea	1500	1 754 400	1 311 951,75	new	100% of households reticulated for electrification at makaepea by 30 June 2017	95%- contractor busy installing meters	Insufficient budget to upgrade line from dual to 3 phase	To avail sufficient budget in the next financial year	Progress Report	Not achieved
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	Available budget cannot electrify the required number of households	To avail sufficient budget in the next financial year	Progress Report	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	challenges	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

Work 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 / not achieved
	households at Elandsdoorn A	For Improved Service Delivery	number of households in Elandsdoorn A					households reticulated for electrification at Elandsdoorn 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% of households reticulated for electrification at Tshehla Trust by 30 June 2017	100% completed	None	None	completion certificate	Achieved
28	Electrification of households at dipakapeng	To Facilitate For Improved Service Delivery	% electrification of households in dipakapeng	1500	877 200	1 311 951,75	new	100% of households reticulated for electrification at dipakapeng by 30 June 2017	95%-contractor busy installing meters	Available budget cannot electrify the required number of households	To avail sufficient budget in the next financial year	Progress Report	Not achieved

CAPITAL PROJECTS													
War d No.	Project	Strategic Objective	key performan ce indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
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	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
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	None	None	invoices	Achieved
13	Bulk metering project at Groblersdal zero weight	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	zero weight	zero weight	zero weight	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	95% - Contractor is on Practical Completion	insufficient funds	To avail funds in the next financial year	Progress Report	Not achieved

CAPITAL PROJECTS

War d No.	Project	Strategic Objective	key performan ce indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
20	Hlogotlou street and stormwater control zero weight	To Facilitate For Improved Service Delivery	% construction of Hlogotlou 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 constructio n	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% construction of Kanaal road by 30 June 2017	100% constructio n of Kanaal road by 30 June 2017	None	None	Completion Certificate	Achieved
21	Kgaphama di constructio n 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% construction of Kgaphamadi 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	challenges	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-Rammupudu construction of access road and storm water control PH 1C	To Facilitate For Improved Service Delivery	% construction of kgoshi Rammupudu road	5000	4 386 000	4 385 964,91	50%	100% construction of Kgoshi Rammupudu road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
25	Kgoshi-Matsepe construction of access road and storm water control PH 1A	To Facilitate For Improved Service Delivery	% construction of kgoshi Matsepe road	3091	2 711 028	2 686 400,35	new	100% construction of Kgoshi Matsepe 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	challenges	remedial action	evidence	Achieved / not achieved
10	Kgoshi-Mathebe construction of access road and stormwater control PH1A	To Facilitate For Improved Service Delivery	% construction of kgoshi Mathebe road	3800	3 333 400	3 159 859,33	new	100% construction of Kgoshi Mathebe road by 30 June 2017	100% completed	None	None	Completion Certificate	Achieved
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	Contractor has delayed to relocate the existing Eskom service line crossing the road reserve. Hard rock excavation is a challenge on the installation of culverts	Physical progress is slow and the contractor is now on penalties from 5 May 2017	Progress Report	Not achieved

CAPITAL PROJECTS													
War d No.	Project	Strategic Objective	key performan ce Indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
19	Mathula constructio nof 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 constructio n 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 mogaung 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 Makgophen g 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 constructio n 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 performan ce indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
5	Mpheleng constructio n 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	None	None	Completion Certificate	Achieved
4	Nyakoroan e Road zero weight	To Facilitate For Improved Service Delivery	% construction of Nyakoroane road	1000	0		50%	100% construction of nyakoroane road by 30 June 2017	zero weight	zero weight	zero weight	zero weight	zero weight
30	Rooseneka al street	To Facilitate For Improved Service Delivery	% construction of Rooseneka al street	2000	1 754 400	1 712 805,78	25%	100% construction of Roosenekaal road by 30 June 2017	95%- contractor busy with snaglisted items	Slow progress by contractor	Project currently under penalties	Progress Report	Not achieved
15	Zaaiplaas constructio n of JJ road and stormwater control PH 1C	To Facilitate For Improved Service Delivery	% construction of Zaaiplaas road	5000	4 386 000	4 350 338,42	50%	100% construction of Zaaiplaas road by 30 June 2017	100% completed	None	None	completion certificate	Achieved

CAPITAL PROJECTS													
War d No.	Project	Strategic Objective	key performan ce indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
20	upgrading of Hlogotlou stadium	To Facilitate For Improved Service Delivery	% upgrading of Hlogotlou stadium	10000	8 772 000	562 624,28	new	100% upgrading of Hlogotlou stadium by 30 June 2017	14%- contractor busy with foundation of ablution block	The project was initially planned to be implem ented by SRSA and the process of appointing the contractor was also done by the department which delayed the appointme nt	Contract or appointe d and site handed over on the 24 May 2017	Progress Report	Not achieved
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,	None	None	invoices	Achieved

CAPITAL PROJECTS

War d No.	Project	Strategic Objective	key performan ce indicator	Original Budget R 000's 2016-17	Adjusted budget	expendit ure	basel ine	annual target	progress to date	challenge s	remedial action	evidence	Achieved / not achieved
									Cut Saw & Cutting Wheel blade)				

CORPORATE SERVICES

Strategic Objective	Programme	KPI	IDP Ref	budge t sourc e	audited baselin e 2014/15	expenditur e	annual target	2016/2017				Achieved / not achieved
								Progress to date	Challenge s	Remedial action	evidence	
To attract, develop and retain ethical and best human capital	Organisation al Development	% of advertised positions processed within three months	2,1	opex	100%		100%	100%	none	none	interview report	achieved
		% 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	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	Challenges	Remedial action		evidence
		June 2017 (GKPI)										
		% of the municipality's budget actually spent on implementing its workplace skills plan by the 30 June 2017 (GKPI)	2,4	opex	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	opex	1		1	1	None	None	approved organogram	Achieved
		% approved vacant positions processed within (3) months zero weight	2,1	opex	n/a		100%	zero weight	zero weight	zero weight	zero weight	zero weight

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	Challenges	Remedial action	evidence	
		% 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	approved WSP report and annual DPW report	Not Achieved
		number of front line staff trained in the batho pele 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	% 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				Achieved / not achieved
								Progress to date	Challenges	Remedial action	evidence	
	new/ review policies	number of new/ reviewed policies approved by council by 30 June 2017		n/a	32		34	0	policies required no amendments	none	council resolution	Not achieved
	ICT	number of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy zero weighted		opex	new		4	zero weight	zero weight	zero weight	zero weight	zero weight
	labour relations	number of quarterly Local Labour Forum (LLF) meetings held as scheduled	2,6	n/a	n/a		8	5	lack of quorum	The matter was referred to speaker and senior managers for intervention	attendance register and minutes	Not achieved
To attract, develop and retain ethical and best human capital												

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	Challenges	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	none	attendance register and minutes	Achieved
		% of legislated posts in terms of Workplace Health and Safety appointed by 30 Jun 2017	2,1	opex	new		100%	100%	none	none	appointment letters of committee members	Achieved
		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	Not achieved
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	None	section 71 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	Challenges	Remedial action	evidence	
	SCM	% attendance at scheduled Bid Committee meetings by the 30 Jun 2017 (CS)	5,6	opex	n/a		100%	100%	None	None	attendance register	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	Not achieved
		% 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	Not achieved
	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	Challenges	Remedial action	evidence	
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	none	copies of SLA processed	Achieved
		% of Lease Agreements processed	6,4	n/a	100% (20)		100%	0%	No lease agreements needed to be processed	none	copies of Lease agreements processed	Not achieved
	customer services	number of quarterly customer complaints reports processed (inclusive of presidential hotline)	6,5	opex	2		4	4	None	none	customer complaints reports	Achieved

CORPORATE 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 / 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	Achieved
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	Achieved
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	Achieved

CORPORATE SERVICES - OPERATIONAL PROJECTS

Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	annual Milestone	2016/2017				Achieved / not achieved
						progress	challenges	remedial action	evidence	
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	skills audit report	Achieved
	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	employee satisfaction survey report	Not Achieved
	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	Employment equity plan	Not Achieved

COMMUNITY SERVICES												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expend iture	Audited Baseline 2014/15	2016/2017					Achieved / not achieved
							Annual	progress to date	challenges	remedial action	evidence	
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	weekly waste collection schedules	Not achieved
							700 (10634)	zero weight	zero weight	zero weight	zero weight	zero weight
facilitate promotion of education upliftment within communities	Education / Libraries	number of initiatives held to promote the library facilities by 30 Jun 2017	4.4	n/a		new	4	4	None	None	attendance register	Achieved

COMMUNITY SERVICES

Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expend iture	Audited Baseline 2014/15	2016/2017				Achieved / not achieved	
							Annual	progress to date	challenges	remedial action		evidence
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	None	reports and attendance register	Achieved
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	None	attendance register	Achieved
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	None	monthly register logging reportable incidents	Achieved
							3	7	None	None	attendance register	Achieved

COMMUNITY SERVICES

Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expend iture	Audited Baseline 2014/15	2016/2017					Achieved / not achieved
							Annual	progress to date	challenges	remedial action	evidence	
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	number of law enforcement operations at hotspots zero weight		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

COMMUNITY SERVICES												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expend iture	Audited Baseline 2014/15	2016/2017				evidence	Achieved / not achieved
							Annual	progress to date	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	none	Not achieved
	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	Not achieved
	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	Not achieved
To implement sound Financial management practices	SCM	% attendance at scheduled Bid Committee meetings	5.6	n/a	n/a	n/a	100%	100%	None	None	attendance register	Achieved
	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	quarterly AG action plan	not achieved

COMMUNITY SERVICES												
Strategic Objective	Programme	KPI	ID P Ref	Budg et R 000's	expend iture	Audited Baseline 2014/15	2016/2017				evidence	Achieved / not achieved
							Annual	progress to date	challenges	remedial action		
											Financial year	
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (SS)	6.4	n/a	R 0,00	n/a	80%	62%	4 Items are not applicable and cannot be addressed now	Outstandin g items will be addressed on due date	Quarterly IA status reports	not achieved
	Risk	% execution of identified risk management plan within prescribed timeframes per quarter (SS)	6.6	n/a	R 0,00	n/a	100%	85% attained in terms of identified Risk Manageme nt	Some on the Risks are still in progress	To complete them in the 2018/19 Financial year	Quarterly risk assessment t report	not achieved

COMMUNITY SERVICES - 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	challenges	remedial action	evidence	Achieved / not achieved
n/a	Grass cutting Industrial Machine (lawnmower, chain saw, brush cutters, pole zero weight	To Facilitate For Improved 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	zero weight	zero weight	zero weight
20	Borehole for Hlogotlou Satellite Office zero weight	To Facilitate For Improved Service Delivery	number of borehole for hlogotlou satellite office	100	0	0	new	01 borehole for hlogotlou satellite office by 31 March 2017	zero weight	zero weight	zero weight	zero weight	zero weight
13 and 30	Monitoring borehole (landfill site) Groblersdal Roosenekaa l zero weight	To Facilitate For Improved Service Delivery	number of inspections of borehole (land fill site) within Groblersdal and Roosenekaa	400	0	0	new	8 inspections conducted by June 2017	zero weight	zero weight	zero weight	zero weight	zero weight
10	Development of transfer station: Ntwane zero weight	To Facilitate For Improved Service Delivery	% development of transfer station: Ntwane	500	0	0	25%	100% Development of Transfer Station - Ntwane by	zero weight	zero weight	zero weight	zero weight	zero weight

COMMUNITY SERVICES - 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	challenges	remedial action	evidence	Achieved / not achieved
		Service Delivery						30 June 2017					
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				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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.	Meeting to be held with Eskom to address the challenges on configuration	indigent register	Not Achieved
	Financial management	Cost coverage ratio by the 30 June 2017 (GKPI)	5,1	N/A		3:1	4:1	4:1	None	None	section 71 report	achieved
To implement sound Financial management practices	Revenue	% outstanding service debtors to revenue by the 30 June 2017 (GKPI)	5,2	N/A		7%	5%	5%	None	None	section 71 report	achieved
		% Debt coverage ratio by the 30	5,3	N/A		new	200%	n/a	The municipality does not have any	n/a	section 71 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				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	None	council resolution	Achieved
compliance to MFMA legislation	legislative compliance	Draft Annual Financial Statements (AFS) submitted to council on August 2016	5,5	N/A		1	1	1	None	None	draft annual financial statements	Achieved
	SCM	number of monthly SCM deviation reports submitted to the MM	5,6	N/A		12	12	07	Deviations were not prepared accordingly	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				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
	legislative compliance	number of MFMA checklists submitted per quarter as legislated	5.4	n/a		12	12	12	None	None	MFMA check list	Achieved
		number of monthly section 71 MFMA reports submitted to EXCO within legislative timeframes	5.5	n/a		12	12	12	None	None	section 71 report	Achieved
		number of quarterly section 52 (d) MFMA reports submitted to Mayor within legislative timeframes	5.5	n/a		4	4	4	None	None	section 52 report	Achieved

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	
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	None	section 72 report	Achieved
		Annual submission of the asset verification report to the MM by 30 Sept 2016	5,6	opex		2	1	1	None	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	Campaigns to encourage payment of services	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	zero weighted

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	
		(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			Achieved / not achieved	
								progress to date	challenges	remedial action		evidence
		meetings per quarter										
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	council resolution	Achieved
	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				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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
								1	None	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			evidence	Achieved / not achieved
								progress to date	challenges	remedial action		
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (Finance)	6.4	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 the 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%	None	None	quarterly risk assessment report	achieved

BUDGET AND TREASURY - OPERATIONAL PROJECTS									
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017				Achieved / not achieved
					Qtr. 4 Milestone	progress to date	challenges	remedial action	
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	Achieved
	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.	Not achieved
	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	None	Achieved
								data cleansing report	

BUDGET AND TREASURY - OPERATIONAL PROJECTS									
Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	2016/2017				Achieved / not achieved
					Qtr. 4 Milestone	progress to date	challenges	remedial action	evidence
	Conduct a study to revalidate the indigent register by the 30 Jun 2017	4,9	F4	opex	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 Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
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	None	programme and attendance register	Achieved
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	None	Not achieved

EXECUTIVE SUPPORT

Strategic Objective	Programme	KPI	ID P Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
to strengthen participatory governance with the community	Community Participation	number of public participation meetings facilitated zero weight	6,3	opex		4	2	zero weight	zero weight	zero weight	zero weight	zero weight
		number of ward operational plan reports submitted to council by the 30 Jun 2017	6,3	n/a		4	1	1	None	None	council resolution ES16/17-17	Achieved
		submit quarterly ward committee meeting monitoring reports to council	6,3	n/a		new	4	1	Ward Committees only inducted in February 2017	to facilitate the process effectively	council resolution	Not achieved
		number of quarterly reports submitted to council in terms of items raised during public participation,	6,6	opex		new	2	1	only one report was developed and submitted	to develop the report and submit to council	quarterly public participation resolution register	Not achieved

EXECUTIVE SUPPORT

Strategic Objective	Programme	KPI	ID P Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		within the mandate of council, that are processed and resolves within (3) months										
to create a culture of accountability and transparency	MPAC	number of MPAC reports submitted to council	6,7	opex		new	3	3	none	none	MPAC reports	Achieved
	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	to finalise the matters raised	Quarterly IA status reports	Not achieved
		% AG management letter findings resolved by 30 Jun 2017 (ES) zero weight	6,5	opex		100%	100%	zero weight	zero weight	zero weight	zero weight	zero weight

EXECUTIVE SUPPORT

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

EXECUTIVE SUPPORT												
Strategic Objective	Programme	KPI	ID P Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
		communication channels through radio broadcasts										
		number of councillors workshops held in terms of induction of new candidates before the 30 Sept 2016	6,2	opex		new	1	2	none	none	attendance register	Achieved
		number of quarterly customer complaint reports submitted to council (inclusive of presidential hotline) zero weight	6,5	opex		2	4	zero weight	zero weight	zero weight	zero weight	zero weight

EXECUTIVE SUPPORT

Strategic Objective	Programme	KPI	ID P Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	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 (ES)		Opex		n/a	1	1	none	none	council resolution	Achieved
	Performance Management	% of KPIs and projects attaining organisational targets by 30 Jun 2017 (ES)	2.5	Opex		89%	100%	65%	Lack of activity plan	To develop activity plans in future	quarterly performance report	Not achieved
	Mayoral programme	number of mayoral outreach projects initiated by 30 Jun 2017	4,6	1000 000		4	2	2	none	none	programme and attendance register	Achieved
To facilitate promotion of health and well-being of communities	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	None	Not achieved

EXECUTIVE SUPPORT

Strategic Objective	Programme	KPI	ID P Ref	Budget source R 000's	expenditure	audited baseline 2014/15	annual	2016/17				Achieved / not achieved
								progress to date	challenges	remedial action	evidence	
	MPAC programme	number of MPAC outreach projects initiated by 30 Jun 2017		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													
Work d No.	Project	Strategic Objective	key performan ce Indicator	Origin al Budge t R 000's 2016- 17	adjuste d budget	Expenditur e	baselin e	annual target	progress to date	challen ges	remedia l action	evidenc e	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% purchase of signage for municipal chamber	100% purchase of signage for municipal chamber	None	None	invoices	Achieved

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

Num ber	Key Performance Area	Total number of KPIs		Number of KPI's achieved		Number of KPI's not achieved		Zero weighted		Not applicable		Relocation of funds		Performance percentage per KPA	
		2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
1	Spatial Rationale	10	9	8	8	2	1	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	75%	68%
3	Local economic development	9	4	3	4	3	0	3	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	69%	55%
5	Financial viability and management	16	30	12	18	1	9	3	3	0	0	0	0	92%	66%
6	Good governance and public participation	28	34	20	23	6	8	1	3	1	0	0	0	78%	74%
	TOTAL	167	171	101	99	34	50	18	22	2	0	11	0	74%	66%

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	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
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%
Total	21	13	8	60%

Table 3: organisational structures information

Employees					
Description	2015/2016	2016/2017			
	Employees	Approved Posts	Employee s	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%
Totals	343	465	415	57	8.2%

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 a 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 disablement total	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
Total	22	17	05	

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
TOTAL	66	38	28	

Table 12: Compliance with prescribed minimum competency levels

Prescribed minimum competency levels						
Description	A Total number of officials employed by municipality (regulation 14(4)(a) and (c))	B Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (regulation 14(4)(b) and (d))	Consolidated: total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Consolidated: total number of officials that meet prescribed competency levels (regulation 14(4)(e))
Financial officials						
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		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

CHAPTER 5: FINANCIAL PERFORMANCE

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 31st 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%
Total Revenue (excluding capital transfers)	330,303	337,606	341,618	391,085	-15.8%	-14.5%
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%
Total Expenditure	368,125	328,915	368,361	496,076	-50.8%	-34.7%
Surplus/(Deficit)	(37,822)	8,690	(26,743)	(104,990)	1308.1%	-292.6%
Transfers recognised - capital	77,188	75,419	85,419	68,930	8.6%	19.3%
Contributions & Contributed assets	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers	39,366	84,109	58,676	(36,060)		
Share of surplus/ (deficit) of associate	-	-	-	-		
Surplus/ (Deficit) for the year	39,366	84,109	58,676	(36,060)		
Capital expenditure & funds sources						
Capital expenditure	108,388	94,449	95,778	80,665	14.6%	15.8%
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%
Total sources of capital funds	108,388	94,449	95,778	80,665	14.6%	15.8%
Financial position						
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		
Community wealth/Equity	872,288	943,481	962,921	904,896		
Cash flows						
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%
Cash/cash equivalents at the year end	11,965	27,259	25,664	20,944	23.2%	18.4%
Cash backing/surplus reconciliation						
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%
Balance - surplus/(shortfall)	7,841	37,312	8,172	3,989	89.3%	51.2%
Asset Management						
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%
Free Services						
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%
Households Below Minimum Service Level						
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 lines and contracted services and donation of electrification projects that were implemented in areas are Eskom licensed.

5.2 GRANTS

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

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

Description	2015/16	Budget Year 2016/17			2016/17 Variance	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD Actual	Original Budget	Adjusted Budget
Asset Management						
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.

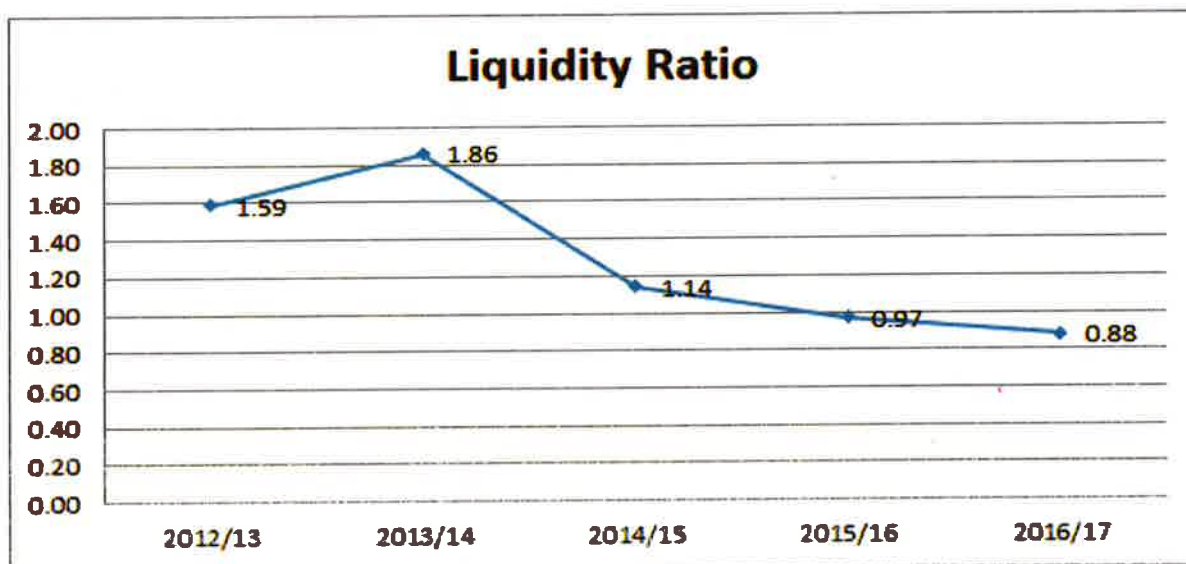
Description	2015/16	Budget Year 2016/17			2016/17 Variance	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Original Budget	Adjusted Budget
Repairs and Maintenance	10,149	14,715	10,498	12,873	12.5%	-22.6%

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

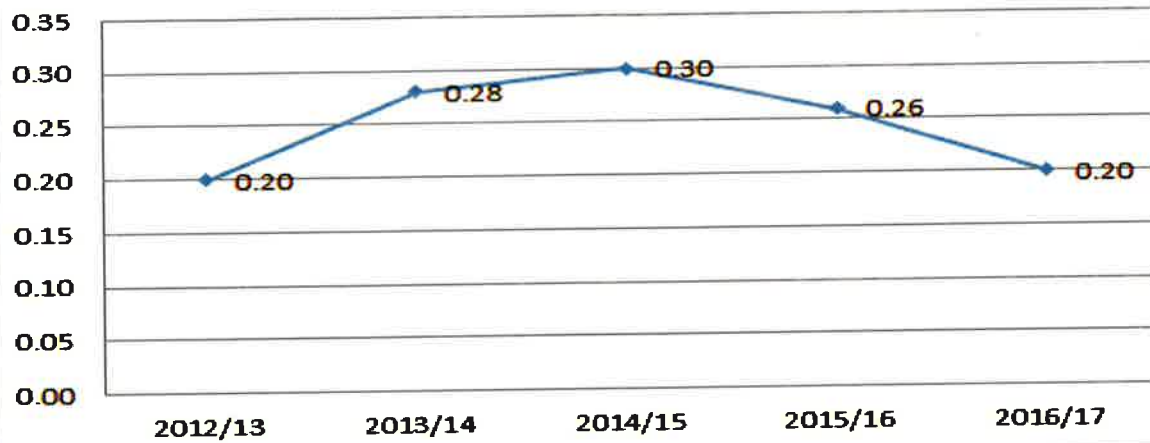
Graph 1: Liquidity ratio



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.

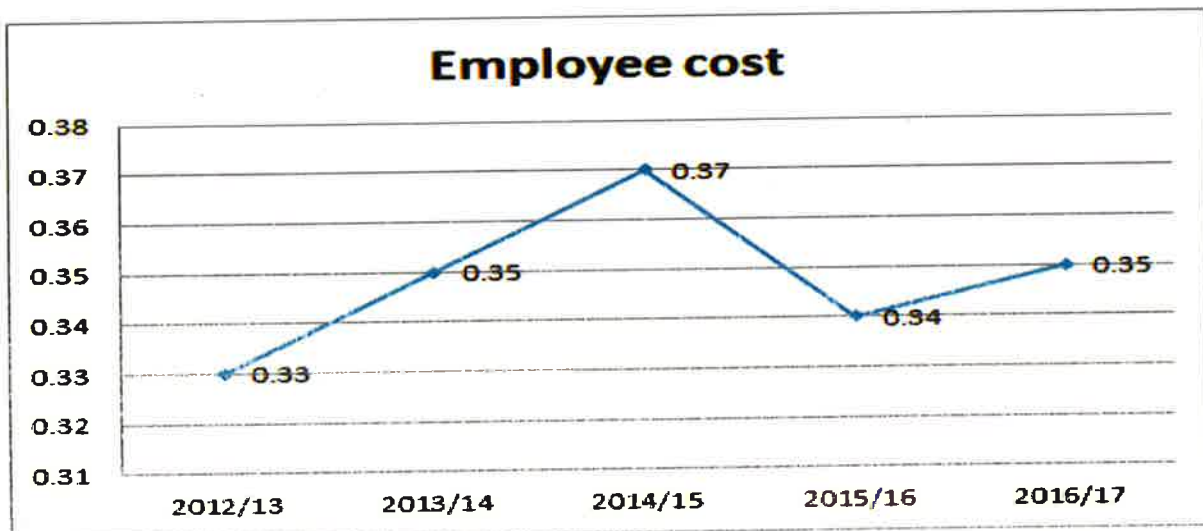
Graph 2: Outstanding Debtors to revenue

Outstanding Debtors to Revenue



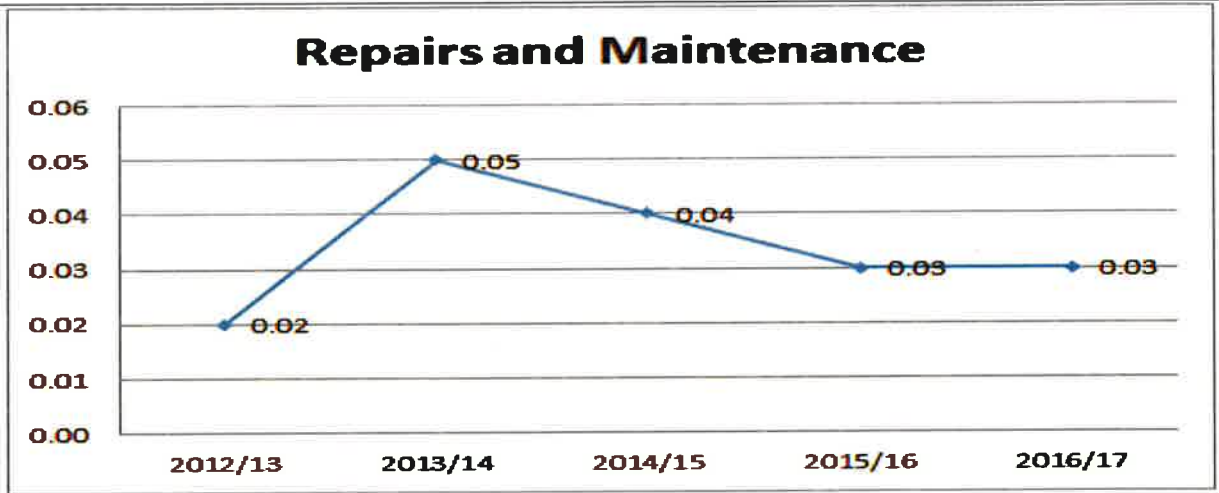
Outstanding Service Debtors to Revenue - Measures how much money is still owed by the community for electricity, waste removal, property rates and other services, compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors, by the total annual 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 related cost ratio measures what portion of revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue

Graph 4: Repairs and maintenance



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

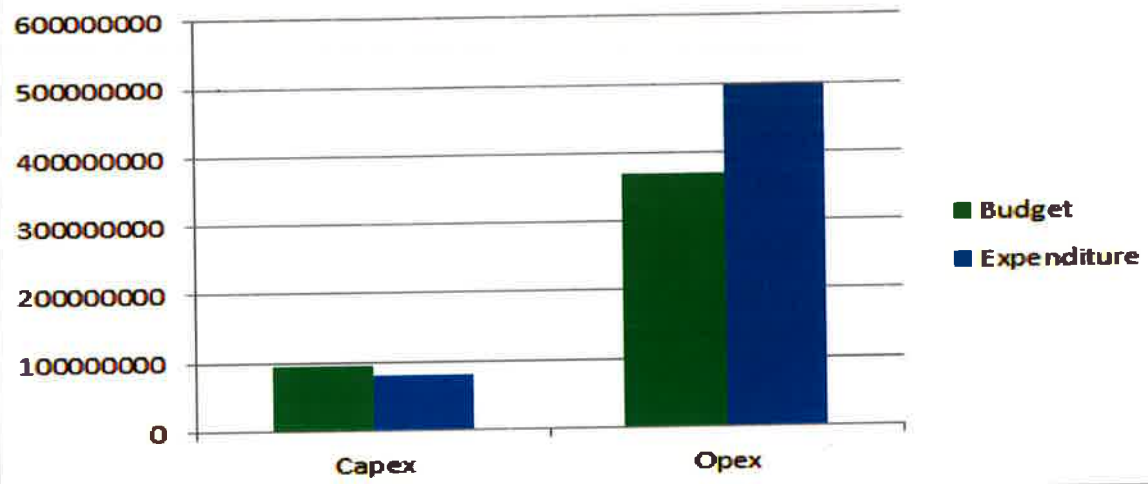
INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

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
Funded by:						
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%
Transfers recognised - capital	77,188	75,419	74,398	68,895	8.7%	7.4%
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%
Total Capital Funding	108,388	94,449	95,778	80,665	14.6%	15.8%
Capital Expenditure						
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%
Total	108,388	94,449	95,778	80,665	14.6%	15.8%
Percentage						
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 R87, 620 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

Capital Expenditure on Five Largest Projects*					
R'000					
Name of Project	Current Year			Variance Current Year	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment Variance (%)
A – 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 gravelling 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	
Infrastructure - Road transport						
<i>Roads, Pavements & Bridges</i>	R52, 419	R62, 419	R54, 189	-4%	12%	
<i>Storm water</i>	R0	R0	R0	0%	0%	
Infrastructure Electricity						
<i>Generation</i>	R0	R0	R0	0%	0%	
<i>Street Lighting</i>	R0	R0	R0	0%	0%	
Infrastructure - Other						
<i>Transportation</i>	R0	R0	R0	0%	0%	
<i>Gas</i>	R0	R0	R0	0%	0%	
Other Specify:						
<i>Sports</i>	R10, 000	R10, 000	R1, 931	81%	81%	
<i>Street Parking</i>	R0	R0	0%	0%	0%	
<i>Waste Management</i>	R0	R0	0%	0%	0%	
Total	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
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
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	-	-	-	-
Payments				
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)
NET CASH FROM/(USED) OPERATING ACTIVITIES	22,790	119,326	89,505	98,321
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
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	-	-	-
Payments				
Capital assets	(108,388)	(94,449)	(67,620)	(80,665)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(30,567)	(89,449)	(67,620)	(81,193)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	-	-	-	-
Borrowing long term/refinancing	-	-	-	-
Increase (decrease) in consumer deposits	(412)	500	(17)	21
Payments				
Repayment of borrowing	(5,003)	(9,357)	(8,170)	(8,170)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(5,415)	(8,857)	(8,187)	(8,149)
NET INCREASE/ (DECREASE) IN CASH HELD	(13,192)	21,020	13,698	8,979
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			
R'000			
Instrument	2014/15	2015/16	2016/17
<u>Municipality</u>			
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
Municipal Total	22,341	15,069	6,899
	n/a	n/a	n/a
<u>Municipal Entities</u>	n/a	n/a	n/a
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
Entities Total	n/a	n/a	n/a

Municipal and Entity Investments 2014/15 - 2016/17			
R'000			
Investment type	2014/15 Actual	2015/16 Actual	2016/17 Actual
<u>Municipality</u>			
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	-	-	-
<u>Municipal Entities</u>			
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	-	-	-
Entities Sub-Total	-	-	-
Consolidated Total:	23, 764	6, 899	15, 657

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 Masondo Attorneys	3	Not applicable
Compilation of the valuation and supplementary valuation rolls	R 353,000	None	None	Uniqueco Properties (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	Nhlatse 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
Legal Services	Liability	None	None	Khumalo Masondo Attorneys	3	n/a
		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	Kgatla Inc	3	n/a
		None	None	Mhofu Telecommunications	3	n/a
Telephones System	R6000.00	None	None	SITA	3	n/a
Website Maintenance	R500 000	None	None	Telkom	2	n/a
Vsats Connecting Satellite Offices	R790.000	None	None	Data Pro	3	n/a
Internet Service Provider	Per rates	None	None	Moagi Technologies	2	n/a
Supplying ICT hardware devices	R500.000	None	None			

Maintenance and servicing of Bulk Printing Machines	Per rates	None	None	Canons	2	n/a
Monsterlus to Makgopheng Road PH1GMO	R 5 000 000.00	None	None	Monde Consulting Engineers	3	Betsekgadi Construction
		None	None	Betsekgadi Construction	2	
Mpheleng Construction of Bus Route PH1C	R 5 000 000	None	None	Munei Consulting	3	Moleleki A Tlala Transport and Projects
		None	None	Moleleki A Tlala Transport and Projects	3	
Upgrading of Kgaphamadi Bus Route PH1BUpgrad	R 5 000 000.00	None	None	Sky High Consulting	2	
		None	None	Maswekameng Traders	2	Maswekameng Traders
Kgoshi Rammupudu Construction of Access Road PH1C	R 5 000 000.00	None	None	Tlou Intergrated Tech	3	Shatadi Developers
		None	None	Shatadi Developers	3	
Kgoshi Matlala Construction of Access Road PH1B	R 5 000 000	None	None	Tlou Intergrated Tech	3	Shirido Trading
		None	None	Shirido Trading	3	
Kgoshi Matsepe Construction of Access Road PH1A	R 3 800 000	None	None	Tlou Integrated Tech	3	Patrick Makgoka
		None	None	Patrick Makgoka	3	

Kgoshi Mathebe Construction of Access Road PH1A	R 3 800 000	None	None	2	Cansnan Civils
		None	None	1	
Mathula Construction of Bus Road PH1B	R 4 528 418	None	None	2	big Rock / Kgwadi ya Madiba JV
		None	None	3	
Mogaung Construction of Access Road PH1B	R 5 000 000	None	n/a	2	Patrick Makgoka Construction
		None	n/a	3	
Laersdrift Bus Road PH1A	R 5 000 000.00	None	None	1	HM Eyethu / AL Mphago
		None	None	1	
Construction of Marapong Bridge	R 9 500 000.00	None	None	2	Shonisani Rambau Construction
		None	None	2	
Construction of Klip and Kanaal Street PH1	R 15 000 000.00	None	None	4	Big Rock/ Kgwadi ya Madiba JV
		None	None	4	
Zaaiplaas Construction of JJ Roads PH1D	5 000 000.00	None	None	2	Imbawula Construction

		None	None	Imbawula Trading	2	
Upgrading of Hlogotlou / Monsterlus Stadium	R 10 000 000.00	Late appointment of contractor/late	Contractor appointed in mid May 2017	Vuka Afrika Consulting	2	Moepeng Trading
				Moepeng Trading	X	
Roosenekal Roads and Streets	R 2 000 000.00	None	None	Element Consulting	2	HM Eyethu / AL Mphago JV
		None	None	HM Eyethu / AL Mphago JV	2	
Construction of Fleet Centre	R 1 000 000.0	None	None	Dikgabo Consulting	2	Shatadi Developers
Rating description						
Poor Performance	1					
Fair Performance	2					
Good Performance	3					
Excellent Performance	4					
Outstanding Performance	5					