

**ELIAS MOTSOALEDI  
LOCAL  
MUNICIPALITY**

**2020/2021**

**DRAFT ANNUAL REPORT**



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## ACRONYMS

AG	: Auditor General
AFS	: Annual Financial Statements
ANC	: African National Congress
AIDS	: Acquired immunodeficiency syndrome
BPSA	: Bolshevik Party of South Africa
CDW	: Community development worker
CFO	: Chief Financial Officer
CLLR	: Councilor
COGHSTA	: Department of Corporative Governance, Human Settlement and Traditional Affairs
COGTA	: Department of Corporative Governance and Traditional Affairs
CPMD	: Certificate Programme in Management Development
CWP	: Community Works Programme
EMLM	: Elias Motsoaledi Local Municipality
DA	: Democratic Alliance
EFF	: Economic Freedom Fighters
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
HIV	: human immunodeficiency virus
HR	: Human Resources
ICT	: Information Communication Technology
IDP	: Integrated Development Plan
INEP	: Integrated National Electrification Program
KM	: Kilometre
LAC	: Local AIDS Council
LGAAC	: Local Government Advanced Accounting Certificate
LUMS	: Land Use Management System
LGSETA	: Local Government Sector Education Training Authority
GMIM	: Local Government Municipal Improvement Model
LED	: Local Economic Development
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
Mscoc	: Municipal Standard Charts of Accounts
N/A	: Not applicable
NARSA	: National Archive Regulation of South Africa
OHS	: Occupational Health and Safety
PMS	: Performance Management System
SAMEBA	: South African Maintenance and Estate Beneficiaries Association

SCM : Supply Chain Management  
SDBIP : Service Delivery and Budget Implementation Plan  
SDM : Sekhukhune District Municipality  
SMME : Small, Medium and Micro Enterprises  
SPLUMA : Spatial Planning and Land Use Management Act  
TB : Tuber Colossus  
WSP : Work Skill Plan

## **VISION**

The agro-economical and ecotourism heartland



## **MISSION**

The Elias Motsoaledi Local Municipality is committed to:

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

# CHAPTER 1

## MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

### 1. MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

#### COMPONENT A: MAYOR'S FOREWORD

##### 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 dawned upon the leadership that providing the complete account on the responsibilities conferred upon the entire municipality will always be a daunting task to the electorate. This report is therefore intended to attest to the collective efforts of 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 2020/2021 Annual Report to our residents and other interested parties. The 2020/2021 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. Financial year 2020/2021 it has never been a pleasant year for us as the municipality, the country and the world at large due to Covid 19 pandemic. The national lockdown affected municipal services, service delivery and revenue collection negatively. For the financial year 2020/2021 municipal performance increased from 49% of the financial year 2019/2020 to 74% of 2020/2021.

## KEY POLICY DEVELOPMENTS

During planning phase, the municipality had an engagement with the province and Sekhukhune district municipality to ensure alignment of provincial and municipal growth inclusive of development strategy hence the IDP has incorporated projects for both province and district municipality. The IDP was therefore tabled before council for adoption and was submitted to all sector departments and the district.

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
- Fast tracking the implementation of infrastructure projects
- Strengthening the relationship with the traditional leaders

## KEY SERVICE DELIVERY IMPROVEMENTS

The Municipality core service delivery functions are categorized into three: Electricity, Access roads and waste management. For the year under review 14.4km of roads were constructed. Municipality received an allocation of R54 561 018 of MIG grant for the year under review. 298 km gravelled and 674km bladed. Municipality is licensed to provide electricity in 2 wards, which are ward 13 and ward 30 (Groblersdal and Roosenekal areas), and the other 29 wards are Eskom licensed areas. Municipality has a backlog of 4% (3099) households without electricity. A total number of 55698 Households (96%) has access to Electricity (serviced both Eskom and EMLM). The municipality received an allocation of R 15 million for INEP in 2020/2021 financial year for electrification projects. For the year under review, Municipality electrified the following villages: Mashemong, Zuma Park and Ntswelomotse using the allocated funds from INEP. The progress for electrification projects was at 100% at the end of the financial year. Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks. Municipality in collaboration with Department of Public Works created 71 work opportunities through EPWP and CWP 1064 programmes.

## PUBLIC PARTICIPATION

Municipality has 310 ward committees made out of 31 wards. Ward committees together with ward councillors conducts public meetings in their respective wards and submit monthly reports to the Speaker. The process of public participation was also affected by National lockdown where public gatherings were prohibited. Municipality resorted to media platforms to conduct public participation for 2021/2022 draft IDP and Budget to ensure that both the draft IDP and Budget are approved by council within the legislated timeframe. Communities were given an opportunity to raise their needs and submit them at municipal offices for incorporation in the 2021/2022 IDP and Budget. Public participation process is used to inform communities about success and challenges that municipality encounter during service delivery. Only prioritized and budgeted needs were incorporated in the reviewed 2021/2022 IDP and budget for implementation.

## AGREEMENTS / PARTNERSHIPS

Municipality is partnering with NYDA for implementation of entrepreneurship artisan programme for youth development.

## CONCLUSION

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

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

## COMPONENT B: EXECUTIVE SUMMARY

### 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 2020/2021 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.

The municipality is established to perform the following functions:

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

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

The Municipality had a total revenue budget of R606, 129 million that was adjusted downwards to R594, 831 million during special budget adjustment. The actual revenue realized is R508, 935 million and this resulted in under-performance variance of R85, 896 million. All gazetted grants and subsidies amounting to R421, 367 million and

they contributed a major portion of source of funding for budget of the municipality and the grants dependency rate was 74% on capital expenditure budget and 69% on revenue budget. The municipality have unspent Integrated National Electrification Programme (INEP) of R441 thousand in 2020/21 financial. Other conditional grants, being Municipal Infrastructure Grant (MIG), Financial Management Grant (FMG) and Expanded Public Works Programme (EPWP) achieved 100% spending. Municipality received an award for MIG spending. For the year under review, municipality obtained unqualified audit opinion which is an improvement from qualified audit opinion for financial year 2019/ 2020. Thanks to all EMLM team.

.Municipality has 07 approved senior manager positions. During financial year 2020/2021 four positions were vacant (CFO,Infrastructure, Executive support and Development planning). 05 senior managers concluded their performance agreements. 2019/2020 annual performance assessments were conducted for three senior managers and 2020/2021 Mid-year performance were also assessed.

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

- Inadequate cash flow
- Inadequate municipal infrastructure
- Increased demand for services, potentially not aligned to budget
- Leaking of confidential information
- Low productivity

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

### **1.3 MUNICIPAL OVERVIEW**

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

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

**Table 1**

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

### 1.2.1 Population group

**Table 2: Total Municipal Population**

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

Source: STATS SA, Census 2011 and Community Survey 2016

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

**Table 3: Population by Ethnic Group**

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

Source: 2016 STATS SA Community survey

Table 4: Population by Age Group

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

Source: 2016 Stats SA Community survey

Table 4: Household by Ethnic and Gender Group

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

Source: Stats SA. CS 2016

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

Table 5: Economic profile (employment)

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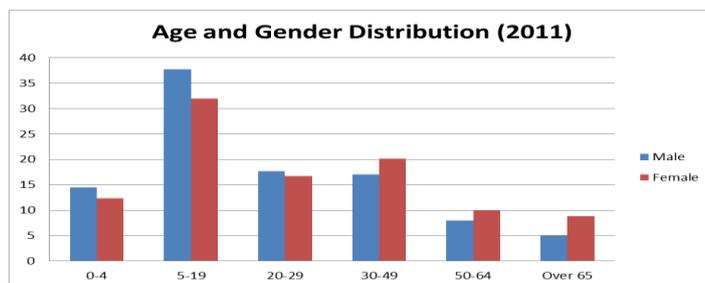
Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
Total	100%

Source: Stats SA Census 2011

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

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

**Graph 1: Age and gender distribution**



Source: Stats SA Census 2011

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

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

Source: Stats SA .CS 2016

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

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

Source: Stats SA 2011 and CS 2016

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

Table 8: Age structure

Age	2011	%	2016	Percentage %
0-14	89 772	36	89 680	33,4
15-65	142 136	57	156 229	58,2
65+	17 455	7	22 347	8,3
<b>Total</b>	<b>249 363</b>	<b>100</b>	<b>268 256</b>	<b>99,9</b>

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

Table 9: Household Size

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

Source: stats SA. CS 2016

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

**Table 10: Tenure Status**

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

Source: Stats SA. CS 2016

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

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

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

Source: Stats SA. CS 2016

**Table 12: Natural resources within EMLM**

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

#### 1.4 SERVICE DELIVERY OVERVIEW

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

A total number of 55698 Households (96%) has access to Electricity (serviced both Eskom and EMLM). The municipality received an allocation of R 15 million for INEP in 2020/2021 financial year for electrification projects. For the year under review, municipality implemented 03 electrification projects at Mashemong, Zuma Park and Ntswelotse using INEP grants. Municipality in collaboration with Department of Public Works created 71 work opportunities through EPWP and CWP 1064 programmes.

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

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

## **1.5 FINANCIAL HEALTH OVERVIEW**

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

The Municipality had a total revenue budget of R606, 129 million that was adjusted downwards to R594, 831 million during special budget adjustment. The actual revenue realized is R508, 935 million and this resulted in under-performance variance of R85, 896 million. All gazetted grants and subsidies amounting to R421, 367 million and they contributed a major portion of source of funding for budget of the municipality and the grants dependency rate was 74% on capital expenditure budget and 69% on revenue budget. The municipality have unspent Integrated National Electrification Programme (INEP) of R441 thousand in 2020/21 financial. Other conditional grants, being Municipal Infrastructure Grant (MIG), Financial Management Grant (FMG) and Expanded Public Works Programme (EPWP) achieved 100% spending.

## **EXPENDITURE**

The original budget for operating expenditure was R512, 449 million that was adjusted upwards to R516, 328 million and the actual expenditure thereof is R411, 810 million. This reflects a positive variance of R104, 518 million. The major portion of operating expenditure is employee related cost that had original budget of R169, 749 million and the budget was adjusted downwards to R160, 564 million and the actual expenditure thereof is R150, 113 million and this reflected under-spending variance of R10, 451 million that is attributed to long service award and post retirement employee benefit obligation.

**Table 12: Summary of financial overview**

Details	Financial Overview – 2020/21 R'000		
	Original Budget	Adjustment Budget	Actual
Grants	293 916	351 806	347 058
Taxes, levies and tariffs	149 218	138 218	137 180
Other	88 434	35 246	24 697
<b>Sub -Total</b>	<b>531 568</b>	<b>525 270</b>	<b>508 935</b>
Less Expenditure	-512 449	-510 357	-411 810
<b>Net Total</b>	<b>19 119</b>	<b>14 913</b>	<b>97 125</b>

**Table 13: Operating ratios**

Operating Ratios	
Detail	%
Employee Costs	42%
Repairs & Maintenance	2.04%
Capital cost	0,48%

**Table 14: Total capital expenditure**

Detail	Total Capital Expenditure (R'000)	
	2019/20	2020/21
Original Budget	95 654	89 280
Adjustment Budget	113 103	95 344
Actual	106 131	88 994

## 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 in total has 353 employees inclusive of senior managers. The municipality has 07 critical positions (senior managers) three (03) were filled and four (04) were vacant namely: Chief Financial Officer, Senior Manager Executive

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

**COMMITTEES**

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

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

**1.6.2 BURSARIES**

For the year under review, municipality approved 50 university and TVET students for Mayoral Bursary. Each student is awarded R10 000 each.

**WORKPLACE SKILLS PLAN (WSP)**

Municipality has developed the WSP for the year for 2020/2021 and it was submitted to LGSETA during April (month) 2020 together with the Annual Training report. 33 employees (13 males and 20 females), and 13 councillors received various trainings. The Municipality received R104 881-00 in the form of rebates from LGSETA for the year under review.

**1.7 AUDITOR GENERAL’S REPORT**

For financial year 2020/2021, municipality received an Unqualified audit opinion which is an improvement from qualified audit opinion obtained during financial year 2019/2020. refer to the attached Auditor General report on chapter 6. Audit Action Plan is developed as a corrective measure for improvement on the findings.

Emphasis of matters			
No.	2018/2019	2019/2020	2020/2021
1.	Property, plant and equipment	Property, plant and equipment	Restatement of the corresponding figures.
2.	Finance lease obligation	Bulk purchase	Significant uncertainties
3.	Debt impairment		Material impairment
4.	Landfill site provision		Material distribution losses
5.	Traffic fines revenue		
6.	Bulk purchase		
7.	Cash flow statement		

## 1.8 STATUTORY ANNUAL REPORT PROCESS FOR 2020/2021

**Table 16: statutory annual report process**

No	Activity	Date	Responsibility
1	Finalise 4 <sup>th</sup> quarter report for previous financial year	30 July 2021	Municipal Manager
3	Audit/Performance Committee considers draft annual report of municipality	20 August 2021	Municipal Manager
4	Municipality submits draft annual report, including the consolidated annual financial statements and the performance report, to the Auditor General.	31 August 2021	Municipal Manager
5	Auditor General assesses draft annual report, including the consolidated annual financial statements and performance data	31 August 2021 to 10 December 2021	Auditor General
6	Municipalities receive and start to address the Auditor General's comments	10 December 2021	Municipal Manager
7	Mayor tables annual report and audited financial statements to council, complete with the Auditor General's Report	25 January 2022	Mayor
8	Audited annual report is made public and representation is invited	02 February 2022	Municipal Manager
9	MPAC Committee assesses the annual report	21 February to 18 March 2022	MPAC Chairperson
10	Council adopts oversight report	25 March 2022	Council
11	Oversight report is made public	28 March 2022	Municipal Manager
12	Oversight report is submitted to relevant provincial councils	30 March 2022	Municipal Manager

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

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

# **CHAPTER 2**

# **GOVERNANCE**

## COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

### 2 Introduction

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

#### 2.1 POLITICAL GOVERNANCE

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

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

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

The council comprises of 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. The Council of the municipality is composed as follows; 54 part-time Councillors, 7 full-time Councillors namely Mayor, Speaker, Chiefwhip, MPAC Chairperson and three members of the Executive committee of council (EXCO) which consist of ten of the council members.

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

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

**Table 1: Committee annual meetings**

Name of Meeting	Annual Target	Number of meetings convened	Number of meetings materialised	Total number of apologies received
<b>Council committees</b>				
Corporate Services	12	08	06	14
Executive Support	12	07	07	03
Finance Department	12	12	12	02
Infrastructure Department	12	10	10	06
Development Planning	12	06	06	12
Community Services	12	10	10	07
Labour Forum	12	07	07	06
EXCO	11	08	08	02
Special EXCO	-	3	3	0
Council	4	4	4	19
Special Council	-	05	05	10
MPAC	3	3	3	0
<b>SCM committees</b>				
Specification	As and when	15	15	9
Evaluation	As and when	20	20	29
Adjudication	As and when	18	17	4

**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	Mokgohlwe Lettie	F	078 423 2010
4	ANC	Moima	Lizzy Mahlatse	F	078 423 2233
5	ANC	Makweoane	Agnes Mapette	F	078 423 2131
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	Phorothloe	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	M	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

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
25	ANC	Maphopha	Emily Maabele	F	078 423 2069
26	ANC	Motlafe	Manthwaleng Girly	F	078 423 2059
27	ANC	Mokwane	Magdeline Kubane	F	078 423 2149
28	ANC	Maipushe	Sekina Manku	F	0784232118
29	ANC	Malatji	Meriam Nape	F	078 423 2202
30	ANC	Kgopa	Kgabo Silas	M	078 423 2295
31	ANC	Msiza	Mothibe Rhodes	M	078 423 2125
PR1	ANC	Mathebe	Julia Lata	F	078 423 2078
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
PR7	ANC	Phetla	Mannyane Grace	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

WARD	PARTY	SURNAME	FULL NAMES	GENDER	CONTACT NO.
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
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: Ratlou S.W	ANC	PR	078 423 2067	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
<b>Municipal Public Accounts Committee (MPAC)</b>	Cllr. Hlako Justice Makunyane	1.Cllr. M.S. Mohlala 2.Cllr. G.M. Mottafe 3.Cllr. G.M. Makeke 4.Cllr. J. Mahlangu 5.Cllr. V.M Lecheko 6.Cllr. M.L. Phala 7. Cllr. S.H. Mehlaphe
<b>Rules &amp; Petitions</b>	Cllr. S.M. Maipushe	1.Cllr. M. R. Msiza 2.Cllr. T. M. Mokganyetji 3.Cllr. S.W. Ratlou 4.Cllr. T. A. Phorothoe 5.Cllr. M.N. Malatji 6.Cllr. P. Madondo
<b>Ethics</b>	Cllr. M.L. Phala	1.Cllr. M.G. Mottafe 2. Cllr. G.M. Makeke 3. Cllr. J. Mahlangu 4. Cllr. T.M. Phahlamohlaka 5. Cllr. A. Phatlane 6. Cllr. V.L Mthobeni 7. Cllr. N.T. Matunyane 8. Cllr M.P. Tshivhula
<b>Executive Support</b>	Cllr. T.M. Phorothoe	1.Cllr. P. Masimula 2. Cllr. K.S. Kgopa <b>3. Cllr. T.T. Ratau (Whip)</b> 4. Cllr.M.B. Ntuli 5. Cllr. F.M. Mogotji
<b>Corporate Services</b>	Cllr. M.N. Malatji	1.Cllr. G.R. Namane 2. Cllr. M.L. Mamakoko <b>3. Cllr. M.M. Matsepe (Whip)</b> 4. Cllr. R.J. Makitla 5. Cllr. M.P. Tshivhula 6. Cllr. M.T. Mosotho
COMMITTEE	CHAIRPERSON	MEMBERS
<b>Community Services</b>	Cllr. T.M. Mokganyetji	1.Cllr. M.K. Zulu <b>2. Cllr. A.M. Mokweoane (Whip)</b> 3.Cllr. M.K. Mokwane 4. Cllr. W. Oosthuizen 5. Cllr. V.M. Lecheko

COMMITTEE	CHAIRPERSON	MEMBERS
Budget & Treasury	Cllr. N.R Ndlovu	1.Cllr. E.M. Maphoha <b>2. Cllr. L.M. Moima (Whip)</b> 3. Cllr. B. Bogopa 4. Cllr. J. Kotze 5. Cllr. S. Ngwenya
Development, Planning & LED	Cllr. N.N. Mahlangu	1.Cllr. R.N. Ndlovu 2. Cllr. R.M. Ratau <b>3. Cllr. S.M. Maipushe (Whip)</b> 4. Cllr. N.C. Mathebe 5. Cllr. M. Ranala
Infrastructure	Cllr. M.R. Msiza	1.Cllr. W.J. Skosana <b>2. Cllr.M.A. Mphela (Whip)</b> 3. Cllr. K. F. Madisa 4. Cllr. T.S. Matsepe 5. Cllr. A. Rots 6. Cllr. M.Z. Hlathi
<b>Local Geographical Names Change Committee (LGNCC)</b>	1.Cllr. 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 9. District Representative- Cllr. M.G. Motlafe 10. Traditional Authorities in Council	
<b>Committee of Presiding Officers</b>	Speaker	Cllr. M.D. Tladi
	Chair of Chairs	Cllr. S.H. Mehlaphe
<b>Leader of Executive Business</b>	Cllr A. Machipa	
<b>Council Whippersy</b>	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	
<b>Sekhukhune District Representatives</b>	<b>Political Party</b>	<b>Councilor</b>
	ANC	1.Cllr. M.L. Phala 2.Cllr. M.G. Motlafe 3.Cllr. S.H. Mehlaphe 4.Cllr. G.M. Makeke 5.Cllr. J. Mahlangu
	DA	6.Cllr. C.N. Mathebe
	EFF	1. Cllr. M.T. Mosotho
<b>SECTION 80 COMMITTEES</b>		

<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Budget & Treasury	Cllr. T.A. Machipa	1. Cllr.T.A. Phorothoe 2. Cllr. W.J. Skosana 3. Cllr. M.A. Mphela (Whip) 4. Cllr. M.N Malatji 5. Cllr Matsepe TS 7. Cllr Dr Rotze 8. Cllr Hlathi M.Z
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Infrastructure	Cllr Matjomane G.D	1. Cllr Mokganyetji TM 2. Cllr Zulu M.K 3. Cllr Makweoane Mk 4. Cllr Momwane M.K 5. Cllr Kotze 6. Cllr Shai K.C
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Community Services	Cllr Mashilo S.M	1. Cllr 2. Cllr Maphopha E.M 3. Cllr Moima L.M 4. Cllr Bogopa B 5. Cllr Maloba 6. Cllr Mathebe C.N
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Corporate Services	Cllr Phatlane A	1.Cllr Msiza M.R 2. Cllr Masimula P 3. Cllr Kgopa K.S 4. Cllr Ratau T 5. Cllr Ntuli MB 6. Cllr Oosthuizen W
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Development Planning	Cllr Ratlou S.W	1.Cllr Madisa K.F 2.Cllr Namane G.R 3.Cllr Mamakoko M.L 4.Cllr Matsepe N.M 5.Cllr Makitla R.J 6.Cllr Mosotho M.T 7.Cllr Tshivhula M.D
<b>COMMITTEE</b>	<b>CHAIRPERSON</b>	<b>MEMBERS</b>
Executive Support	Cllr Phetla PM	1.Cllr Ndlovu R.N 2.Cllr Ratau R.M 3.Cllr Maipushe S.M 4.Cllr Ranala M 5.Cllr Mogotji F.M 6.Cllr 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 Magette David Tladi**

- To preside at meetings of the council where he/she is present;
- To ensure that the council meets at least quarterly;
- To ensure compliance with the code of conduct for councillors, standing rules and order and other relevant governing laws in the meetings of council and council's committees;
- To maintain order during meetings of the council;

- Ensure that the provisions in respect of privileges and immunities of councillors, as set out in section 28 of the structures act or any other applicable legislation, are adhered to.
- To ensure that council meetings are conducted in accordance with the rules and orders of the council;
- Determine the date and venue of ordinary council meetings;
- To convene special meetings of the council at the venue determined by her and at the time set out in any request that such a meeting be convened in terms of section 29(1) of the structures act.
- Ensures that councillor's motions are prepared and timeously tabled in terms of the procedural rules of Council

#### POWERS AND FUNCTIONS OF COUNCIL WHIP



#### **Council Whip**

#### **Cllr. Tebogo Phahlamohlaka**

The Notice on the Upper Limits on Councillor Remuneration has introduced the Office of the Whip of Council in 2006. The Chief Whip of Council is not an Office Bearer in terms of the LG: Municipal Structures Act, so the Council is not legally obliged to adopt a terms of reference for the Whip. It is, however, advisable to commit to a clear definition of the role of the Whip in relation to that of the Speaker. The Council of EMLM resolved to include and elect a Chief Whip in its structure, whilst there are no statutory functions for the Whip of Council, the SALGA Guideline Document on the Roles and Responsibilities of Councillors, Political Structures and Officials (March 2011) cites the following as the functions of the Whip of the Council: -

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

The Council Whip is accountable to the Council

**MEMBERS OF EXECUTIVE COMMITTEE**



Cllr 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 Ratlou Sefako Winter  
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

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

### 2.1.3 ADMINISTRATIVE GOVERNANCE

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

The municipality during the financial year under review (2020/2021) advertised the vacant post of chief financial officer which was never filled by end of the financial year. The administrative components of the municipality comprise of seven (7) senior managers and 32 divisional managers.

**Table 5: EMLM management information**

Directorate	Designation	Initial and Surname	Gender
Office of the Municipal Manager	Municipal Manager	Mr M. M Kgware	Male
	Manager: Internal Audit	Mrs. P. Mailula	Female
	Chief Risk Officer	Mr L. K. Mathebe	Male
	Manager: IDP	Mr. K. J Motha	Male
	Manager: PMS	Ms R.P. Mdluli	Female
	Manager: Legal services	Vacant	
Executive Support	Senior manager : Executive support	Vacant	
	Manager: Communications	Mr. S. T Makua	Male
	Manager: Council Support	Mrs M Burger	Female
	Manager: IGR	Ms V Matlala	Female
	Manager Parks	Mr J. M Mathebe	Male
	Manager: Mayor Support	Mr J. Manganyi	Male
Corporate Services	Senior Manager : Corporate Services	Mr. N.D Matumane	Male
	Manager: Human Resources and Development	Mr. L.M. Mafiri	Male

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

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

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

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

#### 2.2.1 Intergovernmental relations

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

### 2.2.2 District intergovernmental structures

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

**Table 6: District intergovernmental structures**

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

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

### 2.2.3 Provincial intergovernmental structures

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

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

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

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### 2.3 Introduction

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

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

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

#### 2.3.1 Overview of public accountability and participation

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

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

1. This was brought to life by the democratic breakthrough of 1994, the adoption of the Constitution in 1996, and the formation of local government in 2000 and the subsequent laws that governs it. Chapter 4 of the Municipal System Act states A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-
  - a. **encourage, and create conditions for, the local community to participate in 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. The people directs the type of service

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

During the year under review, the Mayor embarked one Mayor's outreach took place at Ntwane village and one Speaker's forum took place at Luckau village. Further planned outreaches never took place due to the global pandemic of Covid 19.

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

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

Public participation in the municipality is coordinated through the ward committee, petitions committee, public hearings, and IDP and Budget public participation meetings and Mayoral Izimbizos. These forums are also utilized as report back platforms on service delivery matters. The Speaker of Council plays an important role in coordinating public participation. The municipality uses notice boards, website, newspapers, rates payers and Facebook page to spread information, new plans, budget priorities, etc. The work of the Unit is informed by the municipal communications policy and communication strategy, which centralises the communications function in the Communications Unit.

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

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

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

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

##### **Social Media**

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

##### **Radio Programme**

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

### **Municipal Website**

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

### **Newsletter**

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

### **2.3.3 Ward Committees**

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

### 2.3.4 Public meetings

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

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	Stakeholders Meeting	05	01	00	352	<ul style="list-style-type: none"> <li>Water shortage and water tankers not regularly delivering water.</li> <li>Provincial road R 573 construction progress</li> <li>Request for primary school</li> </ul>	No No No	Stakeholders meeting
02	Stakeholders Meeting	03	01	00	179	<ul style="list-style-type: none"> <li>Water shortage and challenges encountered with delivery by Tankers</li> <li>Illegal dumpings increasing, request for skips and request for ward to be included in municipal refuse removal function and be billed</li> </ul>	No No	Stakeholders meeting
03	Community meeting	03	01	00	92	<ul style="list-style-type: none"> <li>Unelectrified households at Naganeng.</li> <li>Request for proper road to new sections</li> </ul>	Yes No Yes	Community meeting And Stakeholders

04	Community meeting & Stakeholders	04	01	00	1236	<ul style="list-style-type: none"> <li>• Reportback on Electrification of freedom park</li> <li>• RDP houses, the new applications are approved whilst the old applications there is no response</li> <li>• Unplanned/ no survey in Allocation of sites</li> </ul>	Yes No	community meeting & stakeholders
05	Stakeholders meeting	05	01	00	584	<ul style="list-style-type: none"> <li>• Re-Gravelling of bus route in Makgakadimeng</li> <li>• Vezinyawo newsstands needs to be electrified - To be submitted for registry into the masterplan</li> </ul>	Yes	Stakeholders
06	Community meeting & Stakeholders	07	01	00	1046	<p>Stolen jojo tanks</p> <ul style="list-style-type: none"> <li>• Illegal scrap metal shop that promotes crime</li> <li>• To request SDM to drill new boreholes as a temporary measure to the water shortage problem as opposed to water tankers.</li> <li>•</li> </ul>		Stakeholders  Community meeting
07	n/a	00	00	00	00	n/a	n/a	n/a
08	Stakeholders meeting	03	00	00	262	<p>No delivery of Jojo tanks in Taiwan section. Illegal dumping on the increasing across the</p> <ul style="list-style-type: none"> <li>• Water shortage for Elandsdoorn, Marapong, Marapong, Taiwan and therefore request for boreholes.</li> <li>• - Water Tankers are temporarily providing water at Elandsdoorn awaiting fixing problem.</li> <li>•</li> </ul>	No  No	Stakeholders

09	Community meetings	01	01	00	41	<ul style="list-style-type: none"> <li>Electricity for new stands at Phooko section</li> </ul>	No	Stakeholders meeting
10	Community meeting	01	01	00		<ul style="list-style-type: none"> <li>Erection of high mast lights</li> <li>Request to finish Mohlamme road</li> <li>Request for low level bridge at lesehleng</li> </ul>	No No No	Stakeholders Meeting
11	n/a	00	00	00	00	n/a	n/a	n/a
12	Community meeting	7	01	00	1439	<ul style="list-style-type: none"> <li>Road to Nala School needs paving &amp; gravelling of roads across the ward as roads are generally in bad state</li> <li>Request for 3 new boreholes still no response - Follow-up to be done with SDM</li> <li>Shortage of vip toilets</li> </ul>	No No	Community meeting Stakeholders meeting
13	n/a	00	00	00	00	n/a	n/a	n/a
14	Community meeting	01	00	00	00	<ul style="list-style-type: none"> <li>water shortage in the entire ward 14</li> <li>Electricity shortage at Masakaneng (</li> </ul>	no nno no p other part	Community meeting
15	n/a	00	00	00	00	n/a	n/a	n/a
16	Community Meeting	01	00	00	622	<ul style="list-style-type: none"> <li><b>Roads in a bad state, submission to be done to municipality</b></li> <li>Sassa needs renovations to comply with Covid regulations</li> </ul>	No  No	Community meeting  Community meeting
17	n/a	00	00	00	00	n/a	n/a	n/a

18	Community meeting & stakeholder meetings	05	00	00	413	<ul style="list-style-type: none"> <li>Water shortage in Mphepeng section</li> <li>Electrification of new settlements</li> <li>Request for blading of sports fields</li> </ul>	No No No	Community meeting Stakeholders meeting Community meeting
19	Community meeting	03	00	00	365	<ul style="list-style-type: none"> <li>Thabaleboto Extension a VIP Toilets shortage</li> <li>Water challenges in the whole ward, mainly due to illegal connections on the main supply pipe</li> </ul>	No No No	Community meeting Community meeting Stakeholders meeting
20	Community meeting	05	00	00	589	<ul style="list-style-type: none"> <li>Community campaign to pay municipal services</li> <li>High bills of property rates and water</li> <li>Maintenance of streets</li> <li>Cleaning of illegal dumpings, and request owners of empty stands to clean their stands</li> </ul>	No No No No	Community meeting Community meeting Stakeholders Community meetings
21	n/a	00	00	00	00	n/a	n/a	n/a
22	n/a	00	00	00	00	n/a	n/a	n/a
23	Community meeting & Stakeholders	06	00	00	1962	<ul style="list-style-type: none"> <li>Speed humps needed at sterfontein/Vlaka road, they were reported and municipality responded but concluded at Sephaku</li> <li>Complain about pump operator not providing water equitably to sections of the village</li> <li>Complains raised about the bulk water which was constructed 2006</li> </ul>	No No No	Community meeting Community meeting Stakeholders meeting

24	Community meeting	07	01	01	2461	<ul style="list-style-type: none"> <li>• Water shortage- NGO assisted with equipping most boreholes</li> <li>• Electrification Phomola</li> <li>• Regravelling at new stands</li> <li>• Water shortage</li> <li>• Complain about Ward councillor , Speaker attended</li> </ul>	Yes No Yes No Yes	Community meeting Community meeting Community meeting Stakeholders meeting
25	n/a	00	00	00	00	n/a	n/a	n/a
26	Community meeting	04	01	00	842	<ul style="list-style-type: none"> <li>• During speakers outreach a request was made of job seekers from the ward to be considered</li> <li>• Services for Kampeng &amp; Mashemong section</li> <li>• Illegal connection of water</li> <li>• Water shortage</li> <li>• Regravelling of street</li> </ul>	No Yes Yes	Community meeting Community meeting Community meeting
27	Community meetin	04	01	00	1256	<ul style="list-style-type: none"> <li>• Road mainly the one to Stadium</li> <li>• Increase number of High mast lights</li> <li>• Water</li> <li>• Regravelling</li> <li>• Vip units</li> <li>• Tar road stadium road</li> <li>• Waste collection</li> <li>• Jojo tanks</li> <li>• Highmass lights</li> <li>• Water shortage</li> </ul>	No No No Yes Yes No No Yes No No	Community meeting Community meeting Community meeting Community meeting Communitymeeting Communitymeeting Community meeting Community meeting Community meeting
28	Community meeting	03	01	00	981	<ul style="list-style-type: none"> <li>• Electrification Mashemong</li> <li>• Tarring of Road Dipakapakeng to Stadium</li> <li>• Water shortage</li> </ul>	No No	Community meeting Community meeting

29	Community meeting	04	01	00	1352	<ul style="list-style-type: none"> <li>Ramogwerane road refurbished</li> <li>Water shortage. JOJO Tanks needed</li> </ul>	Yes No	Community m Community meeting
30	n/a	00	00	00	00	n/a	n/a	n/a
31	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

### 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	8	8	0
	<b>Ward Committee</b>				
	Julia Maredi				
	Simphiwe Mahlangu				
	Jane Sibiloane				
	Martha Nxumalo				
	junior Thethe				
	Anges Mmotong				
	Simphiwe Mthombeni				
	Samual Phasha				
	Christa kotelo Mabodika				
	Kgati Maepa				
Ward No 02	Cllr Phatlane A	Yes	10	10	0
	<b>Ward Committee</b>				
	Mathabathe Mpho				
	Monage Tshepo Khama				
	Mahlangu Geeilbooi				
	Makua Samuel				
	Dunge Olgar				
	Bafedi Aibiot (Deceased) replaced by Monamudi				
	Ntlatleng				
	Mankge Hermans				
	Moloi Abednigo				
	Phatlane Lucy				
	Boroko Kodisang Mathews				
Ward No 03	Cllr Mamakoko M.L	Yes	05	05	01
	<b>Ward Committee</b>				
	Mputsu David Mahlangu				
	Sonia Magashule				
	Marie Mokwala				
	Matron Mokwana				
	Stephina Modiba				
	Mary Tshego				
	Mmapula Kgaphola				
	Delige Mothibi				
	Lucy Kgaphola				
	Frans Makua				
Ward No 04	Cllr Moima L.M	Yes	05	05	0
	<b>Ward Committee</b>				
	Dipuo Mashabela				
	Lebogang Dinba				

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
	Kanyane Mphahlele Makitla Sello Fatima Thabethe Selina Matlou Lucas Mathimunyane Kenneth Malapele Anges Ramphisa Israel Malapela ( resigned)				
Ward No 05	Cllr Makweoane <b>Ward Committee</b> Violet Mashigo Fannie Nkambule Monicca Makgatsela Sharleen Mphake Mankwe Moggabudi Petrus Matentshi Mapaseka Moggabudi Leshate Mashabela Nelson Mogano Thili Lepota	Yes	07	07	0
Ward No 06	Cllr Ndlovu R.N <b>Ward Committee</b> Thethan Mahlangu Ntombi Mahlaba Nokuthula Reginah Winile Ndlangamandla Zakhele Hlathi Sipho Mandlazi Adelaide Limakwe Zanele Magubane Delisa Joseph Popi Mashego	Yes	9	9	02
Ward No 07	Cllr:Phala Lucas <b>Ward Committees:</b> Philimon Moshiga Brenda Phasha Nomsa Sibeko Glass Makatelele Jan Mtshweni Busisiwe Magolego Tebogo Mokgoadi Ericca Makuwa Benjamane masweu	Yes	4	4	0

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	Simon Thipe				
Ward No 08	Cllr Ratlou S.W	Yes	9	9	0
	<b>Ward committees</b>				
	Charlotte Mogudi				
	Moshingwaneng Ditshego				
	Isaiah Mahlangu				
	Annah Wessels				
	Friedah Phetla				
	Bangiswane Mthombeni				
	Resigned				
	Albert Mafa				
	Resigned				
	Gloria Rahlogo				
Ward No 09	Cllr Ratau R.M	Yes	10	10	0
	<b>Ward Committees:</b>				
	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	10	10	0
	<b>Ward Committees:</b>				
	Zandra Makitla				
	Mathebe Rebecca				
	Katlego Sifoleshe Madire				
	Modupi Mohlamanyane				
	Ivy Madisa				
	Zodwa Ngele				
	Sandra Ramphisa				
	Mathebe Buti				
	.Malefahlo Mkgase				
	mohlamonyane Motsumi				
Ward No 11	Cllr Namane G.R	Yes	04	04	0
	<b>Ward Committees:</b>				
	1 Wonderboy Cekhu( deceased not replaced)				
	2 Delane Mugeru				

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
	3 Eleoner Matlou 4 Sepadi Mampuru 5 Malelula leepo 6 Samora Madisa 7 Rina Mutha 8 Moses Mafiri 9 Thobile Mathibedi 10 Anges setoto Magopa				
Ward No 12	Cllr Phorotlho <b>Ward Committees</b> Mmadisele Mathebe Moleme Podile Mmalehu Mohlala Mothaku Namane Calvin Mathunyane Elizabeth Monageng Doctor Nakedi Alfred Makitla Betty Mathebe Klass Mathebe	Yes	11	11	4
Ward No 13	Cllr Oosthuizen W.N.S <b>Ward Committees:</b> Martin Coetsee Dirk Hessels phochanaD.M Maria D.Fourie J.H Mmakole Dirk Walker T.S Matsomane A.J Schombee Franska Kleinhans Shaun A.Mellors	Yes	02	02	0
Ward No 14	Cllr: Bogopa B <b>Ward Committees:</b> Bareng Mphahlele(Resigned) Phakwane Mareng Moses Boshielo Chikane Kgorutle Makeke Mantwa Dipou Matlala Stepen Maleka Jaremia Phetla Enock Ramoispa Maggie Isa	Yes	06	06	1

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 15	Cllr: Mahlangu J	Yes	04	04	0
	<b>Ward Committees:</b>				
	Lucas Zwane				
	Rinah Mahlangu				
	Job Tshepo Mokwena				
	Sbongile Nkosi				
	Sibongile Masilela				
	Thomas Mthombeni				
	Johannah Mashiya				
	Malehu Mokoana				
	Jan Masimula				
	Msanomlane Mahlangu				
Ward No 16	Cllr: Zulu B.M	Yes	3	3	2
	<b>Ward Committees</b>				
	Mapule				
	Mokgolokgotho(removed)				
	Jabulane Mahlangu				
	Sarah Skosana				
	Fanie Makua				
	December Msitsa				
	Sinah Mahlangu				
	Maria Mthimunyane				
	Nick Mgidi				
	Khomotso Maphosa(not on IEC roll)				
	Kodin Skhosana				
Ward No 17	Cllr: Ratau T.T	Yes	7	7	0
	<b>Ward Committees:</b>				
	Irene Mokwana				
	Moetana Mohlala				
	Rankepile Mabelane				
	Kagiso Mabelane				
	Gabriel Magashula				
	Jeaneth Motshana				
	Motlalepule Madihlaba				
	Freddy Nkadimeng(decease), replaced by Motjedi George				
	Andries Hlabishe				
	Annah Masemola				
Ward No 18	Cllr: Machipa T.A	Yes	9	9	1
	<b>Ward Committees:</b>				
	Martha Mohlahlo				
	Jamis Chego				
	Maria Tshehla				

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
	Mojalefa Rankwe Tumishi Mohlahlo Annah Mnguni Elsa Fenyane(resigned) Sydney Phetla Shemeng Mtshweni Maria Makuwa				
Ward No 19	Cllr: Masimula P <b>Ward Committees:</b> Sophi Masemola Amos Gabril Sinkie Skosana Ranapo Chigo Rose Mtshweni Keneth Mahlangu Shabangu Dlabaphi Getrude Mashiane Mahlangu Khonzephi Nkosinathi Machuka	Yes	11	11	1
Ward No 20	Cllr Skhosana W.J <b>Ward Committees:</b> monica Madihlaba Lina Makaleng Felicia Mokoana Zodwa Mokwena Nteseng Madihlaba Patricia Sekgala Shima Monaledi thabo Skosana Debra Maredi Thapedi letageng	Yes	9	9	1
Ward No 21	Cllr: Makeke G.M <b>Ward Committees:</b> 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	Yes	6	6	0
Ward No 22	Cllr Matsepe M.M	Yes	03	03	0

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	<b>Ward Committees:</b> Mathibela Mashego Annah Radingwana Frans Mdebele Tebogo Tau Stephina Mokwal Thabo Radingwana Leah Tshoma Jan Mashilanwako Patrick Moramaga lindiwe Maleka				
Ward No 23	Cllr:Mahlangu Nomsa <b>Ward Committees:</b> Regina Ntuli Lydia Lerobane Jimmy Masemola Thokozile Ntuli Milzon Madihlaba Busisiwe Motha Simon Sithole Rose Mokoana Siphoh Mahlangu Sylvia Chego	No	11	11	2
Ward No 24	Cllr: M.M <b>Ward Committees:</b> Isaac Maladi Mpotsing Mtshweni Prince Maloma Meshack Thobejane Dorothy Makeke Maputana Moloko Martha Monareng Thabeng Nyalungu Elizabeth Mathunyane Amos Tshoma	Yes	11	11	2
Ward No 25	Cllr: Maphoha E.M <b>Ward Committees:</b> Jane Lekala Makgadi Malatji Joseph Tsima Julia Mohlala Lerato Skosane Jack Motsana	Yes	2	2	0

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	Reneilwe Rampedi khomotso Ramphisa Francinah Mampuru Thobole Matsepe				
	Cllr:Motlape M. G <b>Ward Committees:</b> Sepedi Mohlala Mmantwe Tagane Matlakala Knowledge Ditau Magampa( removed) Deborah Mashabela Dazie Msiza Amos Chabedi Mapule Mmuledi Karabo Matshingwane Mmabatssheleng Matsepe	Yes	8	8	1
	Matladi Tshepho				
Ward No 27	Cllr: Mokwane M.K <b>Ward Committees:</b> Job Matladi Lebogang Choma Tebatso Sihlangu Mogudi Meba Dudu Mokadi Frans Tlaka Motebu Arimbi Thabo Makua Caroline Mantsolo Thandi makuwa	Yes	08	08	1
Ward No 28	Cllr:Maipushe S.M <b>Ward Committees:</b> Klass Maredi Modupi Fenyane Evah Matuludi Prudence Skosana Pratick Tladi Rachel Mohlala Amos Ntobeng Sarah Pheladi Lucas Aphone Victor Seopela	Yes	10	10	1
Ward No 29	Cllr: Malatji M.N <b>Ward Committees:</b> Thuso Makuwa Reginah Makuwa	Yes	10	10	2

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	Lindiwe Mahlangu				
	Grace Malatji				
	Diale Motla				
	Caroline Matjomane				
	Victor Diago				
	Thabang Fenyane				
	Gautana Matsumane				
	Lazarus Rakgalakane				
Ward No 30	Cllr: Kgopa K.S	Yes	4	4	0
	<b>Ward Committees:</b>				
	Ammina Magakwe				
	Sebutjwane Maduna				
	Seraki Mottsa				
	Jim Molapo				
	Bongi Maabane				
	Thabiso Matenji				
	Mahlonoko Riba				
	Patricia Mokwena				
	Sinky Kodi				
	Lina Masango				
Ward 31	Cllr : Msiza M.R				
	<b>Ward Committee</b>	Yes	4	4	0
	Gladys Maaake				
	Kgaogelo Dikotope (deceased)				
	Alfred Manasoe				
	Moses simpho				
	Peter Tsokela				
	Lombard Mamogobo				
	Lebogang				
	Mpunga(Resigned)				
	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

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

The governance model of operation of the EMLM's systems of managing risk a decentralized one, wherein departments are responsible for performing risk identification, evaluation, mitigation and reporting processes. EMLM's has in place a service of Risk Committee and Audit Committee. The Risk Committee, which comprises of independent external member as a chairperson, is responsible for overseeing the entire risk management system of the municipality. EMLM's Audit Committee also supports the Risk Committee in its risk oversight role. The effective management of risk, is prioritized to ensure that business risks across the organisation are identified and managed on an ongoing basis for the achievement of the municipality's Strategic goals.

The initiatives and actions performed by the RMU during 2020/21 include:

- An annual risk assessment conducted and facilitated by Risk Management unit, as a consulting engagement, per directorate, engaging all heads of departments

- Periodic assessments with monthly monitoring on status of risk register, as well as quarterly reporting and recommendations to various statutory and non-statutory committees
- Annual review of risk management documents
- Compilation and monitoring of the risk management implementation plan
- Continuous aim of building a sufficient municipal risk profile to constantly improve risk maturity
  
- Adding value of “best practice” developments to the Fraud and Risk Management Committee - review of the risk register, incident and emerging risks and corrupt, fraudulent and unethical incidents are now standard agenda items for Risk Management Committee meetings
- Fraud and Risk Management Committee performance evaluation through individual assessments in the form of a questionnaire and the assessment of the approved Key Performance Indicators (KPIs) for the committee
- Regular communication and updates from various professional bodies
- Regular communication between Provincial Treasury (Corporate Governance) and the CRO on risk related matters
- Recommendations for improvement of software being utilised (Ignite Risk Assist Module)
- Risk universe and risk maturity initiatives through comparison reporting and benchmarking
- Exploiting opportunities and strategies through identification of emerging and incident risks
- Progressive application of compliance related documents and processes
- Exploring opportunities through meaningful integration of the functions of ethics, anti-corruption and fraud prevention, occupational health and safety, long term planning, business continuity and disaster management into the risk management objectives and processes
- Business continuity engagements with management to implement the Business Continuity Framework
- Continuous emphasis on fraud and corruption risks and the related risk action plans
- Improved co-operation between the RMU and Internal Audit Services (IAS), reducing duplication and increasing the sharing of risk information, while respecting IAS's independence
- Compilation of a COVID-19 Risk Register

One of the main purposes of an Anti-Corruption and Fraud Prevention Policies is to ensure that the Municipality is in compliance with the MSA and MFMA, which requires the Municipality to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of its resources. The following revised policies were adopted by Council for 2020/21:

- Revised Anti-Corruption and Fraud Prevention Strategy
- Revised Anti-Corruption and Fraud Prevention Policy

Top ten risks identified:

<b>Risk Title</b>	<b>Category</b>	<b>IR</b>	<b>RR</b>
Inadequate cash flow	Financial	20.00	13.00
Inadequate Municipal infrastructure	Service delivery	25.00	20.00
Increased demand for services, potentially not aligning budget	Financial	25.00	18.25
Leaking of confidential information	Compliance/regulatory Risk	25.00	16.00
Low productivity	Human resources	16.00	16.00
Poor Community Participation	Reputation	12.00	9.00
Un-sustainable Population Growth and high unemployment.	Service delivery	20.00	15.00
Unconducive environment for growth and investment	Economic Environment	15.00	11.55
Uncoordinated urbanization	Service delivery	20.00	16.00
Under-Spending of funds/Grants	Financial	20.00	12.00

### 2.5.1 RISK FINANCE

Our insurance programs cover property damage, business interruption, public, product and professional liability, and Directors' and Officers' exposures. They aim to protect the Municipality against exceptionally large or numerous claims.

We neither own nor operate any captive insurance: we use only high-quality and financially sound insurers, combining master policies with local insurance policies. Negotiation and coordination of these programs are carried out in the Risk department unit with the help of leading insurance brokers with integrated international networks.

In this way we secure broad and consistent cover for all Municipalities activities and locations, cost optimization, and reporting and control, while ensuring compliance with local regulatory requirements. We review our insurance strategies periodically, taking into account changes in our risk profile (such as acquisitions, claims, loss events and other activities) and insurance market trends.

## 2.5.2 FRAUD AND ANTI-CORRUPTION STRATEGY

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

During the year under review, we have developed an anti-fraud Strategy to prevent, detect, deter, report and respond to fraudulent activities. This is overseen by the Municipal managers office, Anti-Fraud Committee comprising the senior management Group General and Compliance Officer. All managers must report any suspicion of fraud, and our whistle-blowing policy enables employees to raise suspected irregularities. In the event of fraud, managers must make appropriate changes to systems, Controls, education and procedures to prevent recurrence, and the Risk and anti- fraud committee monitors the effectiveness of such actions.

Municipality conducted a fraud risk assessment and trained some key people in anti-fraud, anti-bribery, anti-trust and ethics. In addition, trained by Cogta on fraud and corruption, we also sent out awareness poster to all municipal departments.

## BUSINESS CONTINUITY MANAGEMENT

Municipality cannot identify all risk that faces the institution. Therefore, we have business continuity responses designed to improve resilience to unforeseen events – such as a supply chain disruption, employee repatriation, or network intrusion attempts – and minimize their impact on stakeholders and reputation. The business continuity policy and strategy was approved and rolled out to departments for awareness. It encompasses basic escalation and communication rules, guidelines for anticipation and action, and clear roles and responsibilities. Training was limited due financial constraints

## 2.6 PUBLIC SATISFACTION SURVEY

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

## 2.7 SUPPLY CHAIN MANAGEMENT

Description	Number of meetings	members of the committee	functions
Bid specification committee	14	Manager: Fleet Manager: Roads, Storm Water and Building Maintenance Manager: PMU Manager: Budget & Reporting SCM Accountant (Secretariat)	<ul style="list-style-type: none"> <li>Compile a proper and unbiased specification for a specific requirement</li> <li>Ensure proper Terms of Reference are drawn up for the service required clearly indicating the scope of the requirements, the ratio between price and functionality, evaluation criteria as well as their weights and values</li> <li>Ensuring availability of funds</li> </ul>

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Description	Number of meetings	members of the committee	functions
			<ul style="list-style-type: none"> <li>Set ranges indicating breakdown of points, percentages as provided in the relevant sliding scales for the selected specified goals</li> </ul>
Bid Evaluation committee	14	Manager: Fleet Manager: Roads, Storm Water and Building Maintenance Manager: PMU Manager: Budget & Reporting SCM Accountant (Secretariat)	<ul style="list-style-type: none"> <li>Compile a proper and unbiased specification for a specific requirement</li> <li>Ensure proper Terms of Reference are drawn up for the service required clearly indicating the scope of the requirements, the ratio between price and functionality, evaluation criteria as well as their weights and values</li> <li>Ensuring availability of funds</li> <li>Set ranges indicating breakdown of points, percentages as provided in the relevant sliding scales for the selected specified goals</li> </ul>
Bid Adjudication committee	19	Chief Compliance: Municipal Manager's Office Manager: Development Planning Manager: Municipal Manager's Office PMU Technician: Infrastructure SCM Practitioner: Budget and Treasury Senior Environmental Officer: Community Services Manager: Executive Support Accountant Payroll: Budget and Treasury (Secretariat)	This committee is responsible for the evaluation of bids received, which includes: <ul style="list-style-type: none"> <li>Verification of administrative compliance of the bid documents</li> <li>Evaluation of bids in accordance with the criteria specified in the bid documents (specification) and the PPPFA regulations.</li> <li>Evaluation of each bidder's capacity/ability to execute the contract.</li> <li>Verification of National Industrial Participation Programme (NIPP) requirements if the contract is in excess of ten million rand (R10m)</li> <li>Submission of evaluation report and recommendation(s) regarding the award of the bid to the adjudication committee.</li> </ul>

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## 2.8 BY-LAWS

For the year under review, the by-law for Municipal Property rates was reviewed.

## 2.9 WEBSITE

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

**Table 9: Municipal website information**

<b>Municipal Website: Content and Currency of Material</b>		
<b>Documents published on the Municipality's Website</b>	<b>Yes / No</b>	<b>Publishing Date</b>
Current annual and adjustments budgets and all budget-related documents	Yes	-
All current budget-related policies	Yes	-
The annual report 2018/2019 published	Yes	-
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes	-
All service delivery agreements 2020/2021	no	n/a
All long-term borrowing contracts 2020/2021	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 2020/2021	n/a	n/a
Contracts agreed in 2020/2021 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 2020/2021	n/a	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during 2020/2021	Yes	-

## 2.10. AUDIT COMMITTEE

The Audit Committee of the Municipality was established in terms of Section 166 of the Municipal Finance Management Act, Act 56 of 2003. The Audit Committee comprised of Five (05) members appointed for the period of three (03) years ending 03 January 2022. Audit Committee reported to council on their activities and recommendations as required by the Audit Committee Charter and section 166 of the MFMA. For the year under review, Four (4) ordinary and Seven (07) special audit committee meetings were held.

**Table 10: Audit Committee members**

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

**Table 11: Attendance of meetings**

NO	AUDIT COMMITTEE	ORDINARY MEETINGS					SPECIAL MEETINGS							
		1	2	3	4	Total	1	2	3	4	5	6	7	Total
1	Mrs Ramutsheli M.P (Chairperson)	✓	✓	✓	✓	4	✓	✓	✓	✓	✓	✓	✓	7
2	Mr Rabalao MJ	✓	✓	✓	✓	4	✓	✓	✓	✓	✓	✓	✓	7
3	Adv. Thipe M.M	✗	✓	✓	✓	3	✓	✓	✗	✓	✗	✗	✓	4
4	Mr. Chuene V.K	✓	✓	✓	✓	4	✓	✓	✓	✓	✓	✓	✓	7
5	Mr. Mojapelo M.O	✗	✓	✓	✗	2	✓	✓	✓	✗	✓	✓	✓	6

**Legend:**

✓ Attended

✗ Not attended

## **CHAPTER 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), and the other 29 wards are Eskom licensed areas. Municipality has a backlog of 4% (3099) households without electricity. A total number of 55698 Households (96%) has access to Electricity (served both Eskom and EMLM). Municipality received an allocation of R 15 Million for INEP in 2020/2021 financial year. For the year under review, Municipality electrified the following villages: Mashemong, Zuma Park, and Ntswelomotse using the allocated funds from INEP. The progress for electrification projects was at 100% at the end of the financial year. Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks.

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

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

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

Employees: Electricity Services					
Job Level task grades	2018/19	2019/20			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0%
4 – 6	06	07	05	02	33%
7 – 9	02	0	0	0	0%
10 – 12	05	04	03	01	20%
13 – 15	01	0	0	0	0%
16 – 18	01	01	01	0 0	0%
<b>Total</b>	<b>15</b>	<b>12</b>	<b>09</b>	<b>03</b>	<b>20%</b>

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

**Capital expenditure on Electricity services**

Capital Expenditure Year 2020/2021 : Electricity Services					
					R' 000
Capital Project	2020/2021				
	Original budget	Budget Adjustment	Actual Expenditure	Variance	Total Budget
Total All	R 15 000 000		R15 000 000		
Electrification of Zuma Park	R1 976 000	R 2 076 000	R 2 076 000.00		
Electrification of Mashemong	R 10 494 000	R 10 734 000	R 11 131 738.86		
Electrification of Ntswelemotse	R 2 430 000	R 2 190 000	R 2 243 275.06		

**3.2 WASTE MANAGEMENT**

Elias Motsoaledi Local Municipality renders an effective refuse removal service to households and Businesses in the following areas: Motetema, Hlogotlou, Groblersdal, Roosenekal (Town & RDP), Elandsdoring, and Walter Sisulu RDP. Refuse removal service has been outsourced to Just breeze / Tlou ya KO hlaka jv. Municipality provides street cleaning and litter picking services in Groblersdal town only, cleaning of illegal dumps is being done as when as it is required throughout the municipality. The project has created 30 Job opportunities.

**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 Selema Plant Hire. The project has generated 08 job opportunities for the local communities inclusive of all available skills.

**3.2.2 Recycling:**

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

Name	Location	Material recycled
Silver ink Environmental solution	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**

**NB:**The Municipality could not conduct Awareness campaigns due to Covid-19

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

Area	Number of containers	Ward	Frequency of collection
Groblersdal Taxi rank	3	13	As and when is required
Groblersdal bus terminal	1	13	As and when is required
Marble hall road next to standard bank	1	13	As and when is required
Voortrekker street	2	13	As and when is required

Area	Number of containers	Ward	Frequency of collection
Open space behind quality meat	1	13	As and when is required
Complex next to Nandos	1	13	As and when is required
Home affairs	1	13	As and when is required
Parking opposite Groblersdal library	1	13	As and when is required
EMLM main Office	1	13	As and when is required
Mogaung	1	22	As and when is required
Luckau	1	24	As and when is required
Medupi crèche	1	25	As and when is required
U save Tafelkop	1	26	As and when is required
Tafelkop (Stadium)	1	27	As and when is required
Tafelkop: Boikano disability center	1	28	As and when is required
Tafelkop – Motetema road	1	R579	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	3	13	As and when is required
Groblersdal bus terminal	1	13	As and when is required
Marble hall road next to standard bank	1	13	As and when is required
Voortrekker street	2	13	As and when is required
Open space behind quality meat	1	13	As and when is required
Complex next to Nandos	1	13	As and when is required
Home affairs	1	13	As and when is required
Parking opposite Groblersdal library	1	13	As and when is required
EMLM main Office	1	13	As and when is required
Mogaung	1	22	As and when is required
Luckau	1	24	As and when is required
Medupi crèche	1	25	As and when is required
U save Tafelkop	1	26	As and when is required
Tafelkop (Stadium)	1	27	As and when is required
Tafelkop: Boikano disability center	1	28	As and when is required
Tafelkop – Motetema road	1	R579	As and when is required

**Table 7**

**: Employees for Solid Waste Management Services**

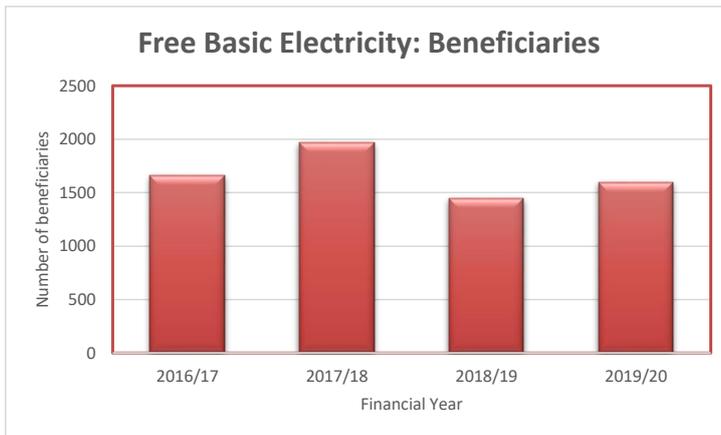
Employees: Solid Waste Management Services					
Job Level task grades	2020/2021				
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
4 – 6	11	58	11	47	81%
7 – 9	07	10	07	03	30%
10 – 12	01	03	01	02	67%
13 – 15	01	01	01	0	0%

19 – 20	01	01	01	0	0%
Total	22	73	22	51	71%

### 3.2.4 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. The number of indigent registered in the financial year under review is 6482 and the average number of 1685 was configured by Eskom to receive monthly free basic electricity which is an increase of 5% from 2020/2021 financial year. Municipality provides free basic electricity to both Eskom- and municipal-licensed areas. Municipality budgeted R1,121 million for free basic electricity and the actual expenditure thereof amounted to R1, 472 million. The source of funding for this service is equitable share and the budget provision is relatively low compared to equitable share component for this service.

**Graph 2: Free Basic Electricity beneficiaries**



**Table 9: Financial Performance 2020/2021: Cost to Municipality of Free Basic Services Delivered.**

Financial Performance 2020/2021 : Cost to Municipality of Free Basic Services Delivered				
R'000				
Services Delivered	2020/2021			
	Original Budget	Adjustment budget	Actuals	Variance to Budget
Electricity	R1,472	R1,072	R1,047	R25
Waste Management (Solid Waste)	R0	R0	R0	R0
<b>Total</b>	<b>R1,472</b>	<b>R1,072</b>	<b>R1,047</b>	<b>R25</b>

## COMPONENT B: ROAD TRANSPORT

### 3.3 TRANSPORT OVERVIEW

EMLM has one mode of transport: which is road transport. Communities depend on buses, taxis and their own cars for transportation. There are two bus companies within the municipality, namely Great North Transport and PUTCO. Great North Buses provide services locally in all 31 wards and PUTCO Buses provide services from Groblersdal and Moutse area to City of Tshwane on daily basis. PUTCO service in Groblersdal is available only in the morning and afternoon as compared to Moutse area where the service to City of Tshwane is available the whole day. Most community members rely on buses as the cheapest mode of transport and few utilises taxis and their own cars as mode of transport. Buses are available in all 31 wards to commute people to their destination. Most community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only. The municipality has appointed a service provider for the development of roads and storm water master plan, the objectives is to get the maintenance plan, conditional assessment of the roads and priority list in terms of maintaining and upgrading the municipal roads.

#### 3.3.1 PERFORMANCE ON ROADS

The municipality has a backlog of 1291.73km of gravel roads by the end of the financial year all roads construction projects were completed. The total MIG allocation budget of municipality was R 54 561 018.00 and the actual expenditure was R 54 006 805.93. 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, 298.5km has been regavelled and 673.3km bladed.

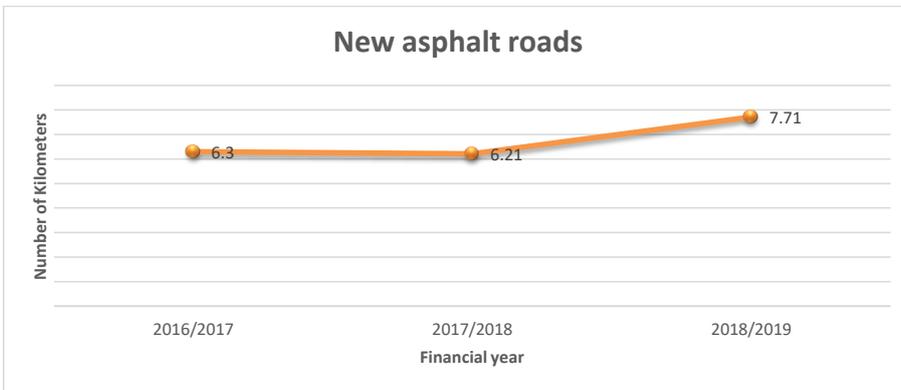
**Table 10: Gravelled and asphalted roads**

Gravel Road Infrastructure				Kilometres
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt surfaced roads /	Gravel roads graded /maintained
2018/19	1299.44km	0km	7.71km	536.5km (Bladed) 70km (regavelled)
2019/20	1291.73 km	0km	0km	394km(Bladed) 120.5(regavelled)
2020/21	1277.33km	0km	14.4km	673.3km(Bladed) 298.5(regavelled)

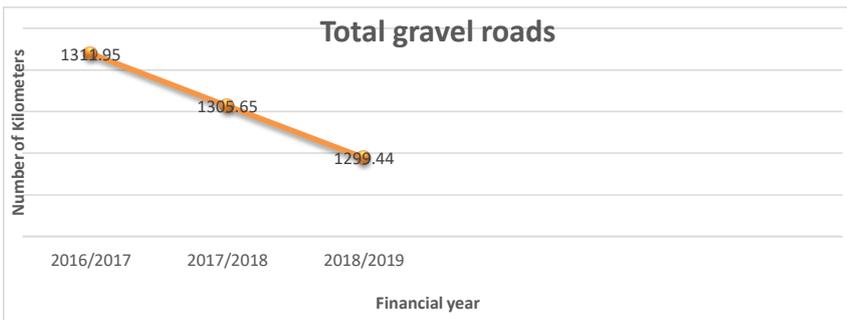
**Table 11: Asphalted Road Infrastructure**

Asphalted Road Infrastructure				
				Kilometres
	Total roads (backlog)	New asphalt / surfaced roads	Existing asphalt roads re-surfaced	Asphalt maintained roads
2018/19	1290.34	7.71km	12.6km	0km
2019/20	1270.03	0km	4.37km	2km
2020/21	1255.63	14.4km	0km	32km

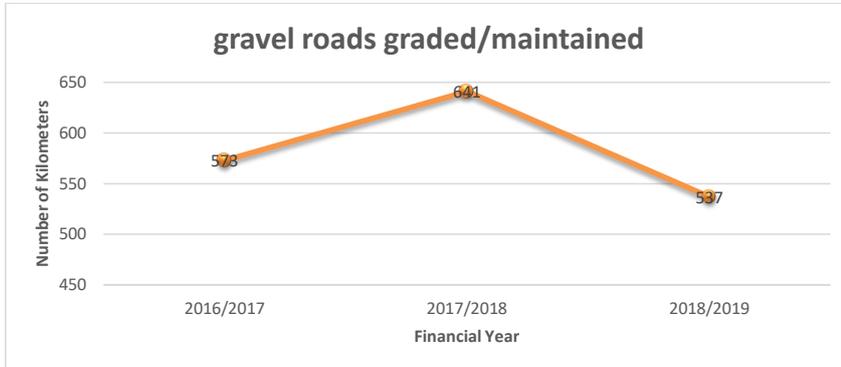
**Graph 3: New asphalt road constructed**



**Graph 4: Total Gravel roads**



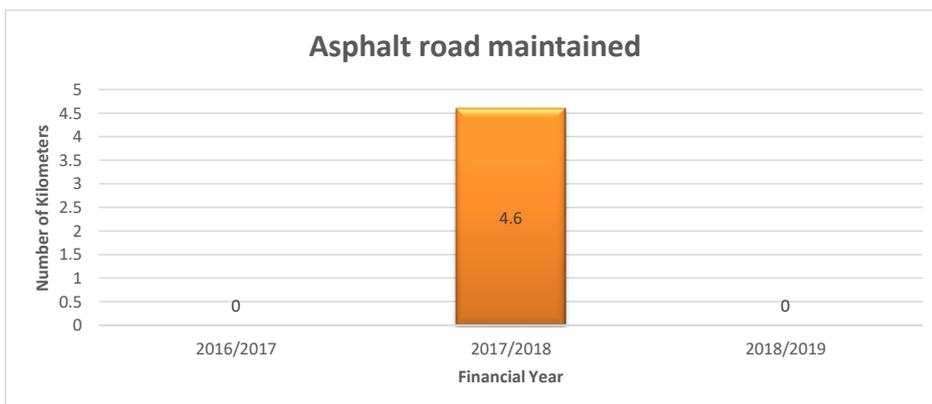
**Graph 5: Gravel roads graded/ maintained**



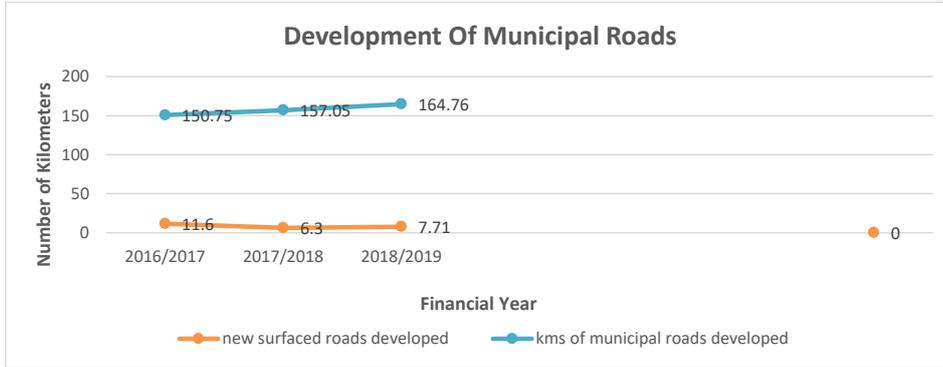
**Graph 6: Existing asphalt roads re-surfaced**



**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	Employees No.	2020/2021			
		posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
		4 – 6	68	84	64
7 – 9	01	06	06	0	0%
10 - 12	0	02	01	01	50%
13 - 15	02	02	01	01	50%
<b>Total</b>	<b>71</b>	<b>94</b>	<b>72</b>	<b>22</b>	<b>23%</b>

**Table 13: Development of municipal roads**

Development of municipal roads as required	new surfaced developed roads	km of municipal roads developed
2018/2019	7.71km	164.76km
2019/ 2020	0km	0 km
2020/2021	14.4km	179.16km

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

Capital Expenditure 2018/19: Road Services					
R' 000					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Source of funding
Kgaphamadi construction of bus route, bridge and storm water control	R5 500 000.00	R11 654 018.00	R11 654 018.00		MIG
Kgoshi Rammupudu Construction of Access Road Phase 2	R16 500 000.00	R16 491 620.00	R16 491 620.37		MIG
Tambo construction of access road	R10 065 679.00	R10 065 679.00	R10 064 777.28		MIG
Laersdrift construction of bus route	R 510 907	R806 095.00	R806 653.44		MIG
Grobbersdal refurbishment of landfill site	R13 000 000	R0.00	R0.00		MIG
Mogaung Construction Access Road Phase 2	R15 250 000.00	R 15 543 556.00	14 989 736.84		MIG
Motetema internal streets	R6 634 252.17	R6 461 803.45	R6 435 936.14		Revenue
Kgaphamadi construction of bus route, bridge and storm water control	R5 308 400.00	R5308 400.00	R5 092 955.00		Revenue
Construction of Fleet Centre	R1 512 286.96	R1 349.961	R1 349 960.43		Revenue
upgrading of Nyakurane internal access road	R782 608.70	R608 695.65	R608 678.56		Revenue

**Table 15: Municipal infrastructure grant expenditure**

Municipal Infrastructure Grant (MIG)* Expenditure 2020/21 on Service backlogs						
R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
<b>Infrastructure - Road transport</b>						
<i>Roads, Pavements &amp; Bridges</i>	R54,561,018.00	R0.00	R54,006,805.93			
<i>Storm water</i>	R0	R0	R0	R0	R0	
<b>Infrastructure - Electricity</b>						
<i>Generation</i>	R0	R0	R0	R0	R0	
<i>Street Lighting</i>	R0	R0	R0	R0	R0	

Municipal Infrastructure Grant (MIG)* Expenditure 2020/21 on Service backlogs R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
<b>Infrastructure - Other</b>						
<i>Transportation</i>	R0	R0	R0	R0	R0	
<i>Gas</i>	R0	R0	R0	R0	R0	
<b>Other Specify:</b>						
Sports - Outdoor	R0	R0	R0	R0	R0	
Street Parking	R0	R0	R0	R0	R0	
Waste Management	R0	R0	R0	R0	R0	
<b>Total</b>						

### COMPONENT C: PLANNING AND DEVELOPMENT

#### 3.4 Departmental Overview

The core functions of Development Planning department are as follows;

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

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

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

RESPONSIBLE AUTHORITY	DESCRIPTION OF APPLICATION
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Vlaklaagte 154 JS
Authorised Official	Proposed Consent for Cellphone Mast: Erf 164 Hlogotlou
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Varswater 23 JS
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Tafelkop 120 JS
Authorised Official	Proposed Consent for Cellphone Mast: Portion 3 of farm Luckau 127 JS

RESPONSIBLE AUTHORITY	DESCRIPTION OF APPLICATION
Authorised Official	Proposed Consolidation and Registration of Servitude: Portion 314 of farm Mapochsgronde 500 JS & farm Mapochsgronde 666 JS
Authorised Official	Proposed Cancellation of servitude: Portion 17, 28 & 33 of Erf 634 Groblersdal
Authorised Official	Proposed Wayleave: Groblersdal Town
Authorised Official	Proposed Consent: Portion 0 of farm Vlaklaagte 154 JS
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Eengevonden 119 JS
Authorised Official	Proposed Consent: Erf 138 Hlogotlou B
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Kirkvorchfontein 57 JS
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Frishgewaagd 131 JS
Authorised Official	Proposed Consent for Cellphone Mast: Erf 1031 Hlogotlou A
Authorised Official	Proposed Consent for Cellphone Mast: Portion 3 of the farm Luckau 127 JS
Authorised Official	Proposed Consent for Cellphone Mast: Erf 405 Elandsdoring A
Authorised Official	Proposed Consent for Cellphone Mast: Portion 0 of farm Vlaklaagte 154 JS
Authorised Official	Proposed Exemption: Portion 15 & 17 of farm Kameeldoorn 71 JS & Remainder of Portion 10 of farm Kameeldoorn 71 JS
Authorised Official	Proposed Consent Use: Portion 1 of Erf 289 Groblersdal
Authorised Official	Proposed Consent Use: Portion 100 of Erf 772 Groblersdal Extension 9
Authorised Official	Proposed Consent Use: Portion 1 of Erf 429 Groblersdal Extension 5
Authorised Official	Proposed Consent Use: Erf 432 of farm Zaaiplaats
Authorised Official	Proposed Exemption: Portion 64 Welverdiend No. 24 JS
Authorised Official	Proposed Consolidation: Erven 1803 & 2953 Groblersdal Extension 40
Authorised Official	Proposed Subdivision: Remainder of Portion 65 of farm Klipbank 26 JS
Authorised Official	Proposed Special Consent: Erf 696 Groblersdal Extension 9
Authorised Official	Proposed Consent: Portion 1 of farm Elandsdoorn 56 JS
Authorised Official	Proposed Consent: Portion 17 (ptn of ptn 10) of farm Zondagsfontein 32 JS
Authorised Official	Proposed Exemption: Remainder & Portion 1 of Erf 287 Groblersdal
Authorised Official	Proposed Consolidation: Portion 16 & 23 of Erf 634 Groblersdal Extension 9
Authorised Official	Proposed Subdivision: Erf 1720 Hlogotou
Authorised Official	Proposed Consent: Portion 3 of farm Kirkvorchfontein 57 JS
Authorised Official	Proposed Consent: Portion 0 of farm Uitspanning 38 JS
Authorised Official	Proposed Consent: Portion 2 of farm Valschfontein 33 JS
Authorised Official	Proposed Consent: Portion 7 of farm Loskop Suid 53 JS
Authorised Official	Proposed Exemption: Portion 37 of farm Diepkloof 44 -JS
Authorised Official	Proposed Consent: Farm Motetema 82 JS

All the above applications generated sixty thousand, nine hundred and ninety-six, sixty six cents (R60 996.66). Since the development and planning department is the custodian of land use and land development management, the implementation of Spatial Planning and Land Use Management (SPLUMA), Act no 16 of 2013 is at the core of the departmental functions. In supporting the traditional authorities on proper planning for human settlements, the municipality has lately finalised the process of demarcating two hundred (200) sites for the Bakwena Ba Matsepe (at Tafelkop Makaepa) and Ndebele Tribal Traditional authority's (Luckau Village) respectively. These undertakings sought to create and foster a sustainable and uniform application of land development principles as enshrined in the SPLUM Act (i.e. land use management principles as applicable in previously disadvantaged areas will therefore be applicable in our previously disadvantaged area, namely, townships and village areas.

Presumably, the above arrangement will result in cheaper installation of engineering services (i.e. water, sewer, electricity, storm water and internal roads) and solid waste. The local authority failed to conclude the process of demarcating sites in the above said areas due to the covid-19 pandemic, hence its late completion. The affected

parties had to be consulted with regard to progress made this far which is an approved general plan. The latter needs to be relayed to the affected Traditional Authority who will ultimately allocated stands to needy members of its constituency.

As such, all the above projects were rolled over to 2020/2021 financial year for completion together with the wall to wall land use scheme that municipality has initiated as completed by relevant legislation. To date, the wall to wall Elias Motsoaledi Land Use Scheme (2021) has been finalised and approved by Council. The above program was also disturbed by the inability to consult all the affected parties due to the pandemic at play. The land use scheme is a land use management policy which will cover all areas within the Municipal boundary (i.e. towns, townships, villages, agricultural holdings, farms etc will be indiscriminately covered). Its essence is to promote and foster uniform planning and development approach in the Municipality with the quest of promoting SPLUMA pillars in a form of sustainability, efficiency, spatial justice, spatial resilience and good administration. Therefore, promoting good quality of life for our communities.

The Municipality further subdivided stands in Roosenekal town into smaller manageable stands. The essence of the exercise is to promote optimal use of land and engineering services in order to curb the housing backlog in existence in the area. This program was also stalled by the pandemic since subdivision diagrams couldn't be lodged with the surveyor general as the latter office was also closed. To date, the proposed subdivision has been approved as the Surveyor General's diagram is in place. The Municipality just sought to install engineering services in a form of water, sewer and electricity before the affected can be alienated/sold.

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

### **3.14.1 Building Control**

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

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

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

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

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

- Building plan approval
- Minor works permit approval(for work such as swimming pools, small' wendy' houses etc)
- Temporary structure permits
- Demolishing permits
- Building inspection during the construction period
- Issuing of occupancy certificates
- General enforcement of building regulations

- Investigations and resolving building complaints, contraventions and illegal building work
- Maintaining statistics on building construction activity.

### 3.14.2 Building plans applications

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

Number Sites Visited	Inspcetions Conducted	Withdrawn Applications
151	196	0

### 3.14.3 Site Development plans applications

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

### 3.14.4 Revenue collected

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

### 3.14.5 Occupation certificates issued

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

### 3.14.6 Building Inspections

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

## 3.15 Challenges and Opportunities

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

### Challenges

- Land invasion, unlawful demarcation of sites and selling of stands on municipal and state owned land
- Mushrooming of informal settlements,
- Poorly managed stated owned properties i.e. houses that are owned by the Department of Public Works in Groblersdal.

### Opportunities

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

Municipality had to scale down its duties as prescribed by building control regulations due to Covid-19 pandemic to limit possible cases of contact with the public and ultimately spread of the virus.

### 3.14 Local Economic Development.

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

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

Given the above conditions and the roles that the municipality has played in pursuit of local economic development in 2020/2021 financial year are amongst others; that the municipality in collaboration with Department of Public Works has managed to create 1175 work opportunities through EPWP and CWP programmes. There was a decline of jobs created through the latter programs as only one thousand one hundred and seventy-five (1175) were created. . CWP accounted for one thousand one hundred and six (1064) and EPWP for sixty-nine (71). The appointed personnel is mainly responsible for cleaning but not limited to public facilities/infrastructure in a form of roads reserves, graves, community halls, schools, taxi ranks, streets etc.

In striving to capacitate the SMMEs and cooperatives the municipality, four networking events were organised by the Municipality. This undertaking provided a platform for SMME's share experiences, mentor one another etc. Furthermore, twelve (12) SMME's and cooperatives attended workshops and training as organised by the Municipality. The training and workshops involved basic business management approaches. There was a shortfall of two (2) workshops since the annual target was fourteen (14) workshops/trainings to be conducted. In addition, EMLM Local Economic Development Strategy (2014) was reviewed in order to keep it abreast with the latest development so that its response to current challenges as experienced by the larger business community.

Municipality has issued only seven (7) business licenses since the function has been transferred wholly to the local authority by the Department of Local economic development and Tourism (Limpopo).

**Table 18: Jobs created through CWP**

Job creation through CWP*		
Year	No. of Wards	Participants
2018/2019	31	1181
2019/2020	31	1104
2020/2021	31	1064
*- Community Works Programme		

The program covered all wards within the Municipality with one thousand and sixty four participants (1064).

**Table 19: Jobs created through EPWP**

Job creation through EPWP* Projects		
Year	EPWP Projects	Jobs created through EPWP Projects
	No	No
2018/2019	4	661
2019/2020	1	69
2020/2021	1	71

\* - Extended Public Works Programme

The program experienced some sporadic exits of participants before finalisation of contracts. In the light of the latter situation, it was cumbersome to replace some of the participants with the quest of maintaining the set target of seventy (71) participants. The program ended up with sixty nine (69) participants. The affected wards were 13, 14, 22, and 23. Lastly, the program was bankrolled with one million, six hundred and eighty one thousands (R 1 681 000).

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

Employees: Local Economic Development				
Job Level	2020/2021			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 – 6	1	0	1	0%
7 – 9	0	0	0	0%
10 – 12	1	1	0	0%
13 – 15	1	1	0	0%
19 – 20	0	0	0	0%
<b>Total</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0%</b>

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

Job Level	2020/2021			
	Posts	Employees	Vacancies - fulltime equivalents	Vacancies
	(No)	(No)	(No)	(% of total posts)
7 – 9	2	1	1	50%
10 – 12	2	1	1	50%
13 – 15	2	1	1	50%
16 – 18	1	1	0	0%
<b>Total</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>43%</b>

## COMPONENT D: COMMUNITY AND SOCIAL SERVICES

### 3.15 Overview

#### 3.17.1 LIBRARIES

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

**Table 21: Employees for libraries**

Job Level task grades	2020/2021			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 - 6	2	2	0	0
7 - 9	0	0	0	0%
10 - 12	2	2	0	0%
16 - 18	0	0	0	0
Total	<b>04</b>	<b>04</b>	<b>0</b>	<b>0%</b>

#### 3.17.2 CEMETERIES

The municipality has a total number of 84 cemeteries and only 04 are well maintained which are: Groblersdal, Roosenekaal, Motetema and Hlogotlou. Cemeteries in rural areas are without fencing and ablution facilities. The municipality is responsible for cleaning and cutting grass in cemeteries as and when the service is required. There is a grave digging service in Groblersdal cemeteries only and in other wards, graves are dug by community members.

#### 3.17.3 SAFETY AND SECURITY

##### 3.17.3.1 Traffic

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

**Table 23: Law Enforcement statistics**

Description	2019/2020	VALUE	2020/2021	VALUE
Total Section 56 issued	3 326	R 4 509 750.00	3569	R 2 627 050.00
Total Section 341 issued	119	R 94 400	36	R 25 000.00
Total Camera fines printed	23 225	R 17 269 000.00	N/A	N/A
Total Section 56 paid	353	R 463 250.00	371	R 209 900.00
Total Section 341 paid	7	R 6 000.00	2	R 1 150.00
Total Camera fines paid	5 070	R 2 624 330.00	N/A	N/A
Total Section 56 withdrawn	682	R 975 750.00	983	R 1 276 700.00
Total Section 341 withdrawn	1	R 1 000.00	0	0
Total Camera fines closed	6 020	R 4 481 000.00	N/A	N/A
Warrants	1 522	R 1 950 300.00	1722	R 2 232 050.00
Total Section 56 outstanding	2 291	R 3 070 750.00	1999	R 2 866 050.00
Total Camera fines outstanding	12 135	R 7 088 061.00	N/A	N/A
Total Section 341 outstanding	111	R 84 400.00		

### 3.17.3.2 Licensing

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

**Table 24: Learners licence information**

Description	2018/2019	2019/2020	2020/2021
number of learners application received	902	690	365
number of learners licence passed	510	231	80
number of learners licence failed	349	468	258

**NB:27 were either absent or differed**

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

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

Description	2018/2019	2019/2020	2020/2021
number of drivers licence application received	1813	1854	2274
number of drivers licence passed	1581	1630	2013
number of drivers licence failed	138	86	120

## COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

### 3.18 EXECUTIVE AND COUNCIL

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

The municipality comprises of three service delivery priorities which is the roads, waste management and electricity. The municipality is having 1765 kilometers of roads. For the year under review, 14 kilometres of roads were constructed. Due to the vastness and rural nature of the municipality, priority is given to roads functions to ensure that internal roads are maintained for accessibility to community members for them to access municipal services.

### 3.19 HUMAN RESOURCE SERVICES

The Human Resources Division with the total staff number of 07 permanent employees. The department is responsible for the following services: Organisational development, Occupational health and safety services, training and development, labour relations, Benefits and administration, payroll. It is responsible for recruitment processes, benefits and leave administration, disciplinary procedures, skills and capacity development, pay roll, employee health and wellness, and labour relations issues.

### 3.20 INFORMATION TECHNOLOGY

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

**Table 26: Employees for ICT unit**

Employees: ICT Services (how many employees on the listed task grades and vacancies)				
Job Level	2020/2021			
	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	4	4	0	0%
13 - 15	1	1	0	0%
19 - 20	0	0	0	0
<b>Total</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0%</b>

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

Capital Expenditure 2020/2021: ICT Services					
Capital Projects	2020/2021				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Computer Equipment	250 000	250 000	242 100.00	383 850	625 950

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

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

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

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Land use management	Rezoning and subdivision Of Erf 832 groblersdal extension 15	500 000	500 000	350 000	New	Submission of rezoning and subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune joint district planning tribunal by 30 June 2021	Submission of rezoning and subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune joint district planning tribunal by 30 June 2021	None	None	SDM application acknowledgment of receipt	achieved	Development planning
	Rezoning and subdivision of portion 10 of farm klipbank 26J	500 000	500 000	380 000	New	Submission of rezoning and subdivision of portion 10 of Farm Klipbank 26JS Groblersdal Ext 15 application	Submission of rezoning and subdivision of portion 10 of Farm Klipbank 26JS Groblersdal Ext 15 application to sekhukhune district	None	None	SDM acknowledgment of receipt	achieved	Development planning

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
						to sekhukhune district planning tribunal by 30 June 2021	planning tribunal by 30 June 2021					
	Subdivision of farm Mapochsgronde 911	250 000	250 000	192 203.56	New	Approved subdivision application by 30 June 2021	Approved subdivision application by 30 June 2021	None	None	Approved subdivision application	Achieved	Development planning
	% of land use applications received and processed within 90 days	n/a	n/a	n/a	100%	100% of land use applications received and processed within 90 days	100% of land use applications received and processed within 90 days	None	None	Land use application register	Achieved	Development planning
Compliance with National building regulations	% of new building plans of less than 500 square meters assessed within 10 days	n/a	n/a	n/a	100%	100% of new building plans of less than 500 square	100% of new building plans of less than 500 square meters assessed	None	None	Building plans application register	Achieved	Development planning

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	of receipt of plans					meters assessed within 10 days of receipt of plans	within 10 days of receipt of plans					
Compliance with National building regulations	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	n/a	n/a	100%	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	100% new building plans of more than 500 square meters assessed within 28 days of receipt of plans	None	None	Building plans application register	Achieved	Development planning
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance	n/a	n/a	n/a	100%	100% of inspections conducted on building construction with an approved	100% inspections conducted on building construction with an approved plan to	None	None	Inspection report	Achieved	Development planning

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	with Sec 6© and 17(b) of national regulations and building standard Act					plan to ensure compliance with Sec 6© and 17(b) of national regulations and building standard Act	ensure compliance with Sec 6© and 17(b) of national regulations and building standard Act					

**KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION**

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

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility	
Employment equity	Review of the Employment Equity Plan	n/a	n/a	n/a	new	1	1 review of the Employment Equity Plan by 30 June 2021	1 Employment Equity Plan reviewed by 30 May 2021	None	None	Reviewed employment equity/ council resolution	Achieved	Corporate services
Employment equity	Submission of employment equity report to DOL	n/a	n/a	n/a	1	1	1 Submission of Employment Equity report to DOL by 31 <sup>st</sup> January 2021	1 Submission of Employment Equity report to DOL by 31 <sup>st</sup> January 2021	None	None	Acknowledgement letter	Achieved	Corporate services
Employment equity	% of employees with disabilities	n/a	n/a	n/a	New	2%	Of employees with disabilities by 30 June 2021	Not all vacant posts were filled	Filling of vacant posts with inclusion of people with disabilities	Human resource report	Not achieved	Corporate services	

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Skills programme	Number of employees approved for study financial assistance	Opex	Opex	Opex	0	2 employees approved for study financial assistance by 31 December 2020	0 employees approved for study financial assistance by 31 December 2020	Unsigned approval letters	Awaiting signed approval letters	Approval letters signed by municipal manager	Not achieved	Corporate services
WSP	Approval of reviewed WSP (work skills plan)	n/a	n/a	n/a	1	Approval of reviewed WSP (work skills plan) by 30 June 2021	Reviewed WSP (work skills plan) approved by 30 May 2021	None	None	Council resolution	Achieved	Corporate services
	% of municipality's payroll budget actually spent on training and	1% of payroll budget	1%	0.6%	80%	1% Of municipalities payroll budget actually spent on training	0.6% (R1,150,002.23/ R187,539,327) of municipality's payroll	Dependant on the application received	To continue encouraging employee's participation in the	Budget report	Not Achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	education of employees					and education of employees by 30 June 2021	budget actually spent on training and education of employees by 30 June 2021		training programme			
LLF	Number of LLF meetings held	n/a	n/a	n/a	9	6 LLF meetings held by 30 June 2021	6 LLF meetings held by 30 June 2021	None	None	Attendance register and minutes	Achieved	Corporate services
ICT	Number of ICT steering committee meetings held	n/a	n/a	n/a	4	4 ICT steering committee meetings held by 30 June 2021	4 ICT steering committee meetings held by 30 June 2021	None	None	Attendance register and minutes	Achieved	Corporate services
	Number of ICT reports submitted to ICT steering committee	n/a	n/a	n/a	4	4 ICT reports submitted to ICT steering	4 ICT reports submitted to ICT steering committee by	None	None	ICT reports and attendance	Achieved	Corporate services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
						committee by 30 June 2021	30 June 2021			ce register		
Occupational health and safety (OHS)	Number of health risk assessment conducted	opex	opex	Opex	1	1 health risk assessment conducted by 30 September 2020	1 Health risk assessment conducted by 30 September 2020	None	None	Health risk assessment report	Achieved	Corporate services
	Submission of COID annual returns of earning to Dept of employment and Labour (DOL)	n/a	n/a	n/a	New	Submission of COID annual returns of earning to Dept of employment and Labour (DOL) by 30 June 2021	Submission of COID annual returns of earning to Dept of employment and Labour (DOL) by 28 May 2021	None	None	Proof of submission/ letter of good standing from DOL	achieved	Corporate services
Employee assistance programme (EAP)	Number of wellness activities conducted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Performance management	% of KPI and projects attaining organisational targets (total organisation)	n/a	n/a	49%	67%	95% of KPI and projects attaining organisational targets (total organisation) by 30 June 2021	80% of KPI and projects attaining organisational targets (total organisation) by 30 June 2021	low operational expenditure due to lockdown regulations * debt impairment	The institution will improve on its performance which are not Covid 19 affected	Performance report	Not achieved	Municipal manager
	Final SDBIP approved by mayor within 28 days after approval of IDP/Budget	n/a	n/a	n/a	1	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget by June 2021	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget by 30 June 2021	None	None	Approved SDBIP	Achieved	Municipal manager
Municipal infrastructure grant (MIG)	Number of MIG reports submitted to Coghsta	n/a	n/a	n/a	12	12 MIG reports submitted to Coghsta by 30 June 2021	12 MIG reports submitted to Coghsta by 30 June 2021	None	None	Proof of submission	Achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Department of energy (DOE)	Number of reports submitted to department of energy	n/a	n/a	n/a	12	12	12 INEP reports submitted to department of energy by 30 June 2021	None	None	Proof of submission	Achieved	Infrastructure

**KPA : 3 LOCAL ECONOMIC DEVELOPMENT**

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

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
EPWP	Number of job opportunities provided through EPWP grant (GKPI)	EPWP Grant	EPWP Grant	EPWP Grant	69	69	71 jobs opportunities provided through EPWP grant by 31 December 2020	None	None	List of approved appointees	Achieved	Development planning
EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	253	294	244 Job opportunities created through infrastructure projects by 30 June 2021 (GKPI)	Unrealistic target set by department of public works	To engage public works to set realistic targets based on number of projects on the ground	List of appointees	Not achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
SMME'S	Number of SMME'S and Co-operatives capacity building workshops/training held (LED training)	n/a	n/a	n/a	12	14 SMME'S and Co-operatives capacity building workshops/training held by 30 June 2021 (LED training)	12 SMME'S and Co-operatives capacity building workshops/training held by 30 June 2021 (LED training)	Unable to conduct trainings during level 3 and 4 of lockdown	Consider visual trainings	Reports and attendance register	Not Achieved	Development planning

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

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

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Financial management	Cost coverage ratio (GKPI)	Opex	Opex	Opex	00:00	1 to 3 months Cost coverage ratio (GKPI) by 30 June 2021	0:069 months Cost coverage ratio (GKPI) by 30 June 2021	Poor expenditure management	Reduce contracted services and implement cost containment measures	2020/2021 AFS	Not achieved	Budget and treasury
Revenue	% outstanding service debtors to revenue	Opex	Opex	Opex	26%.	5% outstanding service debtors to revenue (GKPI) by the 30 June 2021	22% outstanding service debtors to revenue (GKPI) by the 30 June 2021	The impact of lockdown on collection rate	Stringent implementation of credit control measures	2020/2021 AFS	Not Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Budget	Submission of MTREF budget to council 30 days before the start of the new financial year	n/a	n/a	n/a	1	1	1	None	None	Council resolution	Achieved	Budget and treasury
AFS	Audited annual financial statements (AFS) and audit report submitted to council by 31 March 2021	n/a	n/a	n/a	1	1	1	None	None	Council resolution	Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reducing number of deviations)	n/a	n/a	n/a	9	6	3 monthly SCM deviation reports submitted to municipal manager (reducing number of deviations) by 30 June 2021	None	None	Signed deviation register	Achieved	Budget and treasury
Expenditure	% payment of creditors within 30 days	n/a	n/a	n/a	100%	100%	100% payment of creditors within 30 days by 30 June 2021	None	None	Creditors age analysis	Achieved	Budget and treasury

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Assets management	Number of assets verifications conducted	n/a	n/a	n/a	1	1	1	None	None	Assets verification report	Achieved	Budget and treasury
Expenditure	% spend of the total operational budget excluding non-cash items	Opex	Opex	Opex	95%	95%	95.03%	None	None	Budget report	Achieved	Municipal manager
	Remuneration (employee related costs and councillors remuneration) as % total operating	Opex	Opex	Opex	34%	25% to 40%	36%	None	None	Section 71 report	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	expenditure per quarter					councillors remuneration) as % total operating expenditure per quarter	operating expenditure per quarter					
Project management	% spending on MIG funding	MIG	MIG	MIG	91%	100% spending on MIG funding by the 30 June 2021	100% spending on MIG funding by 30 June 2021	None	None	MIG monthly reports	Achieved	Infrastructure
Electricity	% spending on INEP funding	INEP	INEP	INEP	100%	100% spending on INEP funding by 30 June 2021	97% spending on INEP funding by 30 June 2021	There is a saving in Mashemong electrification project which affected	None	INEP monthly report	Not Achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
								the spending				

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

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

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Roads and Stormwater	Kilometres of gravelled roads re-graveled	n/a	n/a	n/a	120.5km	70km of gravelled roads re-gravelled by 30 June 2021	298,5kms of gravelled roads re-gravelled	None	None	Completion certificate	Achieved	Infrastructure
Roads and Stormwater	Kilometres of gravelled roads bladed	n/a	n/a	n/a	379.6km	400 km of gravelled roads bladed by 30 June 2021	673,3kms of gravelled roads bladed	None	None	Completion certificate	Achieved	Infrastructure

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Indigents	% of registered indigents who receives free basic electricity (GKPI)	200 000	200 000		23,0%	20% of registered indigents who receives free basic electricity (GKPI) by 30 June 2021	25% of registered indigents who receives free basic electricity (GKPI) by 30 June 2021	None	None	Indigent register and Eskom beneficiary list	Achieved	Budget and treasury
Transversal programmes	Number of transversal programmes implemented in term of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation	Opex	Opex	opex	4	2 transversal programmes implemented in term of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation	1 transversal programmes implemented in term of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, Eldery and moral re-generation	Covid 19 lockdown regulation during fourth quarter	To be implemented in the next financial year	Programme and attendance register	Not Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
						by the 30 June 2021						
Waste management	Number of reports for waste collection	n/a	n/a	n/a	8%	8	8	None	None	Waste collection reports	Achieved	Community services
Education / libraries	Number of initiatives held to promote library facilities	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Community services
Environmental management	Number of Environmental awareness conducted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Community services
Disaster management	Number of disaster awareness campaigns conducted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Community services

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Safety and security	Number of community safety forum meetings held	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Zero weighted	Community services

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

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

**CAPITAL PROJECTS**

Ward no	Project	Key performance indicator	Original Budget R000” s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
13	Groblersdal Landfill site	Number of landfill sites to be upgraded	1 076 424	100 000	0,00	54%	1 landfill site upgraded by 31 December 2020 (Groblersdal landfill site)	0 landfill site upgraded by 31 December 2020 (Groblersdal landfill site)	Project is currently on hold due to change of designs as per LEDET request	New drawings as per regulation is done, sent to LEDET, awaiting approval	Completion certificate	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000” s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
25	Reticulation of stands with electrical infrastructure at Mashemong	Number of stands reticulated with electrical infrastructure at mashemong village	10 494 000	10 734 000	11 131 738.86	5%	699	699 Stands reticulated with electrical infrastructure by 30 June 2021	None	None	Completion certificate	Achieved	Infrastructure
14	Reticulation of stands with electrical infrastructure at Masakaneng	Number of stands reticulated with electrical infrastructure at Masakaneng  (Zero weighted)	5 100 000	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	(Zero weighted)	Infrastructure
7	Reticulation of stands with electrical infrastructure	Number of stands reticulated with electrical	1 976 000	2 076 000	2 076 000	new	122	122 stands reticulated with	None	None	Completion certificate	Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000" s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	at Zuma Park	infrastructure at Zuma Park					electrical infrastructure by 30 June 2021	electrical infrastructure by 30 June 2021					
4	Reticulation of stands with electrical infrastructure at Ntswelemotse	Number of stands reticulated with electrical infrastructure at Ntswelemotse	2 430 000	2 190 000	3 243 275.06	5%	251 stands reticulated with electrical infrastructure by 31 March 2021	251 stands reticulated with electrical infrastructure by 31 March 2021	None	None	Completion certificate	Achieved	Infrastructure
26	Kgoshi Rammupudu road construction	Construction of 2.2km of Kgoshi Rammupudu road	16 000 000	16 500 000	16 491 620,37	New	2.2km of Kgoshi Rammupudu road constructed by 30 June 2021	2.3km of Kgoshi Rammupudu road constructed by 30 June 2021	None	None	Completion certificate	Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000”s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
21	Kgaphamadi road construction	Upgrading of 5.2km of Kgaphamadi bus road	5 500 000	16 567 000	11 654 018	57%	5.2km of Kgaphamadi road upgraded by 31 December 2020	5.2km of Kgaphamadi road upgraded by 31 December 2020	None	None	Practical completion certificate	Achieved	Infrastructure
15	Tambo road construction	Construction of 3.2km of Tambo road	9 581 000	10 058 000	10 064 777.28	80%	3.2km of Tambo road constructed by 30 September 2020	3.25km of Tambo road constructed by 30 September 2020	None	None	Completion certificate	Achieved	Infrastructure
7	Upgrading of Nyakuroane internal access road	Upgrading of Nyakuroane internal access road	900 000	700 000	608 678,56	New	Upgrading of nyakuroane internal access road (designs) by 30 June 2021	Upgrading of nyakuroane internal access road (designs) by 30 June 2021	None	None	Designs report	Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000's 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
30	Completion of Laersdrift access road	Completion of Laersdrift access road	511 000	999 000	806 653.44	98%	Completion of Laersdrift access road by 30 September 2020	Laersdrift access road completed by 20 January 2021	None	None	Completion certificate		Infrastructure
31	Motetema internal streets	Construction of 1.3km of motetema internal streets	7 629 390	7 629 000	9 694 789.23	11%	1.3km of Motetema internal street constructed by 30 September 2020	1.3km of Motetema internal streets constructed by December 2020	None	None	Completion certificate	Achieved	Infrastructure
22	Upgrading of Mogaung road	Construction of 2.1km of Mogaung road	15 250 000	15 250 000	12 970 965.45	New	Construction, base of 2.1km of Mogaung road completed by 30 June 2021	Construction, base of 2.14km of Mogaung road completed by 30 June 2021	None	None	Practical completion certificate	Achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000” s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
13	Development of workshop	development of workshop	1 739 000	1 429 000	1 349 960	94%	Development of workshop by 30 September 2020	Development of workshop by November 2020	None	None	Completion certificate	Achieved	Infrastructure
n/a	Machinery and equipment	% expenditure on machinery and equipment	500 000	400 000	380 250	95%	100% expenditure on machinery and equipment by 20 June 2021	95% expenditure on machinery and equipment by 30 June 2021	Requisition received for the year were less than the set expenditure target	To revise the target in future to have minimum and maximum spending	Expenditure report * purchase order and delivery note	Not achieved	Infrastructure
n/a	Air conditioners	% processing of procurement request submitted  <b>Zero weighted</b>	350 000	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	<b>Zero weighted</b>	Infrastructure

Ward no	Project	Key performance indicator	Original Budget R000" s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
n/a	Mobile office traffic	procurement of mobile office traffic	600 000	720 000	687 429	new	Procurement of mobile office traffic by 30 June 2021	Mobile office procured	None	None	Completion certificate	Achieved	Community services
13	Upgrading of parks	Number of parks to be upgraded	1000 000	800 000	711 845	new	2 Parks upgraded by 30 June 2021	1 Park upgraded	Funds no sufficient for upgrading two parks	Make provision in the next financial year	Completion certificate	Not achieved	Community services
13	Upgrading of Elandsdoorn/ Ntwane cemetery	Fencing of Elandsdoorn / Ntwane cemetery	600 000	720 000	687 429	New	Fencing of Elandsdoorn / Ntwane cemeteries by 30 June 2021	Fencing of Ntwane cemetery completed	None	None	Completion certificate	Achieved	Community services
n/a	Furniture and office equipment	% expenditure on furniture and office equipment	800 000	800 000	263 727.00	100%	90% minimum expenditure on furniture and equipment	99.36% (R370,720 /R368,342.01)	Virements account for downward budget and	None	Expenditure / screenshot	Achieved	Corporate services

Ward no	Project	Key performance indicator	Original Budget R000” s 2020/2021	Adjusted budget	Expenditure	Audited Baseline 2019/2020	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
							by 30 June 2021		expenditure				
n/a	Computer equipment	% expenditure on computer equipment	250 000	250 000	242 100.00	100%	90% minimum expenditure on computer equipment by 30 June 2021	92.15% (R679,280 / 625,950)	Virement account for upward budget and expenditure	None	Expenditure report / screen shot	Achieved	Corporate Services

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

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Good governance and oversight	Submission of final audited consolidated annual report to council on or before end of January 2021	n/a	n/a	n/a	1	1	1	None	None	Council resolution	Achieved	Municipal manager
	Submission of annual report oversight report to council	n/a	n/a	n/a	1	1	0	By end of financial year, MPAC was still busy with engagements with administration on the report	The report will be submitted to council by end of July 2021	Council resolution	Not achieved	Municipal manager
	2020/2021 IDP review process plan approved	n/a	n/a	n/a	1	1	0	There was a delay in preparation of the report as	To ensure that in future the report is prepared in	Council resolution	Not Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	by august 2020					approved by august 2020	approved by august 2020	only few officials were available in offices due to Covid 19 Lockdown	time to avoid non-recurrence			
IDP development	Final IDP tabled and approved by council by 31 May 2021	n/a	n/a	n/a	1	1 Final IDP tabled and approved by council by 31 May 2021	1 Final IDP tabled and approved by council by 31 May 2021	None	None	Council resolution	Achieved	Municipal manager
Audit	Obtain an unqualified auditor general opinion for the 2019/20 financial year	n/a	n/a	n/a	Qualified audit opinion	Unqualified audit opinion for 2019/20 financial year	Municipality obtained qualified audit opinion for 2019/2020 financial year	Recurrence of the following instances that led to audit paragraphs *property plant and equipment *bulk purchases	Implementation of AG audit action plan	AGSA audit report	Not Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Audit	% of auditor general matters resolved as per the approved audit action plan (Total organisation)	n/a	n/a	n/a	87%	100% of auditor general matters resolved as per the approved audit action plan (Total organisation) by 30 June 2021	73% of auditor general matters resolved as per the approved audit action plan (Total organisation) by 30 June 2021	Awaiting finalisation of interim financial statements	None	Audit action plan	Not achieved	Municipal manager
Audit	% internal audit findings resolved per quarter as per the audit plan (total organisation)	n/a	n/a	n/a	92%	100% internal audit findings resolved per quarter as per the audit plan (total organisation)	76% internal audit findings resolved per quarter as per the audit plan (total organisation)	Action date not due on some findings and management did not implement action plan on some findings	Ensure that management adhere to the timelines stipulated	Quarterly IA status report	Not Achieved	Municipal manager
Risk management	Number of security risk	n/a	n/a	2	New	4 security risk assessment	4 security risk assessment	None	None	Quarterly risk	Achieved	Municipal manager

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	assessment conducted					conducted by 30 June 2021	conducted by 30 June 2021			assessment report		
Risk management	Number of project risk assessment conducted	n/a	n/a	n/a	2	4 project risk assessment conducted by 30 June 2021	4 project risk assessment conducted by 30 June 2021	None	None	Quarterly risk assessment report	Achieved	Municipal manager
Risk management	Number of risk management reports submitted to risk management committee per quarter	n/a	n/a	n/a	4	4 risk management reports submitted to risk management committee per quarter	4 risk management reports submitted to risk management committee per quarter	None	None	Quarterly risk assessment report	Achieved	Municipal manager
Risk management	Number of quarterly risk management committee meetings	n/a	n/a	n/a	4	4 quarterly risk management committee meetings by	4 quarterly risk management committee meetings by	None	None	Attendance register and minutes	Achieved	Municipal manager

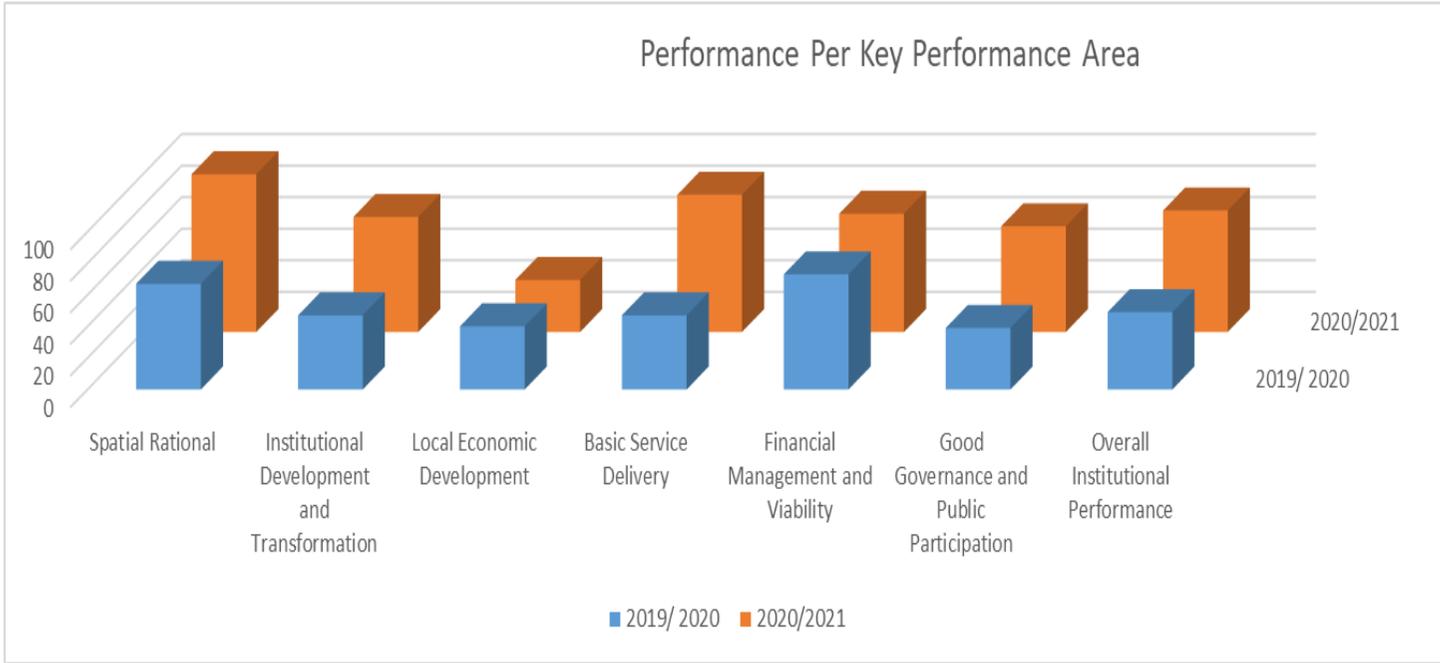
Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
						30 June 2021	30 June 2021					
Risk management	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	n/a	n/a	100%	100% execution of identified risk management plan within prescribed timeframes per quarter (total organisation) by 30 June 2021	100% execution of identified risk management plan within prescribed timeframes per quarter (total organisation) by 30 June 2021	None	None	Quarterly risk assessment reports	Achieved	Municipal manager
MPAC	Number of MPAC quarterly reports submitted to council	n/a	n/a	n/a	3	4 MPAC quarterly reports submitted to council by June 2021	3 MPAC quarterly reports submitted to council by June 2021	The report was not finalised by end of June 2021	To serve in the next council	Council resolution	Not achieved	Executive support
	Number of MPAC	2 000 000	2 000 000	3 044 696	3	2	2	None	None	Report and	Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	outreaches initiated					MPAC outreaches initiated by 30 June 2021	MPAC outreaches initiated by 30 June 2021			attendance register		
Mayoral programme	Number of mayoral outreach projects initiated	1 000 000	800 000	578 035	2	2 mayoral outreach projects initiated by 30 June 2021	1 mayoral outreach projects initiated by 30 June 2021	Due to Covid 19 lock down regulation that prohibits public gatherings	Resort to virtual meetings in future	Report and attendance register	Not achieved	Executive support
Speaker's programme	Number of speakers outreach projects initiated	500 000	200 000	164 100	2	2 speakers outreach projects initiated by 30 March 2021	3 speakers outreach projects initiated by 30 March 2021	None	None	Report and attendance register	Achieved	Executive support
Ward committee	Number of ward committee reports	n/a	n/a	n/a	2	2 ward committee	2 ward committee	None	None	Council resolution	Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
	submitted to council quarterly					reports submitted to council quarterly	reports submitted to council quarterly					
Youth programmes	Number of youth programmes initiated	Opex	Opex	Opex	1	1 Youth programmes initiated by 30 June 2021	2 Youth programmes initiated by 30 June 2021	None	None	Report and attendance register	Achieved	Executive support
Communications	Number of municipal newsletter printed/produced	Opex	Opex	Opex	10 000	5 000 municipal newsletter printed/produced by 30 June 2021	719 municipal newsletter printed/produced by 30 June 2021	Contract for printing expired	The outstanding news letters will be printed in the next financial year	Delivery note and copy of the newsletter	Not achieved	Executive support
	% reviewal of communication strategy	n/a	n/a	n/a	0%	100% reviewal of communication strategy by 30 June 2021	100% reviewal of communication strategy by 30 June 2021	None	None	Council resolution	Achieved	Executive support

Programme	Key performance indicator	Budget Source	Adjusted budget	Expenditure	Audited Baseline 2019/20	Annual target	progress to date	Reason for variance	remedial action	Evidence	Achieved / Not achieved	Responsibility
Customer services	% of community complaints received and processed	n/a	n/a	n/a	100%	100% community complaints received and processed by 30 June 2021	100% community complaints received and processed by 30 June 2021	None	None	Community complaints register	Achieved	Executive support

Number	Key Performance Area	Total number of KPIs		Number of KPI's achieved		Number of KPI's not achieved		Performance percentage per KPA	
		2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
1	Spatial Rationale	9	7	6	7	3	0	67%	100%
2	Municipal transformation and institutional development	15	15	7	11	8	4	47%	73%
3	Local economic development	5	3	2	1	3	2	40%	33%
4	Basic service delivery and Infrastructure development	34	23	16	19	18	4	47%	83%
5	Financial viability and management	11	11	8	8	3	3	73%	73%
6	Good governance and public participation	23	21	9	13	14	8	39%	62%
	<b>TOTAL</b>	<b>97</b>	<b>80</b>	<b>48</b>	<b>59</b>	<b>49</b>	<b>21</b>	<b>49%</b>	<b>74%</b>



**CHAPTER 4**  
**ORGANISATIONAL DEVELOPMENT**  
**PERFORMANCE**



**COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL**

**4. OVERVIEW**

**4.1 Employees totals, Turnover and Vacancies**

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

**Table 1: staff turnover**

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

**Table 2: Turnover rate**

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2018/2019	361	22	6%
2019/ 2020	357	05	1,4%
2020/ 2021	348	05	1,43%

\* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year

**Table 3: Organisational structures information**

Description	2020/2021			
	Approved Posts	Employees	vacancies	Variance
	No.	No.	No.	%
Infrastructure services	102	89	13	21%
Municipal manager' office	24	17	7	2%
Development planning and Local Economic development	16	14	2	0,32%
Community services	112	110	02	2%
Budget and Treasury	54	54	0	0%
Executive Support	31	27	04	13%
Corporate services	43	42	1	2%
<b>Totals</b>	<b>382</b>	<b>353</b>	<b>29</b>	<b>8,21%</b>

**Table 3: Vacancy rate information**

Vacancy Rate 2020/2021			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Municipal Manager	1	0	0
CFO	1	3 years	1
Executive Support	1	6 months	1
Development Planning	1	9 months	1
Community Services	1	0	0
Infrastructure	1	2 months	1
Corporate Services	1	0	0
<b>Other S57 Managers (Finance posts)</b>	<b>0</b>		
Chief Risk Management Officer(T15)	1	0	0
Manager Communication (T15)	1	0	0
Manager Hlogotlou Service Delivery Point (T15)	1	0	0
Manager Roosenekal Service Delivery Point(T15)	1	0	0
Manager Motetema Service Delivery Point (T15)	1	0	0
Electrical Engineer (T16)	1	0	0
Manager PMU (T15)	1	0	0
Manager Road, Storm water & Maintenance (T15)	1	0	0
Manager legal (T15)	1	7 months	1
Manager audit (T15)	1	0	0
Manager PMS (T15)	1	0	0
Manager IDP (T15)	1	0	0

Vacancy Rate 2020/2021			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Manager Human Resource (T15)	1	0	0
Manager Council Support (T15)	1	0	0
Manager Intergovernmental relations	1	0	0
Manager 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 Planning	1	0	0
Manager fleet	1	0	0
Deputy CFO	1	0	0
Manager Environmental	1	0	0
Manager Public Safety	1	0	0
Manager Licensing	1	0	0
Manager Parks and Cemeteries	1	0	0

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### 4.2 POLICIES

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

**Table 4: Approved and reviewed policies**

No.	Policy name	Reviewed	Resolution number	Date approved/reviewed	Policies reviewed (2020/2021)	Date of approval
1.	Credit control policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
2.	Investment policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
3.	Budget policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
4.	Borrowing policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
5.	Expenditure management policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
6.	Assets management policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
7.	Supply chain management policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
8.	Indigent policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021

No.	Policy name	Reviewed	Resolution number	Date approved/ reviewed	Policies reviewed (2020/2021)	Date of approval
9.	Virements policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
10.	Funding and reserves policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
11.	Property rates policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
12.	Tariff policy	x	M20/21-77	31/05/2021	M20/21-77	31 May 2021
13.	PMS framework	x	M20/21 -73	31/05/2021	M20/21-73	31 May 2021

#### 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	96	06	5,76%	16	R0,00
Temporary total disablement	0	0	0%	0	0
Permanent disablement	0	0	0%	0	0
Fatal	0	0	0%	0	0

Table 7: Average sick leave per employees

2020/2021 - Number of days and Cost of Sick Leave (excluding injuries on duty)					
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees
	Days	%	No.	No.	Days
Unskilled (Levels 1-4)	22	1,7%	4	107	80
Semi-Skilled (Levels 5)	11	2,7%	12	39	80
Skilled (levels 6-7)	13	1,2%	20	78	80
Specialised skilled (Levels 8-10)	19	0%	09	60	80
Professional (Level 11-14)	14	1,4%	05	40	80
Managerial skilled (Level 15)	12	0%	01	25	80
Strategic Management (MM and S57)	05	0%	01	03	80
<b>Total</b>	<b>96</b>	<b>26,6%</b>	<b>52</b>	<b>353</b>	<b>560</b>

\* - Number of employees in post at the beginning of the year  
 \*Average calculated by taking sick leave in column 2 divided by total employees in column 5

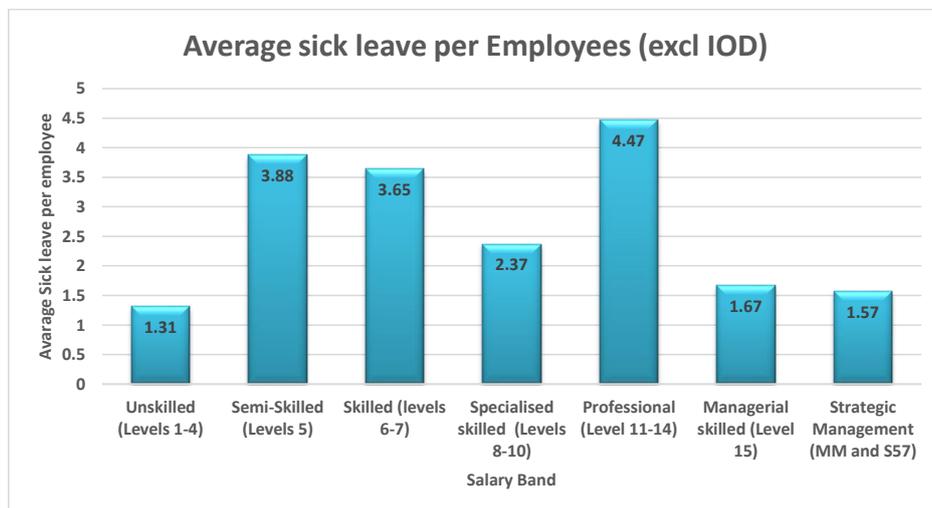


Table 7: Number and period of suspension

For the period under review (2020/2021) there were No significant suspensions that were issued against the employees of the Municipality.

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

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

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalized
Deputy Chief Financial Officer	Negligence	The parties entered into a plea bargain, where the employee was given written warning. The written warning will remain in the personal file of the employee for the period of <b>six months</b> .	finalized

#### 4.4 PERFORMANCE MANAGEMENT

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

**Table 9: Performance agreements**

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

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### 4.5 Skills development and training

Municipality has a work skills plan (WSP) that is utilised for personnel capacity building. Each department is requested to forward their training plans to corporate services in May each year, in order to be included in the WSP which serves as a guide as to how many officials should undergo training in the next financial year. The plan is also used to determine the expenditure for training. For the year under review, 50 (29 males and 21 females) employees received different training. The WSP and annual training report were submitted to LGSETA.

Municipality budgeted R 1 539 411 that was adjusted downwards during adjustment budget to R712 440 for personnel training. The total amount was spent on training by end of the financial year. Municipality did receive the mandatory grants in the form of rebates from LGSETA for the funding amounting to R101 588 of HR students workbased exposure training in prior year however the amount was spent in the year under review.

**Table 10: Training for officials**

Programme	No. Of Officials	Males	Female	Status
Municipal Governance	15	5	10	In- progress
MFMP (Municipal Finance Management Programme)	18	8	10	Completed
<b>Total</b>	<b>33</b>	<b>13</b>	<b>20</b>	

**Table 11: training for councillors**

Programme	No. Of Councillors	Males	Female	Status
Bachelor of Public Administration	3	2	1	In progress
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>1</b>	In progress

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

Prescribed minimum competency levels						
Description	A Total number of officials employed by municipality (regulation 14(4)(a) and (c))	B Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (regulation 14(4)(b) and (d))	Consolidated: total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Consolidated: total number of officials that meet prescribed competency levels (regulation 14(4)(e))
<b>Financial officials</b>						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	0	0	0	0	0	0
Senior Managers	5	0	5	5	5	5

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))
Any other financial officials	45	0	38	0	0	27
Finance managers	5	0	5	0	0	5
Supply chain management officials	4	0	4	0	0	4
Heads of supply chain unit	1	0	1	0	0	1
Supply chain management senior managers	0	0	0	0	0	0

\*

#### COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

##### 4.6 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

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

#### Introduction to Financial Statements

Elias Motsoaledi Local Municipality handed over the 2020/21 annual financial statements to the Auditor General South Africa (Limpopo) on the 31 August 2021 as per Municipal Finance Management Act. The aforesaid components of the financial statements are discussed in detail below:

components of the financial statements are discussed in detail below:

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

Description	2019/20	Budget Year 2020/21			Variance	
	Audited Outcome	Original Budget	Adjusted Budget	Year TD Actual	Original Budget	Adjusted Budget
<b>Revenue By Source</b>						
Property rates	35,773	38,345	38,345	39,442	3%	3%
Service charges - electricity revenue	87,068	101,945	90,945	88,812	-13%	-2%
Service charges - water revenue	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-
Service charges - refuse revenue	8,926	8,928	8,928	8,926	0%	0%
Rental of facilities and equipment	897	1,220	834	956	-22%	15%
Interest earned - external investments	2,059	3,042	542	4,756	56%	778%
Interest earned - outstanding debtors	12,170	6,656	17,946	12,870	93%	-28%
Dividends received	-	-	-	-	-	-
Fines, penalties and forfeits	14,570	70,242	10,242	2,861	-96%	-72%
Licences and permits	3,939	6,344	5,044	4,635	-27%	-8%
Agency services	-	-	-	-	-	-
Transfers and subsidies	365,374	293,916	351,806	351,908	20%	0%
Other revenue	565	931	639	1,819	95%	185%
Gains	-	-	-	-	-	-
<b>Total Revenue excluding capital transfers</b>	<b>531,340</b>	<b>531,568</b>	<b>525,270</b>	<b>516,985</b>	<b>-3%</b>	<b>-2%</b>
<b>Expenditure By Type</b>						
Employee related costs	149,468	169,749	160,564	160,455	-5%	0%
Remuneration of councillors	25,065	26,525	26,293	24,845	-6%	-6%
Debt impairment	13,957	42,658	19,858	61,327	44%	209%
Depreciation & asset impairment	56,514	55,163	57,163	58,788	7%	3%
Finance charges	2,361	1,184	2,633	2,123	79%	-19%
Bulk purchases	81,428	94,047	80,047	88,182	-6%	10%
Other materials	14,661	17,929	26,914	24,665	38%	-8%
Contracted services	87,542	60,660	85,384	75,365	24%	-12%
Transfers and subsidies	3,059	3,468	3,642	3,275	-6%	-10%
Other expenditure	47,641	41,067	47,858	46,437	28%	10%
Losses	4,844	-	-	340	-	-
<b>Total Expenditure</b>	<b>486,540</b>	<b>512,449</b>	<b>510,357</b>	<b>545,803</b>	<b>6%</b>	<b>6%</b>
<b>Surplus/(Deficit)</b>	<b>44,800</b>	<b>19,119</b>	<b>14,914</b>	<b>(28,818)</b>	<b>-234%</b>	<b>-271%</b>
Transfers and subsidies - capital	92,156	74,561	69,561	68,450		
Transfers and subsidies - capital			-			
Transfers and subsidies - capital (in-kind - all)			-			
<b>Surplus/(Deficit) before taxation</b>	<b>136,956</b>	<b>93,680</b>	<b>84,475</b>	<b>39,632</b>		
Taxation			-			
<b>Surplus/(Deficit) after taxation</b>	<b>136,956</b>	<b>93,680</b>	<b>84,475</b>	<b>39,632</b>		
Attributable to minorities			-			
<b>Surplus/(Deficit) attributable to municipality</b>	<b>136,956</b>	<b>93,680</b>	<b>84,475</b>	<b>39,632</b>		
Share of surplus/ (deficit) of associate			-			
<b>Surplus/ (Deficit) for the year</b>	<b>136,956</b>	<b>93,680</b>	<b>84,475</b>	<b>39,632</b>		

Description	2019/20	Budget Year 2020/21			Variance	
	Audited Outcome	Original Budget	Adjusted Budget	Year TD Actual	Original Budget	Adjusted Budget
<b>ASSETS</b>						
<b>Current assets</b>						
Cash	1,929	12,300	1,758	6,848	33,250	27,462
Call investment deposits	–	8,056	18,056		16,229	52,144
Consumer debtors	66,059	54,594	55,619	77,298	57,323	60,189
Other debtors	53,553	53,957	38,742	23,157	59,352	65,288
Current portion of long-term receivables			–	–		
Inventory	8,964	5,510	2,693	11,082	6,061	6,667
<b>Total current assets</b>	<b>130,505</b>	<b>134,416</b>	<b>116,868</b>	<b>118,385</b>	<b>172,216</b>	<b>211,750</b>
<b>Non current assets</b>						
Long-term receivables			–			
Investments	–		–	–		
Investment property	69,024	48,000	48,000	80,312	45,200	42,488
Investment in Associate	–		–			
Property, plant and equipment	1,031,126	1,223,249	1,227,292	1,056,784	1,317,243	1,411,726
Biological	–		–			
Intangible	31	30	30	23	25	20
Other non-current assets	15,348	14,752	14,752	15,978	15,502	16,252
<b>Total non current assets</b>	<b>1,115,529</b>	<b>1,286,031</b>	<b>1,290,074</b>	<b>1,153,097</b>	<b>1,377,970</b>	<b>1,470,486</b>
<b>TOTAL ASSETS</b>	<b>1,246,034</b>	<b>1,420,447</b>	<b>1,406,942</b>	<b>1,271,482</b>	<b>1,550,186</b>	<b>1,682,236</b>
<b>LIABILITIES</b>						
<b>Current liabilities</b>						
Bank overdraft			–	–		
Borrowing	10,975	10,980	10,980	2,441	–	–
Consumer deposits	5,516	5,701	5,701	5,778	5,416	5,145
Trade and other payables	104,659	71,167	67,243	86,298	74,487	81,935
Provisions	4,393	5,857	5,857	3,218	5,916	6,507
<b>Total current liabilities</b>	<b>125,542</b>	<b>93,706</b>	<b>89,781</b>	<b>97,735</b>	<b>85,819</b>	<b>93,588</b>
<b>Non current liabilities</b>						
Borrowing	2,444	–	–		2,489	–
Provisions	76,147	94,548	94,548	78,431	96,439	98,368
<b>Total non current liabilities</b>	<b>78,591</b>	<b>94,548</b>	<b>94,548</b>	<b>78,431</b>	<b>98,928</b>	<b>98,368</b>
<b>TOTAL LIABILITIES</b>	<b>204,134</b>	<b>188,254</b>	<b>184,329</b>	<b>176,166</b>	<b>184,746</b>	<b>191,956</b>
<b>NET ASSETS</b>	<b>1,041,901</b>	<b>1,232,193</b>	<b>1,222,613</b>	<b>1,095,315</b>	<b>1,365,440</b>	<b>1,490,280</b>
<b>COMMUNITY WEALTH/EQUITY</b>						
Accumulated Surplus/(Deficit)	1,041,901	1,232,193	1,212,613	1,095,315	1,365,440	1,490,280
Reserves		–	10,000		–	–
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>1,041,901</b>	<b>1,232,193</b>	<b>1,222,613</b>	<b>1,095,315</b>	<b>1,365,440</b>	<b>1,490,280</b>

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## COMMENT ON FINANCIAL PERFORMANCE

### Revenue

#### Property rates

The original budget for property rates for 2020/21 financial year was R38, 345 million and the actual revenue billed is R39, 442 million. This gave rise to an favourable variance of 3% and 3% respective 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 R110, 873 million that was adjusted downwards to R99, 873 million and the actual revenue billed was R97, 738 million that reflects a 13% and 2% unfavourable 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. Interest on investments budget was adjusted downwards to R540 due to under performance in the first few months of the financial year, and this resulted in the actual interest earned exceeding the adjusted budget by R4, 214 million. The performance of this revenue line item reflects an improved investment practice of the municipality.

#### Transfer recognized – operational

This is revenue realized from both conditional and unconditional operating grants and subsidies including equitable share. The results show full spending of on unconditional grants and on conditional grants R1, 206 million is unspent, and with regards to conditional grants spent, all grants were spent in line with the conditions of the respective grants.

#### Other Income

The over performance of other revenue is attributed to revenue from clearance certificates and advertisement boards. This revenue is hard to accurately project due to its dependency on the rate of consumers who turn up for those revenue related activities, and hence the inconsistencies between the budget and actuals thereof.

### Expenditure

#### Employee related cost

The employee related cost was budgeted downwards based on the performance of the past six months, that was influenced by the non-appointment of the vacant position. In addition, the over performance has partially resulted from actuarial gains and losses as well as other actuary related expenses that were not incorporated in the budget particularly on original budget.

#### Remuneration of Councillors

Remuneration of Councillors relates to salaries of Public Office Bearers and the original budget thereof was R26, 525 million that was adjusted downwards to R26, 293 million and the actual expenditure incurred amounted to R24, 845 million.

### Depreciation and asset impairment

Provision was made in the budget for capital asset depreciation and impairment and the budget thereof was R55, 163 million and it was reduced from the 2019/20 actuals, due to the disposals planned to be incurred in 2020/21, however number of assets that were not included in the asset register were included; some assets were incorrectly valued and donated assets no accounted for and this resulted in depreciation and assets impairment increasing from R55, 163 million to R57, 163 million and the actual overspend with R1, 625 million.

### Materials and bulk purchases

This line item was mainly for purchase of electricity. The bulk purchase expenditure was within the approved budget thereof and this gave rise to a favourable variance of 10% and the adjustment budget was slightly unfavourable with the variance of 6%. Other materials mainly relate to materials and supplies relating to both repairs and maintenance and cleaning materials. The actual expenditure thereof is within the adjustment budget by variance of 8%.

### Transfers and grants – expenditure

Transfers and grants refer to subsidies made to indigent and pensioners consumers, external bursaries awarded, 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 appears to be too little in light of Equitable share allocation that amounted to R347, 525 million since this is the source of funding thereof. The number of registered indigents is still little and hence the underspending of R367 thousand of the budget allocated for this subsidy.

### Finance charges

Finance charges is mainly interest on finance lease and this was informed by the amortisation schedule thereof. The original budget thereof was R1, 184 million the budget was later revised and led to upward adjustment to R2, 633 million. The actual expenditure incurred was R2. 123.

### Other expenditure

Other expenditure line item includes items such as debt impairment; contracted services; lease rentals on operating lease; loss on disposal of property, plant and equipment as well as general expenses.

## 5.2 GRANTS

Description	2019/20	Budget Year 2020/21				Budget Year +1	Budget Year +2
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD Budget	2021/22 Budget Original	2022/23 Adjusted Budget
<b>RECEIPTS:</b>							
<b>Operating Transfers and Grants</b>							
<b>National Government:</b>	<b>273,218</b>	<b>293,916</b>	<b>351,806</b>	<b>351,908</b>	<b>351,806</b>	<b>120%</b>	<b>100%</b>
Local Government Equitable Share	269,013	289,039	347,525	347,526	347,525	120%	100%
Finance Management	2,235	2,600	2,600	2,600	2,600	100%	100%
EPWP Incentive	1,374	1,681	1,681	1,681	1,681	100%	100%
Education Training and Development Practices SETA				102		0%	0%
Disaster Relief Grant	596	596	(596)		-	0%	0%
<b>Total Operating Transfers and Grants</b>	<b>273,218</b>	<b>293,916</b>	<b>351,210</b>	<b>351,908</b>	<b>351,806</b>	<b>120%</b>	<b>100%</b>

**COMMENT ON OPERATING TRANSFERS AND GRANTS:**

All grants gazetted for 2019/20 financial year were received and cognizance should be taken that the above table does not include capital grants. The total amount received on operational grants amounted to R351, 908 during the 2020/21 financial year. All grants were received from national sphere of government and SETA, nothing was gazetted to be received from the provincial government and the district municipality.

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

R101 hundred was received from Education Training and Development Practice SETA and was for in-service training.

**5.3 ASSET MANAGEMENT**

Description	2019/20	Budget Year 2020/21				Budget Year +1 2021/22	Budget Year +2 2022/23
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD Budget	Budget Original	Adjusted Budget
Repairs and Maintenance	14,661	15,373	26,240	24,225	26,240	158%	92%
Depreciation and Asset Impairment	56,514	55,163	57,163	58,788	57,163	107%	103%
Renewal of Existing assets	13,885	47,540	55,020	53,543	55,020	113%	97%
Asset register summary (WDW)	1,116,466	1,271,742	1,271,742	1,153,097	1,271,742	91%	91%
<b>Total Operating Transfers and Grants</b>	<b>1,201,527</b>	<b>1,389,819</b>	<b>1,410,166</b>	<b>1,289,653</b>	<b>1,410,166</b>	<b>93%</b>	<b>91%</b>

**COMMENT ON ASSET MANAGEMENT:**

The actual asset register value for 2019/20 is R1 116 billion and the original budget thereof was R1, 271 billion. Taking the actual book value as at end of 2020/21 financial year of R1 153 billion, and the asset register value had increased and this attributed to high spending on capital budget and assets that were not included in the register and incorrectly valued in the previous financial years that are now recorded in the register.

Depreciation and asset impairment amounts to R55 163 million and it's a increase of R2 million. Cognizance should be taken that depreciation and asset impairment from budget point of view is a non-cash item (i.e. the movement did not have cash flow implication) and as a result it is pure financial accounting transaction.

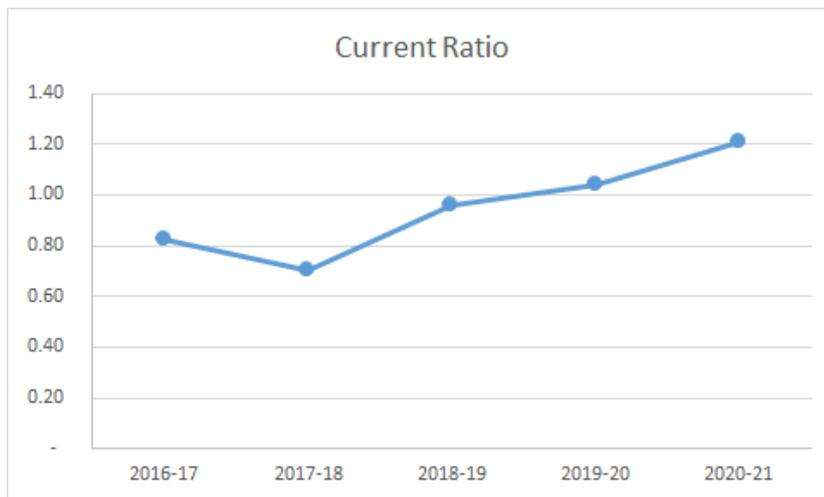
In addition, capital expenditure (renewal of existing assets) amounting to R53, 543 million and repairs and maintenance amounting to R24 225 million was incurred during the 2020/21 financial year.

**COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:**

The repairs and maintenance budget represent 3% of the total original budget and 5% of the adjusted budget and in terms of the actual expenditure, the spending represent 5% of the total operating expenditure incurred for 2020/21 financial year. A total of R24, 225 million was spent, reflecting an overspending variance of 158% based on original budget and under-spending variance 92% based on adjusted budget.

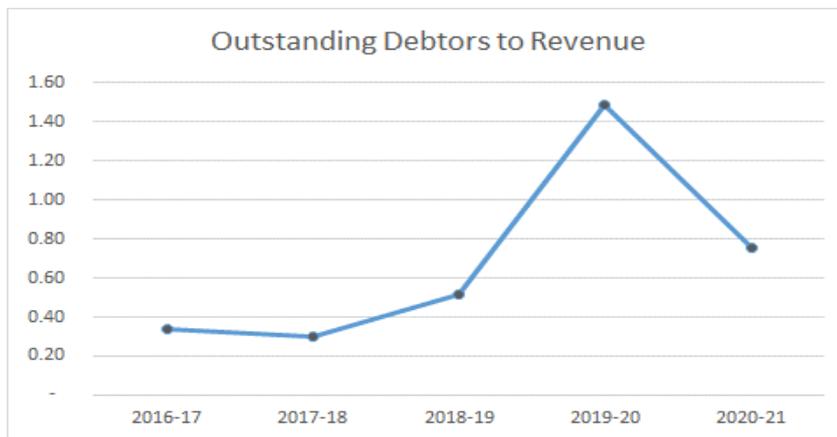
## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Graph 1: Liquidity ratio



Liquidity Ratio – Measures the municipality’s ability to pay its bills, and is calculated by dividing the monetary assets by the municipality’s current liabilities. A higher ratio is better and the graph portrays a picture that shows an improved liquidity ratio for 2020/21 financial year since the ratio is more than 1.

Graph 2: Outstanding Debtors to revenue



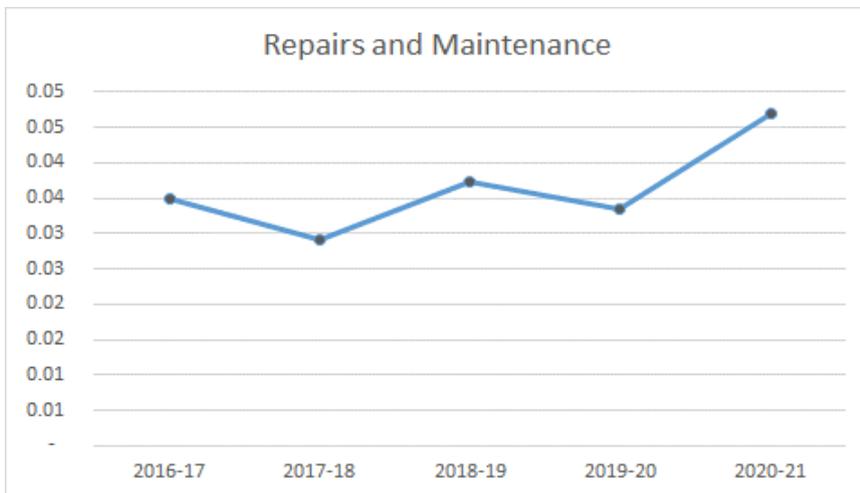
Outstanding Service Debtors to Revenue - Measures how much money is still owed by the community for electricity, waste removal and other services, compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors, by the total annual revenue thereof. A lower score is better. The graph shows that the municipality has a ratio of 1.49 outstanding debtors that has slightly decreased by 0.75 when compared to 2019/20 ratio.

**Graph 3: Employee cost**



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

**Graph 4: Repairs and maintenance**



Repairs and Maintenance - This represent the proportion of operating expenditure spent, and is calculated by dividing the total repairs and maintenance by total 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 invoiced that are paid accruals at year end since the magnitude thereof was too high in 2020/21 financial year as those invoices are treated as current liabilities. The municipality is in a process of implementing cost containment measures as documented in the National Treasury Instruction letter number 03 and this will result in improved liquidity ratio and in addition, it will do away with unnecessary expenditure.

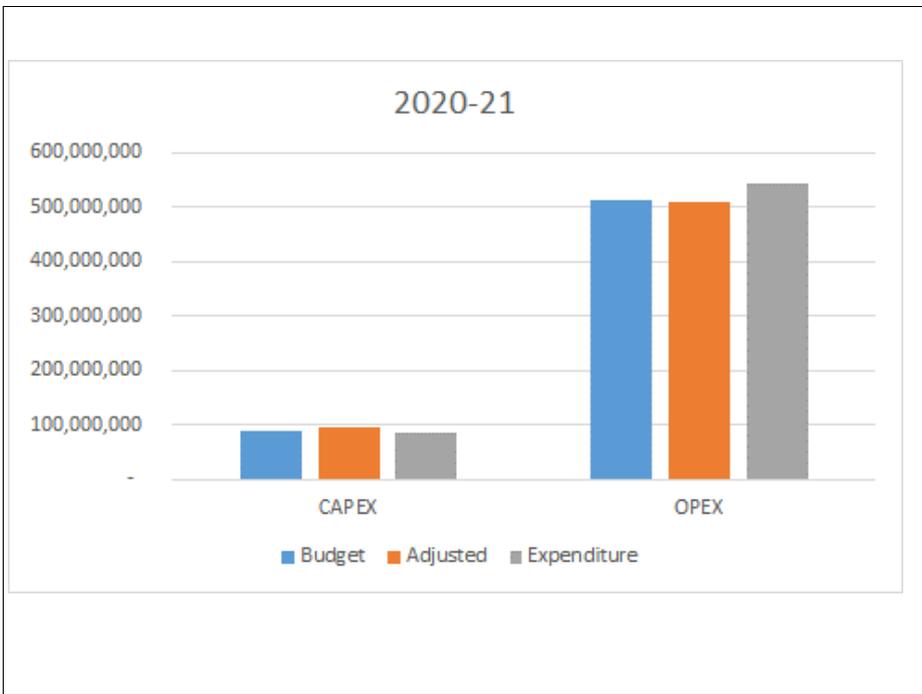
**COMPONENT B: SPENDING AGAINST CAPITAL BUDGET**

**INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET**

Capital expenditure relates mainly to projects and/or items whose outputs will result in assets that will have to be documented in the asset register. Capital expenditure is funded from grants and own revenue. 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.

**5CAPITAL EXPENDITURE**

**GRAPH 5: EXPENDITURE 2020/21**



## 5.6 SOURCES OF FINANCE

Description	Budget		Budget Year 2020/21				
	Original Budget	Adjusted Budget	YearTD Actual	YearTD Budget variance	YearTD Adjusted variance	YearTD Budget variance	YearTD Adjusted variance
National Government	74,561	77,207	68,450	(6,111)	(8,757)	-12%	-11%
Provincial Government		-					
District Municipality		-					
Transfers and subsidies - capital		-					
<b>Transfers recognised - capital</b>	<b>74,561</b>	<b>77,207</b>	<b>68,450</b>	<b>(6,111)</b>	<b>(8,757)</b>	<b>-8%</b>	<b>-11%</b>
Borrowing		-					
<b>Internally generated funds</b>	<b>14,719</b>	<b>27,237</b>	<b>17,136</b>	<b>2,417</b>	<b>(10,101)</b>	<b>16%</b>	<b>-37%</b>
<b>Total Capital Funding</b>	<b>89,280</b>	<b>104,444</b>	<b>85,586</b>	<b>(3,693)</b>	<b>(18,858)</b>	<b>-4%</b>	<b>-18%</b>

### COMMENT ON SOURCES OF FUNDING:

The original capital budget for 2020/21 financial year was R89, 280 million. The actual expenditure is R85, 586 million and this reflects an under-spending variance of 4% and this under spending was on grants funded and internally funded projects.

### Funding of capital budget:

Original budget: R74, 561 million was funded by grants and R14, 719 million was funded internally  
Adjusted budget: R77, 207 million was funded by grants and R27, 237 million was funded internally

Actual expenditure: R68, 450 million was funded by grants and R17, 136 million was funded internally

### CAPITAL SPENDING ON FIVE LARGEST PROJECTS

#### Capital Expenditure on Five Largest Projects\*

Name of Project	R'000				
	Current Year			Variance Current Year	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment Variance (%)
A – kgaphamadi Bus Route	11,654	16,962	16,746	56%	99%
B – Kgoshi Rammupudu	16,500		16,491	0%	
C – Tambo Road	10,058		10,064		
D – Mogaung Road	15,250		14,989	2%	
E – Groblersdal Landfill Site	100	0	0		

Name of Project - A	Kgaphamadi Construction of Bus Route, Bridge and Storm Water Control
---------------------	--

Objective of Project	Reduction in the level of service delivery backlogs
Delays	Slow progress on site due to inadequate resources, reno-mattress washed off due to heavy rains, Non-payment of creditors by the contractor, and the COVID 19 response plan is not supported.
Future Challenges	Constant project stoppages
Anticipated citizen benefits	Easy access to services

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

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

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

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

**COMMENT ON CAPITAL PROJECTS:**

During 2020/21 Financial Year, the Municipality received a Total Allocation of **R54 561 018.00** of MIG grant. A total of five (6) projects were implemented, of which four (4) were roads projects and one (1) was Landfill site. All 5 road projects were completed at end of the financial year. The landfill project is on hold due the changes of the design as per LEDET requirements.

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

### INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

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

#### Service Backlogs as at 30 June 2021

##### Households (HHs)

	*Service level above minimum standard		**Service level below minimum standard	
	No HHs	% HHs	No HHs	% HHs
Electricity	66 330	95.3%	3112	4.7 %
Waste management	66 330	0%	66 330	16.5
Housing				

% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to \* formal and \*\* informal settlements.

#### COMMENT ON BACKLOGS:

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

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

#### Municipal Infrastructure Grant (MIG)\* Expenditure 2020/2021 on Service backlogs R' 000

Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
<b>Infrastructure - Road transport</b>						
<i>Roads, Pavements &amp; Bridges</i>	R54,561 018		R54,006 805.93	(554,212)		Prioritize residential infrastructure for roads and sports facilities
<i>Storm water</i>	R0	R0	R0	R0	R0	
<b>Infrastructure - Electricity</b>						
<i>Generation</i>	R0	R0	R0	R0	R0	
<i>Street Lighting</i>	R0	R0	R0	R0	R0	
<b>Infrastructure - Other</b>						

<i>Transportation</i>	R0	R0	R0	R0	R0	
Gas	R0	R0	R0	R0	R0	
<b>Other Specify:</b>						
Sports - Outdoor	R0	R0	R0	R0	R0	
Street Parking	R0	R0	R0	R0	R0	
Waste Management	R0	R0	R0	R0	R0	
<b>Total</b>	R54,561 018			(554,212)		

### COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

#### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

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

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

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

Description	2019/20	Budget Year 2020/21			Variance	
	Audited Outcome	Original Budget	Adjusted Budget	Year TD Actual	Original Budget	Adjusted Budget
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>						
<b>Receipts</b>						
Property rates	24,796	26,841	26,841	26,292	28,076	29,367
Service charges	91,558	94,138	88,338	82,882	98,469	102,998
Other revenue	8,228	20,268	13,542	71,970	21,062	21,893
Transfers and Subsidies - Operational	273,218	293,916	351,806	283,458	314,089	333,501
Transfers and Subsidies - Capital	73,921	74,561	69,561	68,450	77,207	72,606
Interest	1,467	4,373	11,979	585	4,574	4,784
Dividends			-			
<b>Payments</b>						
Suppliers and employees	(399,637)	(401,012)	(441,604)	(429,250)	(413,703)	(436,259)
Finance charges	(2,361)	(1,184)	(2,633)	(2,123)	(83)	(15)
Transfers and Grants	(1,244)	(3,468)	(3,642)	(1,523)	(3,605)	(3,747)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>69,945</b>	<b>108,434</b>	<b>114,188</b>	<b>100,741</b>	<b>126,086</b>	<b>125,129</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<b>Receipts</b>						
Proceeds on disposal of PPE			-	451		
Decrease (increase) in non-current receivables			-			
Decrease (increase) in non-current investments			-	(58)		
<b>Payments</b>						
Capital assets	(84,244)	(87,593)	(93,889)	(85,238)	(93,994)	(94,483)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(84,244)</b>	<b>(87,593)</b>	<b>(93,889)</b>	<b>(84,845)</b>	<b>(93,994)</b>	<b>(94,483)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Receipts</b>						
Short term loans			-			
Borrowing long term/refinancing		(500)	(500)		(480)	(520)
Increase (decrease) in consumer deposits			-			
<b>Payments</b>						
Repayment of borrowing	(7,948)	(10,980)	(10,980)	(10,978)	(2,489)	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(7,948)</b>	<b>(11,480)</b>	<b>(11,480)</b>	<b>(10,978)</b>	<b>(2,969)</b>	<b>(520)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(22,247)</b>	<b>9,361</b>	<b>8,819</b>	<b>4,919</b>	<b>29,123</b>	<b>30,126</b>
Cash/cash equivalents at the year begin:	24,177	10,995	10,995	1,929	20,356	49,479
Cash/cash equivalents at the year end:	1,929	20,356	19,813	6,848	49,479	79,606

**COMMENT ON CASH-FLOW OUTCOMES:**

Cash and cash equivalent at the beginning of the financial year was R1, 929 million and when comparing this to the cash and cash equivalent as at end of 2020/21 financial year, the results reflects a increase in cash and cash equivalent of R4, 919 million and this portrays a negative picture about cash management of the municipality and this is supported by unfavourable liquidity ratio. 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 2018/19-2020/21 R'000			
Instrument	2018/19	2019/20	2020/21
<b>Municipality</b>			
Long-term loans (annuity/reducing balance)	-	-	-
Long-term loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	23 093	11 219	2 441
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other securities	-	-	-
<b>Municipal Total</b>	<b>23 093</b>	<b>11 219</b>	<b>2 441</b>
<b>Municipal Entities</b>			
Long-term Loans (annuity/reducing balance)	-	-	-
Long-term Loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	-	-	-
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-Marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other Securities	-	-	-
<b>Entities Total</b>	<b>-</b>	<b>-</b>	<b>-</b>

Municipal and Entity Investments 2018/19 – 2020/21 R'000			
Investment type	2018/19 Actual	2019/20 Actual	2020/21 Actual
<b>Municipality</b>			
Securities - national government	-	-	-
Listed corporate bonds	-	-	-
Deposits –bank	11 837	-	-
Deposits -public investment commissioners	-	-	-
Deposits -corporation for public deposits	-	-	-
Bankers' acceptance certificates	-	-	-
Negotiable certificates of deposit - Banks	-	-	-
Guaranteed endowment policies (sinking)	-	-	-
Repurchase agreements - Banks	-	-	-
Municipal bonds	-	-	-
Other	-	-	-
<b>Municipality Sub-Total</b>	<b>11 837</b>	<b>-</b>	<b>-</b>
<b>Municipal Entities</b>			
Securities - National government	-	-	-
Listed corporate bonds	-	-	-
Deposits – Bank	-	-	-
Deposits - Public Investment Commissioners	-	-	-
Deposits - Corporation for Public Deposits	-	-	-
Bankers' acceptance certificates	-	-	-
Negotiable certificates of deposit- Banks	-	-	-
Guaranteed endowment policies (sinking)	-	-	-
Repurchase agreements – Banks	-	-	-
Municipal bonds	-	-	-
Other	-	-	-
<b>Entities Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Consolidated Total:</b>	<b>11 837</b>	<b>-</b>	<b>-</b>

**COMMENT ON BORROWING AND INVESTMENTS:**

The municipality had borrowing in the form of finance lease for heavy machinery and equipment and vehicles amounting to R2, 441 million at end of 2020/21 financial year.

There was no investments for the financial year under review.

#### 5.11 PUBLIC-PRIVATE PARTNERSHIPS

##### PUBLIC-PRIVATE PARTNERSHIPS

Not applicable

#### COMPONENT D: OTHER FINANCIAL MATTERS

#### 5.12 SUPPLY CHAIN MANAGEMENT

##### SUPPLY CHAIN MANAGEMENT

The financial statements for the 2020/21 financial year presents an irregular expenditure balance of R299, 582 million as opening balance and during the year irregular expenditure amounting to R77, 379 million was incurred. This leaves the municipality with overall irregular expenditure of R376, 961 million that emanated from procurement of goods and services without fully following the supply chain management processes. For 2020/21 financial year none of the year to date irregular expenditure was written off by Council of the municipality.

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

#### 5.13 GRAP COMPLIANCE

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

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

#### 5.14 Service provider's performance

Project Name	2020/2021 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
Kgapahamadi construction of bus route, bridge and storm water control PH1E	R 11 654 018.00	None	None	Sky High Consulting Engineers	1	
				Sihle Civil and Project Development	2	
Tambo / Walter Sisulu construction of access road and storm water	R10,065,679.00	None	None	TM Khoza and Associates	3	
				Moleleki A Tlala Transport and Projects JV SDVK Construction	4	
Laersdrift bus route	R806 095.00	None	None	Dikgabo Consulting Engineers	2	
				Mothakge Phadima Construction	2	
Refurbishment of Groblersdal landfill site	R0.00	None	None	Ralema Consulting Engineers	1	
				Moribo / Maditsi JV	1	
Kgoshi Rammupudu Construction of Access Road Phase 2	R16,491,620.00	None	None	Tlou Intergrated Tech	4	
				Diff Construction Group	4	
Mogaung Construction Access Road Phase 2	R15,543,556.00	None	None	Unity construction	3	
				MTP Infrastructure Resources	3	
Motetema Internal Streets	R2,620,000	None	None	Tshatshu Consulting Engineers	4	

				Mulalo Unique JV	4	
Development of Fleet centre PH2	R1,349,961.00	None	None	Dikgabo Consulting Engineers	2	
				Shatadi Developers	2	
upgrading of Nyakurane internal access road (Design only) Electrification of Mashemong	R608,695.65	None	None	Dolmen Engineers	4	
	R10,734,000.00	None	None	Mogalemole Consulting Engineers	1	
				Mwelase Thobs Construction and Projects	2	
Electrification of Zuma Park	R2,076,000.00	None	None	AES Consulting	4	
Electrification of Ntswelemotse	R2,190,000.00	None	None	Lefhumo Lwa Barema Trading	4	
				Medupi Energy Resources	2	
Investigation Support to MPAC		None	None	RCA & Company inc	4	n/a
Investigation Support to MPAC		none	none	Makanaka Risk and advisory Services	4	n/a
Investigation Support to MPAC		none	none	KEP Consulting (Pty) Ltd	4	n/a
Develop Land Use Scheme status quo analysis	R500 000. 00	None	None	Nhlase Development Consultants	3	n/a
Site Demarcations at 'Kgoshi' Mahlangu	R500 000	None	None	Pfukani Kusile Consulting	3	n/a
Site Demarcations at Kgoshi Matsepe	R500 000	None	None	Mok Development Consultants	3	n/a
Subdivision of Residential Ervens in Roossenekal Town	R350 000	None	None	Black Dot Property Consultants	3	n/a

Proposed Rezoning & Subdivision of erf 832, Groblersdal Extension 15	R500 000	None	None	Nkanivo Development Consultants	3	
Proposed Subdivision of the Remainder of Mapochegronde 911 JS	R250 000	None	None	Spatial Institute	3	
Proposed Township Establishment: Portion 11 of Farm Klipbank 26 JS	R500 000	None	None	Nkanivo Development Consultants	3	
Outdoor advertising	n/a	Yes	None	DirectoSign	1	n/a
Server, network maintenance and support	R8,332,578	None	None	Matupunuka ICT	4	n/a
Microsoft software licensing	R 1,378.444	Submission of invoice in dollars	Continuous engagement with National / Provincial Treasury	Microsoft	4	n/a
Maintenance of telephone management system	R9,515,249.80	None	None	Lekokonetsa LCS Telecommunications	4	n/a
Bulk printing maintenance and support	RATES	None	None	Matupunuka ICT	4	n/a
Website maintenance and support		None	None	SITA	5	n/a
Municipal Finance Management Programme training	As per the rates	None	None	Talent Emporium Academy	3	n/a
Munsoft Consultants	R6 440 000 pa	None	None	Munsoft	4	n/a
Printing of statements [Expired]	R288 000 pa	None	None	CAB Holdings	Expired (please remove)	n/a
Asset Management	R4 700 000 pa	None	None	Market Demand	4	n/a
Financial system	R 120 000 pa	None	None	Caseware	4	n/a

Valuation services	R144 000 pa	None	None	UNIQUECO	5	n/a
Financial services	Bank charges	None	None	Nedbank	4	n/a
Payment service [Expired]	R4.72 per transaction	None	None	Pay@	Expired (please remove)	n/a
Data Validations [Expired]	R540 000 pa	None	None	Cross Check	4	n/a
Payroll services	R98 000 pa	None	None	VIP	5	n/a
Waste Management Services	7 500 000.00 pa	None	None	Just- Breeze General Trading CC /Tlou Ya Ko Hlaka Projects(Pty) Ltd JV	3	n/a
Selema Plant Hire Construction	320 000.00 pm	None	None	Mr Bill Ramonyai	3	n/a
<b>Rating description</b>						
Poor Performance	1					
Fair Performance	2					
Good Performance	3					
Excellent Performance	4					
Outstanding Performance	5					

**CHAPTER 6**  
**AUDITOR-GENERAL AUDIT**  
**FINDINGS**

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

## COMPONENT B: AUDITOR GENERAL'S OPINION 2020/2021

### 7.2 AUDITOR GENERAL'S REPORT 2020/2021

Auditor – General's Report on Financial Performance 2020/2021	
Audit Report Status*:	Unqualified

Non- Compliance Issues	Remedial Action Taken
As stipulated in the AGSA report	Audit action plan developed

Auditor-General's Report on Service Delivery Performance 2020/2021	
Audit Report Status:	Qualified

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

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

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

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

The financial statement as on 30 June 2021 of the municipality was submitted to the Auditor General on 31 August 2021.

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

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

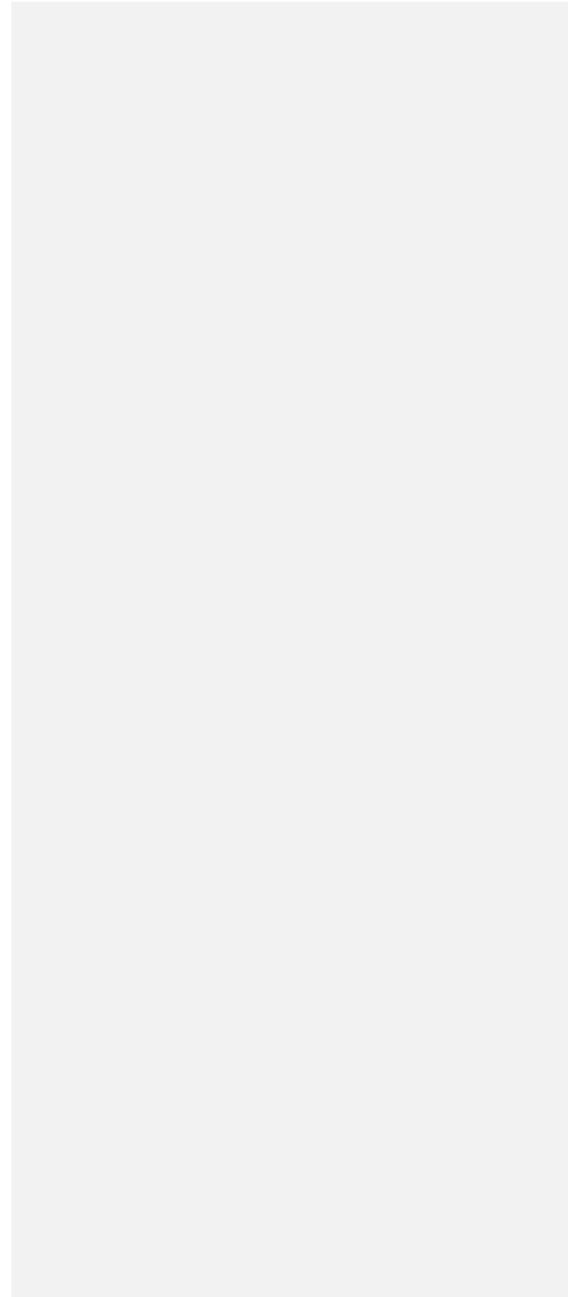
The Audit report for 2020/2021 was submitted to Accounting Officer on 10 December 2021. The financial statements as at 30 June 2021 of the municipality was submitted within the timeframe to Auditor General. Municipality has received Unqualified Audit opinion for the financial year ended 30 June 2021. Council take note of the contents in the Auditor General report and Audit Action Plan developed to address issues raised by AGSA and the Annual Financial Statements.

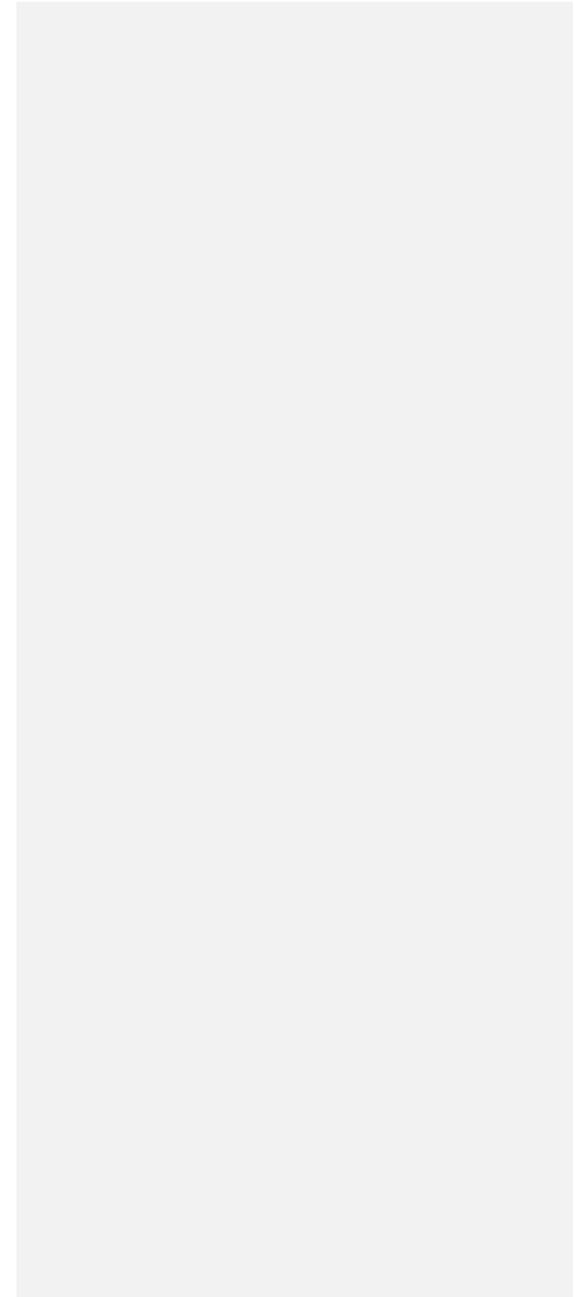
#### **7.4 AUDIT COMMITTEE COMMENTS:**

.The Audit Committee of the municipality has considered the Auditor General of South Africa (AGSA) report at a special meeting held with AGSA on 10 December 2021. The report showed that the during the 2020/2021 audit, the Municipality obtained the unqualified audit opinion and in the 2019/2020 financial year, the municipality obtained qualified audit opinion. There were no qualification paragraphs raised. The municipality have improved its performance and striving to do even better.

## AUDIT ACTION PLAN

FINANCIAL YEAR	2020/2021
Municipality Name	Elias Motsoaledi Local Municipality
Audit Opinion	Unqualified
Reporting Period	2020/2021





# APPENDICES

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

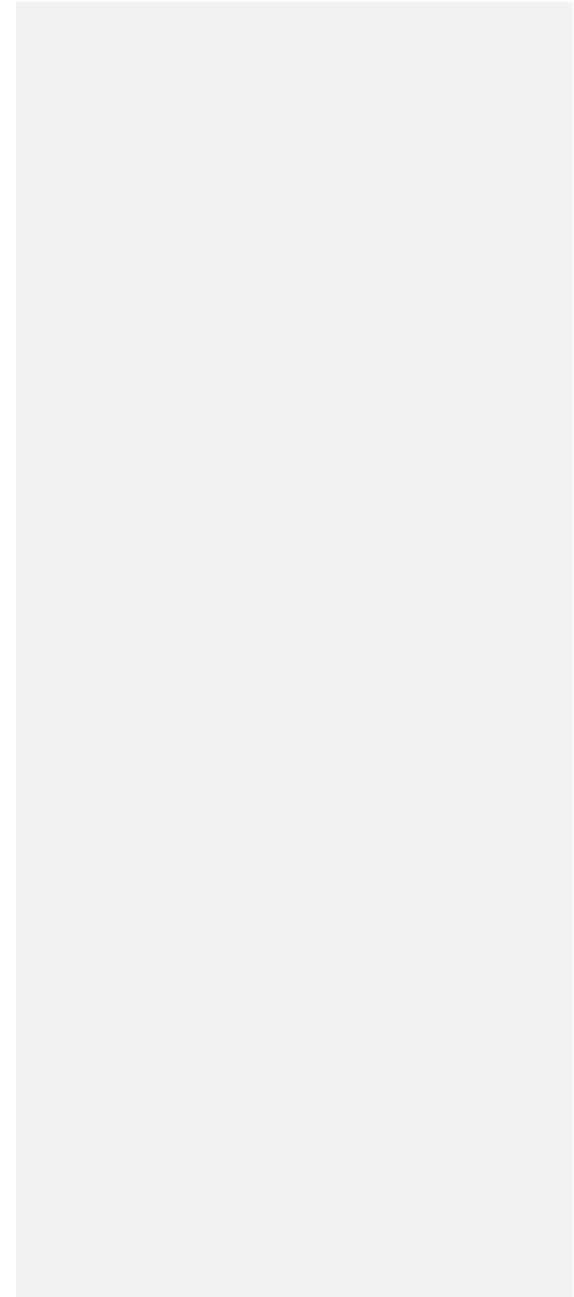
<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Mphela</b>	<b>Mojabeng Amelia</b>	PT	Finance. Council	ward	<b>18</b>	<b>17</b>	<b>1</b>	<b>0</b>
<b>Phatlane</b>	<b>Alfred</b>	FT	Corporate Services EXCO Council Meeting Ethics	ward	<b>18</b>	<b>16</b>	<b>2</b>	<b>0</b>
<b>Mamakoko</b>	<b>Mokgohlwe Lettie</b>	PT	Planning Council	ward	<b>18</b>	<b>16</b>	<b>0</b>	<b>0</b>
<b>Moima</b>	<b>Lizzy Mahlatse</b>	PT	Community Services Council	ward	<b>18</b>	<b>17</b>	<b>1</b>	<b>0</b>
<b>Makweoane</b>	<b>Agnes Mapetle</b>	PT	Infrastructure Council	ward	<b>18</b>	<b>14</b>	<b>3</b>	<b>1</b>
<b>Ndlovu</b>	<b>Raymond Ndumiso</b>	PT	Executive Council	ward	<b>18</b>	<b>17</b>	<b>1</b>	<b>0</b>
<b>Phala</b>	<b>Magabolle Lucas</b>	PT	MPAC: member Ethics Council	ward	<b>18</b>	<b>16</b>	<b>1</b>	<b>1</b>
<b>Ratlou</b>	<b>Sefako Winter</b>	PT	Community Services Council Rule and petition	ward	<b>18</b>	<b>16</b>	<b>2</b>	<b>0</b>
<b>Ratau</b>	<b>Rose Mmapule</b>	PT	Executive Support Council	ward	<b>18</b>	<b>15</b>	<b>2</b>	<b>1</b>
<b>Madisa</b>	<b>Kgadi Francinah</b>	PT	Planning Council	ward	<b>18</b>	<b>14</b>	<b>2</b>	<b>2</b>
<b>Namane</b>	<b>Given Ranyaba</b>	PT	Planning Council	ward	<b>18</b>	<b>14</b>	<b>2</b>	<b>2</b>
<b>Phorothoe</b>	<b>Thabiso Andries</b>	PT	Finance. Council	ward	<b>18</b>	<b>15</b>	<b>1</b>	<b>2</b>

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represent ed	No of council meetings held	no. of council meetings attended	No. of apologies for non- attendance	No of Absence without leave
			Rules and petitions					
Oosthuizen	Willem Nicolaas Saaiman	PT	Council Executive Support	ward	18	17	1	0
Bogopa	Botha(M)	PT	Community Services Council	ward	18	9	4	5
Mahlangu	Julia (F)	PT	Ethics Council	ward	18	14	2	2
Zulu	Ben Madolombane (M)	PT	Infrastructure Council	ward	18	14	2	2
Ratau	Tsimisi Thabiso(M)	PT	Corporate Services Council Meeting	ward	18	12	2	4
Machipa	Toudi Aron (M)	FT	Head Finance. EXCO Council	ward	18	18	0	0
Masimula	Phahlana (M)	PT	Corporate Services Council	ward	18	17	1	0
Skhosana	Waziwa Jim (M)	PT	Finance. Council	ward	18	15	2	1
Makeke	George Monnana (M)	PT	Ethics MPAC Member Council	ward	18	14	2	2
Matsepe	Motlalekgomo Maria(F)	PT	Planning council	ward	18	16	2	0
Mahlangu	Nomsa Ndazi (F)	PT	Council Executive Support	ward	18	12	2	4
Mokganyetji	Thomas Mareme (M)	PT	Infrastructure Rules and Petitions Council	ward	18	14	3	1

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represent ed	No of council meetings held	no. of council meetings attended	No. of apologies for non- attendance	No of Absence without leave
Maphopha	Emily Maabele	PT	Community Services Council	ward	18	14	3	1
Motlafe	Manthwaleng Girly	PT	Ethics Council	ward	18	15	3	0
Mokwane	Magdeline Kubane	PT	Infrastructure Council	ward	18	15	3	0
Maipushe	Sekina Manku	PT	Rules and Petitions Council	ward	18	15	3	0
Malatji	Meriam Nape	PT	Finance. Council Rule and petition	ward	18	13	3	2
Kgopa	Kgabo Silas	PT	Corporate Services Council	ward	18	14	2	2
Msiza	Mothibe Rhodes	PT	Corporate Services Council Rules and petition	ward	18	16	2	0
Mathebe	Julia Lata	FT	EXCO/Mayor Council	PR	18	17	1	0
Matjomane	Germinor Delly (F)	FT	Head Infrastructure Council	PR	18	16	2	0
Tladi	Magetle David	FT	Speaker	PR	18	17	1	0
Phahlamohlaka	Tebogo Mafereke	FT	Ethics Council	PR	18	16	2	0
Mehlape	Salminah Hlaole	PT	MPAC: member Council	PR	18	15	2	1
Matsepe	Thapelo Stephina	PT	Finance. Council	PR	18	16	2	0
Makunyane	Hlako Justice	PT	MPAC-Chairperson Council	PR	18	18	0	0

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represent ed	No of council meetings held	no. of council meetings attended	No. of apologies for non- attendance	No of Absence without leave
Mashilo	Malope Samaria	PT	Head Community Services Council EXCO	PR	18	16	1	0
Phetla	Mannyana Grace	PT	Head Executive Support Council	PR	18	18	0	0
Mashego	Dieketseng Masesi	PT	Council	PR	18	18	0	0
Mogotji	Fanie Motshele	PT	Executive Support Council	PR	18	17	1	0
Bolotini	Hamelton Mzwandile	PT	Council	PR	18	15	2	1
Gulube	April Lucky (M)	PT	Council	PR	18	14	2	2
		PT	Infrastructure council	PR	18	16	2	0
Matsepe	Choloane David	PT	Community Services Council Planning	PR	18	17	0	1
Tshivhula	Murathi Pat	PT	Corporate Services Council Ethics	PR	18	4	2	1
Kotze	Johan Pieter	PT	Finance. Council	PR	18	2	4	2
Hlathi	Margaret Zodwa	PT	council	PR	18	15	2	1
Shai	Kweletsi Collen	PT	EXCO Council	PR	18	14	2	2

<b>Surname</b>	<b>Full names</b>	<b>full time/ Part time FT/PT</b>	<b>Committee Allocated</b>	<b>Ward and /or Party represent ed</b>	<b>No of council meetings held</b>	<b>no. of council meetings attended</b>	<b>No. of apologies for non- attendance</b>	<b>No of Absence without leave</b>
<b>Lecheko</b>	<b>Virginia Morotse</b>	PT	Planning Council	PR	<b>18</b>	<b>15</b>	<b>2</b>	<b>1</b>
<b>Ngwenya</b>	<b>Zodwa</b>	PT	Council	PR	<b>18</b>	<b>13</b>	<b>3</b>	<b>2</b>
<b>Ntuli</b>	<b>Mamotale Brenda</b>	PT	Council Infrastructure	PR	<b>18</b>	<b>14</b>	<b>2</b>	<b>2</b>
<b>Mosotho</b>	<b>Mooimane Tatane</b>	PT	Council Planning	PR	<b>18</b>	<b>14</b>	<b>2</b>	<b>2</b>
<b>Ranala</b>	<b>Maselopi</b>	PT	Council Executive Support	PR	<b>18</b>	<b>13</b>	<b>3</b>	<b>2</b>
<b>Ntheko</b>	<b>Tshepo Mokgobo</b>	PT	Council	PR	<b>18</b>	<b>13</b>	<b>5</b>	<b>0</b>
<b>Mthombeni</b>	<b>Vensile Lea</b>	PT	Corporate Services Council Ethics	PR	<b>18</b>	<b>12</b>	<b>2</b>	<b>4</b>
<b>Maloba</b>	<b>Alpheus Matome</b>	PT	Community Services Council EXCO Rules and Petitions	PR	<b>18</b>	<b>13</b>	<b>1</b>	<b>4</b>
<b>Ramphisa</b>	<b>Motiba William</b>	PT	Council	PR	<b>18</b>	<b>12</b>	<b>1</b>	<b>5</b>
<b>Matunyane</b>	<b>Nthabiseng Topsion</b>	PT	Finance. Council Finance	PR	<b>18</b>	<b>15</b>	<b>3</b>	<b>0</b>





**APPENDIX B - COMMITTEE AND COMMITTEE PURPOSE**

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

**APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE**

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

**APPENDIX D - FUNCTIONS OF MUNICIPALITY/ENTITY**

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

**APPENDIX E - WARD REPORTING**

**WARD BASED MEETINGS**

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 01	Cllr Mphela M.A	Yes	8	8	0
	<b>Ward Committee</b>				
	Julia Maredi				
	Simphiwe Mahlangu				
	Jane Sibiloane				
	Martha Nxumalo				
	junior Thethe				
	Anges Mmotong				
	Simphiwe Mthombeni				
	Samual Phasha				
	Christa kotelo Mabodika				
	Kgati Maepa				
Ward No 02	Cllr Phatlane A	Yes	10	10	0
	<b>Ward Committee</b>				
	Mathabathe Mpho				
	Monage Tshepo Khama				
	Mahlangu Geeilbooi				
	Makua Samuel				
	Dunge Olgar				
	Bafedi Aibiot (Deceased) replaced by Monamudi				
	Ntlatleng				
	Mankge Hermans				
	Moloi Abednigo				
	Phatlane Lucy				
	Boroko Kodisang Mathews				
Ward No 03	Cllr Mamakoko M.L	Yes	05	05	01
	<b>Ward Committee</b>				
	Mputsu David Mahlangu				
	Sonia Magashule				
	Marie Mkwala				
	Matron Mkwana				
	Stephina Modiba				
	Mary Tshego				
	Mmapula Kgaphola				
	Delige Mothibi				
	Lucy Kgaphola				
Frans Makua					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 04	Cllr Moima L.M <b>Ward Committee</b> Dipuo Mashabela Lebogang Dinba Kanyane Mphahlele Makitla Sello Fatima Thabethe Selina Matlou Lucas Mathimunyane Kenneth Malapele Anges Ramphisa Israel Malapela ( resigned)	Yes	05	05	0
Ward No 05	Cllr Makweoane <b>Ward Committee</b> Violet Mashigo Fannie Nkambule Monicca Makgatsela Sharleen Mphake Mankwe Mokgabudi Petrus Matentshi Mapaseka Mokgabudi Leshate Mashabela Nelson Mogano Thili Lepota	Yes	07	07	0
Ward No 06	Cllr Ndlovu R.N <b>Ward Committee</b> Thethan Mahlangu Ntombi Mahlaba Nokuthula Reginah Winile Ndlangamandla Zakhele Hlathi Sipho Mandlazi Adelaide Limakwe Zanele Magubane Delisa Joseph Popi Mashego	Yes	9	9	02
Ward No 07	Cllr:Phala Lucas <b>Ward Committees:</b> Philimon Moshiga Brenda Phasha Nomsa Sibeko Glass Makatelele	Yes	4	4	0

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	Jan Mtshweni				
	Busisiwe Magolego				
	Tebogo Mokgoadi				
	Ericca Makuwa				
	Benjamane masweu				
	Simon Thipe				
Ward No 08	Cllr Ratlou S.W	Yes	9	9	0
	<b>Ward committees</b>				
	Charlotte Mogudi				
	Moshingwaneng Ditshego				
	Isaiah Mahlangu				
	Annah Wessels				
	Friedah Phetla				
	Bangiswane Mthombeni				
	Resigned				
	Albert Mafa				
	Resigned				
	Gloria Rahlogo				
Ward No 09	Cllr Ratau R.M	Yes	10	10	0
	<b>Ward Committees:</b>				
	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	10	10	0
	<b>Ward Committees:</b>				
	Zandra Makitla				
	Mathebe Rebecca				
	Katlego Sifoleshe Madire				
	Modupi Mohlamanyane				
	Ivy Madisa				
	Zodwa Ngele				
	Sandra Ramphisa				
	Mathebe Buti				
	.Malefahlo Mokgase				
	mohlamonyane Motsumi				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 11	Cllr Namane G.R	Yes	04	04	0
	<b>Ward Committees:</b>				
	1 Wonderboy Cekhu( deceased not replaced)				
	2 Delane Mugeru				
	3 Eleoner Matlou				
	4 Sepadi Mampuru				
	5 Malelula leepo				
	6 Samora Madisa				
	7 Rina Mutha				
	8 Moses Mafiri				
	9 Thobile Mathibedi				
	10 Anges setoto Magopa				
Ward No 12	Cllr Phorothoe	Yes	11	11	4
	<b>Ward Committees</b>				
	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	02	02	0
	<b>Ward Committees:</b>				
	Martin Coetsee				
	Dirk Hessels				
	phochanaD.M				
	Maria D.Fourie				
	J.H Mmakole				
	Dirk Walker				
	T.S Matsomane				
	A.J Schombe				
	Franska Kleinhans				
	Shaun A.Mellors				
Ward No 14	Cllr: Bogopa B	Yes	06	06	1
	<b>Ward Committees:</b>				
	Bareng Mphahlele(Resigned)				
	Phakwane Mareng				
	Moses Boshielo				
	Chikane Kgorutle				

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
	Makeke Mantwa				
	Dipou Matlala				
	Stepen Maleka				
	Jaremia Phetla				
	Enock Ramoispa				
	Maggie Isa				
Ward No 15	Cllr: Mahlangu J	Yes	04	04	0
	<b>Ward Committees:</b>				
	Lucas Zwane				
	Rinah Mahlangu				
	Job Tshepo Mokwena				
	Sbongile Nkosi				
	Sibongile Masilela				
	Thomas Mthombeni				
	Johannah Mashiya				
	Malehu Mokoana				
	Jan Masimula				
	Msanomlane Mahlangu				
Ward No 16	Cllr: Zulu B.M	Yes	3	3	2
	<b>Ward Committees</b>				
	Mapule				
	Mokgolokgotho(removed)				
	Jabulane Mahlangu				
	Sarah Skosana				
	Fanie Makua				
	December Msitsa				
	Sinah Mahlangu				
	Maria Mthimunyane				
	Nick Mgidi				
	Khomotso Maphosa(not on IEC roll)				
	Kodin Skhosana				
Ward No 17	Cllr: Ratau T.T	Yes	7	7	0
	<b>Ward Committees:</b>				
	Irene Mokwana				
	Moetana Mohlala				
	Rankepile Mabelane				
	Kagiso Mabelane				
	Gabriel Magashula				
	Jeaneth Motshana				
	Motlalepule Madihlaba				
	Freddy Nkadimeng(decease), replaced by Motjedi George				

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
	Andries Hlabishe Annah Masemola				
Ward No 18	Cllr: Machipa T.A <b>Ward Committees:</b> Martha Mohlahlo Jamis Chego Maria Tshehla Mojalefa Rankwe Tumishi Mohlahlo Annah Mnguni Elsa Fenyane(resigned) Sydney Phetla Shemeng Mtshweni Maria Makuwa	Yes	9	9	1
Ward No 19	Cllr: Masimula P <b>Ward Committees:</b> Sophi Masemola Amos Gabril Sinkie Skosana Ranapo Chigo Rose Mtshweni Keneth Mahlangu Shabangu Dlalabaphi Getrude Mashiane Mahlangu Khonzephi Nkosinathi Machuka	Yes	11	11	1
Ward No 20	Cllr Skhosana W.J <b>Ward Committees:</b> monica Madihlaba Lina Makaleng Felicia Mokoana Zodwa Mokwena Nteseng Madihlaba Patricia Sekgala Shima Monaledi thabo Skosana Debora Maredi Thapedi letageng	Yes	9	9	1
Ward No 21	Cllr: Makeke G.M <b>Ward Committees:</b> 1 Mavis Theresia Mthimunye 2 David Skhosana 3 Joel Mohlahlo	Yes	6	6	0

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	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	03	03	0
	<b>Ward Committees:</b>				
	Mathibela Mashego				
	Annah Radingwana				
	Frans Mdebele				
	Tebogo Tau				
	Stephina Mokwal				
	Thabo Radingwana				
	Leah Tshoma				
	Jan Mashilanwako				
	Patrick Moramaga				
	lindiwe Maleka				
Ward No 23	Cllr:Mahlangu Nomsa	No	11	11	2
	<b>Ward Committees:</b>				
	Regina Ntuli				
	Lydia Lerobane				
	Jimmy Masemola				
	Thokozile Ntuli				
	Milzon Madihlaba				
	Busisiwe Motha				
	Simon Sithole				
	Rose Mokoana				
	Sipho Mahlangu				
	Sylvia Chego				
Ward No 24	Cllr: M.M	Yes	11	11	2
	<b>Ward Committees:</b>				
	Isaac Maladi				
	Mpotsing Mtshweni				
	Prince Maloma				
	Meshack Thobejane				
	Dorothy Makeke				
	Maputana Moloko				
	Martha Monareng				
	Thabeng Nyalungu				
	Elizabeth Mathunyane				

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
	Amos Tshoma				
Ward No 25	Cllr: Maphopha E.M <b>Ward Committees:</b> Jane Lekala Makgadi Malatji Joseph Tsima Julia Mohlala Lerato Skosane Jack Motsana Reneilwe Rampedi khomotso Ramphisa Francinah Mampuru Thobole Matsepe	Yes	2	2	0
	Cllr:Motlale M. G <b>Ward Committees:</b> Sepedi Mohlala Mmantwe Tagane Matlakala Knowledge Ditau Magampa( removed) Deborah Mashabela Dazie Msiza Amos Chabedi Mapule Mmuledi Karabo Matshingwane Mmabatsheleng Matsepe Matladi Tshepho	Yes	8	8	1
Ward No 27	Cllr: Mokwane M.K <b>Ward Committees:</b> Job Matladi Lebogang Choma Tebatso Sihlangu Mogudi Meba Dudu Mokadi Frans Tlaka Motebu Arimbi Thabo Makua Caroline Mantsolo Thandi makuwa	Yes	08	08	1
Ward No 28	Cllr:Maipushe S.M <b>Ward Committees:</b> Klass Maredi Modupi Fenyane Evah Matuludi	Yes	10	10	1

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	Prudence Skosana				
	Pratick Tladi				
	Rachel Mohlala				
	Amos Ntobeng				
	Sarah Pheladi				
	Lucas Aphane				
	Victor Seopela				
Ward No 29	Cllr: Malatji M.N	Yes	10	10	2
	<b>Ward Committees:</b>				
	Thuso Makuwa				
	Reginah Makuwa				
	Lindiwe Mahlangu				
	Grace Malatji				
	Diale Motla				
	Caroline Matjomane				
	Victor Diago				
	Thabang Fenyane				
	Gautana Matsumane				
	Lazarus Rakgalakane				
Ward No 30	Cllr: Kgopa K.S	Yes	4	4	0
	<b>Ward Committees:</b>				
	Ammina Magakwe				
	Sebutjwane Maduna				
	Seraki Motlsa				
	Jim Molapo				
	Bongi Maabane				
	Thabiso Matenji				
	Mahlonoko Riba				
	Patricia Mokwena				
	Sinky Kodi				
	Lina Masango				
Ward 31	Cllr : Msiza M.R				
	<b>Ward Committee</b>	Yes	4	4	0
	Gladys Maake				
	Kgaogelo Dikotope (deceased)				
	Alfred Manasoe				
	Moses simpho				
	Peter Tsokela				
	Lombard Mamogobo				
	Lebogang				
	Mpunga(Resigned)				
	Ramosohlo Kgongane				
	Enny Matsepe				
	Prince Thobejane				

**APPENDIX F - WARD INFORMATION**

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in 2020/2021 (Full List in Appendix L)				
R'000				
Ward No	Project Name & Detail	Start Date	End Date	Total Value
21	Kgaphamadi construction of bus route, bridge and storm water control	30 July 2018	30 June 2020	R38,559,782.92
9	Tambo / Walter Sisulu construction of access road and storm water	4 Sep 2019	30 June 2021	R23,681,465.60
13	Groblersdal landfill site	24 June 2019	24 April 2020	R13,000,000
15	Zaaiplaas construction of JJ road	5 Nov 2019	5 Aug 2020	R10,705,000
	Groblersdal roads and streets surfacing	12 Aug 2019	13 Dec 2019	R7,585,400
14	Masakaneng construction of roads and storm water	27 July 2019	30 June 2020	R21,471,287.50
9	Electrification of Tambo Phase 3	6 June 2019	30 June 2020	R12,108,358.00

**APPENDIX G - RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE**

1 <sup>st</sup> ORDINARY AUDIT COMMITTEE MEETING – 09 NOVEMBER 2020		
MANAGEMENT REPORTS		
ITEM NO	ITEM UNDER DISCUSSION	RECOMMENDATIONS
AC 20/1	2020/2021 Final Annual Performance Report	<ul style="list-style-type: none"> <li>Audit Committee raised a concern that the expenditure amounts do not correspond with expenditure amounts in the Completion Certificates.</li> <li>Chairperson recommended that Manager PMS should report KPI's as not achieved on the final submission if there is no POE to support the achievement or the POE does not correspond with the SDBIP to avoid reliability finding</li> <li>Chairperson recommended that the correct Completion Certificate should be submitted for verification of expenditure amounts</li> </ul>
AC 20/2	2020/2021 1st Quarter Performance Report (July-September 2020) (MM)	<ul style="list-style-type: none"> <li>Audit Committee raised a concern that Institutional performance of 50% for the KPI's set for 1st quarter of 2020/2021 financial year seem to be low.</li> <li>The Audit Committee recommended that Management should put reasonable measures to ensure achievement for quarter 2 and 3</li> </ul>
AC 20/3	2020/2021 1st Quarter Litigation Report (July-September 2020)	<ul style="list-style-type: none"> <li>Acting MM Mr. Kgwale indicated that Legal Manager is attending classes and the legal officer is not feeling well but however Advocate Thipe did confirm that he did receive the report separately from Legal Manager and further said that the report is in order.</li> </ul>

	(Manager Legal Services)	<ul style="list-style-type: none"> <li>No recommendations and concerns were raised by the Audit Committee.</li> </ul>								
<b>FINANCE</b>										
AC 20/5	2020/2021 1 <sup>st</sup> Quarter Asset Register Report (July – September 2020) - CFO	<ul style="list-style-type: none"> <li>The Audit Committee recommended that the item of the Asset Register Report should be removed as the stand-alone item as there are no longer issues on the assets and that there are no requirements that says Audit Committee should review the report.</li> <li>It was suggested that the item can be brought back when there is a need and management agreed to the suggestion</li> </ul>								
AC 20/6	2020/2021 1 <sup>st</sup> Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) (July-September 2020) (CFO)	<ul style="list-style-type: none"> <li>The Audit committee is concerned about the high amount of fruitless and wasteful expenditure for 1 quarter</li> <li>The Audit committee advised that when engaging with the suppliers, we should state conditions of payments to avoid late payments</li> <li>The Audit Committee recommended that management should categorize the UIF</li> </ul> <p><b>The table below illustrates the expenditures in totals for the quarter under review:</b></p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th colspan="2" style="text-align: left;">Quarter 1</th> </tr> </thead> <tbody> <tr> <td>Total Unauthorized expenditure</td> <td>R0.00</td> </tr> <tr> <td>Total irregular expenditure</td> <td>R8 461 138.07</td> </tr> <tr> <td>Total fruitless and wasteful expenditure</td> <td>R1 242 458.57</td> </tr> </tbody> </table> <p><b>Refer to annexure A for detailed expenditures</b></p>	Quarter 1		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R8 461 138.07	Total fruitless and wasteful expenditure	R1 242 458.57
Quarter 1										
Total Unauthorized expenditure	R0.00									
Total irregular expenditure	R8 461 138.07									
Total fruitless and wasteful expenditure	R1 242 458.57									
AC 20/7	2020/2021 1 <sup>st</sup> Quarter report on debt collection (July-September 2020) (CFO)	The Audit Committee took note of the report and recommended that management should breakdown the portfolios to indicate revenue for business, farms and residence to be able to see which area need more efforts to work on and to check whether we collecting enough from various portfolios								
AC 20/9	2020/2021 1 <sup>st</sup> Quarter Supply Chain /Procurement Report (July-September 2020) (CFO)	<ul style="list-style-type: none"> <li>The Audit Committee is concerned that the municipality does not have the Procurement Plan in place and that makes it difficult to determine whether the plan is done in line with policies or not.</li> <li>The Audit Committee recommended that management should develop Procurement Plan for 2020/2021 financial year to avoid delays since there are certain targets that are delayed due to procurement process</li> </ul>								
AC 20/10	2020/2021 1 <sup>st</sup> Quarter Overtime Report (July-September 2020) (CFO)	<ul style="list-style-type: none"> <li>The Audit Committee is concerned on the recurring practice of overtime for Community Services</li> <li>Chairperson advised that there must comply even if they hire more staff or still following the overtime route so that we still don't exceed the threshold and a norm percentage of staff in order to minimise the compliance risk and also did mention that outsourcing can also be used were necessary</li> </ul>								
<b>COMPLIANCE REPORTS</b>										
AC20/11	2020/2021 1 <sup>st</sup> Quarterly Compliance Report (July-September 2020) (CCO)	Audit Committee recommended that Chief Compliance Officer must consider rating the legislations using risk ratings of risk management unit to identify legislations which are critical and rate them as high, the ones with few provisions applicable to municipality you rate them as medium and maybe just one provision you rate it low and develop a compliance monitoring plan for inspection								
<b>INFRASTRUCTURE SERVICES DEPARTMENT</b>										
AC20/12	2020/2021 1 <sup>st</sup> Quarter Infrastructure Report (Including initial plan,	<ul style="list-style-type: none"> <li>The Audit Committee raised a concern that projects are not moving as expected</li> </ul>								

	budget, progress report on spending, actual work done, variances and reasons) (July-September 2020) (SMI)	<ul style="list-style-type: none"> <li>The Audit Committee recommended that management should keep on pushing and should they encounter any challenges they should engage the office of the MM to ensure that they find solutions</li> </ul>
<b>CORPORATE SERVICES DEPARTMENT</b>		
AC 20/13	2020/2021 ICT 1 <sup>st</sup> Quarter Steering Committee Report (July-September 2020) (ICT)	The Audit Committee recommended that all the quarterly ICT reports should serve in detail at Audit Steering Committee and only share the summary in the Audit Committee Meetings.
AC 20/14	2020/2021 1 <sup>st</sup> Quarter Human Resources Report (must include section 56 managers vacancies and signing of performance contracts) (July-September 2020) (SMCS)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and no recommendations and concerns were raised.</li> <li>Audit committee is satisfied that management advertised critical senior management positions and they will really appreciate if they can keep them posted when they appoint</li> </ul>
<b>EXECUTIVE SUPPORT DEPARTMENT</b>		
AC 20/16	2020/2021 1 <sup>st</sup> Quarter Council Resolutions Implementation Register/Report (July-September 2020) (SMES)	<ul style="list-style-type: none"> <li>The Audit Committee raised a concern that they were appointed with the expectations that they have knowledge and experience yet they are required to go through the workshops.</li> <li>A resolution was taken that areas within the local government that Audit committee members need to be workshopped on should be identified.</li> </ul>
<b>RISK MANAGEMENT</b>		
AC 20/17	2020/2021 1 <sup>st</sup> Quarter Risk Management Committee Report (July-September 2020) (CRO)	<ul style="list-style-type: none"> <li>The Audit Committee Audit raised a concern that it very difficult to understand the risk register on the municipality risk limits because the likely hood identified, the risk register must show what is acceptable and what is not acceptable in terms of the municipality</li> <li>The Audit Committee Audit raised a concern on how the risks are defined in the risk register and also need clarity on the internal controls that are there but there is no movement to show them as far as the risk is concerned</li> <li>Chairperson of Audit Committee is worried about the DR side of motetema that is not working</li> <li>The Audit Committee recommended that there should be induction for an Audit Committee member based on our municipality risk methodology</li> <li>The Audit Committee recommended that Chief Risk Officer must take in to consideration when planning for 1st quarter because is very short and there is a lot of things to do so he need to come up with strategy so that he can be able to achieve</li> </ul>
<b>INTERNAL AUDIT</b>		
AC 20/18	2020/2021 Internal Audit Report on 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>The Audit Committee is concerned about the reasons for non-achievements that are stated as lockdown since we are on level 1 of lockdown were performance should be improving</li> </ul>

	Quarter Performance Report	<ul style="list-style-type: none"> <li>The Audit Committee is also concerned about how evidence for Performance targets is defined. i.e Corporate services KPI's</li> <li>The Audit Committee advised management to use the opportunity of SDBIP Adjustment meeting to review the SDBIP and identify all KPI's that have attendance register and minutes as the evidence for achievement and provide inputs.</li> <li>Resolution was taken that Manager Internal Audit should review of all KPI's to ensure that they meet all elements of SMART criteria.</li> </ul>
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**2<sup>nd</sup> ORDINARY AUDIT COMMITTEE MEETING – 28 JANUARY 2021**

**MANAGEMENT REPORTS**

ITEM NO	ITEM UNDER DISCUSSION	RECOMMENDATIONS
AC 21/01	2020/2021 2nd Quarter Performance Report (October - December 2020) (MM)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the performance report and that the Municipality has achieved 68% of its performance targets during the second quarter of 2020/2021 financial year which is an improvement compared to the 54% obtained in the first quarter.</li> <li>The 2nd quarter performance report was prepared and submitted with the mid-term budget performance assessment report to Provincial Treasury</li> <li>Audit Committee raised a concern that the column of reason for non-achievement is not applied consistently on all department.</li> <li>Audit Committee asked what is the reason for the Municipality not achieving 100% of the target?</li> <li>Audit Committee asked how do we know the impact of not achieving the two quarters and the effect it will have on the annual target?</li> <li>The AC was concerned that due to KPI which are not application for the second quarter and accumulation effect from the prior quarters taken into account to arrive at the percentage of achievement maybe not be a true reflection of the Municipality achievement for the second quarter. This should be corrected going forward by stated the targets relevant for the quarter and its respective achievement for the quarter and separate column can be created to show the accumulative achievement to date.</li> <li>Audit Committee advised that the column for not applicable should be removed from the report.</li> <li>Audit Committee advised the column of reason for non-achievement should be applied consistently on the report.</li> <li>A resolution was taken that a meeting to be arranged between PMS and Internal Audit to discuss the report and to sort out the issue of KPI's that are not applicable and also incorporate the inputs from audit committee.</li> </ul>
AC 21/02	2020/2021 2 <sup>nd</sup> Quarter Litigation Report (October - December 2020) (Manager Legal Services)	<ul style="list-style-type: none"> <li>Audit Committee is concerned that there is no Litigation Report for quarter 2.</li> <li>The Municipal Manager advised that the contracts of the legal panel is ending soon and therefore they have not received the closing reports on the outstanding cases. Management is also reviewing the long outstanding cases and therefore will appreciate if a Special Audit Committee meeting can be arranged to discuss the way forward on those cases.</li> <li>A resolution was taken that Litigation Report be deferred and a Special Audit Committee meeting to be scheduled to discuss the updated report.</li> </ul>
<b>FINANCE</b>		
AC 21/03	2020/2021 2nd Quarter report on	<ul style="list-style-type: none"> <li>Audit Committee raised a concern that the acting CFO did not elaborate on the reasons of irregular expenditure for Fleet Horizon of R 1,184,879.89</li> </ul>

	Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) (October - December 2020) (CFO)	<ul style="list-style-type: none"> <li>Audit Committee recommended that management should indicate the date of the irregular expenditure and quarters on the irregular expenditure table.</li> </ul> <p><b>The table below illustrates the expenditures in totals for the quarter under review:</b></p> <table border="1"> <thead> <tr> <th colspan="2">Quarter 2</th> </tr> </thead> <tbody> <tr> <td>Total Unauthorized expenditure</td> <td>R0.00</td> </tr> <tr> <td>Total irregular expenditure</td> <td>R15 654 720.00</td> </tr> <tr> <td>Total fruitless and wasteful expenditure</td> <td>R1 301 085.34</td> </tr> </tbody> </table> <p><b>Refer to annexure B for detailed expenditures</b></p>	Quarter 2		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R15 654 720.00	Total fruitless and wasteful expenditure	R1 301 085.34
Quarter 2										
Total Unauthorized expenditure	R0.00									
Total irregular expenditure	R15 654 720.00									
Total fruitless and wasteful expenditure	R1 301 085.34									
AC 21/07	2020/2021 2nd Quarter Overtime Report (October - December 2020) (CFO)	<ul style="list-style-type: none"> <li>The Audit Committee recommended that Budget and Treasury Unit should provide overtime report showing trend analysis of overtime claims.</li> <li>The Audit Committee granted Advocate Thipe permission to research on the overtime issue without charging any legal fee to check if the Municipality complies with the basic condition of employment act and provide feedback in the next meeting</li> </ul>								
<b>COMPLIANCE REPORTS</b>										
AC21/08	2020/2021 2nd Quarterly Compliance Report (October - December 2020) (CCO)	<ul style="list-style-type: none"> <li>Audit Committee raised a concern that in the previous meeting there was a compliance checklist that was presented and it is the expectation that the report will be presented on a quarterly basis to the AC meeting.</li> <li>The Audit Committee recommended that Regulation 4 POPIA checklist should be developed and presented in the next Audit Committee meeting.</li> <li>The Audit Committee recommended that a compliance checklist should be presented in the next Audit Committee meeting.</li> <li>The Audit Committee recommended that Chief Compliance Officer should compile a report on any interaction and cloud services that the Municipality has with international suppliers that is affected by the trans-border section of POPIA.</li> </ul>								
<b>INFRASTRUCTURE SERVICES DEPARTMENT</b>										
AC 21/09	2020/2021 2nd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (October - December 2020) (SMI)	<ul style="list-style-type: none"> <li>Audit Committee raised a concern that the report is not readable.</li> <li>Audit Committee asked what are the reasons the budget was exceeded on the Kgapamadi Project?</li> <li>Audit Committee is concerned of the revised completion date for the project that exceeded the completion date.</li> <li>The Audit Committee recommended that the director should convert the report to a readable format</li> <li>The Audit Committee recommended that the report should be revised to reflect the anticipated completion date Kgatlamadi project</li> </ul>								
<b>CORPORATE SERVICES DEPARTMENT</b>										
AC 21/10	2020/2021 ICT 2nd Quarter Steering Committee Report (October - December 2020) (ICT)	<ul style="list-style-type: none"> <li>Audit Committee advised that they are still not happy with the quality of the ICT report. AC member asked to be sent this report prior to the meeting to provide input in the quality of the report prior to being tabled at the AC meeting</li> <li>The Audit Committee recommended that Mr. Rabalao and ICT Manager should have an offside meeting to discuss the format and quality of the ICT report.</li> </ul>								
<b>EXECUTIVE SUPPORT DEPARTMENT</b>										
<b>RISK MANAGEMENT</b>										
AC 21/13	2020/2021 2nd Quarter Risk Management Committee Report	<ul style="list-style-type: none"> <li>Audit Committee recommended that the Risk Report should include management comments and action plans on the recommendations made.</li> <li>Audit Committee advised that Mr. Rabalao (Audit Committee) and CRO should have a meeting offside to discuss the format of risk management reports.</li> </ul>								

	(October - December 2020) (CRO)	
<b>INTERNAL AUDIT</b>		
AC 21/14	2020/2021 2nd Progress report on Internal Audit Annual Plan (October - December 2020) (IA)	<ul style="list-style-type: none"> <li>• Audit committee noted the report on the progress of Internal Audit Plan.</li> <li>• From the total of seventeen (17) audits planned, six (6) audits were completed, four (4) audits still in progress and seven (7) audits were not yet started.</li> <li>• Audit Committee recommended that significant findings should be rated and highlighted with colours and to include the management action plans to resolve the findings.</li> <li>• Audit Committee recommended that activities of internal audit such as annual leave taken and trainings attended in terms of continuous development programs should be included in the report.</li> </ul>
AC 21/15	2020/2021 Internal Audit Reports (October - December 2020) (IA)	<ul style="list-style-type: none"> <li>• The audit committee noted the following reports by Internal Audit for audits conducted during the 2<sup>nd</sup> quarter of 2020/2021 financial year: <ul style="list-style-type: none"> <li>➢ 4<sup>th</sup> Quarter performance management</li> <li>➢ 1<sup>st</sup> quarter performance management</li> <li>➢ 2<sup>nd</sup> quarter performance management</li> <li>➢ Development Planning</li> <li>➢ Community services</li> <li>➢ 2<sup>nd</sup> quarter internal audit follow-up report</li> </ul> </li> <li>• Audit Committee advised that the completed internal audit reports should be sent to Audit Committee in advance and not read in the meeting.</li> </ul>

3 <sup>rd</sup> ORDINARY AUDIT COMMITTEE MEETING – 29 April 2021		
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
<b>MANAGEMENT REPORTS</b>		
AC 21/16	2020/2021 3rd Quarter Performance Report (January - March 2021) (MM)	<p>The Audit Committee took note of the report and recommended that Manager PMS should amend SDBIP to address the two KPI's of % of registered indigents who receives free basic electricity (GKPI) and Number of reports for waste for non-recurrence.</p> <p>The overall percentage achievement for quarter 3 is 67%.</p>
AC 21/17	2020/2021 3rd Quarter Litigation Report (January - March 2021) (Manager Legal Services)	The Audit Committee took note of the report and recommended that Acting Legal Manager should add a column that will reflect how much was paid in terms of Legal Fee Attorneys in the report.
<b>FINANCE</b>		
AC 21/18	2020/2021 3rd Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) (January - March 2021) (CFO)	<ul style="list-style-type: none"> <li>• The Audit Committee recommended that management should update the Audit Committee on the progress of the pending investigation with regards to UIFW.</li> <li>• The Audit Committee is concerned about the majors in place implemented in order to reduce number of late payment with regards to fruitless and wasteful expenditure.</li> <li>• The Audit Committee recommended that management should have invoice register to assist in tracking the late payments of invoices.</li> </ul>

**3<sup>rd</sup> ORDINARY AUDIT COMMITTEE MEETING – 29 April 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS												
		<ul style="list-style-type: none"> <li>The Audit Committee recommended that management should draft a letter to contractors to communicate whether they have intention of extending or renew the contract or not.</li> </ul> <p><b>The table below illustrates the expenditures in totals for the quarters 1, 2 and 3:</b></p> <table border="1"> <thead> <tr> <th colspan="2"><b>Cumulative figures as at end of Quarter 3 of 2020/2021 financial year</b></th> </tr> </thead> <tbody> <tr> <td>Total Unauthorized expenditure</td> <td align="right">R0.00</td> </tr> <tr> <td>Total irregular expenditure</td> <td align="right">R42 730 758.00</td> </tr> <tr> <td>Total fruitless and wasteful expenditure</td> <td align="right">R1 302 505.00</td> </tr> </tbody> </table> <p><b>Refer to annexure A for detailed expenditures</b></p>	<b>Cumulative figures as at end of Quarter 3 of 2020/2021 financial year</b>		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R42 730 758.00	Total fruitless and wasteful expenditure	R1 302 505.00				
<b>Cumulative figures as at end of Quarter 3 of 2020/2021 financial year</b>														
Total Unauthorized expenditure	R0.00													
Total irregular expenditure	R42 730 758.00													
Total fruitless and wasteful expenditure	R1 302 505.00													
AC 20/19	2020/2021 3rd Quarter report on debt collection (January - March 2021) (CFO)	<p>The Audit Committee took note of the report and was concerned that the municipality collected low revenue in January and February but high in March. The Audit Committee recommended that Management should institute measures to ensure that revenue collection is improved.</p> <p><b>The table below illustrates the details:</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Revenue collected</th> <th>Revenue %</th> </tr> </thead> <tbody> <tr> <td>January</td> <td align="right">R 126 428 199.43</td> <td align="center">69%</td> </tr> <tr> <td>February</td> <td align="right">R131 041 997.52</td> <td align="center">69%</td> </tr> <tr> <td>March</td> <td align="right">R132 026 141.37</td> <td align="center">93%</td> </tr> </tbody> </table>	Month	Revenue collected	Revenue %	January	R 126 428 199.43	69%	February	R131 041 997.52	69%	March	R132 026 141.37	93%
Month	Revenue collected	Revenue %												
January	R 126 428 199.43	69%												
February	R131 041 997.52	69%												
March	R132 026 141.37	93%												
AC 21/22	2020/2021 3rd Quarter Overtime Report (January - March 2021) (CFO)	<ul style="list-style-type: none"> <li>Audit Committee is concerned that the area of Parks and Cemetery is added in the monthly expense of overtime as it is the new area to spend on overtime.</li> <li>Audit Committee is concerned that overtime exceeding the threshold is approved.</li> <li>Audit Committee is concerned that overtime payments are processed without pre-approvals when finance departments should be the gate keeper to avoid such transactions to be processed.</li> <li>Audit Committee recommended that Management should revise the current process of overtime to process overtime payments which are supported by the pre-approval.</li> </ul>												
<b>COMPLIANCE REPORTS</b>														
AC21/23	2020/2021 2nd Quarterly Compliance Report (October - December 2020) (CCO)	<ul style="list-style-type: none"> <li>The Audit Committee is concern that the section 55 of functions of the Information Officer have not been delegated in writing to the deputy Information Officer by the Municipal Manager</li> <li>The Audit Committee recommended that the municipality should appoint the information officer and the Deputy their names should be registered with the Information Regulator before the 30th June 2021</li> <li>The Audit Committee recommended that the municipality should train officials working with personal information.</li> <li>The Audit Committee recommended that Internal Audit should add POPIA Compliance review in their Annual Audit Plan for the 2021/2022 financial year.</li> </ul>												

**INFRASTRUCTURE SERVICES DEPARTMENT**

**3<sup>rd</sup> ORDINARY AUDIT COMMITTEE MEETING – 29 April 2021**

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS															
AC 21/24	2020/2021 3rd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (January - March 2021) (SMI)	<p>The Audit Committee took note of the report and no recommendations and concerns were raised.</p> <p><b>The table below illustrates the expenditures in totals for the quarter:</b></p> <table border="1"> <thead> <tr> <th>Project Category</th> <th>Expenditure</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>MIG Funded</td> <td>R47 631 698.19</td> <td>87%</td> </tr> <tr> <td>INEP Funded</td> <td>R10 780 582.01</td> <td>72%</td> </tr> <tr> <td>Internal Funded</td> <td>R8 659 001.35</td> <td>66%</td> </tr> </tbody> </table>	Project Category	Expenditure	%	MIG Funded	R47 631 698.19	87%	INEP Funded	R10 780 582.01	72%	Internal Funded	R8 659 001.35	66%			
Project Category	Expenditure	%															
MIG Funded	R47 631 698.19	87%															
INEP Funded	R10 780 582.01	72%															
Internal Funded	R8 659 001.35	66%															
<b>CORPORATE SERVICES DEPARTMENT</b>																	
AC 21/25	2020/2021 ICT 3rd Quarter Steering Committee Report (January - March 2021) (ICT)	<ul style="list-style-type: none"> <li>The Audit Committee took note of the report and recommendations that management should use the funds to prioritise projects that are under budgeted since from the quarterly service provider's expenditure report there are two project that were not spend on.</li> <li>The Audit Committee recommended that management should add a paragraph indicating the ICT Operational target in terms of the performance</li> </ul>															
AC 21/26	2020/2021 3 <sup>rd</sup> Quarter Human Resources Report (must include section 56 managers' vacancies and signing of performance contracts) (January - March 2021) (SMCS)	<p>The Audit Committee took note of the report and no recommendations and concerns were raised.</p> <p>There are three (3) vacancies of Directors/Senior Managers and one for the Chief Finance Officer (CFO) and the progress on filling the positions is as follows:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Position</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Senior manager executive support</td> <td>Advertised and awaiting for shortlisting</td> </tr> <tr> <td>2</td> <td>Senior manager planning Land, and local economic development</td> <td>Advertised and re-advertised</td> </tr> <tr> <td>3</td> <td>Senior manager infrastructure services</td> <td>Resigned with effect from 30 April 2021</td> </tr> <tr> <td>4</td> <td>Chief financial officer</td> <td>Advertised and re-advertised</td> </tr> </tbody> </table>	No	Position	Progress	1	Senior manager executive support	Advertised and awaiting for shortlisting	2	Senior manager planning Land, and local economic development	Advertised and re-advertised	3	Senior manager infrastructure services	Resigned with effect from 30 April 2021	4	Chief financial officer	Advertised and re-advertised
No	Position	Progress															
1	Senior manager executive support	Advertised and awaiting for shortlisting															
2	Senior manager planning Land, and local economic development	Advertised and re-advertised															
3	Senior manager infrastructure services	Resigned with effect from 30 April 2021															
4	Chief financial officer	Advertised and re-advertised															
<b>EXECUTIVE SUPPORT DEPARTMENT</b>																	
AC 21/27	2020/2021 3rd Quarter Council Resolutions Implementation Register/Report (January - March 2021) (SMES)	The Audit Committee raised a concern the 2020/2021 3rd Quarter Council Resolutions Implementation Register/Report is incomplete and recommend that the document should be completed for future meetings so that the committee can advise effectively															
<b>RISK MANAGEMENT</b>																	
AC 20/17	2020/2021 1 <sup>st</sup> Quarter Risk Management Committee Report	<ul style="list-style-type: none"> <li>The Audit Committee raised a concern that there is a risk of public entering the municipality with no control to it.</li> </ul>															

3<sup>rd</sup> ORDINARY AUDIT COMMITTEE MEETING – 29 April 2021

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS
	(July-September 2020) (CRO)	<ul style="list-style-type: none"> <li>The Audit Committee recommended that management should state a time frame for implementation of the action plans to address the findings in the report</li> <li>The Audit Committee recommended that management should update the Project Management Report on paragraph 1.3 to used King 4 and not King 3</li> <li>The Audit Committee recommended that management should break operation risk reporting to show visibility of various departments so that we are able to see if all departments are doing well as far as the risk management is concerned</li> <li>The Audit Committee recommended that management should show a summary of how many risks were implemented and how many were not implemented on the Performance Plan</li> </ul>
<b>INTERNAL AUDIT</b>		
AC 20/18	2020/2021 Internal Audit Report on 1 <sup>st</sup> Quarter Performance Report	<ul style="list-style-type: none"> <li>The Audit Committee is concerned about the manner that management respond to the audit findings in terms of action plans as management says they will put controls while controls are already in place.</li> <li>The Audit Committee recommended that management should implement the controls in existence.</li> </ul>
	<b>Audit Committee Charter</b>	
	Audit Committee Charter for 2021/2022 financial year	The Audit Committee has reviewed the Audit Committee Charter for the 2021/2022 financial year and are submitting it to Council for approval. The Audit Committee Charter has been attached as Annexure B to this report.



**APPENDIX H – LONG-TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSH**

Long-Term Contracts (20 Largest Contracts Entered into 2020/2021)						
Number	Description of services rendered by service provider	Name of service provider (entity of municipal department)	Contract value	PERIOD		End User Dept.
				Start date of contract	Expiry date of contract	
1.	Kgaphamadi construction of bus route, bridge and storm water control	Sihle Civil and Project Development	R44,343,750.36	30-July-2018	30-Jun-2021	Infrastructure
2.	Mogaung Construction Access Road Phase 2	Unity construction	15,250,000.00	01-Dec-2020	31-Aug-2021	Infrastructure
3.	Kgoshi Rammupudu Construction of Access Road Phase 2	Diff Construction group	16,500,000.00	05-Dec-2021	30-Aug-2021	Infrastructure
4.	Tambo / Walter Sisulu construction of access road	Moleleki A Tlala Transport and Projects JV SDVK Construction	R26,996,870.79	4-Sep-2019	1-Feb-2021	Infrastructure
5.	Laersdrift Bus Route PH1B	Mothakge Phadima Construction	R12,593,338.00	27-Jul-18		Infrastructure
6.	Groblerdsdal landfill site	Moribo / Maditsi JV	R13,000,000	24-Jun-2019	24-Apr-2021	Infrastructure
7.	Establishment of Fleet Centre	Shatadi Developers	R1,697,388.50	8-Oct-2018	6-Feb-2021	Infrastructure
8.	Motetema internal streets	Mulalo Unique JV	R9,694,789.23	9-May-2020	11-Jan-2021	Infrastructure
9.	upgrading of Nyakurane internal access road ( Design only)	Dolmen Engineers	R608 695.65	20-01-2021		Infrastructure
10.	Electrification of Zuma Park	Lefhumo Lwa Barema Trading	R12,108,358	6 June 2019	26-Jun-2021	Infrastructure
11.	Electrification of Mashemong	Mwelase Thobs Construction and Projects	R10,258,940	30-Jun-2020	29-April-2021	Infrastructure
12.	Electrification of Ntswelemotse	Lephata la Basha Trading	R3,243,275.06	30-Jun-2020	30-April-2021	Infrastructure



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

Not applicable



**APPENDIX J - DISCLOSURES OF FINANCIAL INTERESTS**

Disclosures of Financial Interests		
Period 1 July 2020 - 30 June 2021		
Position	Name	Description of Financial Interest* (Nil/or details)
( Mayor)	Cllr: Mathebe L.J	Nil
Speaker	Cllr: Tladi M.D	Nil
EXCO members	Cllr:Matjomane G.D	Nil
	Cllr: Phatlane A	Nil
	Cllr: Ratlou S.W	Nil
	Cllr: Mashilo M.S	Nil
	Cllr: Phetla M.G	Nil
	Cllr: Maloba A.M	Nil
	Cllr: Shai K.C	50% Shareholder of Shaizo
	Cllr: Kotze J.P	Nil
		Nil
Councillors	51 councillors	
Municipal Manager	Kgwale M.M	500 Ordinary Share Sasol Inzalo
Chief Financial Officer		
Other S57 Officials		
Director Community Services	Kegopotsemang	Nil
Director Corporate services	Matumane M.D	96 Public Shares- Sasol Inzalo

**APPENDIX K – REVENUE COLLECTION PERFORMANCE**

Description	2016/17	Budget Year 2020/2021							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>								%	
<b>Revenue By Source</b>									
Property rates	25,815	26,472	34,805	2,522	33,569	34,805	(1,236)	-4%	34,805
Service charges - electricity revenue		81,206	81,206	5,814	72,481	81,206	(8,726)	-11%	81,206
Service charges - water revenue	70,745	-	-	-	-	-	-		-
Service charges - sanitation revenue		-	-	-	-	-	-		-
Service charges - refuse revenue		8,616	11,616	671	9,390	11,616	(2,225)	-19%	11,616
Service charges - other	6,506	-		-	-		-		
Rental of facilities and equipment		1,935	1,000	27	621	1,000	(379)	-38%	1,000
Interest earned - external investments	1,319	3,701	2,500	25	2,106	2,500	(394)	-16%	2,500
Interest earned - outstanding debtors	2,889	6,260	14,260	667	9,693	14,260	(4,567)	-32%	14,260

Description	2016/17	Budget Year 2020/2021							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>								%	
Dividends received	6,469	-	-	-	-	-	-		-
Fines, penalties and forfeits		30,000	55,016	323	7,666	55,016	(47,350)	-86%	55,016
Licences and permits	50,885	5,171	4,500	409	4,866	4,500	366	8%	4,500
Agency services	5,255	-	-	-	-	-	-		-
Transfers and subsidies		226,163	226,163	175	211,598	226,163	(14,565)	-6%	226,163
Other revenue	213,105	2,499	13,678	66	9,408	13,678	(4,269)	-31%	13,678
Gains on disposal of PPE	8,098	-	-	-	2,400	-	2,400	#DIV/0!	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>391,085</b>	<b>392,023</b>	<b>444,744</b>	<b>10,697</b>	<b>363,799</b>	<b>444,744</b>	<b>(80,945)</b>	<b>-18%</b>	<b>444,744</b>
<b>Expenditure By Type</b>									
Employee related costs	117,781	123,460	126,137	868	121,660	126,137	(4,477)	-4%	126,137
Remuneration of councillors	20,298	22,113	23,430	1,875	22,433	23,430	(997)	-4%	23,430
Debt impairment	21,128	26,372	26,372	-	-	26,372	(26,372)	-100%	26,372
Depreciation & asset impairment	47,998	51,200	51,200	-	-	51,200	(51,200)	-100%	51,200
Finance charges	1,426	3,124	1,124	-	281	1,124	(843)	-75%	1,124
Bulk purchases	65,729	69,165	70,165	(4,289)	57,682	70,165	(12,483)	-18%	70,165
Other materials	12,873	13,497	11,821	927	8,797	11,821	(3,024)	-26%	11,821
Contracted services	43,080	25,350	65,237	1,665	62,694	65,237	(2,542)	-4%	65,237
Transfers and subsidies	708	3,724	2,984	111	6,531	2,984	3,547	119%	2,984
Other expenditure	161,695	48,384	50,923	3,996	45,179	50,923	(5,744)	-11%	50,923
Loss on disposal of PPE	3,360	-	-	-	-	-	-		-
<b>Total Expenditure</b>	<b>496,076</b>	<b>386,388</b>	<b>429,392</b>	<b>5,153</b>	<b>325,257</b>	<b>429,392</b>	<b>(104,135)</b>	<b>-24%</b>	<b>429,392</b>
<b>Surplus/(Deficit)</b>	<b>(104,990)</b>	<b>5,635</b>	<b>15,352</b>	<b>5,544</b>	<b>38,541</b>	<b>15,352</b>	<b>23,189</b>	<b>0</b>	<b>15,352</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	68,930	70,860	98,349	5,283	78,891	98,349	(19,458)	(0)	98,349
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-					-		-
Transfers and subsidies - capital (in-kind - all)		-					-		-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(36,060)</b>	<b>76,495</b>	<b>113,701</b>	<b>10,827</b>	<b>117,432</b>	<b>113,701</b>			<b>113,701</b>
Taxation		-					-		-

Description	2016/17	Budget Year 2020/2021							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
Surplus/(Deficit) after taxation	(36,060)	76,495	113,701	10,827	117,432	113,701			113,701
Attributable to minorities		-							-
Surplus/(Deficit) attributable to municipality	(36,060)	76,495	113,701	10,827	117,432	113,701			113,701
Share of surplus/ (deficit) of associate		-							-
Surplus/ (Deficit) for the year	(36,060)	76,495	113,701	10,827	117,432	113,701			113,701

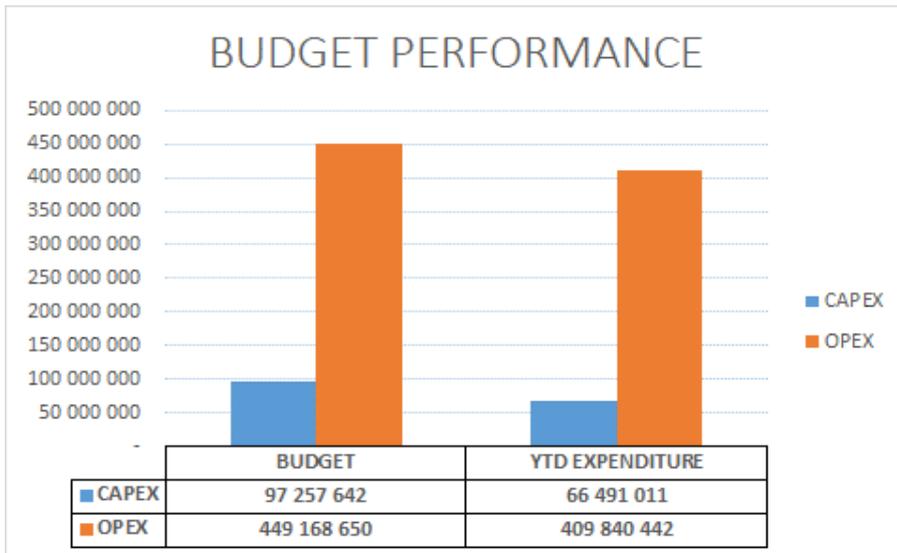
**APPENDIX L - CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG**

Conditional Grants: Excluding MIG						
R`000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Neighbourhood development				%	%	
Partnership grant						
INEP	R 15 000 000	-	R 15 000 000			
MIG	R 54 561 018	-	R 53 891 000			
FMG	R 2 600 000		R 2 600 000			
EPWP	R 1 681 000		R 1 681 000			
<b>Total</b>						

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

**CAPITAL EXPENDITURE**

**GRAPH 5: CAPITAL EXPENDITURE 2020/2021**



**APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2020/2021**

<b>Capital Programme by Project 2020/2021 (,000)</b>					
<b>Capital Project</b>	<b>Original Budget</b>	<b>Adjustment Budget</b>	<b>Actual Expenditure</b>	<b>Variance (Act-Adj) %</b>	<b>Variance (Act-OB) %</b>
<b>Water</b>					
District function					
<b>Sanitation/Sewerage</b>					
District function					
<b>Electricity</b>					
Electrification of Zuma Park	R2,076,000		R2,076,000		100%
Electrification of Mashemong	R10,494,000	R10,737,000	R10,301,888.18		97%
Electrification of Ntswelemotse	R2,430,000.00	R2,190,000.00	R2,181,874.46		100%
<b>Roads and Storm Water</b>					
Kgaphamadi construction of bus route, bridge and storm water control	R5,500,000.00	R11,654,018.00	R11,654,018.00		100%
Tambo construction of access road	R9,581,466.00	R10,065,679.00	R10,064,777.28		100%
Laersdrift bus route	R510,907.00	R806,095.00	R806,653.44		100%
Mogaung Construction Access Road Phase 2	R15,250,000.00	R15,543,556.00	R14,989,736.84		96%
Kgoshi Rammupudu Construction of Access Road Phase 2	R16,500,000.00	R16,491,620.00	R16,491,620.37		100%
Refurbishment of landfill site	R13,000,000	R0	R0		100%
Establishment of Fleet Centre	R1,512,286.96	R1,349,961.00	R1,349,960.43		100%
Upgrading of Motetema internal streets	R6,634,252.17	R6,461,803.45	R6,435,936.14		100%
Upgrading of Nyakurane internal access road (Design only)	R782,680.70	R608,695.65	R608,678.56		100%

**APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2020/2021**

Capital Programme by Project by Ward 2020/2021		
R' 000		
Capital Project	Ward(s) affected	Works completed (Yes/No)
<b>Water</b>		
District function		
<b>Sanitation/sewerage</b>		
District function		
<b>Electricity</b>		
Electrification of Zuma Park	09	Yes
Electrification of Mashemong	25	Yes
Electrification of Ntswelemotse	04	Yes
<b>Housing</b>		
<b>Cemeteries</b>		
<b>Roads &amp; stormwater</b>		
Kgaphamadi construction of bus route, bridge and storm water control	21	Yes
Mogaung Construction Access Road Phase 2	22	Yes
Tambo construction of access road	09	Yes
Laersdrift bus route	30	Yes
Groblersdal landfill site	13	No (multi-year)
Kgoshi Rammupudu Construction of Access Road Phase 2	26	Yes
Establishment of Fleet Centre	13	Yes
Motetema internal streets	31	Yes
Upgrading of Nyakurana (Design only)	07	Yes

**APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS**

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

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

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

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

Declaration of Loans And Grants Made by Municipality 2020/2021				
All organisations or persons in receipt of loans*/Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2020/2021 R' 000	Total amount committed over previous and future years
No grants and loans granted during the year under review				

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

MFMA Section 71 Returns Not Made During 2020/2021 According to Reporting Requirements	
Return	Reason return not properly made on due date
All MFMA Section 71 returns were made according to reporting requirements, and submitted in time	

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

Not applicable: all information is addressed in the annual report

**OVERSIGHT REPORT FOR THE 2020/2021  
ANNUAL REPORT**

**VOLUME II: AUDITED ANNUAL  
FINANCIAL STATEMENTS**