



2021/2022

NKANGALA DISTRICT MUNICIPALITY

ANNUAL REPORT

07 DECEMBER 2022

Preface

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Preface

REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by a number of Municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. This template provides an update to the MFMA Circular No. 11, issued in January 2005.

This template gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of Municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in Municipalities. This coverage and coherence were achieved by the use of interlocking processes and formats.

The revised template relates to the Medium-Term Strategic Framework particularly through the IDP strategic objectives; cross cutting nature of services offered by different spheres of government, Municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens up greater possibilities for financial and non-financial comparisons between Municipalities and improved value for money.

The revised template provides information on probity, including anti-corruption strategies; disclosure of financial interests by officials and Councillors; disclosure of grants by external parties, disclosure of loans and grants by Municipalities. The appendices talk to greater detail including disaggregated information on Municipal wards, among others. Notes are included throughout the format to assist the compiler to understand the various information requirements.

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial and Municipal officials for their inputs and support throughout the development of this document.

MFMA Implementation Unit, National Treasury.

CHAPTER 1– MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1 COMPONENT A: MAYOR’S FOREWORD

1.1.1 MAYOR’S FOREWORD

This Annual report for the year 2021/22 for Nkangala District Municipality, reflects the strategic path that the District has undertaken in **‘Improving the quality of life for all’** which has found expression in the five (5) year Integrated Development Plan. This report will help us evaluate our performance, identify our shortcomings and opportunities that will help our institutional capacity to deliver on our key strategic goals of local government.

The constitution of the Republic of South Africa is very clear on the existence and objective of this sphere of government while the System Act no.32 of 2000 provides for us, as a District Municipality, clear functions and powers in respect of service delivery.

It is an honour to present the 2021/22 Annual report for Nkangala District Municipality, reflecting on the past year there is much to be proud of and this in turn has strengthened our sense of purpose as we continue to work with our stakeholders and all our social partners towards fulfilment of the Municipality’s strategic objectives.

The year under review come to an end at a time where the country was confronted with a widespread Covid -19 pandemic and its effect on population’s health and livelihoods. This however did not wholly affect all our plans as the District managed to deliver on key of its commitments.

We present this annual report to reflect on the efforts to implement service delivery budget and implementation plan (SDBIP) for the year 2021/22. This report seeks to give account of progress report on our District Achievements, challenges, mitigation and remedial measures implemented to address the latter. While it reflects that progress has been made in service delivery there are undeniable challenges that are still confronting us.

Council worked determinedly to accelerate the provision of the much-needed services focusing on the six developmental local government key performance areas:

- Institutional Development and Transformation
- Good Governance and Public Participation
- Local Economic Development
- Municipal Financial Viability and Management
- Basic Service Delivery and Infrastructure
- Spatial Development

For the year under review the Council adopted the Local Economic Development Strategy to create long lasting partnerships with the private sector in the key economic sectors namely mining, agriculture, tourism, energy generation and trade and industry as one of the value adding opportunities to respond to the most number needed jobs considering the high rate of unemployment.

For the 2021/22 the Municipality received and maintain an unqualified audit (clean audit) for the 4th consecutive year. This achievement is as the result of proper and sound financial discipline, good governance and performance systems.

Finally, on behalf of the Council, I would like to extend a word of gratitude to the members of the communities we serve for confidently entrusting their light on our shoulders for the development of Nkangala District. I thank all the internal and external stakeholders who continue to participate in all efforts to make Nkangala District Municipal a better place to live in.

A handwritten signature in black ink, consisting of a large, stylized 'L' and 'M' followed by a series of loops and a trailing flourish.

CLLR. L.M. MABUZA

EXECUTIVE MAYOR

1.2 COMPONENT B: EXECUTIVE SUMMARY

1.2.1 MUNICIPAL MANAGER'S OVERVIEW

Municipalities are required by Section 121 of the Municipal Finance Management Act No. 56 of 2003 to prepare an annual report for each financial year and that the Council of the Municipality must, within nine months after the end of the financial year concerned, deal with the annual report of the Municipality and the annual report of any Municipal entities under the Municipality's sole or shared control.

The purpose of the annual report is to:

- Provide a record of the activities of the Municipality or Municipal entity during the financial year to which the report relates.
- Provide a report on performance against the budget of the Municipality or Municipal entity for the financial year.
- Promote accountability to the local community for the decisions made throughout the year by the Municipality or Municipal entity.

Nkangala District Municipality (NDM) as a category C Municipality has a constitutional mandate to support Local Municipalities. In the financial year 2021/2022 Nkangala District Municipality supported Local Municipalities as follows:

Projects that have been completed are:

Project name	Local Municipality
Refurbishment of Bulk Water Valves	Emalahleni LM
Refurbishment of Street Town Roads	Emalahleni LM
Installation of Water Reticulation at Siyathuthuka	Emakhazeni LM
Installation of Sewer Reticulation at Siyathuthuka	Emakhazeni LM
Outfall Sewer Line at Siyathuthuka	Emakhazeni LM
Installation of MPLS for Dr JS Moroka LM	DR. JS Moroka LM
Mabuyeni Stormwater Drainage Systems	Dr. J.S. Moroka LM
Purchase of Motor Grader, Tipper Truck	Dr. JS Moroka LM
Supply, Delivery and Registration of 2 000 Litre Diesel Bowser	Thembisile Hani LM
Supply, Delivery and Registration of a 30 Ton Stepdeck Trailer	Thembisile Hani LM
Stormwater Phumula	Thembisile Hani LM
Tokologo (Ezinyokeni) Road	Steve Tshwete LM

Status of Nkangala Economic Development Agency (NEDA)

Council has resolved to put Nkangala Economic Development Agency (NEDA) activities on hold so that the matters that were raised by National Treasury can be dealt with adequately. Nkangala District Municipality has since responded to National Treasury in June 2022 and National Treasury raised few other follow up matters which needed to be clarified. Nkangala District will attend to the follow up matters before the end of 2022/2023 financial year.

The Municipality has the following top 7 risks

- Inadequate support to SMME's, Cooperatives and informal traders
- Inadequate organizational performance
- Inadequate provision of basic environmental health services
- Business Continuity

- Inadequate swift water rescue response
- Mushrooming of Informal settlements and housing backlogs
- Financial Uncertainty and viability of NEDA

Financial Overview

Note: see the attached Annual Financial statements as attached "Annexure A" and chapter five for financial overview.

Conclusion

The Municipality has obtained Clean Audit Opinion during the 2021/2022 financial year. The Municipality needs to improve on its spending, so that expenditure can be 100% in 2022/2023 which will allow the Municipality to realise its objectives within its administrative and financial capacity.

Acknowledgement

I would like to extend my appreciation to the Municipal Council (both old and new), Honourable Executive Mayor, Mayoral Committee, Audit and Performance Committee, Risk Management, Anti-Fraud and Anti-Corruption Committee, MPAC and section 79 committee for their advice, strategic direction and thought Leadership during the financial year.

In conclusion, I take the opportunity to appreciate the support, commitment, hard work and co-operation of General Managers, Managers, Divisional Managers with Unit Heads and the general administrative staff without which we would not have achieved our targets.

A handwritten signature in black ink, appearing to read 'Skosana', is written over a horizontal line.

SKOSANA MM

MUNICIPAL MANAGER

MUNICIPAL FUCTIONS, POPULATION AND ENVIROMENT OVERVIEW

1.2.2 Council's Vision, Mission, and Goals

The Vision:

"Improved quality of life for all."

The Mission:

The NDM is committed to the improvement of the physical, socio-economic and institutional environment in order to address triple challenges through sustainable development and service excellence.

Principles and Values of Council:

- To be responsive to the needs of citizens and Partner-Local Municipalities.
- To be transparent, accountable and participative in our dealings with each other and our partners.
- To cultivate a work ethic focused on performance, achievement and results.
- To promote and pursue key national, provincial and local development goals.
- To ensure a representative organization.
- To be democratic in the pursuance of our objectives.
- To show mutual respect, trust and ensure high levels of co-operation and discipline in our dealing with one another.
- To promote and pursue key national, provincial and local development goals as enriched in vision 2030.
- To be inclusive and caring organization.
- To be democratic, transparent, accountable and participative in pursuance of our objectives.

NDM Developmental District-Wide Outcomes:

In order to realise our Vision, Nkangala District Municipality in 2020/2021 financial year has worked according to the developed 'Goals' referred to as District-Wide Outcomes. The 'Goals' allowed us track tangible progress towards the Developmental Vision while providing focus areas to work towards and to further assist in achieving the vision 2030 of National Development Plan:

- Integrated sustainable human settlements and improved quality of household life.
- Efficient, competitive and responsive economic infrastructure network.
- Decent employment through inclusive economic growth.
- Inculcate and improve financial sustainability and management.
- Responsive, accountable, effective, efficient and sound Governance System.
- Skilled and capable workforce supportive of inclusive growth.
- Vibrant, equitable and sustainable rural communities and food security.
- Protection and enhancement of environmental assets and natural resources.

1.2.3 POWER AND FUNCTIONS OF NKANGALA DISTRICT MUNICIPALITY

Table 1.1: Division of functions and powers between the NDM and Local Municipalities

Powers and functions		Nkangala/Local Municipalities					
(a)	Integrated development planning for the District Municipality as a whole, including a framework for integrated development plans of all Municipalities in the areas of the District Municipality	Nkangala					
(b)	Potable water supply systems.	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(c)	Bulk supply of electricity, which includes the purposes of such suppl e.g., the transmission, distribution and, where applicable, the generation of electricity	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(d)	Domestic waste-water and sewage disposal systems	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(e)	Solid waste disposal sites	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(f)	Municipal roads which form an integral part of a road transport system for the area of the District Municipality as a whole	VKLM	DrJSLM	EMALLM	ELM	STLM	Nkangala
(g)	Regulation of passenger transport services	Nkangala					
(h)	Municipal airports serving the area of the District Municipality as a whole	Nkangala		EMALLM		STLM	
(i)	Municipal environmental health services	Nkangala					
(j)	Firefighting services	VKLM	Nkangala	EMALLM	ELM	STLM	Nkangala
(k)	The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the Municipalities in the District	Nkangala	DrJSLM	EMALLM	ELM	Nkangala	
(l)	The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of the Municipalities in the District	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(m)	Promotion of local tourism for the area of the District Municipality	Nkangala					

(n)	Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality	VKLM	DrJSLM	EMALLM	ELM	STLM	THLM
(o)	The receipt allocation and, if applicable, the distribution of grants made to the District Municipality	Nkangala					
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the District Municipality in terms of national legislation.	Nkangala					

1.2.4 BRIEF SOCIO-ECONOMIC OVERVIEW

It is important to clearly understand the development context within which the District operates, to effectively plan and deliver services to the residents of NDM. This chapter provides an overview of the NDM's demographics, the needs of its population as well as anticipated changes or trends in these areas during the rest of the term of office. The District reflects on substantial information from recent reports and research conducted including the 2011 national Census conducted by StatsSA. Information on level of development therein is elucidated through statistics from the Census 2011, other Data Enhancing Agencies like HIS Global Insight and varying Sector Departments are detailed in the relevant sections throughout this chapter.

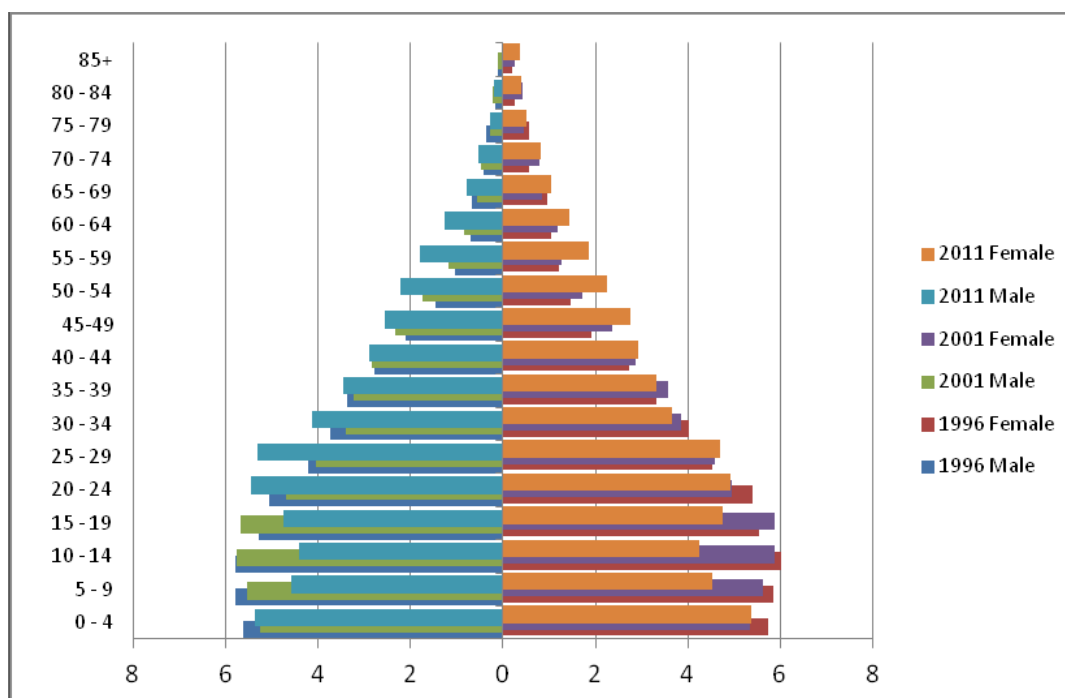
1.2.5 DISTRICT GEOGRAPHY

The Nkangala District Municipality (DC31) is one of the three (3) District Municipalities in Mpumalanga Province. The headquarters of Nkangala District Municipality are in Middelburg (Steve Tshwete Local Municipality). The District is composed of six (6) Local Municipalities: namely; Victor Khanye Local Municipality (MP 311), Emalahleni Local Municipality (MP 312) Steve Tshwete Local Municipality (MP 313), Emakhazeni Local Municipality (MP 314), Thembisile Hani Local Municipality (MP 315) and Dr J S Moroka Local Municipality (MP 316) (see figure 7). The area of the District covers a total area of approximately 16,892 square kilometres.

1.2.5.1 Demographics

The current Total Population of NDM as depicted in the table below according to the Census 2011 is 1 308 129 constituting approximately 32.38% of Mpumalanga's population. The population growth rate of the District was 2.50% between the period 2001 and 2011. Steve Tshwete Local Municipality recorded the largest growth rate of 60% in the District between the same periods, which is equivalent to the annual rate of 6%. The black population formed the bulk of the District's population with 90.9 %, followed by the White population with 7.8 %, and the Indian and Coloured constituting the remaining 1.3%. The majority of the population in the District resides in Emalahleni Local Municipality (MP312), which accounts for 35.4% of the population of the District and 11.9% of the Provincial population. Emakhazeni Local Municipality has the smallest population in the District, with only 3.6% of the District's population and 0.9% of the Provincial population living there.

1.2.5.2 Distribution of population by age and sex, Nkangala – 1996, 2001 and 2011



Source: Statistics South Africa – Census 2011

Table 1.2: NDM Population, Household size and Population Growth Rates between 2001 & 2011

Category	Persons (2001)		Households (2001)		Population Growth rate 1996-2001	Persons (2011)		Households (2011)		Population Growth rate 2001- 2011
	Actual	%	Actual	%		Actual	%	Actual	%	
Mpumalanga	3 365 554	-	830 984	-	1.49	4 039 939	-	1 075 488	-	1.83
NKANGALA	1 018 422	100	256 818	100	1.13	1 308 129	100	356 911	100	2.50
Dr JS Moroka	243 313	23.8	54 339	21.2	1.14	249 705	19.1	64 971	18.2	2.92
Emakhazeni	43 007	4.2	10 937	4.3	3.16	47 216	3.6	13 722	3.8	3.58
Emalahleni	276 413	27.1	82 298	32.1	1.07	395 466	30.2	119 874	33.6	4.76
Steve Tshwete	142 772	14.0	37 115	14.5	3.01	229 831	17.6	62 162	17.4	0.93
Thembisile Hani	256 583	25.2	58 137	22.6	1.22	310 458	23.7	83 874	23.5	1.91
Victor Khanye	56 335	5.5	13 992	5.5	-1.27	75 452	5.8	19 838	5.6	0.26

Source: StatsSA-Census 2011

1.2.6 NATURAL RESOURCE

The economy of the District is more reliant on its natural resources. Natural resources make a significant and direct contribution to the District economy in the following sectors/industries, commonly referred to as a 'resource-based economy':

- Mining and energy generation: coal deposits.
- Mining, energy generation, agriculture, industry, domestic consumption: water reserves, also for distribution outside the District.
- Agriculture, forestry: land capacity and geographical features, climate.
- Tourism: conservation areas and ecosystems, natural features.

1.2.7 FINANCIAL SERVICES

1.2.7.1 INTRODUCTION

The financial objective of the district municipality is to secure sound and sustainable management of the financial affairs of the district municipality and to assist the six local municipalities to be financially viable.

Critical functional areas for the district municipality amongst others include improvement of audit outcomes, effective financial management, fully functional internal audit units and audit committees, high vacancy rate in key positions, declining growth in the Regional Services Council Replacement Grant, increase in operational expenditure, which negatively impacts on the allocations to local municipalities.

Issue 3 of the IDP relates to financial viability and includes projects that contributed to the financial viability of the district and local municipalities.

The District has finalised and prepared the annual financial statements for 2021/22 on version 6.5 from 6.4 of mSCOA for the 2020/21 financial year.

As we were slowly recovering from the COVID 19 pandemic impact on the municipality's operations, the notice issued by National Treasury that deemed the PPPFA 2017 regulations invalid had a huge impact on the procurement of the municipality also affecting the implementation of projects for service delivery.

1.2.7.2 REVIEW OF OPERATING RESULTS

The 2021/22 budget of the Nkangala District Municipality was approved by Council on the 26 May 2021 under item DM-ND 374/05/2021. The roll over budget was approved 25 August 2021 under DM-ND 74/08/2021. An adjustment budget was approved on the 23 February 2022 under item DM-ND 294/02/2022. Herewith is commentary on the financial results.

1.2.7.3 REVENUE

The total revenue of the district increased with 4.24% from R414,079 million (2020/21) to R431,628 million (2021/22) and indicate a positive outcome over the R457,880 million budgeted for the 2021/22 financial year.

Revenue from exchange transactions decreased from R21,266 million (2020/21) to R20,180 (2021/22), whilst the revenue from non-exchange transactions increased from R392,812 million (2020/21) to R411,448 (2021/22) of which the major portions is from government grants and subsidies. The district is highly dependent on the RSC Replacement Grant that shows a deterioration growth rate year on year, however indicative allocations published in Division of Revenue Act (DORA) point to a very small increase in the RSC Levy Replacement Grant,

The outlook for the next financial year is that the total revenue will increase compared to the year under review.

1.2.7.4 TRANSFERS AND SUBSIDIES

Transfers and subsidies increased by 4.81% from R391,374 million (2020/21) to R410,210 million (2021/22). Transfers and Subsidies include conditional and non-conditional grants, donations or subsidies to the District and amongst others include the RSC Levy Replacement grant, the Equitable Share, Municipal System Improvement Grant, Finance Management Grant, the Expanded Public Works Programme Incentive Grant and Department of Water & Sanitation grants. All conditional grants have been spent 94.23% and has been recognised as revenue in 2021/22. According to the accounting policies only the portion that has been expensed and meets the conditions of the conditional grant is recognized as revenue.

1.2.7.5 INTEREST, DIVIDENDS AND RENT ON LAND

The District earned interest, which decreased by 5.08% from R20,634 million (2020/21) to R19,586 million (2021/22). This decrease is attributed to the slow down of the economy and lower interest rates offered by financial banks. The District realised 94.82% of budgeted amount for 2021/22 and the variance is due to that less interest revenue was received than anticipated during the budget process.

1.2.7.6 FINES, PENALTIES AND FORFEITS

Revenue from Fines, Penalties and Forfeits decrease by 81.92% from R0,719 million (2020/21) to R0,130 million (2021/22) . 20.64% of budgeted amount realised for 2021/22 due to the adhoc nature of the imposing of fines and penalties and that fines and penalties have reach a peak due to improved compliance.

1.2.7.7 OPERATIONAL REVENUE

Operational revenue decreased by 7.55% from R0,591 million (2020/21) to R0,546 million (2021/22). 148.04% of budgeted amount realised for 2021/22 due to less operational revenue received than anticipate as less insurance refund and reversal of provision was realised.

1.2.7.8 RENTAL FROM FIXED ASSETS

Rental from fixed assets increased by 17.99% from R0,041 million (2020/21) to R0,049 million (2021/22) and flows from the lease agreement with Vodacom. 100% realised as more fixed assets were rented out in 2021/22 than anticipated as the COVID 19 pandemic impact has normalised during the financial year.

1.2.7.9 LICENCES AND PERMITS

Revenue from licences and permits has increased with 54.16% from R0,719 million that was realised in the (2020/21) to R1,108 million (2021/22) financial year. 123.13% of budgeted amount realised for 2021/22 due to the new function that are rendered by the District and various according to the number of applications received.

1.2.7.10 EXPENDITURE

The total expenditure decreased with 7.27% from R447,927 million (2020/21) to R415,360 million (2021/22) compared to the budgeted operating expenditure of R564,405 million 2021/22. Transfers and subsidies to local municipalities are the main driver of the expenditure of the District

1.2.7.11 TRANSFERS & SUBSIDIES

This expenditure relates to expenditure on infrastructure and operational projects the District implements for local municipalities within the District's jurisdictional area.

Actual grants and subsidies paid for 2021/22 represent 24.92% (34.22% 2020/21) of the total expenditure of the District and decreased by 32.45% from R153,256 million (2020/21) to R103,522 million (2021/22). The actual transfers and subsidies are 49.98% of the budgeted amount of R207,125 million 2021/22 due to the delays in appointments due the notice issued by National Treasury in terms of the PPPFA 2017 regulations rendered as invalid and halting all procurement. Projects that are completed from the 2020/21 financial year are transferred from Inventory – Work in progress.

1.2.7.12 EMPLOYEE RELATED COST

Actual employee related costs increased by 6.55% from R169,761 million (2020/21) to R180,886 million (2021/22) due to the drive to appoint staff in all vacancies and salary increases applied. Actual employee related costs are 91.89 % of the budgeted employee related cost, which is due to the few vacancies which have not been filled in the year under review.

1.2.7.13 OPERATIONAL COST

The actual expenditure of operational costs increased by 10.24% from R37,688 million (2020/21) to R41,549 million (2021/22). The increase mainly relates to the normalisation of the impact of COVID 19 on the District, which lead to increased travel and subsistence and increased advertising, further to that here was and increase in municipal rates and service cost and increase in insurance cost. Actual operational costs are 73.76% of the budgeted operational cost. Due to non-responsive tenders and operational projects that were not fully completed.

1.2.7.14 CONTRACTED SERVICES

Contracted services decreased by 0.47% from R49,801 million (2020/21) to R49,569 million (2021/22). Actual contracted services are 84.05% of the budgeted contracted cost, due decrease in allocated contracts for the year and the notice issued by National Treasury rendering the PPPFA 2017 regulations invalid and halting all procurement.

1.2.7.15 REMUNERATION OF COUNCILLORS

Payments made to councillors are in terms of the legislation on remuneration of public office bearers.

Actual councillor allowance costs increased by 2.81 % from R14,676 million (2020/21) to R15,087 million (2021/22). Actual councillor allowance costs are 88.58% of the budgeted remuneration of councillors, due to the % increase that realised on the determination of upper limits.

1.2.7.16 DEPRECIATION/ AMORTISATION

Depreciation/amortisation is charged on Property, Plant & Equipment/intangibles at rates determined in the accounting policies and asset useful lives are reviewed annually.

Actual depreciation/amortisation costs increased by 10.43% from R15,592 million (2020/21) to R17,219 million (2021/22). The increase is mainly due to the additions to the property , plant and equipment at the District. Actual depreciation/amortisation costs are 96.78% of the budgeted depreciation/amortisation cost, and is dependent on the acquisition of new assets for the District.

1.2.7.17 INVENTORY CONSUMED

Actual inventory consumed costs decreased by 17.29% from R4,661 million (2020/21) to R3,855 million (2021/22). The decrease is mainly due to the decline of sanitisers and protective clothing to deal with the COVID 19 pandemic. Actual inventory consumed costs are 69.28% of the budgeted amount, due to the less than anticipated inventory consumed as the COVID 19 pandemic normalised.

1.2.7.18 INTEREST, DIVIDEND AND RENT ON LAND PAID

The District only realised interest paid on the Financial leases for office equipment.

Actual interest costs increased by 127.92 % from R0,085 million (2020/21) to R0,194 million (2021/22), the increase is due to the addition of finance leases for the year. Actual interest costs are 67.43% the budgeted amount due to less finance leases taken than anticipated.

1.2.7.19 GAINS AND LOSSES

The District only realised a small loss on the disposal of fixed and intangible assets, whilst an actuarial gain was realised for both 2020/21 and (2021/22), which decrease from R2,021 million (2020/21) compared to the loss of R1,294 million (2021/22) financial year. The budget variance is due to the unknown nature of actuarial valuations.

1.2.7.20 OPERATING LEASES

Actual operating leases costs increased by 43.43 % from R2,408 million (2020/21) to R3,453 million (2021/22). Actual operating lease costs are 78.12% of the budgeted amount, due to the two additional leases taken out.

1.2.7.21 SURPLUS/DEFICIT

The district realised a surplus of R14,974 million 2021/22 compared to the deficit of R35,869 million 2020/21 due to the slow implementation of projects affected by the National Treasury notice for the PPPFA 2017 Regulations that halted procurement.

1.2.7.22 FINANCIAL POSITION

The Statement of Financial position represents the financial strength of the district by a comparison of assets over liabilities.

The total assets of the district increased by 2.44% from R655,188 million (2020/21) to R671,149 million (2021/22). The contributing factors of this increase can mainly be attributed to increase in Inventory and the long-term investment.

Total liabilities increased by 1.30% from R76,156 million (2020/21) to R77,115 million (2021/22), which is mainly due to the increase in post-retirement benefits and provisions for long services.

1.2.7.23 KEY RATIOS

CURRENT RATIO

This ratio represents the ability of the district to pay short term obligations within the next 12 months.

Current assets	Current Liabilities	
R million	R million	Ratio

2020/21	379,075	52,913	7.16:1
2021/22	399,525	51,548	7.75:1

ACID TEST

A stringent indicator that determines whether a company/institution has enough short-term assets to cover its immediate liabilities without considering inventory. Institutions with ratios of less than 1 cannot pay their current liabilities and should be looked at with extreme caution.

	Current assets – Inventory	Current Liabilities	
	R million	R million	Ratio
2020/21	301,898	52,913	5.71:1
2021/22	265,152	51,548	5.14:1

SOLVENCY RATIO

This represents the ability of the district to pay both its long term and short-term obligations.

	Total Assets	Total Liabilities	
	R million	R million	Ratio
2020/21	655,188	76,128	8.61:1
2021/22	671,149	77,115	8.70:1

OTHER RATIOS

Ratio	30 Jun 2022	30 Jun 2021
Employee related cost and Councillor remuneration / Total expenditure	47.18	41.18
Actual transfers and subsidies paid / Total expenditure	24.92	34.22
Actual transfers and subsidies paid / Total revenue	25.98	37.01

1.2.8 ORGANISATIONAL DEVELOPMENT PERFORMANCE

In terms of Section 67 of the Municipal Systems Act No. 32 of 2000 as amended. A Municipality, in accordance with applicable law and subject to any applicable collective agreement, must develop and adopt appropriate systems and procedures, consistent with any uniform standards prescribed in terms of section 72(1)C to ensure fair, efficient, effective and transparent personnel administration including the following:

- Recruitment;
- Selection;
- Appointment of persons as staff members;
- Service conditions of staff;
- Supervision and management of staff;
- Monitoring, measuring and evaluation of performance of staff;
- Grievance procedures;
- Disciplinary procedures;
- Investigation of allegation of misconduct and complaints against staff;
- Dismissal and retrenchment of staff; and

- Any other matter prescribed by the regulations in terms of section 72.

The effective and efficient functioning of the District Municipality is through skilled human capital, the implementation of sound human resources practices and strengthened Performance Management Systems that encourage and support Local Municipalities in the delivering on their mandate. Associated with this is a focus on organisational design and capacity building to enable Municipalities respond their challenges. In this manner corporate governance, transparency and accountability is improved.

The Human Resources Development (HRD) unit deals with the following:

- Training of individual employees after he/she is first hired,
- Providing opportunities for employees to learn new skills,
- Distributing resources that are beneficial for the employee's tasks, and
- Any other developmental activities.

HRD related issues in the Municipality are in compliance with the regulations and guidelines by the Minister as contemplated in Section 72 (1) (C) of the Local Government: Municipal Systems Act 32 of 2000 as amended.

1.2.9 AUDITOR GENERAL REPORT

Nkangala District Municipality obtained Clean Audit Opinion for 2021/2022 financial year. The table below reflects the Audit outcome of the Municipality in previous financial years and the year under review:

Table 1.3:

Financial Year	Audit Outcome	No. of Issues Raised
2012/2013	Unqualified	73
2013/2014	Unqualified	55
2014/2015	Clean Audit	20
2015/2016	Clean Audit	18
2016/2017	Clean Audit	12
2017/2018	Unqualified	40
2018/2019	Clean Audit	06
2019/2020	Clean Audit	14
2020/2021	Clean Audit	9
2021/2022	Clean Audit	6

1.2.10 STATUTORY ANNUAL REPORT PROCESS

The NDM Council streamlined its Annual Report process in accordance with the MFMA Circular 63. This is to ensure that the Annual Report as contemplated in terms of Section 127 of the MFMA is produced as soon as possible after year end, namely, August in order to enhance oversight functions of Council. This further provides the NDM Council opportunity to take corrective decisions earlier where it is required so as

to improve service delivery and accountability. The following table reflects the statutory annual report processes followed by the NDM:

Table 1.4: Annual Report Process

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	31 August 2022
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year Annual Report to Internal Audit and Auditor-General	31 August 2022
5	Audit committee considers draft Annual Report of Municipality	
6	Mayor tables the unaudited Annual Report.	
7	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	31 August 2022
8	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
9	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	30 November 2022
10	Municipalities receive and start to address the Auditor General's comments	15 December 2022
11	Executive Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	30 December 2022
12	Audited Annual Report is made public and representation is invited	
13	Oversight Committee (MPAC) assesses Annual Report	
14	Council adopts Oversight report	28 FEBRUARY 2023
15	Oversight report is made public	
16	Oversight report is submitted to relevant provincial Councils	

CHAPTER 2– GOVERNANCE

2.1 COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1.1 INTRODUCTION TO GOVERNANCE

The Nkangala District Municipality Council (NDM) consists of both members elected in accordance with Subsections (2) and (3) of Section 157 of the Constitution of Republic of South Africa (Act 108 of 1996). The NDM comprises a total number of 59 Councillors, which are 24 directly elected and 35 who have been appointed by Local Municipal Councils within the District as per the pieces of legislation cited above.

The NDM Council is an Executive Mayoral System which allows it to elect an Executive Mayor. The Executive Mayor in turn appointed a Mayoral Committee in terms of Section 60(1)(a) of the Local Government Municipal Structures Act 117 of 1998, which states that: If the Council has more than nine (9) members, its Executive Mayor must appoint a Mayoral Committee from among the Councillors to assist the Executive Mayor. Each member of the Mayoral Committee has been delegated specific responsibilities by the Executive Mayor in terms of Section 60 of the Local Government Municipal Structures Act 117 of 1998. On occasions when the Executive Mayor has multi programmes to run, she can delegate any of her powers to the respective members of the Mayoral Committee, in terms of Section 60(1)(c) MSA 117 of 1998.

The Council also has a Speaker who chairs meetings of the Council. To ensure effective execution of its Constitutional mandate, the NDM Council has established Oversight Committees in terms of Section 79 of the Structures Act, Risk Management Committee and Audit Committee in terms of Section 166 of the Local Government Municipal Finance Management Act.

2.1.2 GOVERNANCE STRUCTURE

The Nkangala District Municipal Council (NDM) derives its mandate to govern from Section 151(3) of the Constitution of Republic of South Africa, (Act 108 of 1996) which says, the Municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.

The overall strategic mandate of NDM Council as derived from section 152 of the Constitution of the Republic, Act 108 of 1996, which gives the object of local government to be:

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities and community organizations in matters of local government.

2.1.3 POLITICAL GOVERNANCE STRUCTURE

The executive and legislative authority of Nkangala District Municipality (NDM) is vested in its Municipal Council chaired by the Speaker. The responsibilities of the speaker amongst others are:

- To presides at the meetings of the Council.
- To ensure that Council meets as per the approved year planner and maintain order during meetings.

- To ensure that Councillors comply with the Code of Conduct set out in Schedule 1 to the Local Government: Municipal Systems Act 32 of 2000, and;
- To ensure that Council meetings and those of committees are conducted in accordance with the NDM Standing Rules and Orders and the annually approved year planner.

Local Government: Municipal Structure Act of 1998, Section 18(2) states that a Municipal Council must meet at least quarterly. However, the Nkangala Municipal Council resolved to hold 10 Council meetings in the terms 2020/2021-year planner to consider reports from the Mayoral Committee.

The Council in terms of the section 55 of the Local Government Municipal Structures Act appointed the Executive Mayor of the NDM. The Executive Mayor is the political head of the Municipality. The Executive Mayor must:

- identify the need of the Municipality;
- review and evaluate those needs in order of priority;
- identify the needs of the Municipality;
- review and evaluate those needs in order of priority;
- recommend to the Municipal Council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and,
- recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.

The Executive Mayor in performing the duties of her office, must-

- identify and develop criteria in terms of which progress in the implementation of the strategies, programmes and services referred to in subsection (2) (c) can be evaluated, including key performance indicators which are specific to the Municipality and common to local government in general;
- evaluate progress against the key performance indicators;
- review the performance of the Municipality in order to improve-
 - (i) the economy, efficiency and effectiveness of the Municipality;
 - (ii) the efficiency of credit control and revenue and debt collection services; and
 - (iii) the implementation of the Municipality's by-laws;
- monitor the management of the Municipality's administration in accordance with the directions of the Municipal Council;
- oversee the provision of services to communities in the Municipality in a sustainable manner;
- perform such duties and exercise such powers as the Council may delegate to the Executive Mayor in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); [Para. (f) amended by s. 16 (a) of Act 51 of 2002.]
- annually report on the involvement of communities and community organisations in the affairs of the Municipality; and
- ensure that regard is given to public views and report on the effect of consultation on the decisions of the Council.

NDM Council established and determined functions of six (6) committees in terms of Section 80 of the Local Government Municipal Structures Act 117 of 1998, to assist the Executive Mayor in discharging her duties. The Executive Mayor appointed chairpersons of these Mayoral Committees. These committees deal with matters delegated to them and report to the Executive Mayor as per the NDM delegation framework. The following are the Mayoral Committees which are aligned to functions delegated to the Executive Mayor:

- Infrastructure and Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance.
- Corporate Services, Human Resources Management and Development, Performance Corporate Governance, Communication, Public Participation and Traditional Affairs.
- Roads and Public Safety; Social Services, Disaster Management, Youth and Women, Disabled, Sports, Arts and Culture, Health and Education.
- Rural Development, Agriculture, Town planning, Human Settlement and Transport.
- Finance, Internal audit and Risk Management.
- LED, Expanded Public Works Programme and Tourism.

In line with Section 79 of the Local Government: Structures Act 117 of 1998, the NDM Council also established the following Council committees referred as Section 79 Oversight Committees, to assist Council to oversee the work of the Mayoral Committee and Management:

Table 2.1: Oversight Committee Structure

No.	Committee	Functions
1	Infrastructure and Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance	To advise Council on infrastructure development and service delivery issues
2	Development, Planning, Human Settlement, Public Safety and Transport	To advise Council on roads, transport and public safety issues
3	Finance Services	To advise Council on financial issues
4	Corporate Services, Corporate Governance, Communication, Public Participation and Traditional Affairs	To advise Council on administration and human resources issues
5	Local Economic Development, Rural Development, Agriculture and Tourism	To advise Council on local economic development issues
6	Social Services, Disaster Management, Youth, Women, The Disabled, Sport, Art and Culture, Health and Education	To advise Council on social, youth and women development matters, issues of disability, sport, Health, Arts and Culture
7	Rules and Ethics	To advise Council on the interpretation of any decision made in terms of Council's Standing Rules and Orders and the interpretation and application of the Code of Conduct applicable to Councillors
8	Municipal Public Accounts Committee (MPAC)	To advise Council on a number of financial and non-financial related activities executed by the Mayoral Committee and compliance with Municipal legislation

For the period under review it can be reported that the oversight committees were functional and executed their responsibilities as required. Meetings of committees were held in line with the Municipality's approved year plan. The Committees exercised oversight to ensure that all Council resolutions in their respective departments were implemented.

The Municipal Public Accounts Committee (MPAC) is a committee of the Municipal Council established in terms of Section 79A of the Local Government Municipal Structures Amendment Act (Act No. 03 of 2021) to assist Council to oversee and hold the Mayoral Committee (executive) and management to account. The local government elections held in November 2021 ended the term of office of the 2016-2021 MPAC hence the establishment MPAC in December 2021. All political parties represented in Nkangala District Municipal Council form part of the MPAC in line with Section 160(8) of the Constitution of the Republic of South Africa of 1996. The new committee was able to carry on and finalised all activities left by the previous committee as contained in the 2021/2022 MPAC Work plan.

The following were the activities the MPAC could deliver in the year under review:

- 1) Undertook two set of project site visits in August 2021 and April 2022 to corroborate the reports given by the executive and management and reported findings with recommendations to Council.
- 2) Reviewed the 2020/2021 Annual Report and Annual Financial Statement and produced an Oversight Report that was adopted by Council in February 2022.
- 3) Reviewed the 2021/2022 quarterly and mid-year performance assessment reports from the Mayoral Committee and Management and reported findings with recommendations to Council.
- 4) Tracked implementation of Council resolutions emanating from MPAC recommendations, the Action Plan on 2020/2021 Auditor-General Findings and those of the internal audit unit and the Audit and Performance Committee.
- 5) Developed its 2021/2022 Financial Year Work Plan which is subsequently adopted by Council.
- 6) In collaboration with the Blacklisting Committee finalised the outstanding investigation unauthorised, irregular and fruitless and wasteful expenditure and reported findings with recommendations to Council.

The MPAC was also required to oversee whether Council established internal audit unit and Audit Committee and to assess their functionality. The MPAC could confirm that NDM Council established an internal unit and appointed an Audit and Performance Committee in terms of Section 166 of the Local Government: Municipal Finance Management Act (Act No 56 of 2003) to provide independent advice to Council functionaries in the period under review. Linked to the Audit Committee and Performance, Council appointed a Risk Committee to advise Council on all risk related matters. All local municipalities within NDM formed part of the shared audit in 2021/2022 Financial Year. The MPAC was impressed by the good work done by these committees.



Table 2.2: MPAC recommendations as adopted by Council on the 2020/2021 Oversight Report




Date of Committee	Municipal Public Account Committee recommendations on Oversight Report during 2020/2021	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	THAT Council consider the Oversight Report on the 2020/2021 Annual Report with its findings and recommendations	The Recommendations were adopted by Council on the 23 rd of February 2022.
	THAT Council, having fully considered the 2020/2021 Annual Report of the Nkangala District Municipality and representations	The Recommendations were adopted by Council




Date of Committee	Municipal Public Account Committee recommendations on Oversight Report during 2020/2021	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	from other role players thereon, and subject to and due regard to the observations and suggestions contained in this MPAC Report resolves, to approve the Annual report WITHOUT RESERVATIONS.	on the 23 rd of February 2022
	THAT the 2020/21 Oversight Report with all its annexures be submitted to the Auditor General, the Provincial Treasury and the Mpumalanga Provincial Department of Cooperative Governance and Traditional Affairs.	The Recommendations were adopted by Council on the 23 rd February 2022 and submissions were made on 02 March 2022
	THAT the 2020/21 Oversight Report of the Nkangala District Municipality be made public in terms of 129(3) of the MFMA and be submitted to the Mpumalanga Legislature in terms of Section 132(2) of the MFMA.	The Recommendations were adopted by Council on the 23 rd March 2022
	THAT recommendations relating to the General findings of the MPAC on the 2020/2021 Annual Report be implemented and progress report be given to Council on quarterly basis.	The Recommendations were adopted by Council on the 23 rd of February 2022 and implementation of some of the recommendations was in progress


Following the local government elections held on the 01 November 2021, a new Council was elected on the 24th November 2021 for the term 2021 to 2026.

Table 2.3: TROIKA AND MAYORAL COMMITTEE STRUCTURE

PICTURE	POLITICAL STUCTURE	FUNCTIONS
	EXECUTIVE MAYOR Cllr. L M Mabuza	Provide general political guidance over the fiscal and financial affairs of the Municipality as per MFMA 56 of 2003. Manages the drafting of the IDP as per the MSA 32 of 2000 as amended and performs duty. As per delegation by Council and as per Section 49 of the Municipal Structures Act (No. 117 of 1998).
	SPEAKER OF COUNCIL Cllr. SL Ndinisa	Presides at meetings of the Council. Performs the duties and exercises the powers delegated in terms of section 59 of the MSA as amended and section 37 of the Municipal Structures Act (No. 117 of 1998).

	<p>COUNCIL WHIP</p> <p>Cllr K J BOSHOMANE</p>	<p>Performs duties as per Council resolution DM458/06/2017: on Council Whip: Institutionalization</p>
	<p>Cllr J T Makwiting</p> <p>Member of the Mayoral Committee – Infrastructure, Service Delivery, Water Sanitation Electricity Roads and Maintenance (MMC)</p>	<p>To advise the Executive Mayor on infrastructure development and service delivery issues that include water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Department of Technical Services</p>
	<p>Cllr. Mahlangu D</p> <p>Member of the Mayoral Committee – Social Service, Disaster Management, Youth, Women, the Disabled, Sport, Arts and Culture, Health & Education (MMC)</p>	<p>To advise the Executive Mayor on Social Services, Disaster Management, Youth, Environment, Transversal, Sports, Arts and Culture, Health and Education. Plays an oversight role on the performance of the Department Social Services</p>

	<p>Cllr. Makhabane E</p> <p>Member of the Mayoral Committee Finance, Internal Audit and Risk Management (MMC)</p>	<p>To advise the Executive Mayor on financial and budget related issues. Plays an oversight role on the performance of the Department of Finance.</p>
	<p>Cllr. T Pookgoadi</p> <p>Member of the Mayoral Committee – Corporate Governance, Communication, Public Participation and Traditional Affairs (MMC)</p>	<p>To advise the Executive Mayor on Administration and HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of the Department of Corporate Services</p>
	<p>Cllr. T Mathebula</p> <p>Member of the Mayoral Committee – Municipal Planning, Land, Human Settlement and Transport. (MMC)</p>	<p>To advise the Executive Mayor on Rural Development, Agriculture, Public Safety and Transport issues. Plays an oversight role on the performance of the Departments of Planning.</p>

	<p>Cllr. L. Mahlangu</p> <p>Member of the Mayoral Committee – Local Economic Development, Tourism, Rural Development and Agriculture</p> <p>(MMC)</p>	<p>To advise the Executive Mayor on Local Economic Development, EPWP, and Tourism issues. Plays an oversight role on the performance of the Department of LED.</p>
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2.1.4 NDM COUNCILLORS

All the NDM Councillors are listed in **Appendix A**. Hence, **Appendix B** set out committees in which Councillors are serving, and committee purposes. Nkangala District Municipality has a total of 57 Councillors, 22 are directly elected and 35 appointed on proportional basis out of the 57 Councillors.



2.1.5 ADMINISTRATIVE GOVERNANCE STRUCTURE




The Accounting Officer or the Municipal Manager is the Administrative head of the institution. As head of administration, the Municipal Manager is, subject to the policy directions of Municipal Council, responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration. The administration is equipped to carry out the task of implementing the Municipality's integrated development plan and the monitoring of progress with implementation of the plan. Further, the Municipal Manager is responsible for the appointment of staff other than those referred to in section 56 (a) of the Local government: Municipal Systems Act 32 of 2000, subject to the Employment Equity Act, 55 of 1998.

As the administrative head of the Municipality, the Municipal Manager is responsible for advising the political structures and political office bearers of the Municipality and, to manage communications between administration, political structures and political office bearers.

The Municipal Manager is responsible and accountable for all income and expenditure of the Municipality, all assets and discharge of all liabilities of the Municipality; proper and diligent compliance with the Local Government: Municipal Finance Management Act, (Act No. 56 of 2003), according to Section 55 (2) (a-c) of the Local Government: Municipal Systems Act, (Act No. 32 of 2000).

Table 2.4: SENIOR MANAGEMENT STRUCTURE

	<p>MUNICIPAL MANAGER Ms MM Skosana</p>	<p>Function</p> <p>The Head of Administration and the Accounting Officer. Responsible for all administrative responsibilities as per chapter 8 and section 55 of the MFMA and MSA¹ respectively. Reports to the Executive Mayor and Council. Ensures that the annual budget of Council is spent according to the legislative stipulations. Advises the Executive Mayor and Council at all times.</p>
	<p>Chief Financial Officer: Ms AL Stander</p>	<p>Delegated to oversee the Council's annual budget, its preparation, adoption and its implementation. Reports to the National and Provincial Treasury according to the MFMA. Manages staff in the department. Advises the Accounting Officer on such matters and reports to the Accounting Officer.</p>

	<p>General Manager: Planning and Economic Development</p> <p>Mr AT Matjiya</p>	<p>Responsible for strategic planning; facilitation of local economic development initiatives; monitor expanded public works programme; development and monitoring integrated transport planning; coordination of spatial planning and land use management; and trade and investment.</p>
	<p>General Manager: Social Services</p> <p>Dr. T Matoane- Nkabinde (contract ended 30 March 2022)</p>	<p>Delegated to head the Social Services department and oversee all its programmes, viz. Community Services, Disaster Management, Environmental Pollution Control and Municipal Health Services. Advises the Accounting Officer on such matters and reports to the Accounting Officer.</p>
	<p>General Manager: Technical Services</p> <p>Mr DJD Mahlangu</p>	<p>Delegated to head the Technical Services department and oversee all its programmes, viz. water, electricity roads and project management section. Advises the Accounting Officer on such matters and reports to the Accounting Officer.</p>

	<p>General Manager: Corporate Services</p> <p>Ms. N N Ngwenya</p>	<p>Delegated to head Corporate Services. Responsible for related issues of, amongst others, HR recruitment, development in accordance with the legislation governing Local Government. Develops and monitor the implementation of HR policies and adherence thereto. Keeps records for the entire Municipality and ensure that Council Committees are established and are functional.</p>
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2.2 COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2.1 INTERGOVERNMENTAL RELATIONS

Section 41 of the Constitution of the Republic of South Africa, 1996 provides the principles of co-operative government and intergovernmental relations for all spheres of government and all organs of state within each sphere. These principles of co-operative government are further given effect by the Intergovernmental Relations Framework Act (No.13 of 2005) which provides a framework for the three spheres and all organs of state within those governments to facilitate co-ordination in the implementation of policy and legislation. The Act also provides for different intergovernmental structures and guides in terms of their establishment, their composition, their roles and meetings.

The Nkangala District Municipality as in compliance to the aforementioned pieces of legislation participates in various intergovernmental forums established by the different government spheres and organs of state. In compliance with Section 24 of the Intergovernmental Framework Act, the NDM furthermore established different District intergovernmental forums to promote co-operative governance and facilitate intergovernmental relations between the NDM and its six (6) Local Municipalities. These District Intergovernmental Forums assist the NDM to realise the Constitutional mandate of District Municipalities, which include among others the following:

- 1) redistribute resources within a District according to need;
- 2) assist and capacitate Local Municipalities to enable them to provide and sustain the provision of services in their areas; and
- 3) promote economic development in the District.

The District Intergovernmental Forums have yielded positive spin offs to both the NDM and its Local Municipalities. The table below depicts the intergovernmental relations forums in which the NDM participate.

Table 2.5: Intergovernmental Relations Forum

Forum	Composition	Role	Status
Mayors Forum	All Executive Mayors of the 6 Local Municipalities in the District, and the Executive Mayor of the NDM serves as the Chairperson of the forum	Deals with all developmental issues in the District relating to IDPs, Budget, Policy development and accountability	Three meetings were held as follows: i. 1 September 2021 ii. 28 February 2022 iii. 6 June 2022
Municipal Managers' Forum	All Municipal Managers from the Local Municipality and the Municipal Manager of the NDM serves as the Chairperson	Provides technical support to the Mayors' Forum	Five meetings were held as follows: i. 13 August 2021 ii. 12 November 2021 iii. 31 January 2022 (Special) iv. 11 February 2022 v. 13 May 2022
District Speakers' Forum	The Forum comprises all Speakers of Councils of Municipalities with the NDM	The forum is meant to coordinate all public participation activities and creating mass-based awareness on the government social cluster services	Three meetings were held as follows: i. 27 August 2021 ii. 14 September 2021 iii. 01 February 2022
District Municipal Public Accounts Forum	Council resolved to establish the District MPAC Forum in terms of Council resolution DM-ND430/06/2018.	To be clarified through the Terms of Reference	Though some local MPACs could attend District MPAC meetings, no formal District MPAC Forum could be held in the period under review.
Nkangala District ICT Forum	The Forum comprises all IT Managers of Councils of Municipalities within the NDM jurisdiction, Provincial COGTA, Provincial Treasury and Provincial Legislature	The forum is meant to coordinate ICT Functionalities within the Local Municipalities and create shared services infrastructure	Two meetings were held as follows: i. 21 September 2021 ii. 15 June 2022
IDP/PMS	On the 04th of April 2022, The Nkangala District Municipality conducted a joint DDM-Council and IDP/PMS forum on the with Sector departments, Private sectors, Councillors, Municipal managers and IDP managers to discuss issues faced by the District and Local Municipalities during the planning process and also sector department and private sectors given opportunity to present plans they have for our respective District and local municipality.		

DISTRICT DEVELOPMENT MODEL (DDM)**DDM Background**

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”.

The need for a new district-based coordination model was announced in the Presidency budget speech in 2019. The DDM was conceptualised and presented to the Joint Cabinet Committee on 13 August 2019 receiving

overwhelming support. The Local Government MinMec (Minister, MECs and SALGA) extended its support of the DDM.

The DDM was endorsed by the Presidential Coordinating Council (PCC) on 20 August 2019. The PCC supported the “One Plan” instrument proposed by the DDM and emphasized that the One Plan must express the National Development Plan and overlay the MTSF priorities, Provincial Priorities and Municipal IDP/SDBIPs. The PCC endorsed that resource allocation and budgeting must be aligned to supporting the implementation of the District Model. The DDM was subsequently approved by Cabinet on 21 August 2019.

Understanding the DDM concept

The DDM is an intergovernmental approach focusing on the District spaces as IGR impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging developmental efforts at the District/metropolitan level. This joint work is expressed through the formulation and implementation of a “One Plan” which is a long-term strategic framework guiding investment, service delivery and development in relation to each of the District and metropolitan spaces.

The aim is to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in relation to the District and metropolitan spaces will be enabled by a joint planning, budgeting and implementation process.

Road Map for the Development of Nkangala District One Plan (District Development Model)

- ❖ On the 17th of October 2019, COGTA Introduced the District Development Model (DDM) concept and Provincial Implementation Plan for Mpumalanga Province.
- ❖ On the 28th of July 2021 the adoption of the DDM one plan was done
- ❖ After the introduction of the DDM, 6 work-streams were streamlined and established in the 3 District to coordinate the development, implementation and monitoring of DDM projects and development of DDM One Plans.

Table 2.6: DDM Streams

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Basic Services and Infrastructure Development	General Manager: Technical Services	<ul style="list-style-type: none"> ➤ bulk infrastructure (external and internal engineering services) that support: ➤ Transforming spatial pattern and form. ➤ Meet the needs of a competitive local economy; ➤ Needs of integrated human settlements. ➤ Ensure demand for housing and ➤ Ensure demand for housing and services is met in a sustainable way over the long-term ➤ Functional, Efficient Infrastructure Network to Facilitate Growth

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Governance, administration, and ICT	General Manager: Corporates services	<ul style="list-style-type: none"> ➤ coordinating the activities of governance related activities; ➤ To ensure an integrated approach in the development of institutional capacity ➤ To ensure that institutional transformation takes place ➤ To engage and coordinate different sectors concerned with good governance issues
Spatial Transformation and Sustainable Human Settlements	General Manager: Planning and Economic Development	<ul style="list-style-type: none"> ➤ Land use management ➤ Spatial planning ➤ Managing urbanisation, growth and development ➤ Determining and managing spatial form, land release and land development ➤ Dealing with land invasion and informal Settlement ➤ Deal with acquisition of land for human settlement and economic development
Security and Social Services: Environmental and Disaster management	General Manager: Social Services	<ul style="list-style-type: none"> ➤ Waste management ➤ Disaster management ➤ Safer, Caring Communities ➤ Dealing with District Covid 19 response plan/Strategy ➤ Fire services ➤ Environmental health ➤ Special programmes (youth, women, aged, people living with disabilities) ➤ Sports, Arts and culture ➤ Safety and security ➤ Education ➤ Health
Economic Growth and development, job creation	General Manager: Planning and Economic Development	<ul style="list-style-type: none"> ➤ Promote Vibrant Rural Communities, an Inclusive Rural Economy, and Food Security ➤ Local Economic Development (LED) supported by cooperatives, township and rural economies ➤ Competitive edge must be created ➤ Economic Development, poverty, job creation and infrastructural development ➤ Attract Regional Investment opportunities and these must be distributed equitably in Nkangala District.
Research and Development Stream	PED: Trade and Investment Specialist	<ul style="list-style-type: none"> ➤ Innovations ➤ Research on how we can use the fourth industrial revolution (4IR) to develop and implement the DDM ➤ Research on different method and creative way of funding the implantation of DDM programmes and projects ➤ Work with educational institutions and research institutions ➤ Identify new partnerships ➤ Identify area where we need further research and National and International case studies

Work-streams are expected to provide regular update to DDM Technical Teams on the implementation of DDM programmes and projects through the Dashboards and on development of One Plans.

The DDM Council was inaugurated on the 29 September 2020 which was attended by the Minister in the Presidency responsible for Women Youth & People with Disability; the second DDM Council took place on the 25 November 2020

In the 2021/2022 Nkangala District implemented the District development model. This is an initiative that was launched by the President of the Republic of South Africa to deal with the issue of planning in silos across government, ensuring that districts play a role in terms of leading development processes.

Table 2.7: Intergovernmental Relations Forum through District Development Model (DDM) Processes

DDM structure	Composition and function	Who chairs	Meeting
The district development model council	The overall political structure that oversees the implementation of DDM in the District. It comprises National Minister, MEC in the province, Executive Mayors, Members of Mayoral Committee	Chaired by the Executive Mayor of the District	Quarterly
The district development model technical	Overall administrative responsibility for DDM Coordination. Municipal Managers and HOD of COGTA in the province as well as senior officials	Chaired by the Municipal Manager of the District	Quarterly
The district development model working groups	These are technical working groups that deal with various sectoral issues in terms of Key Performance Areas	Chaired by the senior managers in the District	Quarterly

Table 2.8: Forums that existed prior implementation of the DDM were disestablished and incorporated into the DDM Structures

Department	Name of disestablished structure	DDM Structure incorporated
Planning and Economic Development	Transport Forum	Spatial Transformation & Sustainable Human Settlements
	IDP/PMS Forum	
	LED Forum	Economic Development Growth and Job Creation
Corporate services	Corporate services forum	Governance Administration & ICT
	Communicators forum	
	HR Forum	
	Skills Development Forum	
	Batho Pele Forum	
Technical Services	Technical services forum	Basic services and Infrastructure development
	Infrastructure provisioning & services delivery	
Finance Department	Finance forum	Financial Management & systems
	SCM Forum	
	Risk & Internal Audit Forum	
Social services	Disaster advisory forum	Security and social services environmental and disaster management
	Social and community services multi-stakeholder forum	
	Transversal forum	
	Disability forum	

	HIV/AIDS Civil society forum	
	GBVF Forum	

Table 2.9: DDM Council meetings were undertaken in the 2021/2022 financial year to consider reports from the DDM Technical as well as the Clusters and/or working groups.

Date	Time	Venue
21 September 2021	10h00	Virtual Microsoft Teams
22 March 2022	10h00	Virtual Microsoft Teams
06 April 2022	10h00	Virtual Microsoft Teams
11 May 2022	10h00	Virtual Microsoft Teams
21 June 2022	10h00	Virtual Microsoft Teams

Table 2.10: Additional NDM associates with national and provincial governance structures.

Governance Structures	Purpose of the Governance Structures
Minister-Technical Working Group (MINTECH-WGII)	It is a Governance Structure where the DEA Air Quality Management Sub directorate, the Provincial Environmental Management Departments and Metropolitan and District Municipalities meet and engage on Air Quality Management issues.
Nkangala Implementation Task Team (ITT) Meeting	It is the forum where Nkangala District Municipality meet with DEA, Local Municipalities, DARDLEA and none governmental organizations to discuss Air quality issues.
Disaster Management Advisory Forum	It is to give the platform to different stakeholders an opportunity to interact on issues related to disaster management as required by Section 51 of the Disaster Management act 57 of 2002
Air Quality Officers Forum (AQOF) Meeting.	The purpose of this meeting is to give effect to the National Environment Management: Air Quality Act. This Forum serves as a platform where matters relating to air quality are discussed and resolved. Issues are also resolved via special Task Teams that are formed at the AQOF.
Integrated Environmental Management (IEM) Meeting.	This forum meeting is attended by the NKDM and local authorities to discuss issues of waste management services and sector development plans implementation e.g. IWMPs, Environmental Management Policy (EMP), State of Environment Report (SOER) and Climate Change Response Strategy.

2.3 COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.3.1 PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 152 of the Constitution of Republic of South Africa, 1996 among others enlists the object of local government to include provision of democratic and accountable government for local communities and to encourage the involvement of communities and community organisations in the matters of local government. Similarly, Chapter 4 of the Local Government: Municipal Systems Act, (Act 32 of 2000) which is dedicated to Community Participation provides how a Municipality can develop a culture of community participation, mechanisms, processes and procedures for community participation, communication to local community, documents to be made public, and Municipal website. Accountability is a key requirement of good governance. In line with these legislative directives the NDM has adopted a Public Participation Policy and Communication Policy which outline strategies, mechanisms and procedures for community participation and communication. This is to ensure that the NDM is transparent in executing its activities and accountable to the public. Public participation strategies of the Municipality include:

- (a) **Opening Council meetings and that of its committees to public as required by Section 180 (6) of the Constitution**
For the period under review all Council meetings and those of its committees were published to the public and opened to members of the public. Though members of the public did attend those meetings, this is an area which the NDM should work on to enhance representation of various stakeholders.
- (b) **Mayoral outreach meetings**
The Mayoral outreach meetings formed the bedrock of the Municipality's consultation with communities on issues of development in the District, particularly the IDP and Budgets.
- (c) **Making Municipal documents public**
All Municipal documents including policies, were made public in line with Section 21 of the Systems Act.
- (d) **Municipal website**
Municipal reports, policy documents and any other documents that must be placed on the website in terms of Municipal Finance Management Act (MFMA) 2003, section 75 for public consumption.

2.3.2 MEETINGS

The information below depicts the public participation meetings that were held in the year under review:

(a) Mayoral Outreach Meetings

In the Spirit of Cooperative and Accountable Governance, the NDM has institutionalised a Community Outreach Programme that aims at improving communication, interaction and accountability between the District, the Local Municipalities and the Community at large on issues of service delivery and development.

The advent of Covid 19 and its proclamation as a national disaster by the state president of the Republic His Excellency Cyril Matamela Ramaphosa in March 2020 has had devastating impact on the livelihood of the majority of our people, especially the poor and the marginalised sectors of our community. We cannot over emphasise the economic turmoil the pandemic has had on the functionality of municipalities as drivers of service delivery. Amidst the Covid 19 challenges the Municipality managed with great success to convene all public outreaches as planned through radio interviews as access to the public was restricted to combat the further spread of the pandemic with those held in March 2022 held physically throughout the District are of jurisdiction.

Outreaches have been conducted twice in the 2021/2022 Financial Year in September and February /March respectively to table projects that have been approved and budgeted for by the District and assimilate developmental issues for the subsequent Financial Year.

The main objectives of the Mayoral Outreaches are:

- To promote participatory democracy and public education on government's service delivery programs which involves both local government and sector departments.
- To involve communities in the compilation and Reviewal of the IDP so as to achieve expected outcomes on service delivery.
- To provide a two-way communication process which involves presentation of service delivery report and inputs by community members through radio interviews.
- To amend the IDP and subsequent budget.

Sector Departments are also given an opportunity to present their reports and communities engage with the reports as presented in the form of questions. It should be noted that the participation of sector department in the outreaches is inadequate and a source of grave concern as many do not respond as expected.

2.3.3 KEY ISSUES RAISED BY COMMUNITIES DURING THE OUTREACH MEETING HELD BY NKANGALA DISTRICT MUNICIPALITY ARE AS FOLLOWS:

The key issues raised which affect Municipalities were as follows:

- More high mast and streetlights
- Storm water drainage and improved roads
- Infrastructure maintenance
- Township establishments/more residential stands
- Service delivery in farms/establishment of AgriVillages
- Job creation initiatives and employment of residents
- Water shortages in Thembisile Hani & Dr. JS Moroka LM'S

The key issues raised for Sector Departments:

- Clinics operating on 24 hours and adequate ambulance services.
- Maintenance of national roads
- Requests for RDP houses and concerns on transparency in the allocation process
- More police visibility
- Access to FET Colleges and availability of bursaries

Table 2.11: The Public Participation Meetings Held in 2021/2022 Financial Year

Nature and purpose of meeting	Date of events and Municipality	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
IDP Community Outreach Meetings	Emalahleni 28/09/21 Virtual	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	Infrastructure maintenance Yes & ongoing	24/03/22 Contact session
IDP Community Outreach Meetings	Thembisile Hani 09/09/21 Virtual	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	Water provision Yes & ongoing/water trucks	2/03/22 Contact session
	Steve Tshwete 17/09/21	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	High Municipal tariffs Yes	13/03/22 Contact session

Nature and purpose of meeting	Date of events and Municipality	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
IDP Community Outreach Meetings	Emakhazeni 16/09/21 Virtual	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	Township establishment underway, Yes	30/03/22 Contact session
	Victor Khanye 16/09/21 Virtual	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	Delivery of services in farms No	19/03/22 Contact session
IDP Community Outreach Meetings	Dr JS Moroka 10/09/21 Virtual	None, attendance was virtual	meeting was virtual & they also led briefing sessions with LMs	None, attendance was virtual	Inadequate water supply partially addressed, Yes	17/02/22 Contact session

2.3.4 DP PARTICIPATION AND ALIGNMENT

The District has institutionalised its community and stakeholder participation and consultation mechanisms. For the 2021/2022 the IDP/PMS forum were fully functional, and three (3) meetings were held.

Table 2.12:

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
Were the indicators communicated to the public?	yes
Were the four quarter aligned reports submitted within stipulated time frames?	yes
* Section 26 of Municipal Systems Act 2000	

2.4 COMPONENT D: CORPORATE GOVERNANCE

2.4.1 RISK MANAGEMENT

The District recognises risk management as one of the cornerstones of sound and responsible Municipal governance. Apart from complying with Section 62(1)(c)(i) of the MFMA that requires the Accounting Officer of a Municipality to maintain an effective, efficient and transparent system of finance, risk management and internal control.

Led by the Chief Risk Officer, the Risk Management Unit is responsible for overseeing, guiding, facilitating and monitoring various system of governance, risk management, ethics, fraud and corruption in the Municipality.

The Risk Management, Anti-Fraud and Anti-Corruption Committee, comprising of independent external member and senior management continued to provide oversight over the entire system of governance, risk Management, compliance, internal control, ethics, fraud and corruption in the Municipality.

Key among the responsibilities of the unit is to facilitate, develop, monitor and report on the Municipality's strategic risk profile. Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) were key enablers of risk identification and assessment. Ten (10) strategic risks for 2021/2022 financial year were identified for Nkangala District Municipality which covers all strategic goals and objectives of the Municipality. The risk universe such as top-ten Country Risk as per the Institute of Risk Management South Africa's Risk report, Auditor General of South Africa and Internal Audit Reports were also taken to account. Risk treatment strategies were developed and implemented by management. Strategic risk profile incorporated the following top-seven risks with progress report as at 30 June 2022.

Table 2.13. Strategic Risk profile:

No	Risk No	Risks/ Threats to Achieving Objective or Planned Output	Root Cause/ Contributing Factors	Future Action/ Treatment Plan	Progress to date
01	SR1	Inadequate organizational performance	1. Low staff morale due to the low grading of the bargaining council employees 2. Improper Job Evaluations 3. Non-compliance with the PMS policy (1-3)	Engage the Bargaining Council to fast-track the grading of NDM	Achieved
				Embark on a benchmarking process to standardize salary disparities	Achieved
				Reviewed Job Descriptions to be re-submitted to Provincial Audit Committee	Not Achieved All Job Descriptions have been refined and presented to PAC, with a few returned for amendments

No	Risk No	Risks/ Threats to Achieving Objective or Planned Output	Root Cause/ Contributing Factors	Future Action/ Treatment Plan	Progress to date
				Signing of Performance agreements within the stipulated time frame (Level 1-3)	Achieved
02	SR3	Lack of Business Continuity	1. Systems Failure	1. Periodic review of external systems	Achieved
			2. Inadequate Business Continuity plan	2 Maintain in house ICT infrastructure	Achieved
			3. Inadequate Disaster recovery	3. Implementation of the BCP	Achieved
			4. Ineffective maintenance of infrastructure	4. Maintenance of Municipal infrastructure	Achieved
			5. Impact of external factors on the Municipality (e.g. Load Shedding, water interruptions)	5. Maintenance of the UPS and generator	Achieved
03	SR4	Inadequate support to SMME's, Cooperatives and informal traders	1. Non-functionality of LED forums	Monitoring the functionality of LED forums at Local Municipalities	Achieved
			2. Inability to access funding and non-financial support	Facilitate awareness of National and Provincial grants for SMME's and Cooperatives	Achieved
			3. Inability to access private sector market	Facilitate awareness of procurement opportunities with private sectors to SMME's and Cooperatives	Achieved
			4. Low skills base of local entrepreneurs	Facilitate coaching and mentoring programs for SMME's	Achieved
			5. Business Slow down due to COVID-19	Develop a district COVID-19 post recovery plan	Achieved
04	SR6	Inadequate swift water rescue	1. Insufficient diving skills and specialized rescue	Enter into an SLA with National Sea Water rescue institute	Achieved

No	Risk No	Risks/ Threats to Achieving Objective or Planned Output	Root Cause/ Contributing Factors	Future Action/ Treatment Plan	Progress to date
		response	services		
			2. Inadequate provision of specialized rescue services	Provide specialized rescue services	Achieved
05	SR7	Inadequate provision of basic environmental health services	1. Inadequate skills 2. Inadequate implementation of MHS procedure manual and by-laws.	1.Continuous training of relevant officials on communicable disease control	Achieved
				Implementation of the MHS by-law fine list	Achieved
06	SR8	Mushrooming of Informal settlements and housing backlogs	1.Unavailability of Municipal owned land in urban areas for human settlement 2. Ineffective IGR structures to coordinate human settlement initiatives 3. Lack of by-laws and Capacity to deal with land invasion and informal Settlements	Engage the Department of rural development and Rural reform to transfer state owned land to Local Municipalities.	Achieved
				Engage the Department of Human Settlement and Housing Development Agency to assist with the procurement of suitable land in Urban areas	Achieved
				Transfer State owned Land released by the Province to beneficiaries	Achieved
				Incorporate the Spatial Planning and Land Use Management issues in the DDM Working group.	Achieved
				Develop by-laws on Land Invasion and Informal Settlement.	Achieved
				Engage the Department of rural development and Rural reform to transfer state owned land to Local Municipalities.	Achieved
07	SR10	Financial Uncertainty		Augmentation of current supply through ground water	Achieved

No	Risk No	Risks/ Threats to Achieving Objective or Planned Output	Root Cause/ Contributing Factors	Future Action/ Treatment Plan	Progress to date
		and viability of NEDA		supply.	
				Accept the risk and report to Council.	Achieved
				Advising the Local Municipalities through the technical forum to prioritize bulk water infrastructure in their capital budgets (MIG and/ or WSIG).	Achieved
				Advise Local Municipalities to provide security to infrastructure assets upon completion of projects.	Achieved

2.4.2 ANTI CORRUPTION AND FRAUD

Nkangala District Municipality subscribes to the principles of good corporate governance, which require conducting business in an honest and transparent fashion. The Municipality is also committed to fight fraudulent behaviour at all levels within the District. The Municipality has taken a stance that management of unethical behaviour, fraud and corruption risk is the responsibility of everyone in the Municipality.

To improve governance in the Municipality, the District has identified and focused on critical areas that require significant improvement to enhance governance controls in relation to fraud and corruption and the integrity of employees and other stakeholders doing business with the Municipality i.e. review of policies and strategies; fraud and corruption risk management; awareness and training; improvement of governance structures; partnerships with other public institutions and conflict of interest management and consequence management mechanisms.

Ethics, Fraud and Corruption Risks for 2021/22 financial year were identified, assessed and evaluated by the Municipality. Eleven (11) Ethics, Fraud and Corruption Risks for 2021/2022 financial year were identified and mitigation strategies were also developed, implemented, and monitored during the financial year. The risk profile incorporated the top-five ethics, fraud and corruption risks and their progress report as at 30 June 2022.

The Municipality has established Anti-Fraud and Anti-Corruption Hotline for employees, members of public and external stakeholders to report allegations of unethical behaviours, fraud and corruption. The hotline is managed independently by an independent service provider. Whistle Blowing Policy; Fraud and Corruption Policy; Fraud and Corruption Strategy were also reviewed for 2021/2022 Financial year implementation. Below are table indicating number and progress of reported incidents from the Anti-Fraud and Anti-Corruption Hotline as at 30 June 2022.

Table 2.14: Ethics, Fraud and Corruption risks profile:

Details	Number
Under investigation	31
New cases	3
Resolved cases	3

The summary of Outstanding cases is as follows;

- Emalahleni Local Municipality= 8
- Emakhazeni Local Municipality= 9
- Victor Khanye Local Municipality= 8
- DR JS Moroka Local Municipality= 0
- Thembisile Hani Local Municipality= 4
- Steve Tshwete Local Municipality=1
- Nkangala District Municipality= 1

2.4.3 SUPPLY CHAIN MANAGEMENT

The District has established a fully effective, functional and Centralised Supply Chain Management Unit (SCM).

2.4.4 AMENDMENT AND OR REVIEW OF THE SCM POLICY

The NDM Policies were reviewed and approved through the Council resolution number DM-ND 392/05/2021

2.4.5 COMPLIANCE AND REPORTING

- Twelve (12) monthly deviation reports were submitted in terms of the SCM policy for the procurement of goods and services.
- Four (4) quarterly reports and annual reports were submitted in terms of the SCM policy.

The Municipality has shown an improvement with regards to the total amount of Expenditure made on deviations. The previous year's deviations came to a total of R 439 286.12 for the 2020/2021 financial year compared to the financial year under review, deviations amounted to R 239 314.61.

The Bid Committees have improved with regards to their commitment towards the attendance and performance of the bid committee meetings in the form of the average number of days it takes from the advertisement of tenders to the Bid consideration days. When compared to the last financial year, in the 2020/2021 financial year the annual average days came to a total of 37.63 while with the 2021/2022 the average days were 25.75 in total.

The Bid Committees have been established and were functional in accordance with the SCM Policies. In order to ensure that bid committees perform adequately and make informed decisions with regards to the SCM requirements, they are trained annually on bid committee prescripts. The committees were trained in 12 August 2021.

A SCM District Forum was established in the financial year of 2019/2020. This forum was recommended for establishment in order to assist the District's local municipalities in improving their performance and work towards the achievement of a clean audit. The forum has been successful thus far but had a challenge with regards to attendance on the third and fourth quarter of the financial year.

On the 16 of February 2022 National Treasury issued a communication with regard to Preferential Procurement Regulation of 2017 that it has been suspended until the new regulation on Preferential Procurement Regulation can be approved. This matter affected the procurement process of the Municipality for 3 months. However, the National Treasury has given directive that Preferential Procurement Regulation 2017 is still valid until 26 January 2023.

2.4.6 BY –LAWS

Table 2.15: By-laws

TABLE 2.5 BY-LAWS GAZETTED DURING 2021/2022					
NO	DESCRIPTION	PUBLIC PARTICIPATION CONDUCTED PRIOR TO ADOPTION OF BY-LAWS (YES/NO) AND DATE THEREOF	DATES OF PUBLIC PARTICIPATION	DATE OF PUBLICATION	GAZETTE NOTICE NO.
EMAKHAZENI LOCAL MUNICIPALITY					
1	Emakhazeni Local Municipality Council Standing Rules and Orders	Yes	18/01/2022	27/05/2022	3381 Vol 29
EMALAHLENI LOCAL MUNICIPALITY					
2	Property Rates By-Law	Yes	08/07/2021	24/10/2021	3300 Vol 28
3	Resolution on Levying Property Rates	No (not required)	N/A	24/06/2022	3390 Vol 29
Dr. JS MOROKA LOCAL MUNICIPALITY					
4	Notice for Inspection of Supplementary Valuation Roll	No (not required)	N/A	23/07/2021	3283 Vol 28
5	Property Rates By-Law	Yes	7/04/2021	23/07/2021	3283 Vol 28
6	Tariff Structure	Yes	7/04/2021	23/07/2021	3283 Vol 28
7	Council Standing Rules and Orders	Yes	16/09/2021	14/01/2022	3341 Vol 29
8	Public Notice for Inspection of the Supplementary Valuation Roll and Lodging of Objections	No (not required)	N/A	24/06/2022	3390 Vol 29
9	Property Rates By-Law	No (not required)	N/A	24/06/2022	3390 Vol 29
10	2022/2023 Tariffs	Yes	12/04/2022	24/06/2022	3390 Vol 29
VICTOR KHANYE LOCAL MUNICIPALITY					

11	Notice on Levying of Property Rates	No (not required)	N/A	23/07/2021	3283 Vol 28
THEMBSILIE HANI LOCAL MUNICIPALITY					
12	Notice on Levying of Property Rates	No (not required)	N/A	23/07/2021	3283 Vol 28
DISTRICT WIDE					
13	Nkangala District Municipality Council Standing Rules and Orders	Yes	16/09/2021	03/12/2021	3331 Vol 28
*Note: See MSA Section 13. T 2.9.1					

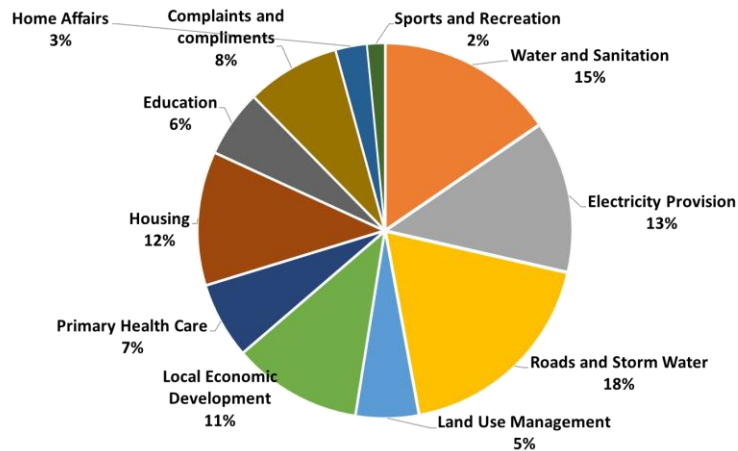
2.4.7 WEBSITES

Table 2.15: Municipal website

Table 2.6 Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes/ No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	June 2021
All current budget-related policies	Yes	June 2021
The Annual Report (2020/2021)	Yes	May 2022
All 2021/2022 Performance Agreements required in terms of Section 57(1)(b) of the Municipal Systems Act	yes	July 2021
IDP 2021/2022	Yes	June 2021
2021/2022 Service Delivery and Budget Implementation plan	Yes	June 2021
All 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 2019/2020	Yes	July 2022
All quarterly reports tabled to Council in terms of Section 52 (d) of 2021/2022	Yes	Quarterly
<i>Note: MFMA s75 sets out the information that a Municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and Municipal developments.</i>		

2.4.8 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Nkangala District Municipality conducted the last public satisfaction survey in 2018/2019 financial year. It is however important to mention that the political leadership interacts with the public using the IDP/Budget processes to gauge the level of satisfaction with Municipal services including those services provided by sector departments. Such work was undertaken in preparation for the 2022/2023 Integrated Development Plan and Budget processes.



The above figure indicates that communities did raise a number of issues where they need government intervention across all spheres. It appears from the above that 8% of the frequency of issues raised were related to complaints and compliments. The other matters were related to areas where they need government to intervene. It is also true that Municipalities that experienced protests are Steve Tshwete as well as Victor Khanye and some of the issues raised by those communities are not necessarily survive delivery related but how they need their leadership to improve on governance processes and community engagement.

Table 2.16: Satisfaction Surveys Undertaken during: 2018/2019 Financial Year				
Subject matter of survey	Survey method	Survey date	Survey results indicating satisfaction or better (%) * 2016/17	Survey results indicating satisfaction or better (%) * 2018/19
Overall satisfaction with:				
Municipal Service Delivery	Quantitative	2018/2019	28.3%	45.2%
Satisfaction with:				
(a) Refuse Collection	Quantitative	2018/2019	32.7%	51.8%
(b) Road Maintenance	Quantitative	2018/2019	18.3%	42.0%
(c) Electricity Supply	Quantitative	2018/2019	33.1%	50.0%
(d) Water Supply	Quantitative	2018/2019	26.0%	56.0%
(e) Information supplied by Municipality to the public	Quantitative	2018/2019	29.0%	38.6%
(f) Opportunities for consultation on Municipal affairs	Quantitative	2018/2019	-	-
(g) Environmental Management	Quantitative	2018/2019	34%	41.4%
(h) Fire rescue Services	Quantitative	2018/2019	52%	57.2%
(h) Biodiversity	Quantitative	2018/2019	21%	24.2%
* The percentage indicates the proportion of those surveyed that believed that relevant performance was at least satisfactory				

CHAPTER 3– SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

3.1 INTRODUCTION

Nkangala District Municipality (NDM) is a category C Municipality that has executive and legislative authority in the area of Nkangala which includes more than one (1) Local Municipality for which the District Council is responsible. NDM is not directly responsible for basic services implementation. Basic services in NDM are primarily rendered by the Local Municipalities. These include water, sanitation, electricity, road and storm water and community services. However, it supports all the Local Municipalities in the Nkangala District jurisdiction. Therefore, Technical Services Department manages the implementation of infrastructure capital projects in compliance with the Expanded Public Works Programme (EPWP) guidelines.

The Technical Services Department focuses, inter alia, on the following areas:

- *Issue 12 – Water & Sanitation*
- *Issue 13 – Electricity Supply*
- *Issue 14 – Roads & Storm water*

3.1.1 COMPONENT A: BASIC SERVICES

This component includes water; waste water (sanitation); electricity and waste management.

Table 3.1 Basic Service Delivery in South Africa, Mpumalanga and Districts

Indicator	National		Mpumalanga	Gert Sibande	Nkangala	Ehlanzeni
	Level	2014/15 target				
Households with formal housing (%)	72.4%	-	79.8%	70.0%	74.7%	90.0%
Formal housing backlog	3 711 528		203 480	84 772	76 957	41 752
Households with hygienic toilets (%)	69.1%	100%	54.1%	75.7%	44.0%	42.9%
Sanitation backlog	4 156 325	-	462 029	68 774	116 563	239 189
Households with water at/above RDP level (%)	78.8%	100%	77.1%	84.5%	86.0%	67.8%
Water backlog	2 847 569	-	230 978	43 995	29 148	135 101
Households with electrical connections (%)	80.2%	92%	82.3%	81.0%	74.0%	81.3%
Electricity backlog	2 659 153	-	178 115	53 860	54 266	78 464
Households with formal refuse removal (%)	61.0%	75%	45.9%	59.9%	42%	34.6%
Formal refuse removal backlog	5 247 071	-	544 327	113 581	119 206	274 091
Infrastructure index	0.69	-	0.65	0.70	0.66	0.60

Source: Stats SA-2011

Above depicts the basic service delivery on national, provincial and district level. Nkangala District Municipality is the second of the 3 Districts in the Province with all the indicators in terms of access to services and backlogs, with the exception of electricity connections.

3.1.2 WATER PROVISION

The NDM has made significant investments in Water and Sanitation infrastructure in the District during the past few years.

Households with hygienic toilets: Nkangala showed a slight decrease in the percentage of households with hygienic toilets from 49.5% in 1996 to 44% in 2012. Nkangala registered 44% of households with hygienic toilets that are higher than the provincial percentage (34%). This is lower than the 2014 national target of 100%. In 2012, the lowest percentages of households with hygienic toilets were recorded in Thembisile (5%), Dr JS Moroka (10%) and Emakhazeni (57%), whereas the highest percentages were registered in Emalahleni (77%), Victor Khanye (63%) and Steve Tshwete (80%). Households without hygienic toilets in the District were recorded at 116 563 making it 26% of the provincial backlogs in 2012. Emakhazeni recorded the lowest backlog in the District with 3 927 households without sanitation while Thembisile had the highest in the District with 44 764 households.

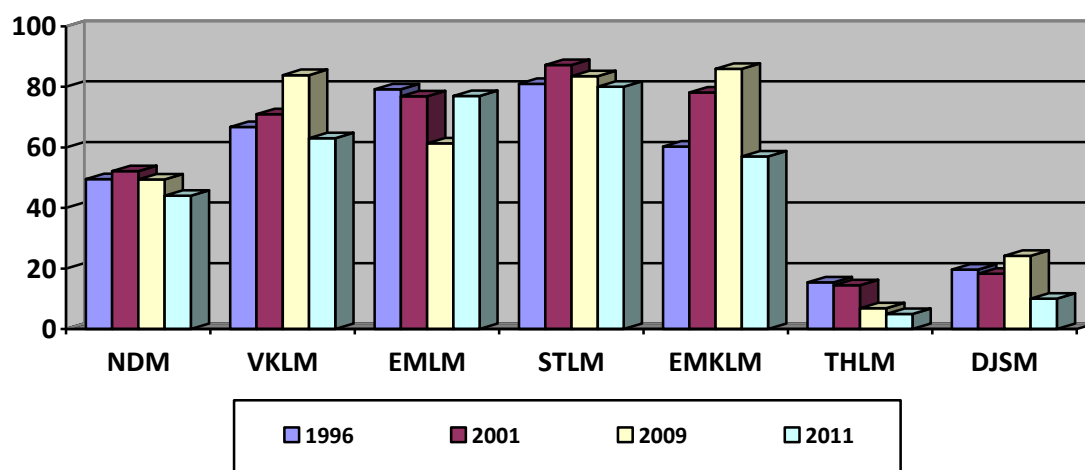


Figure 3.1: Percentage of households with hygienic toilets in Nkangala and its Local Municipalities, 1996 – 2011

Households with piped water at/above RDP level: Figure 3.1 shows the percentage of households with piped water at/above RDP-level in Nkangala and its Local Municipalities. The households in Nkangala showed an improvement in access of piped water at/above RDP - level from 81.9% in 1996 to 86% in 2011, thus represents an increase of 4.1 percentage points. Nkangala recorded a percentage above the provincial average of piped water at or above RDP-level at 83% during the period under review. Among six Local Municipalities in Nkangala, Emalahleni (95.0%) registered the highest percentage of households with piped water at/above RDP level followed by Steve Tshwete and Thembisile (89.0%) whereas Dr JS Moroka (72.0%) recorded the lowest percentage. Households without piped water at or above RDP-level in Nkangala were recorded at 29 148 households in 2011 and contributed 25% to the provincial backlog of 114 666 households. Victor Kanye recorded the lowest backlog with 2 140 and Dr JS Moroka had the highest backlog of 13 350 households without water.

Figure 3.2 Percentage of households with piped water at/above RDP level in Nkangala and its Local Municipalities, 1996 - 2011

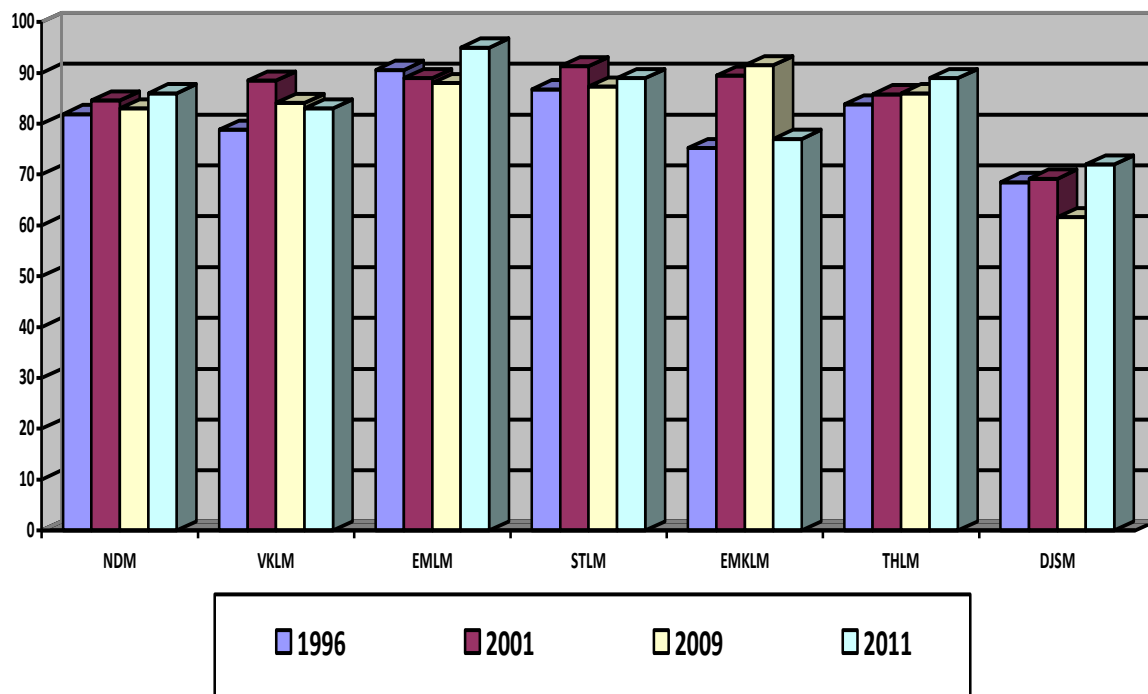


Table 3.2: Water Use by sector

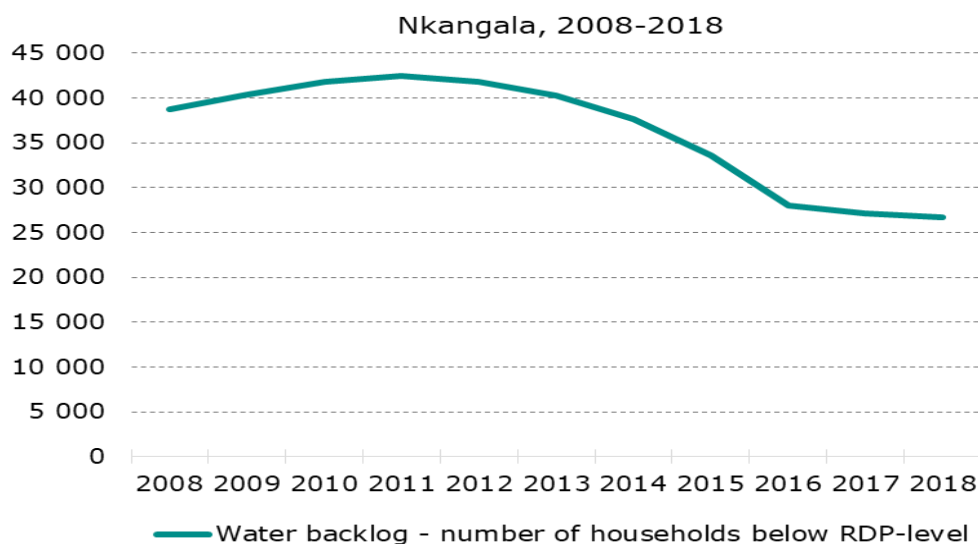
Water Service Delivery Levels		
Households		
Description	Year 2020/2021	Year 2021/2022
	Actual No.	Actual No.
Piped Water Inside Dwelling	163 225	163 225
Piped Water Inside Yard (but not in dwelling)	203 227	203 227
Communal Piped Water: Less than 200m from Dwelling (At RDP Level)	40 944	40 944
Communal Piped Water: More than 200m from Dwelling (Below RDP Level)	15 713	15 713
No Formal Piped Water	11 016	11 016
Total Households (Nkangala District Municipality)	434 124	434 124

Source: NDM IDP:

The Municipality with the highest number of households with piped water inside the dwelling is Emalahleni Local Municipality with 76 549 or a share of 46.90% of the households with piped water inside the dwelling within Nkangala District Municipality. The Municipality with the lowest number of households with piped water inside the dwelling is

Emakhazeni Local Municipality with a total of 6 929 or a share of 4.25% of the total households with piped water inside the dwelling.

Water Backlogs – Number of Households below RDP Level (Source: IHS Markit Regional Explorer):



When looking at the water backlogs (number of households below RDP-level) over time, it can be seen that in 2008 the number of households below the RDP-level were 38 700 within Nkangala District Municipality, and this decreased annually at -3.64% per annum to 26 700 in 2018.

Table 3.3: Status of Bulk Water Supply (Source – Local Municipalities):

Municipality	Sources	Total Measured Supply (MI/ Day)	Total Demand (MI/ Day)	Shortfall or Surplus (MI/ Day)
Victor Khanye	Rand Water (Bloemendal, Modder Bee and Delmas WTW)	23.13	30.0	- 6.87
Emalahleni	Witbank WTW, Package Plant, Anglo, Glencore, Rietspruit WTW and Ga-Nala WTW	130.0	167.0	- 37.0
Steve Tshwete	Vaalbank WTW, Kruger WTW, Hendrina WTW and Presidentsrus	68.0	49.18	+ 8.82
Emakhazeni	Elandsfontein River (Machadodorp Town), Belfast Dam, Elandsfontein River (Waterval Boven) and Crocodile River (Dullstroom)	11.9	10.6	+ 0.4
Thembisile Hani	Rand Water, City of Tshwane, Dr. JS Moroka and Bundu Weir WTW	42.3	74.1	- 31.8
Dr. J.S. Moroka	Kameelrivier WTW (82%) and Boreholes (16%)	32.0	64.76	- 32.78
Nkangala DM	-----	307.33	395.64	- 88.31

Notes: Extremely high-water losses are experienced in the District, especially in the jurisdiction of Dr. JS Moroka, Emalahleni and Thembisile Hani Local Municipalities due to ageing bulk water infrastructure, and inadequate operations and maintenance. Emalahleni has a high volume of informal settlements which have an estimated demand of approximately 49 Ml/ Day.

The greatest challenge that the NDM faces is in terms of the availability of water resources, as well as the distribution and management of water services in the areas under traditional leadership. In terms of access to water for drinking (2016 Community Survey), most households (82.9%) have access to piped (tap) water. It is evident that 82.3% of households within Thembisile only have access to piped (tap) water in the yard. Below is an update of the level of access provided in the IHS Markit Regional explorer, 2019:

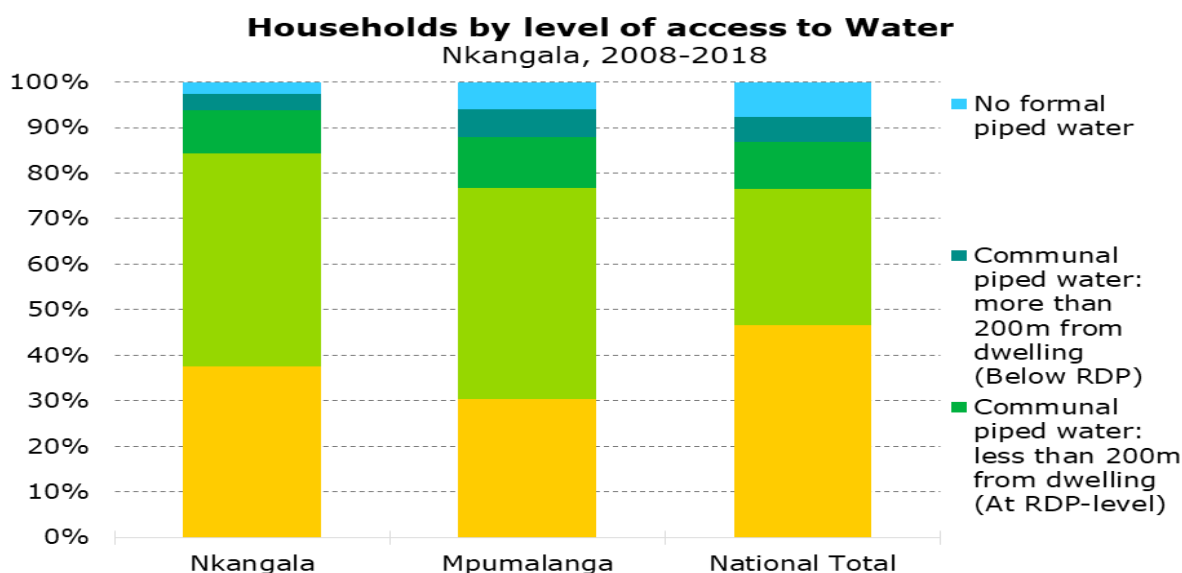


Table 3.4: Capital Expenditure Year 2021/ 2022 – Water Projects:

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
57490	Madubaduba and Moripe Gardens Water Supply in Dr. J.S. Moroka	8 500 000.00	8 495 283.54	100%	4 716.46	0%
121666	Installation of Water Reticulation in Siyathuthuka in Emakhazeni	4 246 494.23	4 246 494.23	100%	0.00	0%
149736	Refurbishment of Bulk Water Valves in Emalahleni	3 246 858.50	3 218 659.02	99%	28 199.48	1%
173320	Western Highveld (Rust De Winter) Bulk Water Scheme for Dr. J.S. Moroka	10 00 000.00	915 323.08	92%	84 676.92	8%
150362	Loskop Regional Bulk Water Supply for Thembisile Hani	25 000 000.00	8 364 071.20	33%	16 635 928.80	77%

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
173323	Feasibility Study – Water Tankers and Boreholes for Nkangala District Municipality Office Building	300 000.00	299 996.93	100%	0.00	0%
154179	Boreholes and Water Treatment Plant in Sundra and Eloff in Victor Khanye	740 000.00	725 000.00	98%	15 000.00	2%
--	Total	52 033 352.73	26 264 828.00	50%	25 768 524.73	50%

Detail	2020/ 2021	2021/ 2022
Water Project Expenditure	R 36 626 144.74	R 26 264 828.00

3.1.3 WASTEWATER (SANITATION) PROVISION

In Mpumalanga Province all the category B Municipalities have been authorised for the Water Services Authority (WSA) function. However, some of the Local Municipalities within the Nkangala region do not have sufficient capacity to perform their WSA functions. The delivery of basic services is essential in improving the quality of life and sustainable development for communities. For a household to be considered to have adequate access to sanitation, the household should have proper, affordable, hygienic and accessible sanitation. The Nkangala District Municipality (NDM) is performing its required and expected role in building capacity at local level and ensuring adequate sector planning and co-ordination. The NDM has made significant investments in Water and Sanitation infrastructure in the District during the past few years.

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- No toilet - No access to any of the toilet systems.
- Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed, and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- Pit toilet - A top structure over a pit.
- Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

Nkangala District Municipality has a total number of 239 000 flush toilets (54.96% of total households), 77 500 Ventilation Improved Pit (VIP) (17.85% of total households) and 108 000 (24.95%) of total households' pit toilets, and this is depicted below.

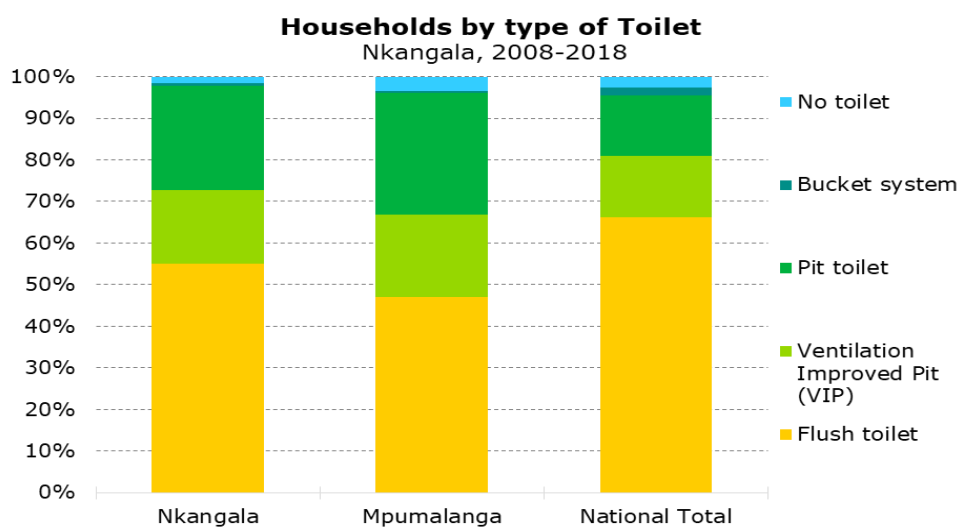


Table 3.5: Waste Water Provision

Sanitation Service Delivery Levels	Year 2020/ 2021	Year 2020/ 2021
*Households	434 124	434 124
Description	Year 2020/ 2021	Year 2020/ 2021
	Actual No.	Actual No.
Flush Toilets (connected to sewerage)	238 614	238 614
Ventilation Improved Pits (VIP's)	77 487	77 487
Pit Toilets	108 335	108 335
Bucket Systems	2 876	2 876
No Toilets	6 811	6 811
Total Households (Nkangala District Municipality)	434 124	434 124

Table 3.6: Households by type of Sanitation

Municipality	Flush Toilets	Ventilation Improved Pits (VIP's)	Pit Toilets	Bucket System	No Toilets	Total
Dr. JS Moroka	8 760	31 318	26 487	153	720	67 438
Emakhazeni	12 299	383	1 584	91	841	15 198
Emalahleni	108 800	8 674	29 420	408	2 098	149 400
Steve Tshwete	75 253	5 753	4 182	1 254	1 046	87 489

Thembisile Hani	10 365	31 003	45 409	652	1 769	89 198
Victor Khanye	25 137	356	1 252	319	338	25 402
Total for Nkangala	238 614	77 487	108 335	2 876	6 811	434 124

The Municipality within Nkangala with the highest number of flush toilets is Emalahleni Local Municipality with 108 800 HH or a share of 45.60% of the flush toilets within Nkangala. The Municipality with the lowest number of flush toilets is Dr JS Moroka Local Municipality with a total of 8 760 HH or a share of 3.67% of the total flush toilets within Nkangala District Municipality.

Table 3.7: Access to Sanitation

Financial Year	Proportion of Households with Access to Sanitation
2015/ 2016	240 348
2016 /2017	242 658
2017/ 2018	247 511
2018/ 2019	266 207
2019/ 2020	200 481
2020/ 2021	204 145
2021/2022	238 614

Table 3.8: Capital Expenditure Year 2020/ 2021 - Sanitation Projects:

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
121663	Installation of Sanitation in Siyathuthuka in Emakhazeni	4 588 590.00	4 588 221.74	100%	0.00	0%
154184	Installation of Sanitation Reticulation in Sakhelwe Extension 3 in Emakhazeni	695 515.77	695 512.54	100%	2.23	0%
156241	Installation of Sewer Connections Hostels in Emalahleni	1 178 000.00	607 652.23	52%	0.00	48%
154187	Botleng Extension 3 Outfall Sewer Pipeline in Victor Khanye	657 000.00	656 618.01	100%	0.00	0%
149743	Delmas Waste Water Treatment Works Victor Khanye (Repairs) in Victor Khanye	11 869 068.16	11 869 068.16	100%	0.00	0%
154193	Refurbishment and Upgrading Delmas WWTW	25 000 000.00	13 358 183.24	53%	11 641 816,76	47%

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
	in Victor Khanye					
69517	De-Sludging of VIP Toilets and Septic Tanks Drainage in Emalahleni	2 080 069.50	1 773 824.70	85%	306 244,8	25%
69518	De-Sludging of VIP Toilets and Septic Tanks Drainage in Dr. J.S. Moroka	765 576.00	765 576.00	100%	0.00	0%
--	Total	46 833 819.43	34 314 656.62	73%	12 519 162.81	27%

Table 3.9: Overall Project Expenditure

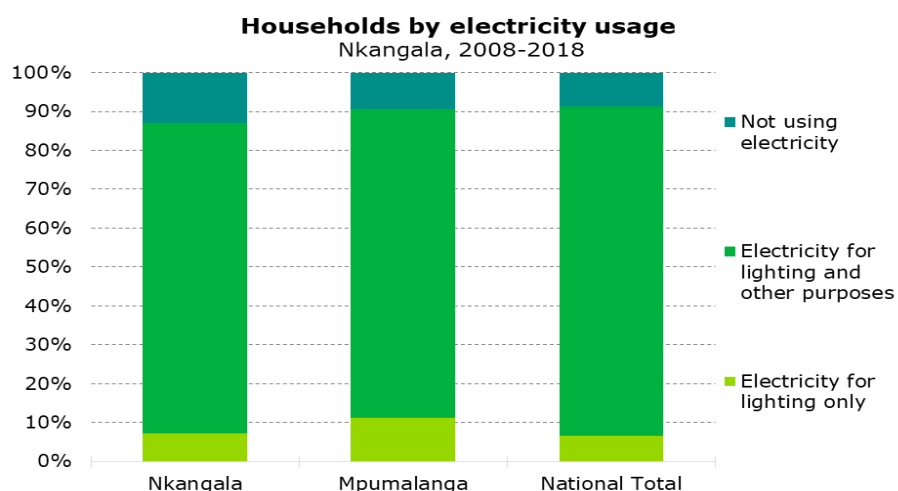
Detail	2020/ 2021	2021/ 2022
Sanitation projects expenditure	23 819 404.58	34 314 656.57

3.1.4 ELECTRICITY

In Nkangala District Municipality, four (4) of our Local Municipalities, namely: Steve Tshwete, Emalahleni, Victor Khanye and Emakhazeni have been authorized for the electricity supply function, but the two (2) western Highveld Municipalities Thembisile Hani and Dr JS Moroka Local Municipalities are serviced by Eskom. The Nkangala District Municipality (NDM) performs its required and expected role in building capacity at local level and ensuring adequate sector planning, co-ordination and support.

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

Below is a chart depicting the households by type of electricity connection (Source: IHS Markit Regional Explorer):



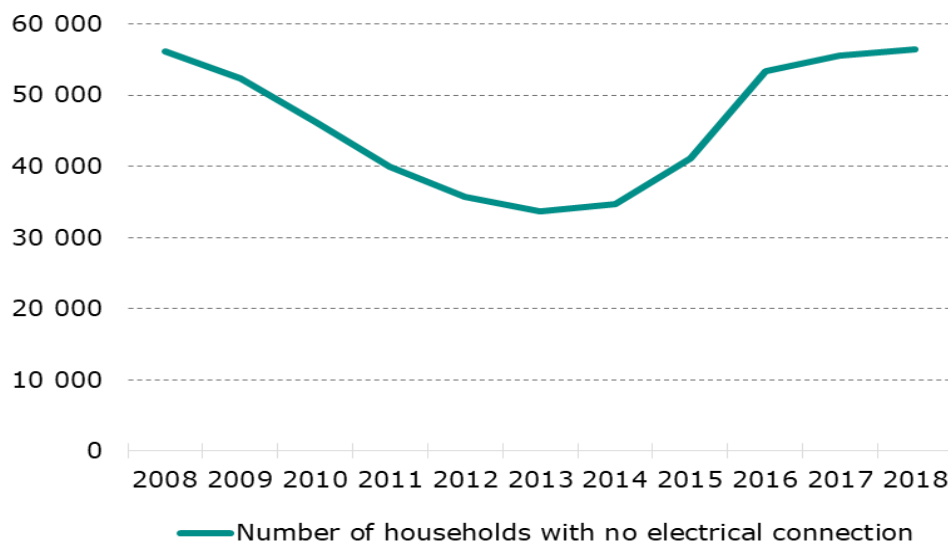
Nkangala District Municipality had a total number of 31 400 (7.25%) households with electricity for lighting only, a total of 346 000 (79.74%) households had electricity for lighting and other purposes and a total number of 56 500 (13.02%) households did not use electricity.

Table 3.10: Households by type of electrical connection (Source: IHS Markit Regional Explorer):

Local Municipality	Electricity for Lighting Only	Electricity for Lighting and other Purposes	Not Using Electricity	Total
Dr. JS Moroka	9 904	56 055	1 479	67 438
Emakhazeni	5 353	7 625	2 219	15 198
Emalahleni	3 361	106 422	39 618	149 400
Steve Tshwete	4 018	76 350	7 121	87 489
Thembisile Hani	5 217	80 066	3 915	89 198
Victor Khanye	3 603	19 647	2 152	25 402
Total for Nkangala	31 455	346 165	56 504	434 124

The Municipality within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni Local Municipality with 106 422 or a share of 30.74% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The Municipality with the lowest number of households with electricity for lighting and other purposes is Emakhazeni Local Municipality with a total of 7 625 or a share of 2.20% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

Electricity Connection – Number of Households with no Electrical Connection (Source: IHS Markit Regional Explorer):



When looking at the number of households with no electrical connection over time, it can be seen that in 2008 the households without an electrical connection in Nkangala District Municipality was 56 100, this increased annually at 0.07% per annum to 56 500 in 2018. The total number of households within Nkangala District Municipality increased at an average annual rate of 3.06% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number

of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

Table 3.11: Capital Expenditure Year 2020/ 2021 – Electricity Projects

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
154172	Upgrading of Belfast Phase 2 Medium Voltage Electricity Network in Emakhazeni	300 000.00	300 000.00	100%	0.00	0%
154173	Upgrading of Emngwenya Medium Voltage Electricity Network Substation in Emakhazeni	300 000.00	300 000.00	100%	0.00	0%
154170	Refurbishment of A1, B1, C1 and D1 Electrical Substations and High Mast Lights in Victor Khanye	1 712 500.00	1 640 830.15	96%	71 669.85	4%
154171	Upgrading 200KVA to 315KVA Transformers in Victor Khanye	82 759.84	82 757.84	100%	0.00	0%
--	Total	2 395 259.84	2 323 587.99	97%	71 669.85	3%

Table 3.12:

Detail	2020/ 2021	2021/ 2022
Electricity projects expenditure	R 906 687.20	R 2 323 587.99

3.1.5 WASTE MANAGEMENT

The mandate of a District Municipality in respect of waste management is covered in section 84 © of the Local Government: Structures Act 117 of 1998, and it provides as follows, “*solid waste disposal sites in so far as it relates to the determination of the waste disposal strategy, the regulation of the waste disposal, the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one Local Municipality in the District*”. The NDM provided support as per the below table.

Table 3.13: Capital Expenditure Year 2021/2022: Waste Disposal

Item Name	Budget (R)	Expenditure (R)	Expenditure (%)	Variance (R)	Variance (%)
Waste compactor truck for Dr JS Moroka	R2845 000	R2731 612.63	96%	N/A	N/A

3.1.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

Communities within the jurisdiction of the NDM receive Free Basic Services (FBS) from their **respective** Local Municipalities as per their adopted indigent policy.

3.2 COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (storm water drainage).

3.2.2 ROAD AND STORM WATER

The NDM does not have as a core function the responsibility of Municipal Roads in its jurisdiction and therefore does not have roads assets or infrastructure, but upgrade and implemented as per the requested from Local Municipalities. For the 2021/ 2022 financial year, design processes and construction of various roads in the District were conducted, off which some of the roads and stormwater projects are multi-year projects, notwithstanding procurement of roads and stormwater machinery and equipment.

However, the NDM is currently busy with a Rural Roads and Assets Management System assessment for the District, which will guide Local Municipalities on the prioritization of road network development and maintenance. The maintenance of roads and stormwater infrastructures is necessary in order to facilitate economic growth, social development, promote traffic safety, improve traffic flow and alleviate/ minimize the extent of the damage that is normally caused by heavy rain especially in the summer and spring season. Maintenance of surfaced roads is done through internal Municipal resource by patching of potholes and manual booming. A network of stone pitched concrete and earth channels are mostly situated in Mbibane and Mdutjana unit area since the areas are sloppy while Mathanjana unit area is mostly flat; soil types within each magisterial unit take precedence. These infrastructures are maintained through Municipal general workers who still need to be beefed up. Training and skills transfers are required to effectively maintain the Municipal roads and stormwater infrastructure.

Table 3.14: Road and storm water

Local Municipality	Total Km's of Roads that Require Surfacing	Total Km's of Roads that Require Potholes Patching
Dr. JS Moroka	2 510 km's	210 km's
Emakhazeni	510 km's	398 km's
Emalahleni	557 km's	430 km's
Steve Tshwete	168 km's	130 km's
Thembisile Hani	2 474 km's	213 km's
Victor Khanye	210 km's	80 km's
Total	6 539 km's	1 461 km's

Road network length from desktop Survey:

Table 3.15: Gravel Road Infrastructure				
				Kilometres
Year	Total Gravel Roads	New Gravel Roads Constructed (km)	Gravel Roads Upgraded to Surfacing	Gravel Roads Graded/ Maintained
2012 /2013	-	-	11 599 (11.5 km's)	40 533.6 (40.5 km's)
2013/ 2014	-	-	13 399 (13.4 km's)	57 438 (57.44 km's)
2014/ 2015	-	5 780 (5.780 km)	5 780 (5.78 km's)	12 563 (12.563 km's)
2015/ 2016	5 835.34 km's	0	12 750 (12.75 km's)	0
2016/ 2017	0	0	10 650 (10.65 km's)	0
2017/ 2018	0	0	0	0
2018/ 2019	0	0	0	0
2019/ 2020	0	0	0	0
2020/ 2021	6 539.00 km's	0	6 800 (6.8 km's)	0
2021/2022	6 529.00 km's	0	1 000 (1 km)	24 000 (24 km's)

Table 3.16: Surfaced Road Infrastructure					Kilometres
	Total Surfaced Roads	New Surfaced Roads	Existing Surfaced Roads Re-Surfaced	Existing Surfaced Roads Re-Sheeted	Surfaced Roads Maintained
2012/ 2013	0	0	1.8km	0	0
2013/ 2014	0	0	0	4.4km	0
2014/ 2015	0	0.8km	3.38km	0	0
2015/ 2016	2.27km	0	0	0	0
2016/ 2017	9.15km	9.15km	0	0	0
2017/ 2018	8.71km	8.71km	0	0	0
2018/ 2019	0	0	0	0	Only design processes of the roads and stormwater projects were completed.
2019/ 2020	2.96 km's	4.21 km's	0	0	0
2020/ 2021	7.5 km's	7.5 km's	0	0	0

2021/2022	1.9 km's	1 km	0.9 km's	0	0	
Table 3.17: Cost of Construction/ Maintenance ®						
Year	Gravel			Tar		
	New	Gravel – Tar	Maintained	New	Re-worked	Maintained
2012/ 2013	0		22 000 000.00	0		8 500 000.00
2013/ 2014	0	35 500 000.00	39 340 581	0		2 300 000.00
2014/ 2015	0	3 131 389.68	15 876 480.00	0	22 338 284.33	0.00
2015/ 2016	0	25 342 504.19	0	0	0	0
2016/ 2017	0	77 238 508.49	0	0	0	0
2017/ 2018	0	27 581 598.35	0	0	0	0
2018/ 2019	0	0	0	0	0	0
2019/ 2020	0	0	0	0	22 206 402.97	0
2020/ 2021	0	0	0	0	42 026 960.00	0
2021/2022	0	10 082 972.66	4 489 477.40	0	4 651 093.36	0

Note: Operation and maintenance is the competency of our Local Municipalities.

Table 3.18: Capital Expenditure Year 2021/2022 – Roads and Storm Water Projects:

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
57508:	Mabuyeni Stormwater Drainage System in Dr. J.S. Moroka	3 618 300.00	3 549 346.69	98%	68 953.31	2%
156244	Purchase Construction Vehicles (Tipper Truck and Grader) in Dr. J.S. Moroka	5 022 262.50	5 022 262.50	100%	0.00	0%
154175	Ga-Morwe Sub-Surface Drainage Systems in Dr. J.S. Moroka	808 474.28	808 474.28	100%	0.00	0%
57504	Ga-Morwe to Mthambothini Vehicle Bridge in Dr. J.S. Moroka	10 732 789.22	10 718 789.50	100%	0.00	0%
149737	Empumeleleni Bus and Taxi Road in Emalahleni	2 481 363.00	1 975 532.00	80%	505 831.00	20%
149734	Refurbishment of Town Street Roads in Emalahleni	4 729 779.65	4 651 093.36	98%	78 686.29	2%
57527	Tokologo (Ezinyokeni) Road in Steve Tshwete	10 093 649.35	10 082 972.66	100%	10 676.69	0%

Project No.	Project Description	Budget (R)	Expenditure (R)	% Exp.	Variance (R)	% Var.
156240	Kwaggafontein B and C Stormwater Drainage in Thembisile Hani	3 685 085.08	955 738.98	26%	2 729 346.10	74%
3392	Phumula Stormwater in Thembisile Hani	4 871 764.70	4 608 368.06	95%	263 396.64	5%
156239	Construction of Internal Roads in Victor Khanye	4 858 672.00	756 231.62	16%	4 102 440.38	84%
7302	Rural Roads Asset Management Systems at Nkangala	2 228 000.00	2 228 000.00	100%	0.00	0%
150367	Supply, Delivery and Registration of Jet Patcher Truck in Thembisile Hani	6 247 089.00	6 247 000.00	100%	0.00	0%
150369	Supply, Delivery and Registration of 2 000 Litre Diesel Bowser in Thembisile Hani	86 524.00	86 500.00	100%	0.00	0%
150366	Supply, Delivery and Registration of 30 Ton Stepdeck Trailer in Thembisile Hani	776 787.00	776 780.00	100%	0.00	0%
--	Total	60 240 539.78	52 467 089.65	87%	7 773 450.13	13%

Table 3.19: Overall expenditure:

Detail	2020/ 2021 (R)	2021/ 2022 (R)
Roads and Stormwater Project Expenditure	R 78 113 085.44	R 52 467 089.60

Table 3.20: Service Objectives and Indicators

Service Objectives	Outline Service Targets	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
		Actual	Actual	Actual	Actual	Actual
Service Indicators						
(i)	(ii)					
Support Local Municipalities in developing Roads infrastructure	13 Km of Municipal roads developed	8.75km	21km	11km	7.5km	1.9km

3.2.3 TRANSPORT PLANNING

Transport planning unit is responsible for all activities related to transportation planning within the Nkangala District Municipality. The District is assisting all the six Local Municipalities in the development of transport planning strategic plans such as Integrated Transport Plans (ITP), Public Transport by-laws to ensure that local Municipalities fulfil their transport planning related functions.

CHALLENGES

The Nkangala District Municipality does not own any rail infrastructure. The only commuter rail services operating in the NDM are being operated by Shosholozha Meyl, these services are long distance and travels from Johannesburg to Komatipoort traversing the Nkangala District stopping in Emalahleni. There are no regular short distance commuter services, which are generally operated by Metro rail or the PRASA, operating in the NDM. Moloto Rail corridor remain the key public transport solution for the western region of the NDM as the majority of the commuters only rely on the bus services which its service is towards Gauteng. However, government has not secured funding to implement the Moloto Rail corridor projects.

Minibus taxi operating remain the dominant mode of choice for commuters in the NDM with limited aging formal public transport facilities (Taxi Ranks). The NDM and Local Municipalities have budgetary constraints to adequately address the public transport facilities upgrades. Transport functions remain unfunded hence local municipalities within the District do not have officials responsible for transport planning.

ACHIEVEMENTS 2021/22

The NDM has developed an Integrated Public Transport Network Plan (IPTN) through the assistance of the National Department of Transport. The development of the IPTN is aimed at integrating the public transport services and facilities and also play a major role in addressing the fundamental public transport challenges and resolves uncoordinated transport system.

NDM has also assisted in developing Public Transport and Non-Motorised Transport by-laws in Emakhazeni Local Municipality. The main purpose of the Public Transport and Non-Motorised Transport by-laws is to regulate the operation of public transport facilities and for the issuing of permits for use of public transport facilities.

The NDM has successfully completed the development of an integrated Transport Plan for Nkangala District Municipality. The main objective of the Integrated Transport Plan is to integrate different modes of transport in order to increase the efficiency of these modes by complementing one another with the aim of increasing the economic and social benefits. It also enhances effective use of all transportation modes.

Moloto Road Upgrade

NDM with the South African National Roads Agency Limited (SANRAL) are working on the upgrading of the R573 Moloto Road along Thembisile Hani and Dr JS Moroka Local Municipality. Construction has started in Thembisile Hani Local Municipality section 2 from Kwaggafontein to Verena Circle. The road construction is from one lane to dual in both directions which is 24.70km to 36.20km. The community of Thembisile Hani is benefiting in the project through labour and SMME opportunities. However, upgrade on the Dr JS Moroka Local Municipality has not commenced.

N4 Route upgrade

The South African National Roads Agency through TRAC is in the process of upgrading the N4 between Emalahleni, Steve Tshwete and Emakhazeni Local Municipalities. The upgrade has been completed between Emalahleni and Steve Tshwete Local Municipalities. The community of Steve Tshwete and Emalahleni benefitted in the project through labour and SMME opportunities. The community of Emakhazeni Local Municipality will also be benefitting in the project through labour and SMMEs opportunities.

PLANS

Proposed Moloto Rail

An initiative was launched at national and provincial government level called The Moloto Rail Corridor Development Initiative. The objective of the initiative is to replace the bus commuter system along the Moloto Road (which would benefit the Thembisile Hani and Dr JS Moroka Local Municipalities). This corridor aims to provide safer, faster and more efficient transport. Buses and taxis can form part of a feeder system to the proposed railway stations along the Moloto Rail Corridor. The plan has identified 24 potential railway stations along this corridor (20 located within NDM). The conceptual design for the project was concluded as part of the feasibility study finalised in 2014. Since 2014, a lot of development has taken place along Thembisile Hani and Dr JS Moroka Local Municipalities. The Department of Transport proposed that the study be reviewed. However, the lack of funding is holding up the review of the study and the commencement of the detail design and construction. In the interim, the existing bus system along the corridor is to still operate.

Moloto Rail corridor still remain the key public transport solution for the western region of the NDM as the majority of the commuters only rely on the bus services which is its service is towards Gauteng.

Implementation of the Integrated Public Transport Network Plan (IPTN)

The IPTN developed by Nkangala District Municipality covers all six local municipalities within the District. Priority projects have been identified across the District from the plan. The projects include, but not limited to, public transport facilities and non-motorized infrastructure. Construction of taxi ranks will be given priority in the implementation of the plan. NDM is in a process of sourcing funding to implement the above projects.

IGR Structures

Nkangala District Municipality is participating in the following Integrated-government relations structure:

- Road Freight Forum: Road freight operations that are conducted on a monthly basis to improve stability in the freight industry. Meeting are held quarterly to discuss Road Freight related issues.
- Provincial Transport Forum: meetings are held quarterly to discuss transport planning related functions.
- Violence in the taxi industry: the forum was established to improve stability in the taxi industry and seats on a quarterly basis.

CAPACITY BUILDING

Nkangala District Municipality is participating in transport planning related workshop such as the development of public transport by-laws and related infrastructure to capacitate the transport planning unit.

3.3 COMPONENT C: PLANNING AND DEVELOPMENT

This component includes planning; and local economic development.

3.3.1 PLANNING DEVELOPMENT

This include all activities related to the formulation, monitoring, implementation, evaluation and review of strategic plans for the entire District. It also includes assistance to Local Municipality with processing of application to local land use planning and development. Amongst others the following are the key deliverables of development planning:

- To coordinate the planning, adoption and review of the District Integrated Development Plan (IDP).
- To develop, manage and regulate the built and natural environment through the implementation and review of the land use management system, the implementation of statutory planning legislation and maintenance of planning procedures in order to ensure a sustainable built environment for the District.
- To lead, manage and direct sustainable urban growth and spatial transformation through the preparation and implementation of short-, medium- and long-term spatial plans.

3.3.2 LAND DEVELOPMENT APPLICATIONS

The table below presents the land development applications from 2019/20-2021/22 Financial year.

Outline of the table is as follows:

- The pending applications refer to application which are not compliant in terms of Spatial Planning Land Use and Management By Law of 2016.
- Approved Application refer to application that are compliant in terms of the Spatial Planning Land Use and Management By Law of 2016 and decision has been provided by Municipal Planning Tribunal.
- Received Application refers to an application that has been submitted by the applicant and has never been assessed and acknowledged.

Table 3.21: The achievements for 2021/2022

	2019/2020			2020/2021			2021/2022		
Type of Application	Received	Approved	Pending	Received	Approved	Pending	Received	Approved	Pending
Discretionary Use	9	1	8	22	9	13	12	4	8
Subdivision	6	2	4	8	4	4	15	9	6
Rezoning	18	8	10	27	14	13	23	15	8
Township Establishment	7	1	6	13	8	5	5	5	0
Consolidation	3	1	2	11	4	7	3	3	0
Exemptions	13	11	2	7	3	4	8	2	6
Total	56	24	32	88	42	46	66	38	28

3.3.3 PROJECT OF THE DPU

The expenditure figures outline below are as per the appointment amounts. The remaining monies were directed to savings.

Table 3.22: Project Expenditure Year 2021/2022 Development Planning Programme

Expenditure Year 2021/2022 PED Services				
Projects	Budget (R)	Project Expenditure Budget (R)	Variance (%)	Reason
DR JS MOROKA LOCAL MUNICIPALITY				
By Laws on Land Invasion and Illegal Land Uses Dr JS	R500 000	R300 00	40%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
Land Surveying & Pegging Dr JS Moroka Local Municipality Portion 20 & 32 of the farm Valschfontein 33 JS	R650 000	R600 000	8%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
THEMBISILE HANI LOCAL MUNICIPALITY				
Land Surveying Thembisile Hani	R850 000	R650 000	24%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
EMAKHAZENI LOCAL MUNICIPALITY				
Review of Emakhazeni Bulk Contribution Policy	R500 000	R300 00	40%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
By-Laws and Strategies on Land Invasion; illegal land uses	R500 000	R300 00	40%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
STEVE TSHWETE				
Geotechnical Report of Newtown portion 375 of the farm Middelburg town and townland no 278 JR	R310 560. 00	R310 560. 00	100%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings

VICTOR KHANYE				
By Laws on Land Invasion and Illegal Land Uses VKLM	R500 000	R300 00	40%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings
DISTRICT WIDE PROJECT				
Procurement of GIS Cadastral Data	R500 000	R355 703	29%	The project nature is a multi-year project
Feasibility Study for Development / Establishment of Metro	R700 000	R400 00	40%	Appointment issued based on negotiations rate which makes the remaining amount to go to savings

3.3.4 IDP PROCESS

Section 25 of the Municipal Systems Act, 32 of 2000 states that: Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality.

The IDP has a huge impact on all municipalities in the District as it will direct the key focus areas and priorities of the District which also informs where most spending will occur. The IDP is the principal strategic planning document of the District. Thus, a well captured IDP becomes a driving force towards the Districts prosperity while a poor IDP/Budget cripples and disorganises planning efforts leading low impact or no impact.

One of the main features of the integrated development planning is the involvement of community and stakeholder organizations in the process of developing the IDPs. Participation of affected and interested parties is very important to ensure that the IDP addresses the real issues that are experienced by the citizens of a municipality.

3.3.5 OUTREACH MEETINGS

Provide feedback to the community with the status/progress of the development that the Municipality has done in terms of responding to their service delivery and communities given the opportunity to raise key issues affecting them as a community.

Table 3.23: Community outreach meetings for the 2021/22 financial year

MUNICIPALITY	OUTREACH DATE	OUTREACH IKWEKWEZI	LOCAL RADIO STATION	COMMUNITY RADIO
1. THLM	9 September 2021	11H00- 13H00	Ikutani	16H00-18H00
2. DR JS	10 September 2021	11H00- 13H00	Moutse	16H00-18H00
3. VKLM	16 September	10H00- 12H00	KCRS	13H00-15H00
4. EMAKHAZENI	16 September	16H00- 18H00	None	NONE

5. STLM	17 September	11H00-13H00	Emalahleni	16H00 -18H00
6. EMALAHLENI	28 September	11H00-13H00	Emalahleni	16H00 -18H00

Table 3.24: Second community outreach meetings for the 2021/22 financial year, 3rd Quarter, March 2021, IDP Outreach meetings

Date	Local Municipality	Time	Meeting Venue
17 February 2021	Dr. JS Moroka LM	11:00	Ga-Morwe Community Hall
13 March 2021	Steve Tshwete LM	11:00	Kosmos hall Hendrina
19 March 2021	Victor Khanye LM	11:00	Simon Gondwe sports centre victor Khanye Local Municipality
24 March 2021	Emalahleni LM	16:00	Sinqobile community hall in Vosman
29 March 2021	Thembisile Hani LM	11:00	Kwaggafontein community hall
30 March 2021	Emakhazeni LM	15:00	Siyathuthuka siyaqoba community hall

3.3.6 IDP/PMS

On the 4th of April 2022, the Nkangala District Municipality conducted a joint DDM-Council and IDP/PMS forum on the with Sector departments, Private sectors, Councillors, Municipal managers and IDP managers to discuss issues faced by the District and Local Municipalities during the planning process and also sector department and private sectors given opportunity to present plans they have for our respective District and local municipality.

3.3.7 ADVERTISEMENT

The Nkangala District Municipality advertised the adoption of the Draft 2022/27 IDP document in Newspapers (Sowetan (1 April 2022), Witbank News and Middelburg Observer (9 April 2022), Notice boards, Municipal website and the District offices informing all community members and stakeholders of the adoption and call for comments.

3.3.8 IDP/ BUDGET INDABA

Following the adoption of the Draft 2022/27 IDP the Municipality held a district IDP INDABA on the 7-8 April 2022 which was in a hybrid form (physical and virtual) to discuss, align and form an inclusive, holistic IDP that was informed by all spheres of government, IDP stakeholders, district political leadership and Traditional leadership. The INDABA is a platform to ensure vertical and horizontal alignment of plans across of spheres of government and the private sector. Follow up to that was the adoption of the final IDP which was on the 25th of May 2022.

3.3.9 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

Local Economic Development (LED) is a multi-faceted and multi-sectoral process that combines and inspire the skills, resources and partnerships between local stakeholders to respond innovatively in the creation of job opportunities and the alleviation of poverty. The primary objective of LED in local municipalities is to create a conducive business environment that seeks to ensure that there is economic development, particularly in the identified sectors such as energy generation, mining, agriculture, manufacturing and tourism which drive the economy of the District. LED further assist economically to deal with challenges in local areas through collaboration between different stakeholders including the community, Non-Government Organisations (NGOs), private sector and other government departments and entities. The diverse initiatives of LED include, inter alia, supporting Small, Medium and Micro Enterprises (SMMEs), cooperatives and informal traders; emerging farmers as well as the quest to attract investment and

facilitate Just-Transition initiatives in the District. LED is also critical in addressing the socio-economic challenges of poverty, inequality and unemployment by building up the economic capacity of local areas through utilization of local resources to improve quality of life for all the citizens of the District.

Section 153 of the Constitution stipulates the following developmental duties of all Municipalities:

- A Municipality must structure and manage its administration, budgeting and planning processes to give priority to the needs of the community, and to promote social and economic development.
- A Municipality must participate in national and provincial developmental programmes.

Nkangala District Municipality is the main economic hub in the Mpumalanga province. Investment attraction is a critical driving force for economic growth and development. Most advanced economies have experienced high level of capital accumulation or investment as a pre-cursor to their development. Investment is an underlying factor for increasing the productive capacity, providing job opportunities, reducing poverty & inequality and improving quality of life of people.

2021/2022 SUPPORT OF NKANGALA REGIONAL TOURISM ORGANISATION (RTO)

The Regional Tourism Organisation (RTO) is constituted by tourism business operators to organise and represent the interests of the private sector speaking in one voice. Depending on the local dynamics as not all the local municipalities have equal tourism strength and potential, the District may decide to establish the RTO. The RTO has the responsibility to keep an up to date database of all tourism service providers (affiliated members) for each region and locality. In the financial year 2021/22, Nkangala District Municipality has continued with its endeavours to support the RTO in the District by compiling a report on the available tourism products and accommodation establishments within the District. NDM has further provided additional support to the RTO by providing the support and maintenance to the RTO Website which the District has established in the financial year 2020/21.

2021/22 FINANCIAL AND NON-FINANCIAL SUPPORT TO SMMEs, COOPERATIVES AND INFORMAL TRADERS IN NKANGALA DISTRICT MUNICIPALITY

The Small, Medium and Micro Enterprises (SMMEs), Cooperatives and Informal Traders play a crucial role in local economic improvement of the District. They are frequently pronounced as proficient and fruitful employment initiators, the sources of large industries and the energiser of national economic engines. In the Republic of South Africa, it is appraised that 91% of the formal industry's entities are the Small, Medium and Micro Enterprises (SMMEs). Additionally, the improvement of SMMEs is understood as accelerating the accomplishment of broader economic and socio-economic intentions of the District in fighting unemployment and poverty alleviation.

In light of the above, Nkangala District Municipality (NDM) acknowledges the support of SMMEs, Cooperatives and Informal Traders as a significant component of economic development. This project is emphasising on wealth creation, job creation, elevation of emerging entrepreneurs and advancement of invention and technological advancement. NDM has concluded its plan to appoint a service provider for supplying, installing and commissioning of Tools, Machines, Material and Equipment to SMMEs, Cooperatives and Informal Traders operating within Nkangala District Municipality. The targeted SMMEs, Cooperatives and Informal Traders function in various economic sectors such as Tourism, Mining, Energy, Manufacturing, Retail Service, Agriculture, Rural Development and in Informal Economy.

In the 2021/2022 financial year, NDM appointed a Service Provider for a period of 24 months to supply the District's SMME's, Cooperatives and Informal Traders with tools and equipment. A total of 57 SMME's have been approved to receive the financial support in the 24 months. In the 2021/2022 approximately 20 SMME's, Cooperatives and Informal Traders have already benefitted from the Financial and Non-Financial Support programme and have already received their tools and equipment.

2021/22 EMERGING FARMERS SUPPORT PROGRAMME OF FARMING ENTITIES OPERATING WITHIN NKANGALA DISTRICT MUNICIPALITY

Nkangala District Municipality's Emerging Farming Support Program (NDM-EFSP) is founded in response to the needs of South Africa's disadvantaged farmers. In South Africa, smallholder farmers in rural areas are isolated from key markets and services considered essential for developing successful agricultural enterprises. The NDM-EFSP is targeting rural smallholders from across the six local municipalities.

The challenges facing rural areas include under-utilization and/or unsustainable use of natural resources; poor or lack of access to socio-economic infrastructure and services, public amenities and government services, lack of access to clean water or lack of water resources for both household and agricultural development; low literacy and skills levels, migratory labour practices, decay of the social fabric and decline in indigenous cultural values.

The rationale behind the formulation of this programme is an attempt to assist the emerging farmers to have access to several factors that are deemed to be relevant and enablers towards improving the state of various players in the targeted sectors for this programme.

The NDM-EFSP will make interventions in six priority areas:

- Information and technology management
- Technical and advisory assistance, and regulatory services
- Marketing and business development
- Training and capacity building
- On/off farm infrastructure and production inputs
- Financial support

In the 2021/2022 financial year, NDM appointed a Service Provider for a period of 24 months to supply the District's emerging farmers with farming tools, implements and equipment. A total of 24 emerging farmers have been approved to receive the emerging farmers' support in the 24 months. In the 2021/2022 approximately eight emerging farmers have already benefitted from the NDM-EFSP and have already received their tools and equipment.

Expanded Public Works Programme (EPWP) (Achievements for 2021 /2022)

In the financial year 2021/2022 the Department managed to train 60 youths of Nkangala District on Safety and Security SETA NQF level 3 Learnership Programme. The Learnership Programme is running for 12 Months period and learners are paid the monthly stipends of R2500. The Programme is co-funded with the Department of Public Works and Infrastructure through the EPWP Integrated Grant. The Municipality is also in a public-private partnership with Bid Vest Protea Coin, where our learners are placed for practical training.

All 60 learners have managed to successfully complete their theory training and are currently busy with practical training in various sites as follows:

- Sasol Plant (Secunda)
- Optimum Mine (Middelburg)
- Gosa Mine (Ogies)
- Cape Gate (Vanderbijlpark)
- BIDVest Protea Coin Head Office (Centurion)

From July 2021 to end June 2022, NDM have managed to create 351 work opportunities through the various departments (PED, Corporate Services and Technical Services) wherein 19 projects that were implemented from the Municipal budget. The Municipality have managed to achieve 99,7% of the National target of 352 as set by the Department of Public Works and Infrastructure in the EPWP Integrated Grant Agreement signed by the Municipal Manager and the Director General of the Department.

3.3.10 2021/2022 IMPLEMENTATION OF MINING AND BIG INDUSTRIES RESOLUTIONS AND THE NKANGALA ECONOMIC RECOVERY PLAN

Nkangala Mining Multi stakeholder Forum

Mining in the Nkangala District is often the focal point when it comes to economic opportunities (employment and participation in the value chain through procurement) and the scarcity thereof sometimes results in mines being almost impossible to operate safely and in an uninterrupted manner. Dissatisfaction with service delivery sometimes leads to conflict between host communities and mining operations. Mining cannot, however, singlehandedly resolve all the challenges that are faced by the Nkangala communities, but it can be a catalyst to development in the District. The Nkangala District Municipality has with the collaboration of the Minerals Council established a Multi-Stakeholder Platform (The Platform) made up of government representatives, key players from all economic sectors in the Nkangala District including mining operations and business chambers, traditional authorities (where applicable) and legitimate community-based stakeholders.

Purpose: The purpose of the Platform is to create a conducive environment for socio-economic development in the Nkangala District, Mpumalanga Province, through engagements between public and private sector.

Rationale: Socio-economic issues often lead to business disruptions (including mine blockades) by disgruntled members of the community. Issues of contestation are mostly around employment opportunities, economic opportunities (particularly local procurement), environmental conservation, skills development (particularly for the unemployed youth), inclusive development and effective implementation of Social and Labour Plans, the definition of "local" as it relates to jobs and procurement opportunities, recognition of local community or business representative structures (and contests for leadership of these structures), ineffective and sometimes non-compliant community trusts, issues and the roles of traditional leadership in and around mining communities, and local economic development and service delivery matters unrelated to mining operations. Currently, the prevalence of criminal activity and disregard for the rule of law is of concern. This has increased and will need to be addressed through appropriate means and structures. To this end, the rationale is to collaborate, through the District Development Model, on the development of programmatic solutions for socio-economic development and implementation.

Overall Objective of the Stakeholder Platform

Contribute to the District Development Model through collaborative efforts between government, business, labour, and community structures. Devise, implement and monitor practical solutions to growing the economy of the Nkangala District and ultimately reduce unemployment, poverty and inequality.

3.3.11 2021/2022 NKANGALA ECONOMIC DEVELOPMENT AGENCY (NEDA)

During the previous term of Council, the District conducted all pre-establishment processes for the establishment of the Nkangala Economic Development Agency (NEDA): this included developing a business plan and financial model for the entity; and consulting relevant stakeholders as required by Section 84 of the Local Government: Municipal Finance Management Act, read with Section 78 of the Local Government: Municipal Systems Act. Furthermore, Council took a decision that over time NEDA would need to be financially sustainable, be able to generate own revenue and not depend on the District for its operations, as such the District also conducted due diligence into the identified revenue drivers for NEDA. This culminated in the gazetting of the NEDA by-law and the establishment of the NEDA interim board, whose activities were suspended pending the finalization of consultations with National Treasury on the identified revenue drivers for NEDA.

During the year under review the District conducted a benchmarking exercise with successful municipal economic development agencies across the country to ascertain their financial viability. Additionally, content analysis of the annual reports and annual financial statements of these entities was undertaken to understand their business models, cost structure and revenue generation mechanisms. Some of the Municipal entities benchmarked against include the Johannesburg Development Agency (JDA), Nelson Mandela Bay Development Agency and Sekhukhune Development Agency, it was found that these successful agencies are using "management fees" as a way of raising revenue for their operations and financial sustainability. These agencies are implementing capital projects and raising

management fees from these projects. They engage in “Area based development” initiatives such as nodal and corridor development in Municipal areas, and promote, manage and lease out Municipal properties (land, buildings, and facilities) to private sector investors. Based on these findings Council resolved that NEDA utilizes a model of implementing capital projects on behalf of government departments, SOEs, Municipalities and charge management fees for these services. Furthermore, Council resolved that NEDA use the model of managing assets owned by Municipalities and other government departments to generate revenue.

The NDM followed a strategic and systematic approach towards the establishment of NEDA, with the view to facilitate and accelerate inclusive economic growth within the District

Once the Municipality has concluded its consultations with National Treasury, the activities of the NEDA interim board, will be reinstated to continue the operationalization of NEDA. The serving interim board members of NEDA are Mr. Paul Makaba (Chairperson), Adv. Mthokozisi Xulu, Mr. Vussy Mahlangu, Mr Oupa Pilane, and Ms Pearl Maphumulo. During the year under review one member of the interim board Adv. Thato Mohapi resigned. The duties of the Directors are to guide NEDA in terms of obligations stipulated in the relevant legislation, applicable agreements, and establishment documents. The interim board has set a strategic direction and established good corporate governance controls for NEDA. The interim board concluded a Service Delivery Agreement (SDA) and Shareholder Compact with the Municipality. The SDA between the NDM and NEDA, enjoins the Board of NEDA to on an annual basis prepare and submit a business plan in respect of the provision of economic development services. NEDA will on behalf of the NDM, be responsible for the management of all economic development services as outlined in the NEDA establishment by-law.

Table 3.25: Economic Activity by Sector

Sector	2018/2019 Regionalised (%)	2019/2020 Regionalised (%)	2020/2021 Regionalised (%)	2020/2021 Regionalised (%)
Agriculture, forestry and fishing	2,8	1,9	12,4	11,9
Mining and quarrying	41,1	41,4	-7,6	-1,5
Manufacturing	13,2	11,2	-11,7	9,5
Wholesale and retail trade	11,9	10,1	-8,7	8,1
Finance, property, etc.	10,7	10,1	-3,5	5,1
Government, community and social services	12,5	11,1	0,6	4,7
Infrastructure services	2,8	2,4	-19,3	-1,2
Total	23,2	16,7	-7,1 average	3,7
Global Insight/ Markit 2020/2021				

During 2020/2021 there has been general improvement in the economic situation. Whilst the Covid-19 pandemic affected the economy starting from the March 2020, there was improvement towards the end of 2021 as economic activities started to open up and more workers were returning to the workplace. There is indication that mining, and quarrying went down by -1,5% towards the end of the period. This is because mining is an internal commodity sector and reduced demand across major world economies such as China and the United States meant that this sector was facing decline. The other interesting sector is the decline by -1,2% in infrastructure development. There was complaint from major construction groups that there has been delays in issuing of government tenders specially to roll out massive infrastructure development. These delays could only point to less participation of the major construction firms locally and some are already looking abroad for opportunities. Nkangala District Municipality has several mining operations that are supply coal to Eskom as well as for export market. Decline in commodity demand therefore affects the District more intensively than other areas in the Mpumalanga Province.

Table 3.26: Economic Employment by Sector				
Sector	2018/2019 (%)	2019/2020 (%)	2020/2021 (%)	Year (%) 2021/2022
	4,6	4,2	4,1%	
Agric, forestry and fishing	14,4	16,8	17,2	18
Mining and quarrying	8,5	7,9	7,8	8
Manufacturing	18,4	18,1	18,7	17
Wholesale and retail trade	12,8	11,8	12,2	13
Finance, property, etc.	16,7	15,0	15	12
Govt, community and social services	8,7	8,5	8	9
Infrastructure services	9,4	8,7	8,5	7
Total	12,8	12,5	10,7	12
StatsSA and Global Insight/Market				

The Agricultural sector continues to employ a lot of workers during the period under review. This is because of seasonal workers that are employed during harvesting times. It is also true that the sector is labour intensive in nature even though machinery is being used extensively. The retail sector is also buoyed by the demand for goods and services and continues to employ more workers although at low wages. There has been a number of shopping centres and malls that were developed within the District as well as redevelopments that were undertaken such as the one in Steve Tshwete local municipality at Mid-water and Wonderpark. Although generally the sectors that absorb a lot of workers are in the main community services, Agriculture and mining, employment is in general declining due to closure of some industries.

Table 3.27: Project Expenditure Year 2021/2022 Local Economic Development Programme

Expenditure Year 2021/2022 Economic Development Services				
Projects	Budget (R)	Expenditure (R)	Variance (%)	Reason
Support to SMMEs, Co Operatives and Informal Traders	4 500 000	1 154 900	74	Programme is for a period of 24 months
Emerging farmers' support programme	2 500 000	764 195	70	Programme is for a period of 24 months
Support of LTOs and RTO in Nkangala District Municipality	371 610	352 478.74	5	Saving
Job creation SASSETA LEARNERSHIP	9 188 881	8 160 254	11	Multi-year project

Table 3.28: Job Creation through EPWP Expanded Public Works Projects		
Details	EPWP Projects No.	Jobs created through EPWP Projects
2014/15	34	553
2015/16	15	439
2016/17	30	692
2017/18	13	361

2018/19	12	185
2019/20	23	418
2020/21	19	375
2021/22	19	351

*Expanded Public Works Programme numbers includes work opportunities created in the year under review excluding full time equivalents from Municipal projects

Table 3.29: The projects that contributed to the 351 work opportunities:

Project No.	Project Description	Department	Total Days Employed	WO Created	FTEs.
7014/16	Routine Horticultural and Gardening	Corporate	2728	12	11,86086956521739
51665/17	Rendering of Cleaning Services at NDM, THLM, Dr JS Fire Stations	Corporate	6924	29	30,10434782608695
297/16	Rendering of Security Services at NDM, THLM, Dr JS Fire Stations	Corporate	7582	37	32,96521739130434
None	Rendering of Office and Building Maintenance at NDM	Corporate	651	3	2,830434782608695
51667	NDM – EPWP Data Capturer Project	PED	522	2	2,269565217391304
34377	EPWP Job Creation SASSETA Learnership Programme within NDM	PED	13057	59	56,7695652173913
156242	Construction of outfall sewer line in Siyathuthuka in Emakhazeni LM	Technical	1121	20	4,87391304347826
57508	Construction of Mabuyeni stormwater drainage system in Dr JS MLM	Technical	932	11	4,052173913043478
149736	Refurbishment of bulk water valves in Emalahleni LM	Technical	502	9	2,182608695652173
121666	Installation of Siyathuthuka sewer reticulation in Emakhazeni LM	Technical	1656	20	7,2
121663	Installation of Siyathuthuka water reticulation in Emakhazeni LM	Technical	1177	20	5,117391304347826
149734	Refurbishment of street town roads in Emalahleni LM	Technical	481	9	2,091304347826086
57490	Moripe Gardens and Madubaduba water supply phase 1 in Dr JS Moroka LM	Technical	143	17	0,621739130434782

149737	Construction of Empumelweni bus route and taxi route in Emalahleni LM	Technical	811	16	3,526086956521739
149743	Refurbishment and upgrading of the Delmas waste water treatment works	Technical	1088	12	47,30434782608695
3392/17	Construction of Phumula stormwater drainage systems in Thembisile Hani LM	Technical	1471	32	6,395652173913043
57527	Upgrading of Tokologo (Ezinyokeni) phase 2 in Steve Tshwete LM	Technical	594	8	2,582608695652173
57504	Construction of Ga-Morwe to Mthambothini vehicle bridge	Technical	796	18	3,460869565217391
2019/01	NDM- Internship Programme within Nkangala District Municipality	Various	3738	17	16,25217391304347
TOTAL			45974	351	242,4608696

3.4 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.4.1 LIBRARIES

The mission of Nkangala District Municipality library is to facilitate access to information resources, to promote the necessary conditions for their effective use, and to support the overarching objective of achieving “an improved quality of life through balanced, sustainable development and service excellence” in a performance-based environment. The main objective of the library is to encourage the culture of reading for knowledge, self-education and life-long education.

The NDM Library consists of books, CD's, periodicals and reference materials. There are 24 academic books that were procured during the 2021/2022 financial year. There are 72 Local Government library books that were procured for Councillors and Managers. All the new books have been catalogued and classified according to the Dewey Decimal Classification system (DDC). All new employees were registered on the library system. According to library usage statistics; at least 306 books have been circulated during the 2021/2022 financial year. There has been an increase in the number of employees that are registered to study at different institutions, as a result more academic books were procured during this financial year.

The library is currently subscribed to Lexis Nexis. This is an online research database package consisting of National legislation, local government legislation, IR network, case law (labour), current law, environmental law, property law, employment law journal, constitutional and administrative law, labour (public sector) and procurement. The library plays a very critical role in providing users with information that is relevant to the employee's information needs.

3.4.2 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

The Constitution of the Republic of South Africa, 1996 give a set of broad objectives that each Municipality must strive to achieve within its financial and administrative capacity, amongst them is to promote social and economic development.

Nkangala District Municipality in the IDP under issue 8 welfare indicates the challenges faced by the vulnerable persons in our communities which includes the elderly and children. It integrates the needs of marginalised groups while striving for better integration of services across sectors and stakeholders ensuring that all parties take responsibility and ownership of relevant community programmes and projects. Through the coordination provided by SPU Intersectoral planning enhances service delivery:

- Children's Rights.
- People with Disabilities.
- HIV/AIDS Response.
- The Older Person Rights.
- Women Empowerment and Gender Development.

3.4.3 CHILDREN'S MONTH

National Child Protection Month is commemorated in the country annually to raise awareness of rights of children as articulated in the Constitution of the Republic of South Africa and Children's Act (Act No. 38 of 2005). Protecting children from violence, exploitation and abuse is not only a basic value but also an obligation on the importance of involving children in their own issues and promoting healthy development in relation to their environment. The Children Rights programmes conducted in the District covered the following local municipalities Dr JS Moroka, Steve Tshwete, Victor Khanye, Thembisile Hani and Emakhazeni.

The IDP of Nkangala District Municipality has incorporated its strategies in line with the National Development Plans (NDP) and the Sustainable Development goals (SDG) promoting Good Health and Well-being of communities. The

Child Protection Month's theme is ***"Putting Children First"*** ensuring that children are protected in their immediate environment

Five Children's Rights Programme that promote awareness of Children Rights ensure that through child participation their inputs are heard and able influence the change they want to see. The events were held in this regard.

Table 3.30: Children's rights Programme

Date	Municipality	Topic	Target Group
23 May 2022	Dr JS Moroka LM	Health care Awareness	Adolescents
24 May 2022	Steve Tshwete LM	Children Rights to medical access	Adolescents
30 May 2022	Victor Khanye LM	Health Care Awareness and Peer Pressure	Adolescents
14 June 2022	Thembisile Hani LM	Health care Awareness	Young Children
15 June 2022	Emakhazeni LM	Health Care Awareness	Young Children

3.4.4 PEOPLE WITH DISABILITY RIGHTS

The vision of the Integrated National Disability Strategy proposed by the White Paper is a society for all. This means that there must be an integration of disability issues in all government development strategies, planning and programmes. There must be an integrated and co-ordinated management system for planning, implementation and monitoring at all spheres of government. and, to complement the process, there must be capacity building and wide public education.

South Africa commemorates National Disability Rights Awareness Month annually between 03rd November and 03rd December. Also, 03rd December is declared as the International Day of Persons with Disabilities. The theme for 2021 is Theme: ***"The Year of Charlotte Mannya Maxeke – Create and Realise an Inclusive Society Upholding Rights of Persons with Disabilities"***.

In this regard NDM in collaboration with the National Youth Development Agency (NYDA) conducted four (4) Business Skill Development programs to encourage disabled persons to improve there are lives and to advance skills development in order to empower them to be able start businesses and maintain sustainable livelihoods.

Ten (10) People with Disability benefited from this programme; catering equipment to hire out, Table and chairs to hire out, Small chick's broiler farm, Meat griller for shisanyama business, Osmosis water machine, Stock for spaza shop, Incubator machine for poultry business, Chickens for broiler company, Jumping castles for hiring out to local kids' events and equipment's for his internet café.

3.4.5 HIV/AIDS RESPONSE

Covid-19 has brought about challenges for the vulnerable communities especially with regard to dealing with non-communicable diseases campaigns such as high blood pressure, diabetes, chronic kidney diseases that are high risk for persons with disabilities and the need to be give support and care. Intensifying HIV/AIDS testing services (HTS) in communities continues to be encouraged with the aim of ensuring that the first-time clients observing the 90 90 90 principle such as students, farm workers and men. Innovations have also been introduced to include more of the hard-to-reach population through the self-screening, there is central chronic medical dispensing and distribution, adherence clubs, clinics have introduced fast lanes also dispensing through community-based organizations. The District has reached communities in the six local municipalities in response to the area of demand through 20 awareness campaigns conducted.

3.4.6 WOMEN EMPOWERMENT AND GENDER DEVELOPMENT

Every year, in August, our country marks Women's Month, where we pay tribute to the more than 20 000 women who marched to the Union Buildings on 9 August 1956 in protest against the extension of Pass Laws to women. Women's

Month 2021 comes at a time when the country is faced with these Covid-19 challenges and the consequent national lockdown levels as per National Disaster Act declarations as well as Covid-19 protocols. Unfortunately for the country, during this time there has been a rapid and sharp increase in Gender Based Violence and Femicide (GBVF), prompting the President make it a national priority, the second pandemic as it came to be referred, and a call for all South African's to fight against GBVF. Women's Month Programmes held within the District during as reflected "Women Projects Impact Assessment" with the objective to:

- Integrate the feedback component of monitoring and evaluation that allows for constant learning and improvement.
- To improve women's livelihood opportunities and facilitate their access to economic markets.
- To overcome institutional and social barriers that currently restrain economic outcomes for women.

The programme was held in all six (6) local municipalities within the District, the theme in this regard was - Towards: "Generation Equality: Realizing Women's Rights for an Equal Future".

3.4.7 GENDER BASED VIOLENCE (GBV) AWARENESS CAMPAIGN

President Cyril Ramaphosa pronounced and declared a state of emergency on the response to Gender Based Violence and Femicide in South Africa committing government to fight such crimes. To this regard, the National Strategic Plan on Gender Based Violence and Femicide was adopted and serves as guide for initiatives and interventions in the fight against GBVF and the plan is premised on the six pillars namely;

Pillar 1 – Accountable, coordination and Leadership

Pillar 2 – Prevention and rebuilding social cohesion

Pillar 3 – Justice, safety and protection

Pillar 4 – Response, care, support and healing

Pillar 5 – Economic power

Pillar 6 – Research and information management

The escalation of GBVF in communities is being addressed through, dialogues, marches and prayer sessions on violence against women and children in order to find appropriate solutions to alienate the problem of violence towards women and children.

The escalation of GBVF in communities has been addressed through, dialogues, marches and prayer sessions on violence against women and children in order to find appropriate solutions to alienate the problem of violence towards women and children. Thirteen (13) programme were conducted in this regard.

3.4.8 MEN SECTOR

To advance the presidential call on collective action in the response to Gender Based Violence and Femicide in South Africa, men and boys are considered as a critical sector that saw men coming forward and taking action against GBVF on various platforms including social media and organising marches to speak against GBVF with civil society organisations such as # Not in my Man, Khuluma Ndoda, National Shelter Movement and many activists in the effort to take measures to curb the increased epidemic of GBVF in the country. Ten (10) Men and Boy Dialogues Mentorship Femicides on Behavioural Change conducted.

3.4.9 OLDER PERSON RIGHT'S

Annually, during October month we commemorate Older Persons and Active Ageing. Older Persons Month is also used to recognise the contributions of older persons and to address issues that specifically affect them. Active Ageing Week on the other hand highlights the capabilities of older persons as fully participating members of society

and encourages them to participate in various suitable exercises. The establishment of the South African Older Persons Forum (SAOPF) has ensured that Older Persons attain a national platform in which challenges confronting them are addressed. Two (2) programme held Gender Based Violence against Older Person programme held.

3.4.10 MANDELA MONTH COMMUNITY PROGRAMME

The 18th July signifies an important day in the calendar of South Africa and the world in general. This day marks the celebration of the global icon, charitable hero, and beloved Tata Nelson Rolihlahla Mandela's birthday and is globally celebrated and dedicated to doing well and contributing to betterment of other lives. The Mandela day message is that Mr. Rolihlahla Mandela gave 67 years of his life fighting for the rights of humanity. It calls for everyone to give 67 minutes of their time to serve your local community voluntarily. The theme for 2021 is: ***One Hand can Feed Another. As South Africans we embrace the chance to celebrate Nelson Mandela's life for the whole of July. This year, due to the COVID-19 pandemic, our #MandelaDay will be mostly digital!***

NDMs twelve (12) Mandela Month Outreach therefore included the distribution of food parcels, sanitising packages, cleaning materials that were donations from the Department of Water and Sanitation, and blankets.

3.4.11 YOUTH DEVELOPMENT

South Africa's concept of youth development is greatly influenced by the historical conditions that have shaped the country, and its democratic goals. As such, contemporary policy and strategy documents dealing with youth development in South Africa are based on the principles of social and economic inclusion of the youth, rooted in deliberate empowerment to create active youth citizenship socially, politically and economically. Youth development is the cornerstone of South Africa's future, an important aspect of governments developmental mandate.

3.4.12 CAREER EXPO

Education and skills play a critical role in building a developmental state. Local government as the immediate tool of development, transformation and development becomes an important role player in the facilitation of educational and skills development opportunities. Education and skills development are important insofar as they enable youth participation in the mainstream economy. It is for this reason that all stakeholders both government and private sector be at the centre of advancing the education agenda and support it as a vehicle to drive transformation and respond adequately to triple socio-economic challenges. Nkangala District Municipality continues to support local municipalities in successfully conducting career expo's given that local municipalities have a direct interaction with communities. The 2021/22 career expos were held in partnership with local municipalities, private sector and NGO's. The career expos were well attended, with the private sector also providing support by sharing information on the available career paths and internship opportunities. Nkangala District Municipality held six (6) career expos across the District for the 2021/22 financial year.

3.4.13 BURSARIES

Nkangala District Municipality has identified as part of its social responsibility within its communities to establishment the District Mayoral Bursary with the aim of uplifting the previously disadvantaged communities and provide financial support to the needy students who are academically deserving. The need and the zeal of the youth towards pursuing post-matric education has significantly increased if the number of applications received is used as the barometer. We have received 185 applications for the 2022 academic year.

The objective of the Mayoral bursary includes the following:

- To contribute to the achievement of the objectives of the skills development act.
- To address the employment equity targets in the relevant regulations and legislations by including the previously disadvantaged group in the relevant scarce skills
- To fight poverty and enhancing development by giving the financial support to the needy students/learners to pursue the career in the rare skills within the District.

The 2021/22 intake has funded 23 Existing students, 12 new students, totalling 35 students benefitting in the 2022 academic year.

Table 3.31: Number of beneficiaries per local municipality

Name of the Municipality	2018/19	2019/2020	2020/2021	2021/2022
eMalahleni Local Municipality	15	11	7	7
Victor Khanye Local Municipality	01	06	5	6
Thembisile Hani Local Municipality	08	07	6	7
Dr JS Moroka Local Municipality	09	08	6	5
Steve Tshwete Local Municipality	14	10	5	5
Emakhazeni Local Municipality	07	06	4	5
Total	54	48	33	35

3.4.14 TEENAGE PREGNANCY CAMPAIGN

Teenage pregnancy undermines government's effort to educate the nation in preparation for the wellbeing of society and its future, hence its contribution to the high rate of school dropouts. Teenage pregnancy is risky and dangerous to teenagers and their unborn child, there is a great chance that STI, STD, and HIV/AIDS can be transmitted to the teen mother or the unborn child.

The dialogues and awareness campaigns on teenage pregnancy are spearheaded by a whole range of factors which have a negative if not dangerous impact on a life of an ordinary teenage, hence the initiative of collecting learner pregnancy statistics on quarterly basis which informs the teenage pregnancy awareness or campaign if not dialogue to mitigate and educate teenagers about dangers of engaging into unprotected sexually activities at an early age. This is to ensure that all learners are given information as learner's blame lack information for the teenage pregnancy.

Nkangala District Municipality twenty-five (25) teenage pregnancy awareness campaigns across the District. The number of teenage pregnancy awareness campaigns reflect the much-needed community involvement in the issues relating to the development of the youth in communities.

3.4.15 DRUGS AND SUBSTANCE ABUSE AWARENESS CAMPAIGN IN PARTNERSHIP WITH SANCA

The cost and consequences of alcoholism and drug dependence place an enormous burden on our society. As the nation's number one health problem, drug addiction strains the economy, the health care system, the criminal justice system, and threatens job security, public safety, marital and family life.

Drug and Substance addiction is across all societal boundaries a challenge which is increasingly recognized as detrimental to our social fibre that needs to be curbed and addressed, with awareness campaigns being important towards this objective. Drugs and substance abuse among the youth has severe effects on our communities and families and have many potential health effects for the users, such as increased risk of injury and death due to either violence or accidents; increased probability of engaging in unsafe sexual activities subsequently increasing the chances of teenage pregnancy and transmittable diseases. Substance and Drug abuse also increase the risk of suicidal behaviour and psychiatric disorders, increasing criminal activities by the drug users. Nkangala District Municipality conducted twenty-four (24) drugs and substance abuse campaigns across the District in the 2021/22 Financial Year.

3.4.16 YOUTH SUMMIT AND YOUTH ENTREPRENEURIAL WORKSHOP

Nkangala District Municipality is a mining and energy sector-based economy; the District Municipality is encircled by mineral wealth which is not directly benefiting the youth of Nkangala as desired. The lack of skills, employment and access to business opportunities for the youth remains a national issue, therefore the District Municipality has a responsibility to engage all relevant local stakeholders in an attempt to find amicable response to the issues highlighted. Skills development and youth empowerment in South Africa is governed under the Skills Development Act 97 of 1998 and National Youth Development Agency Act 54 of 2008 respectively.

The Youth Summit was convened against the backdrop of the prevalent challenge of lack of relevant skills that are consistent with the economic dictates of Nkangala district and the need to align local SMME's with the available entrepreneurial opportunities within the District. The Summit targeted youth in business and unemployed youth to address the lack of the necessary entrepreneurial skills and the out of school unskilled youth in an attempt to address the skills gap and access to business opportunities for youth. The Summit received presentations from, NYDA, SEDA, NDM LED, Chair of Mduzuzi Manana Foundation, Office of the premier Youth Directorate, Seriti Mine, Department of Economic & Tourism and Department of Small Enterprise in which the delegates interacted with, with a view of contributing towards the development of the Integrated Youth Development Strategy of Nkangala District Municipality and mapping out actions for implementation. The summit resolved that;

YOUTH SUMMIT RESOLUTIONS

- The Youth Summit for the new financial year should take more than a day so that delegates can be given a chance to engage and get more information from the summit.
- Relevant stake holders should be given more time to be able to give more information.
- Stake holders should deploy decision makers to the event.
- NDM Council should be more involved in the planning of the summit.
- All beneficiaries of all the financial support institutions should be brought to the next event as to present evidence.
- All Youth offices should be fully staffed with young people between the ages of 18 to 35 years.
- Youth summit budget should be increased.

3.4.17 MAYORAL ACADEMIC AWARDS

The Nkangala district Municipality in partnership with Department of Education hosted the 10th edition of Mayoral academic awards ceremony. The Mayoral academic award ceremony is an event meant to encourage learners in school to do best in their academic work, but also the event present an opportunity for learners to receive tools of trade which will be used for their second leg of academic journey such as laptops, tablets and printers. The Mayoral academic awards ceremony is an annual event which does not only acknowledge learners but teachers and circuits as well for their exceptional work in producing excellence, the 2022 Mayoral academic award ceremony for the 2021 academic year took place on 7th of February 2022 at Kwa-Mhlanga Showgrounds in Thembisile Hani Local Municipality.

The Mayoral academic award ceremony was attended by delegation from the following sectors: department of education, other sector department the media house, religious and traditional leaders, Mayors from local municipalities, Municipal Managers, Paul Mthimunye foundation, Diale Maphothoma & Associates, Sanlam, Standard Bank. The Girls House, Sanlam, South32, Glencore, officials of NDM and local municipalities, NDM Councillors, learners, educators and parents. Awardees were given laptops, certificates, trophies and price monies.

3.5 COMPONENT E: ENVIRONMENTAL PROTECTION

3.5.1 INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environment is the surroundings in which a person, an animal or plant lives or operates in. Environmental management is management of interaction and impacts on the environment to avoid harm on human health and natural environment. For instance, people should avoid water pollution which affects fish and will end up affecting people who eat fish that come from contaminated water. Section 24 of the Constitution of the Republic of South Africa enshrines “environmental right” and this is where all environmental legislations come from. In short state, organ of state, private institution and individuals should ensure that their activities are not affecting other people or the biophysical environment. There are many sections of environmental management that are found at different spheres of government like water, biodiversity, waste management, air quality management, land and other environmental factors.

The function of this section focuses on air quality management. The National Environmental Management Air Quality Act gives the Metros and District Municipalities the function of atmospheric emission licensing, regulation of controlled emitters, air quality planning, air quality compliance monitoring and enforcement. Some of these functions are done jointly with other spheres of government like the local, provincial and national government. Nkangala District is carrying it functions in terms of the NEMAQA of 2004. These functions are primarily atmospheric emission licensing, air quality planning and compliance monitoring and enforcement of air quality matters.

3.5.2 NKANGALA AIR QUALITY MANAGEMENT PLAN AND THE HIGHVELD PRIORITY AREA AIR QUALITY MANAGEMENT PLAN

Nkangala District Municipality is working in collaboration with the Department of Environmental Affairs Forestry and Fisheries (DEFF) and other affected organs of state in the implementation of the HPA AQMP. In the past year the DEFF tasked the District Municipalities and the metropolitan in the Highveld Priority Area (HPA) to form Implementation Task Teams (ITTs) in the implementation of the HPA AQMP.

The NDM; three affect local municipalities which are Steve Tshwete, Emalahleni and Victor Khanye, private entities and Non-Governmental Organizations (NGOs) cooperatively are implementing the HPA AQMP.

Table 3.32: ITT Meetings held

NO	DATE OF THE MEETING	MEETING VENUES
1	23 August 2021	Micro soft Teams
2	09 October 2021	Micro soft Teams
3	09 March 2022	Micro soft Teams
4	10 May 2022	Micro soft Teams

- The NDM presents on its Atmospheric Emission Licensing (AEL) function, compliance enforcement inspection of the companies to their AELs and human resource capacity in air quality management;
- Industries and mines present their pollution reduction strategies, point source monitoring data,

Fall-Out Dust Monitoring Results, ambient air monitoring results and their goals in emissions reduction;

- The DFFE in collaboration with South African Weather Services (SAWS) present the ambient air quality monitoring results in the area and
- The NGOs participate in the meetings and presents their projects on efforts to improve ambient air quality.

3.5.3 NKANGALA DISTRICT AIR QUALITY MANAGEMENT FORUM

Nkangala District Municipality compiled its first Air Quality Management Plan (AQM) in 2015. This was done as per requirement of the NEMAQA of 2004. The AQMP is currently under review. This plan outlines the background, status quo and planning on air quality in the District. Three Local Municipalities in the District are found in the Highveld Priority Area which was declared in terms of Section 18 of the NEMAQA in 2007 by the then minister of environmental affairs. These Municipalities are Steve Tshwete, Emalahleni and Victor Khanye Local Municipalities. Jointly the local provincial and national environmental departments Nkangala District is implementing the Highveld Priority Area Air Quality Management Plan (HPA AQMP). This means that there is poor ambient air quality in the Highveld. Poor air quality was accumulatively caused by power generation, mining, industries, agricultural activities, veld fires, domestic use of coal for space heating and cooking, vehicle emissions and other activities that contribute to poor air quality.

Table 3.33: Nkangala District Air Quality Management Forum

NO	DATE	VENUE	PARTICIPATING AUTHORITY
1	17 September 2021	Teams	DARDLEA, DFFE, NDM, TLHM, ELM, STLM, VKLM
2	01 December 2021	Teams	DARDLEA, DFFE, NDM, TLHM, ELM, STLM, VKLM
3	28 February 2022	Teams	DARDLEA, DFFE, NDM, TLHM, ELM, STLM, VKLM
4	02 June 2022	Teams/Victor Khanye Local Municipality	DARDLEA, DFFE, NDM, TLHM, ELM, STLM, VKLM

3.5.4 POLLUTION CONTROL

COMPLIANCE AND ENFORCEMENT STRATEGIC INSPECTIONS

Facilities that are issued with Atmospheric Emission Licences (AELs) are inspected from time to time to monitor their compliance with the conditions of the AELs. Some of the inspections are done for the purpose of pre-licensing of the AEL. Pre-licensing inspections serves the purpose to confirm that the activities that are applied for are the activities that are being conducted on the ground thirty-seven (37) facilities was inspected during 2021-2022 financial year.

Table 3.34: Facilities inspected

No.	Facility Name	Inspection Date	Local Municipality
1	African Rainbow Minerals	14 July 2021	Emakhazeni Local Municipality
2	National Asphalt Middelburg	13 July 2021	Steve Tshwete Local Municipality
3	Tlowana Resources	03 August 2021	Emalahleni Local Municipality
4	Southern Proteins	05 August 2021	Emakhazeni Local Municipality
5	Sublime Technologies	11 August 2021	Emakhazeni Local Municipality
6	Eskom Kusile Power Station	17 -18 August 2021	Emalahleni Local Municipality
7	Siyanda Smelting and Refining	26 August 2021	Steve Tshwete Local Municipality
8	Black bond	14 September 2021	Emalahleni Local Municipality
9	Independent Crematorium South Africa -Middelburg	22 September 2021	Steve Tshwete Local Municipality
10	African Rainbow Minerals ARM-Machadodorp Works	14 October 2021	Emakhazeni Local Municipality
11	Federale Stene (Pty) Ltd	21 October 2021	Steve Tshwete Local Municipality
12	Eskom Matla Power Station	26 & 27 October 2021	Emalahleni Local Municipality
13	Columbus Stainless (Pty) Ltd	03 November 2021	Steve Tshwete Local Municipality
14	Thos Begbie & Company (Pty) Ltd	16 November 2021	Steve Tshwete Local Municipality
15	Bushveld Vanchem (Pty) Ltd	19 October 2021	EMalahleni Local Municipality
16	Minerals 2 Metals (Pty) Ltd	23 November 2021	EMalahleni Local Municipality
17	Kopano Bricks (Pty) Ltd	29 November 2021	Thembisile Hani Local Municipality
18	African Rainbow Minerals ARM-Machadodorp Works	14 October 2021	Emakhazeni Local Municipality
19	Federale Stene (Pty) Ltd	21 October 2021	Steve Tshwete Local Municipality
20	Eskom Matla Power Station	26 & 27 October 2021	Emalahleni Local Municipality
21	Columbus Stainless (Pty) Ltd	03 November 2021	Steve Tshwete Local Municipality
22	Thos Begbie & Company (Pty) Ltd	16 November 2021	Steve Tshwete Local Municipality
23	Bushveld Vanchem (Pty) Ltd	19 October 2021	eMalahleni Local Municipality
24	Minerals 2 Metals (Pty) Ltd	23 November 2021	eMalahleni Local Municipality
25	Kopano Bricks (Pty) Ltd	29 November 2021	Thembisile Hani Local Municipality

No.	Facility Name	Inspection Date	Local Municipality
26	African Rainbow Minerals ARM-Machadodorp Works	14 October 2021	Emakhazeni Local Municipality
27	Sephaku Cement (Pty) Ltd.	04 May 2022	Victor Khanye Local Municipality
28	Corobrik Middelwit (Pty) Ltd.	05 May 2022	Steve Tshwete Local Municipality
29	Samancor ferro-Metals (Pty) Ltd.	30 May 2022	Emalahleni Local Municipality
30	Char Technology AFC (Pty) Ltd.	08 June 2022	Steve Tshwete Local Municipality
31	Char Technology ACP (Pty) Ltd	09 June 2022	Emalahleni Local Municipality
32	RST Special Metals (Pty) Ltd	08 April 2022	Steve Tshwete Local Municipality
33	ICSA Middelburg (Pty) Ltd	14 April 2022	Steve Tshwete Local Municipality
34	Klinkerstene (Pty) Ltd	23 May 2022	Victor Khanye Local Municipality
35	Hilpan (Pty) Ltd	03 June 2022	Emalahleni Local Municipality
36	Eskom Matla Power Station	13 June 2022	Emalahleni Local Municipality
37	Black Bond Surfacing (Pty) Ltd	21 June 2022	Emalahleni Local Municipality

3.5.5 NUMBER OF ATMOSPHERIC EMISSION LICENSES PROCESSED

Table 3.35: A total number of eighteen (18) Atmospheric Emission Licenses were received and processed during the assessment period.

Name of Facility	Location of Facility		NEMAQA Sec 21 Listed Activity	Description of Activity	Type of AEL Application	AEL Processing Progress	NEMAQA Sec 22a Fine	AEL Processing Fee	AEL Processing Fee Paid
	Local Municipality	Physical Address							
Kopano Bricks	Thembisile Hani Local	Portion 1 of the Farm Taai Fontein	5.3	Clamp kilims for brick productions	Section 22A	AEL Issued	R100 000.00	R5 000.00	R5000.00
Omnia Fertilisers	Victor Khanye	Farm Road Erf 1772, Ext 27 Hekpoort Farm Delmas	10	Liquid Fertilizers	Renewal	AEL Issued	N/A	R5 000.00	R5000.00
African Rain Bow (machadodorp Works)	Emakhazeni	Off Caroline road Machadodorp works	4.2,4.,4.5,4.20, 5.1,5.11	Chrome Manufacturing	Variation	AEL Issued	N/A	R00	R00
National Asphalt Plant	Dr J S Moroka	Portion 19(a Portion of Portion 2) of the Farm Rondebosch 403 JS	5.10	Macadam Preparation	Renewal	AEL Issued	N/A	N/A	N/A
Emalahleni Crematorium	Emalahleni	Portion 66 of Witbank Farm 307/JS.	8.2	Cremation of human cadavers	Variation	AEL Issued	N/A	N/A	N/A
Elkem Ferroveld	Emalahleni	Moses Kotane Drive. Ferrobank	3.5 & 4.1	Electrode Paste production and calcining	Variation	AEL Issued	N/A	N/A	N/A

Tlowana Resources	Emalahleni	Highveld Park, Elandsfontein 309-JS, R104, Emalahleni, Emalahleni Local Municipality	5.6	Lime Production	New	AEL Issued	N/A	N/A	N/A
Silicon Smelter	Emalahleni	Cnr Voortrekker Road and Christiaan De Wet, Emalahleni Local Municipality	3.5,4.5,4.9, 4.15	Silica Carbide	Renewal	AEL Issued	N/A	R20 000.00	R20 000
Bushveld Vanchem	Emalahleni	Van Eck Road, Ferrobank	4.18	Vanadium Ore Processing	Renewal	Issued	N/A	R5 000.00	R5 000
Federal Stene	Steve Tshwete Local Municipality	Cnr Voortrekker Road and Christiaan De Wet, Emalahleni Local Municipality	5.9	Ceramic Production	Section 22A	Application sent back (waiting for finalisation of appeal processes)	Waiting for finalisation of appeal processes	Waiting for finalisation of appeal processes	Waiting for finalisation of appeal processes
Bushveld Vanchem (SAJV)	Emalahleni Local Municipality	Highveld Industrial park, Emalahleni Local Municipality	4.9	Ferro- alloys production	Renewal	AEL Issued	N/A	R5 000.00	R5 000
Columbus Stainless	Steve Tshwete Local Municipality	Hendrina Road, Steve Tshwete Local Municipality	4.2; 4.7;7.2 and 4.20	Production of Iron and steel	Renewal	AEL Issued	N/A	R20 000.00	R20 000.00
African Rainbow Minerals	Emakhazeni Local Municipality	Off the Carolina Road Machadodorp, Emakhazeni Local Municipality	4.5; 4.9; 4.11; 4.20 and 5.1	Production of Ferro-alloys and chrome	Renewal	AEL issued	N/A	R25 000.00	R25 000.00
Black bond	Emalahleni Local Municipality	01 Einstein street, Ferrobank, Emalahleni	5.10	Macadam preparation	Variation	Issued	N/A	N/A	N/A

Roadspan Surface	Emakhazeni Local Municipality	Belfast, Emakhazeni LM	5.10	Macadam	Renewal	AEL Issued	N/A	R5 000.00	R5 000
Siyanda Smelting Refinery	Steve Tshwete Local Municipality	Industrial Area, Middelburg	4.1; 4.6; 4.9;4.10;4.17; and 4.21	Smelting of Ferro-alloys	Renewal	Processing	N/A	R35 000.00	R35 000
Federal Stene	Steve Tshwete Local Municipality	Mhluzi Middelburg, Steve Tshwete LM	5.9	Ceramic production	Section 22A	Application sent back waiting for finalisation of the appeal process	R1,205 000. (Still on appeal)	R5 000.00	Invoiced
Makoya Blinkpan	Steve Tshwete Local Municipality	Blinkpan, Steve Tshwete LM	5.1	Storage and handling of Ore and Coal	Section 22A	Application sent back pending administrative fine	R1 205 000 (Still on appeal)	R5 000.00	Invoiced
TOTAL							R 100 000		R 115 000.00
GRAND TOTAL R215 000.00									

3.5.6 MHS AND ENVIRONMENTAL MANAGEMENT AWARENESS CAMPAIGNS

Environmental awareness campaigns are done to make people aware and educate them on environmental issues like waste management, air pollution, water pollution and climate change. People are taught ways of waste minimisation and recycling. Illegal dumping of waste in open spaces is problematic throughout the District. In these campaigns illegal dumping sports are cleaned and adopted for some use like establishing a car wash or a park. During 2021-2022 financial year, the District Municipality have conducted 41 awareness campaigns.

Table 3.36: MHS and Environmental Management Awareness Campaigns

DATE		AREA / VENUE	FOCUS OF THE AWARENESS	LOCAL MUNICIPALITY
1	27 July 2021	Kwaguqa	Clean Up campaign	Emalahleni
2	03 August 2021	UKhhwezi Primary School	Air Quality and Health Hygiene	Emakhazeni
3	19 August 2021	Belfast SASA Offices	Air Quality and Health Hygiene	Emakhazeni
4	20 August 2021	Belfast SASA offices	Health Hygiene	Emakhazeni
5	07 September 2021	Botleng Methodist Church	Clean up Campaign/Abor Day Celebration	Victor Khanye
6	15 September 2021	Machado Boarding School	Abor Celebration	Emakhazeni
7	15 September 2021	Laerskool Kragveld	Abor Celebration	Steve Tshwete
8	16 September 2021	Tweefontein ward 17	Clean Up Campaign/Abor day	Thembisilehani
9	16 September 2021	Ruitkuil Laerskool	Abor celebration	Steve Tshwete
10	17 September 2021	Hendrina Primary School	Abor Celebration	Steve Tshwete
11	17 September 2021	TsikinalediAbor Celebration	Abor and Clean Up campaign	Steve Tshwete
12	17 September 2021	Vezobuhle community hall	Air Quality and Hygiene	ThembisileHani
13	28 September 2021	Botleng Secondary School	Abor Celebration	Victor Khanye Local Municipality
14	07/10/2021	Delmas Sports centre	Clean Up campaign	Victor Khanye
15	13/10/2021	Spring Valley	Awareness Campaign	Emalahleni
16	27/10/2021	Emthojeni	Clean Up and awareness campaign	Emakhazeni
17	02/11/2021	Dullstroom ward 4	Air Quality and Health Hygiene	Emakhazeni
18	18/11/2021	Moloto North	Air Quality and Health Hygiene	Thembisile Hani
19	23/1/2021	Siyathuthuka	Clean Up Campaign	Emakhazeni
20	24/11/2021	Mhononong Cemetery	Clean Up Campaign	Dr J S Moroka
21	02 /12/2021	Komati	Clean Up Campaign	Steve Tshwete
22	07/12/2021	Kwaguqa ext5	Clean Up Campaign	Emalahleni
23	10 February 2022	Blinkpan	Environmental Awareness	Stevetshwete
24	17 February 2022	Tweefontein	Environmental awareness	Thembisile Hani
25	23 February 2022	Botleng	Clean Up campaign	Victor Khanye
26	24 February 2022	Belfast Gate clinic	Environmental awareness Campaign	Emakhazeni
27	16 March 2022	Ganala	Environmental awareness Campaign	Emalahleni
28	15 March 2022	Belfast	Environmental awareness Campaign	Emakhazeni
29	23 March 2022	Thabang	Clean Up Campaign	Dr j S Moroka
30	24 March 2022	Bouekerhouthoek	Clean Up Campaign	Thembisile Hani
31	24 March 2022	Ethembeni	Environmental awareness Campaign	Emalahleni
32	13 April 2022	Hendrina Secure Centre	Environmental awareness Campaign	Steve Tshwete
33	22 April 2022	ICSA Middelburg	Environmental awareness Campaign	Steve Shweta
34	20 May 2022	Delpark Ext 4 Ward 6	Clean Up Campaign	Victor Khanye LM
35	26 May 2022	Entokozweni Emakhazeni	Clean Up Campaign	Emakhazeni
36	03 June 2022	Emakhazeni Boarding School	Environmental awareness Campaign	Emakhazeni

37	07 June 2022	4 Sai Battalion	Environmental awareness Campaign	Steve Tshwete
38	14 June 2022	Lingitjihu Primary School	Environmental awareness Campaign	Steve Tshwete
39	22 June 2022	Arnot Primary	Environmental awareness Campaign	Steve Tshwete
40	22 June 2022	Swartklip Creche	Environmental awareness Campaign	Steve Tshwete
41	27 June 2022	Takalani Day Care Centre	Environmental awareness Campaign	Emalahleni

3.5.7 IMPLEMENTATION OF THE NEMA: ENVIRONMENTAL IMPACT ASSESSMENT (EIA) REGULATIONS 2010

The NDM participates as an interested and affected party in the Implementation of the NEMA: Environmental Impact Assessment (EIA) Regulations 2010 (as amended) otherwise called the Environmental Authorization. Hence, the NDM participated in the following Environmental Authorization throughout the District.

The purpose of commenting on development proposals is to ensure that negative impacts are minimized, and positive impacts are maximized. These developments are for mining, development of shopping complexes, residential complexes and other developments.

Table 3.37: Environmental Authorizations

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Environmental Impact Assessment Report for the Proposed Discard Facility at the Zibulo Colliery Opencast Operation	eMalahleni Local Municipality	Golder Associates Africa (Pty) Ltd	Final Environmental Impact Assessment Report	09/07/2021	Farm Ogiesfontein 4 IS, Klipfontein 3 IS eMalahleni Magisterial district and Nkangala District, Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles and stockpiles.	Acknowledged receipt.
Draft Amendment of the Environmental Authorization for the proposed Ash and Gypsum co-disposal facility and associated infrastructure at Kusile Power Station.	Victor Khanye Local Municipality.	WSP Group Africa (Pty) Ltd (WSP)	Draft Amendment of Environmental Authorization	14/07/2021	Farms of Hartbeestfontein 537 JR and Klipfontein 566JR Nkangala District Municipality within Victor Khanye Local Municipality in Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles.	Acknowledged receipt.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
The Development of a Filling Station and associated infrastructure on ERF 20 of President Park X6 Emalahleni (Witbank)	eMalahleni Local Municipality	Adie Environmental cc (Pty) Ltd	Draft Basic Assessment Report	14/07/2021	Portion 1 of ERF 20 located on the corner of Nita Avenue and Mandela Drive, eMalahleni, Mpumalanga Province.	Possibility of fuel and oil spillage due to heavy construction equipment if an incident may occur.	Acknowledged receipt.
Development of a retail centre on Erven 20, 21 and 22 of President park X6, eMalahleni (Witbank).	eMalahleni Local Municipality	Adie Environmental cc (Pty) Ltd	Draft Basic Assessment Report	23/07/2021	Erven 20, 21 and 22 of President Park X6, eMalahleni corner of Nita Avenue and Mandela Drive.	Possible fugitive dust emissions resulting from movements of vehicles.	Acknowledged receipt.
Proposed Mining activities and infrastructure for the Middeldrift Resources within the existing new Clydesdale Colliery Mining Right	eMalahleni Local Municipality	Digby Wells Environmental	Draft Environmental Impact Assessment and Environmental Management Programme Report	29/07/2021	Portion of the Farm Middeldrift 42 IS, Diepspruit 41 IS, Rooddepoot 41 IS, Hartbeestfontein 39 IS and Kromfontein 30 IS Magisterial of Nkangala District Municipality in Mpumalanga Province.	Possible dust from vehicle movements, emissions and stockpiles.	Acknowledged receipt.
Final Basic Assessment (BA) report for the construction of Doornpoort Pumping Main and Pump Station	eMalahleni Local Municipality.	Niara Environmental Consultants (Pty) Ltd	Final Basic Assessment Report and Environmental Management Programme Report	03/08/2021	Farm Doornpoort 312 JS, Zeekoewater 311 JS, Joubertsrust 310 JS, Erven Portions: 1229 and 5242 4095 Witbank Ext 33 4093 Witbank Ext 3.	Stockpiles may cause dust and must be managed in accordance.	Acknowledged receipt.
Proposed Mining Permit and Environmental	Steve Tshwete	Singo Consulting	Draft Basic Assessment and	04/08/2021	Portion 1 of the farm Vaalbank 289 JS, under	Soil compaction and possible fugitive dust	Acknowledged

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Authorisation for coal under the Magisterial District of Middelburg. Mpumalanga Province.	Local Municipality	(Pty) Ltd	Environmental Management Programme (EMPr) Report		Middelburg Magisterial District in the Mpumalanga Province.	resulting from the movement of vehicles.	receipt.
Draft Basic Assessment Report Prospecting Right Application for Coal and Pseudooccoal.	eMalahleni Local Municipality.	Eco Elementum Environmental and Engineering	Draft Basic Assessment Report	23/08/2021	Portion 10 & 21 of the farm Roodepoort 40IS, Portion 14 of the farm Blesbokfontein 38IS and Portion of Portion of the remaining extent of the farm Middeldrift 42IS, situated in the Magisterial District of Kriel in the eMalahleni Local Municipality within the Nkangala District Municipality, Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles and fugitive dust from mine stockpiles.	Acknowledged receipt.
Draft Amendment Impact Assessment Report for the proposed Extension of an existing 9-hole golf course to 18-hole golf course together with establishment of approximately 50-80 Residential stands.	Victor Khanye Local Municipality.	Envirolution Consulting	Draft Environmental Impact Assessment Report	25/08/2021	Portions 24 and 32 of the farm Witklip 232 IR, Delmas, Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles and stockpiles.	Acknowledged receipt.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Proposed Arnot South Coal Mining Project, Situated near Hendrina, Mpumalanga Province.	Steve Tshwete Local Municipality.	Digby Wells Environmental	Draft Environmental Impact Assessment and Environmental Management Plan Report	29/08/2021	Farm Portions Weltevreden 174 IS, Mooiplats 165 IS, Vlakfontein 166 IS and Schoonoord 164 IS Nkangala District Municipality within Steve Tshwete Local Municipality.	Possible fugitive dust particles from mine stockpiles, movement of vehicles and contamination of groundwater.	Acknowledged receipt.
Proposed construction of Ash Gypsum Co-Disposal Facility. Mpumalanga Province.	Victor Khanye Local Municipality.	Golder Associates Africa (Pty) Ltd	Draft Amendment Report for the Environmental Authorization	31/08/2021	Portions 0,3,10,26 and 30 of the Farm Klipfontein 566 JR, Remainder of Farm Klipfontein 566 JR and Remainder of Farm Hartbeestiontein 537 JR within Victor Khanye Local Municipality.	Possible fugitive dust resulting from stockpiles of Gypsum from the FGD Plant.	Acknowledged receipt.
Proposed Development of a filling station on proposed ERF 40 of Tswelopele Junction, eMalahleni Local Municipality, Mpumalanga Province.	eMalahleni Local Municipality	Delron Environmental Assessment Practitioners (Pty) Ltd	Draft Basic Assessment Report	07/09/2021	Portion 383 of the farm Zeekoewater 311-JS, eMalahleni Local Municipality, Mpumalanga Province.	Possible fugitive dust emissions resulting from movements of vehicles.	Acknowledged receipt.
Proposed mining right activities situated within the Nkangala District, near Hendrina, Mpumalanga Province.	Steve Tshwete Local Municipality	Elemental Sustainability (Pty) Ltd	Environmental Impact Assessment and Environmental Management Programme	06/10/2021	Portions of the farm Boschmansfontein 182 IS, the farm Boschmanskraal 184 IS, the farm Bloemfontein 196 IS and the farm Birminham 197 IS.	Possible fugitive emissions resulting from movement of vehicles and fugitive dust from mine stockpiles.	Acknowledged receipt.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
			Report				
Expansion of Evraz Highceld Steel and Vanadium Ltd. To accommodate for a cement-blending and packaging facility on Portion 48 of the farm Elandsfontein, 309/JS.	eMalahleni Local Municipality	JBenviroservices (Pty) Ltd	Draft Basic Assessment Report	21/10/2021	Portion 48 of the farm Elandsfontein, 309/J8, eMalahleni, Nkangala District, Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles on the site and stockpiles.	Acknowledged receipt.
Extension of underground mining of Dorstfontein East Coal Mine Operations, near Kriel, Mpumalanga Province.	eMalahleni Local Municipality	Digby Wells Environmental	Draft Environmental Impact Assessment	26/10/2021	Farms Dorstfontein 71 IS, Boschkrans 53 IS, Fentonia 54 IS, and Welstand 55 IS.	Movement of vehicles and fugitive dust from mine stockpiles.	Acknowledged receipt.
Draft Amendment of the Environmental Authorization for the proposed Ash and Gypsum co-disposal facility and associated infrastructure at Kusile Power Station.	Victor Khanye Local Municipality.	Jacana Environmentals (Pty) Ltd	Final EIA	20/11/2021	Wards 8 and 9 Victor Khanye Local Municipality within Nkangala District Municipality in Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles.	Acknowledged receipt.
Proposed prospecting right application for coal on portion of the remaining extent of the farm Bayview 430 JS, situated in the Magisterial District of	eMakhazeni Local Municipality	Singo Consulting (Pty) Ltd	Draft Basic assessment report and Environmental Management Programme	13/02/2022	Portions of the remaining extent of the farm Bayview 430 JS, situated in the Belfast Magisterial District under eMakhazeni Local Municipality, Mpumalanga	Possible fugitive emissions resulting from movement of vehicles and fugitive dust from mine	Acknowledged receipt.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Belfast, Mpumalanga Province.			Report		Province.	stockpiles.	
Draft Basic Assessment Report and Environmental Management Programme for the Environmental Authorisation for the Mining Permit portion 09 of the farm Syferfontein 288 IR in Delmas, within Victor Khanye Local Municipality.	eMalahleni Local Municipality	Fecund Consultants (Pty) Ltd	Draft Basic Assessment Report and Environmental Programme	22/03/2022	Portion of portion 09 of the farm Syferfontein 288 IR in Delmas, within the Victor Khanye Local Municipality, Nkangala District Municipality in Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles on the site and stockpiles.	Acknowledged receipt.
Proposed Kego Coal Processing Plant situated on Portion 18, 19, 23 Steve Tshwete Local Municipality, Mpumalanga Province.	Steve Tshwete Local Municipality	Kimopax (Pty) Ltd	Draft Basic Assessment Report	04/04/2022	Portion 12 of the Farm Goedeheop 315 JS, Steve Tshwete Local Municipality, Mpumalanga Province.	Possible fugitive emissions resulting from movement of vehicles. Air pollution in particular, Dust and particulate matter during the construction phase. Noise pollution during construction phase.	Acknowledged receipt. The formal comments were sent to the Applicant.
Water use license renewal application for Duvha power station within portion 0 of farm Duvha Kragtasie 337 eMalahleni	eMalahleni Local Municipality.	Kimopax (Pty) Ltd	Registered as the interested and affected party.	06/04/2022	portion 0 of farm Duvha Kragtasie 337 eMalahleni Local Municipality, Mpumalanga Province.	Land degradation if mitigation measures are not according followed.	Registered as the interested and affected party.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Local Municipality, Mpumalanga Province.							
Proposed decommissioning and closure of the FeCr Waste Disposal Facility at Transalloys (Pty) Ltd eMalahleni (Witbank) within Nkangala District Municipality, Mpumalanga Province.	eMalahleni Local Municipality.	Hydro Science	Draft Basic Assessment Report	20/04/2022	Portion 24 of the farm Schoongezicht 308 JS, along R547 Clewer Road, Road, eMalahleni, Mpumalanga Province.	Air pollution in particular, Dust and particulate matter during the decommissioning phase.	Acknowledged receipt. The formal comments were sent to the Applicant.
Notification of EA Extension for Kwagga Dennilton 132KV	Within the jurisdiction of Skhukhune District and Nkangala District Municipality	Eskom holdings (Pty) Ltd	Notification of EA Extension for Kwagga Dennilton 132KV	21/04/2022	Kwagga & Dennilton	Possible fugitive emissions resulting from movement of vehicles on the site and impact on land and air.	Acknowledged receipt of the Notification.
Development of commercial chicken broilers houses on Portion of Portion 20 of the Farm Schoonoord 164 IS situated in the Magisterial District of Middelburg.	Steve Tshwete Local Municipality	Singo Consulting (Pty) Ltd	Draft Basic Assessment Report	25/04/2022	Portion of Portion 20 of the Farm Schoonoord 164 IS situated in the Magisterial District of Middelburg.	Possible fugitive emissions resulting from movement of vehicles on the site and impact on land and air.	Acknowledged receipt. The formal comments were sent to the Applicant.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
Proposed prospecting right application on portion 14 of the farm Groenfontein 206 IR, situated in the Delmas magisterial District under Victor Khanye Local Municipality, Mpumalanga Province.	Victor Khanye Local Municipality.	Singo Consulting (Pty) Ltd	Draft Basic Assessment Report & EMPr	26/04/2022	portion 14 of the farm Groenfontein 206 IR, situated in the Delmas magisterial District under Victor Khanye Local Municipality, Mpumalanga Province.	Air pollution from drilling, fugitive dust emission will be generated during clearing vegetation, vehicle emissions and significant land degradation.	Acknowledged receipt. The formal comments were sent to the Applicant.
Granted Environmental Authorization for the NOVO Energy (Pty) Ltd for the LNG Hub Project.	eMalahleni Local Municipality.	ABS Africa Sustainability Advisors	This was an official notification for the granted EA to NOVO Energy (Pty) Ltd for the LNG Hub Project.	29/04/2022	Portion 46 of the Farm Elandasfontein 309 JS, eMalahleni Local Municipality, Mpumalanga Province.	Pollution due to improper storage of construction materials.	Acknowledged receipt of the Notification.
Proposed Mixed-Use development on Portion 1 and Portion 3 remainder of the farm Rondebult 303-JS and light industrial and small-scale coal processing on Portion 2 of the farm Rondebult 303-JS	eMalahleni Local Municipality.	LEAP enviro	Draft Scoping Report	16/05/2022	Portion 1 and Portion 3 of Remainder of the farm Rondebult 303-JS within eMalahleni Local Municipality	Air pollution from movement of vehicles, and significant land degradation.	Acknowledged receipt. The formal comments were sent to the Applicant.

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
within eMalahleni local Municipality.							
Mining Permit Application for Yandisa Mining Services (Pty) Ltd for a small scale opencast coal mining operation situated in the magisterial district of Nkagala, Steve Tshwete Local Municipality.	Steve Tshwete Local Municipality	Briel and Associates (Pty) Ltd	Basic Assessment Report and EMPr.	30/05/2022	Portion 3 of the farm Teutfontein 407 JS in Steve Tshete Local Municipality, Nkangala District Municipality, Mpumalanga Province.	Air pollution from drilling, fugitive dust emission will be generated during clearing vegetation, vehicle emissions and significant land degradation.	Acknowledged receipt. The formal comments were sent to the Applicant.
Prospecting right application on portion 1, of the farm Kwaggafontein 460 JS, situated within the Magisterial District of Steve Tshwete, Mpumalanga Province.	Magisterial District of Steve Tshwete, Municipality Province.	Singo Consulting (Pty) Ltd	Registered as the interested and affected party.	03/06/2022	Portion 1, of the Farm Kwaggafontein 460 JS, DMRE REF. situated within the Magisterial District of Steve Tshwete, Mpumalanga Province.	Air pollution from drilling, fugitive dust emission will be generated during clearing vegetation, vehicle emissions and significant land degradation.	Registered as the interested and affected party.
Notification of Decision of Middelburg Ferrochrome CDR Decommissioning-Waste Management Licence (WML).	Steve Tshwete Local Municipality		This was an official notification	14/06/2022	Middelburg Ferrochrome within Steve Tshwete Local Municipality, Mpumalanga	Possible fugitive emissions from movement of vehicles.	Acknowledged receipt.
Amendment of the environmental	eMalahleni Local	Savannah	This was an official	22/06/2022	Kwa-Guqa eMalahleni Local Municipality,		Acknowledged

Project Description	Local Municipality	EAP/consultant	Basic/Scoping Assessment (Listed or not listed activity – in terms of Section 21 of Air Quality Act 2004)	Date Received by NDM	Description of the property on which the activity is to be undertaken	Description of the environment that may be affected by the proposed activity	Action and or Comments of NDM
authorisation for Anglo African metal zero waste recovery solution and associated infrastructure	Municipality.	environmental	notification for the amended EA for Anglo African Metals Zero Waste Recovery Solution & Associated infrastructure		Mpumalanga Province		receipt.
Draft Scoping report for the proposed 2 seam mine project, eMalahleni Local Municipality within the Nkangala District Municipality in Mpumalanga Province.	eMalahleni Local Municipality.	Elemental sustainability (Pty) Ltd	Draft Scoping report	24/06/2022	Farm Lourens 472 IS and Portions RE, 6,29,31 and 50 of the farm Vlaklaagte 45 IS	Air pollution from blasting, fugitive dust emission, vehicle emissions and significant land degradation.	Acknowledged receipt and comments are at a draft stage

3.6 COMPONENT F: HEALTH

In the context of Nkangala District Municipality, health refers to Municipal and Environmental Health Services.

3.6.1 HEALTH

In accordance with Section 84 (e) and (i) of the Local Government: Structures Act 117 of 1998 deals with planning and operation of the regional solid waste disposal sites and Municipal Health Services respectively as part of the mandate of a District Municipalities. The National Health Act 61 of 2003 describe Municipal Health Services (MHS) as including: - Water Quality Monitoring, Food Control, Waste Management, Health Surveillance of Premises, Surveillance and Prevention of Contagious Diseases, Vector Control, Environmental Pollution Control, Disposal of the Dead and Chemical Safety. Hence a number of the above-mentioned elements of MHS involve a lot of pollution control.

3.6.2 IMPLEMENTATION OF MUNICIPAL HEALTH SERVICES

National Health Act 61 of 2003, Section 32(1) determines that every metropolitan and District Municipality must render appropriate and effective Municipal Health Services in its respective area of jurisdiction. Hence the NDM conducts MHS and receives monthly MHS Reports from the six Local Municipalities and report quarterly to Council and Mpumalanga Department of Health. Some of MHS functions indicated on the SDBIP are as follows.

Table 3.38: Municipal Health Services

KPA	Year 2018/2019	Year 2020/2021	Year 2021/2022
Water Quality Monitoring	3651 water samples collected	3598 water samples collected	3693 Water samples collected
Food control and safety	6854 food premises inspected	6082 food premises inspected	5590 food premises
Surveillance of Premises (Mortuaries)	352 funeral undertakers/ mortuaries inspected that includes exhumations	395 funeral undertakers/ mortuaries inspected that includes exhumations	402 funeral undertakers
Surveillance of Premises Crèche's and ECD	830 creches and ECDs inspected	986 creches and ECDs inspected	1076 creches and ECDs
Surveillance of premises- Schools	555 schools inspected	511 schools inspected	513 school inspected
Surveillance of premises- Old Age homes and disable centres	191 old age homes and disable centres inspected	194 old age homes and disable centres inspected	232 old age homes and disable centres inspected
Surveillance of premises- Accommodation facilities hotels, guesthouses	246 accommodation facilities inspected	297 accommodation facilities inspected	293 accommodation facilities inspected

3.6.3 MUNICIPAL HEALTH SERVICES TRAINING

Table 3.39: Nkangala District Municipality (NDM) Municipal Health Services (MHS) conducted training to business managers, owners or facility staff and other stakeholders around the District from July 2021 to June 2022

KPA	Year 2019/20	Year 2020/2021	2021/2022
MHS training conducted for facility owners and communities	62 MHS training	MHS training 58	MHS training 57

3.6.4 MUNICIPAL HEALTH SERVICES JOINT OPERATIONS

Table 3.40: Nkangala District Municipality (NDM) Municipal Health Services (MHS) conducted joint operation with Sector Departments and Local Municipalities as part of compliance from July 2021 to June 2022

KPA	Year 2019/2020	Year 2020/2021	Year 2021/2022
MHS joint operation conducted within communities and facilities	62 MHS joint operation	53 MHS joint operation	MHS Joint operation 50

3.6.5 PREVENTION AND CONTROL OF COMMUNICABLE DISEASES

One of Environmental Health function is to prevent and control the spread of communicable diseases. South Africa experienced a first case of Novel Coronavirus19 on the 01st March 2020. The country moved from different levels and moved back to level one since 30th June 2022.

Role of EHPs in the control of COVID19 is:

- To participate in Outbreak Response Team at Provincial, District and local level.
- To investigate the suspected cases and contact tracing.
- To ensure safe water supply.
- To facilitate and monitor decontamination and disinfection of affected homes
- To ensure effective waste management of health care risk waste.
- To conduct health education and awareness on public hygiene measures.

In order to control the spread of the virus Nkangala District procured personal protective equipment for all the employees and ensured that employees are educated on COVID19 by MHS and Safety Officer. NDM established District Command Council (DCC) and also participated on all Local Joint Operation Committee (LJOC) and Local Command Council (LCC) to prevent and control the virus. It must be indicated that the DCC and LCC is sitting weekly and the LJOC on weekly basis.

Environmental Health Practitioners activities in all the six LMs during the lockdown are as follows:

3.6.6 NKANGALA DISTRICT COVID 19 STATISTICS AS AT 30 JUNE 2022

Table 3.41: COVID 19 Statistics

Local Municipality	Cases	Recoveries	Death	Active Cases
Steve Tshwete	22582	22036	528	18
Emalahleni	30086	29473	593	20
Thembisile Hani	5797	5667	127	3
Victor Khanye	2488	2431	57	0
Dr JS Moroka	4304	4203	100	1

Emakhazeni	2508	2435	70	3
Nkangala Total	67765	66245	1475	45

3.7 COMPONENT G: SECURITY AND SAFETY

This component includes fire; disaster management,

3.7.1 FIRE SERVICES

Table 3.42: Incidents reported in 2021/2022:

Local Municipality	Type of Incident	2019/2020 Total number of calls	2020/21 Total number of calls	2021/22 Total number of calls
Thembisile LM	Motor Vehicle Accidents [MVA]	80	86	136
	Pedestrian Vehicle Accidents [PVA]	6	6	28
	Grass/Veld fires	94	101	122
	Other fires [structural; electric; vehicle etc.]	401 including disinfecting of schools building facilities due to Covid-19	102	87
Dr JS Moroka LM	Motor Vehicle Accidents [MVA]	73	134	91
	Pedestrian Vehicle Accidents [PVA]	8	3	13
	Grass/Veld fires	23	38	21
	Other fires [structural; electric; vehicle etc.]	44	117	24
Dr JS Moroka	Died on Accident Scene	14	36	09
Thembisile LM	Died on Accident Scene	33	54	85
Other services rendered by the fire department	Awareness Campaigns	51	249	336
	Fire extinguisher training	52	204	293
	Flammable certificates	08	28	48
	Hydrant inspections	02	6	5
	Drowning rescue	1	11	13
	Review of Business Plans	27	97	49
	Safety talks	119	269	293
	Special services	201	55	89
Dr JS Moroka	Awareness Campaigns	125	120	275

LAND ACQUISITION, DEVELOPMENT AND APPLICATION FOR ESTABLISHMENT OF NDM FIRE AND RESCUE TRAINING ACADEMY

The Municipal Structures Act 117 of 1998, Section 84 provides the functions of a District Municipality as follows:

Firefighting services serving the area of the district municipality as a whole, which includes-

- (i) planning, co-ordination and regulation of fire services;
- (ii) specialised firefighting services such as mountain, veld and chemical fire services;
- (iii) co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
- (iv) training of fire officers.

Nkangala District Municipality (NDM) envisioned the possible establishment of the Nkangala District Municipality Fire and Rescue Academy, hence Rural Metro Emergency Management Services was contracted to conduct the above-mentioned feasibility study. While doing that, unused Arnot Power Station premises consisting of old dormitory, kitchen and dining area were identified and engagement with ESKOM were pursued under the assistance of Rural Metro Emergency Management Services as experts in the field.

Through research, it became clear that Mpumalanga Province doesn't have such an academy hence all its fire-fighters travel to various other Provinces for such CPD programmes. Several bench-marking exercises were undertaken in this regard; a visit to the City of Joburg, Ekurhuleni and Cape Town which runs similar academies. This presented an opportunity for NDM to explore possibilities of establishing one such academy in view of the fact there are at least 6 (six) fire stations in whole NDM and 1(one) satellite fire station (Nokaneng) with another one (Verena) underway. It is against this background that Rural Metro Emergency Management Services was contracted to conduct the above-mentioned feasibility study to ascertain various aspects related to the long-term feasibility and sustainability of such a Fire and Rescue Academy.

Progress so far:

- Feasibility study for the Land acquisition, development and the establishment of NDM fire and rescue academy completed and approved by Council.
- The Preliminary Assessment conducted on the proposed Arnot buildings was completed and the for NDM Fire Rescue Academy Project and the overall conclusion of the assessment is that the site can be repaired and re-used as there are no major Civil/Structural Engineering defects at approximately **R36 858 793,75**.
- The NDM in partnership with the Service Provider (Rural Metro) conducted the THLM Fire Station as part of the NDM Fire Academy Accreditation process and has already lodged a formal accreditation application to the NDM Fire and Rescue Training Academy to Southern African Emergency Service Institute (SAESI).
- The NDM is in the process compiling the Fire and Rescue Training Academy Business Case (Proposal) for submission to serve on the ESKOM Management together with the Donation/ 99-Lease Contract Agreement for signature between the two (2) parties.

3.7.2 DISASTER MANAGEMENT

Emergency Services is reflected as Issue 11 in the NDM Integrated Development Plan and cater for both the Disaster Management as determined by the Disaster Management Act 2000.

The Nkangala Disaster Management Centre has been operating for 24 hours for the year under review. A full complement of eight (8) control room operators have been appointed. One of the infrastructural requirements necessary to enable the District Disaster Management Centre to operate optimally as outlined in the National Disaster Management Framework of 2005 is a 24-hour central communication for reporting, managing and coordinating response to events and disasters. The Centre also serves to disseminate early warning information in attempt to prevent disasters from occurring. The Emergency Number is **013 249 2800**.

3.7.3 CONSOLIDATED CALLS WITHIN THE DISTRICT

Table 3.43: Consolidated calls within the district

Local Municipality	Type of Incident	2020/2021 Total no. of calls	2021/2022 Total no. of calls
Thembisile LM	Motor Vehicle Accidents (MVA)	61	136
	Pedestrian vehicle accident (PVA)	00	28
	Grass/Veld fires	190	107
	Other fires (structural; electric; vehicle etc.)	78	110
	Special services	35	61
Dr. JS Moroka LM	Motor Vehicle Accidents (MVA)	88	143
	Pedestrian vehicle accident	03	17
	Grass/Veld fires	72	29
	Other fires (structural; electric; vehicle etc.)	106	57
	Special services	16	22
Steve Tshwete LM	Motor Vehicle Accidents (MVA)	867	734
	Pedestrian vehicle accident	54	34
	Grass/Veld fires	337	66
	Other fires (structural; electric; vehicle etc.)	176	96
	Special services	59	21
eMalahleni LM	Motor Vehicle Accidents (MVA)	275	271
	Pedestrian vehicle accident	21	21
	Grass/Veld fires	63	86
	Other fires (structural; electric; vehicle etc.)	132	133
	Special Services	08	73
	Motor Vehicle Accidents (MVA)	118	107
Victor Khanye LM	Pedestrian vehicle accident	01	2
	Grass/Veld fires	152	42
	Other fires (structural; electric; vehicle etc.)	71	54
	Special services	29	34
	Motor Vehicle Accidents (MVA)	185	243
Emakhazeni LM	Pedestrian vehicle accident	01	4
	Grass/Veld fires	00	1
	Other fires (structural; electric; vehicle etc.)	13	21
	Awareness campaign	12	5
	Awareness campaign	12	136

Major incidents

None

Declared disasters

None

3.7.4 Emergency evacuation drill and capacity building

3.7.5 Covid-19 Disaster Risk Reduction Awareness Campaigns

A total number of Twenty-Seven (27) disaster risk reduction awareness campaigns took place as follows:

Table 3.44: Disaster risk reduction awareness campaigns

First quarter		
Municipality	Date	Venue
Dr JS Moroka	02 September 2021	University of Mpumalanga- Siyabuswa
Emalahleni	13 August 2021	Emalahleni Fire Station

	30 September 2021	Empumelweni Informal settlement
Emakhazeni	09 September 2021	Kwanyabela Farm
Thembisile	29 July 2021	Goederede Clinic
	16 September 2021	Tweefontein F (Ward 17)
	17 September 2021	Vezubuhle
Steve Tshwete	19 August 2021	Vaalbank informal settlement
Victor Khanye	07 September 2021	Botleng Methodist Community Church
Second quarter		
Dr JS Moroka	24 November 2021	Mogonong Village
Emalahleni	13 October 2021	Spring Valley Informal Settlement
Emakhazeni	27 October 2021	Emthonjeni
	02 November 2021	Shushumela village (Dullstroom)
Thembisile	18 November 2021	Moloto Village
Steve Tshwete	-	-
Victor Khanye	07 October 2021	Delmas Sport Centre
Third quarter		
Dr JS Moroka	-	-
Emalahleni	16 March 2022	Ganala (Kriel)
Emakhazeni	24 February 2022	Belfast
Thembisile	17 February 2022	Dutch Reformed Church
	24 March 2022	Sithabiseng Village
Steve Tshwete	10 February 2022	Blinkpan Primary School
	17 March 2022	Maziya Combined School (Hendrina)
Victor Khanye	23 February 2022	Botleng
Fourth quarter		
Dr JS Moroka	-	-
Emalahleni	28 June 2022	Coronation Informal Settlement
Emakhazeni	26 May 2022	Emazembeni Farming Community
Thembisile Hani	-	-
Steve Tshwete	13 April 2022	Hendrina Secure Care Centre
	25 May 2022	Middelburg Fire Station
	22 June 2022	Marikana Informal Settlement
Victor Khanye	-	-

Stakeholders participated in the above-mentioned awareness campaigns include the following:

- Disaster Management officials both from the District and local municipalities.
- Municipal Health Services;
- Fire and Rescue Services;
- South African Police Service;
- Department of Health
- Department of Social Development
- South African Social Security Agency

3.7.6 EMERGENCY SERVICES OPEN DAY

08 June 2022- Emergency open day at Ga-Morwe Stadium in Dr. J.S Moroka Local Municipality

The following stakeholders participated in the event:

- Nkangala District Municipality (NDM) Disaster Management
- NDM Air pollution control unit
- Dr JS Moroka LM disaster,
- Dr JS Fire and Rescue department
- Environmental Management
- Dr JS Moroka Traffic department

- Provincial Emergency Medical Services (EMS)
- Working on Fire (WOF)
- South African Police Service (SAPS)
- KECA Ambulance Services
- MTPA
- South African Weather Services
- Department of Health

3.7.7 DISASTER MANAGEMENT ADVISORY FORUM

The Disaster Management Act 57 of 2002, section 51 (1) indicates that metropolitan or district may establish a Municipal disaster management advisory forum (DMAF). According to indicated provision and content of the Act, NDM has established the DMAF which is active and sits on the quarterly basis. In the financial year under review, 4 quarterly DMAF were held.

In addition to the **District Disaster Management Advisory Forum** established further two structures to assist

in coordinating response to the Covid 19 pandemic namely:

- **District Command Centre (DCC):** This is an administrative structure that meets bi-weekly on Wednesdays to coordinate administrative response and prepare a report to the Provincial Command Centre (PCC).
- **District Command Council (DCC):** This is a political structure chaired by the District Executive Mayor where all Municipalities and sector departments report.

3.7.8 MORAL REGENERATION MOVEMENT

Moral Regeneration Movement was setup in 2002 as a broad partnership between government, civil society and business aimed at facilitating a groundswell of activism against the escalating moral decay or anti-social behaviour manifest in many areas of South African life. It also aimed at to provide a positive influence to our communities starting at family level. Ten (10) programme war conducted in this regard.

3.8 COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.8.1 EXECUTIVE COUNCIL

Nkangala District Municipality has got four high offices namely, the office of the Executive Mayor, Office of the Speaker, Office of the Council Whip and Office of the Municipal Manager. The office of the Executive Mayor is responsible for the Mayoral Committee members whilst the office of the Speaker is responsible for (amongst others) ensuring that the Council business is conducted in an orderly manner. On the other hand, the office of the Council Whip ensures that all Councillors including the members of the Mayoral Committee attend Council, Mayoral and other Council Committees they are delegated to serve on. The office of the Municipal Manager is responsible for the general administration and the NDM staffs well-being, which includes the provision of a job description for each post, attach remuneration and other conditions of service to each post as may be determined in accordance with any applicable labour legislation and establish a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and the conditions of service.

3.8.2 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Information and Communications Technology (ICT) Division has the mandate to deliver services, and support and maintenance of ICT infrastructure for the Nkangala District Municipality for the afore mentioned to realise its goals and objectives. Summarily, ICT serves as a vehicle and an enabler for service delivery:

- NDM has reviewed the Municipal Corporate Governance of ICT Framework Policy and the implementation imperatives are being implemented continuously.
- The Nkangala District Municipality ICT Forum is functional and sits biannually to recommend and advise the local municipalities that are within the Nkangala region.

- ICT Steering Committee for Nkangala District Municipality has been formed, sits quarterly, and is fully functional as part of ICT Governance requirements. Its main function is to appraise Council on the governance of ICT.
- Furthermore, NDM fully complies with the relevant legislations inter alia ECT Act (Electronic and Communications Transactions Act) and MISS (Minimum Information Security Standards).
- The Disaster Recovery Plan requirements are fully met with the establishment of the Disaster Recovery Remote Site.
- NDM has also deployed IP Telephony through the installation of the VoIP (Voice over Internet Protocol) system.

Achievements

In the Financial Year 2021/22 the Information and Communication Technology unit implemented, enhanced, and/or developed the following systems:

- Notwithstanding the provision of laptops for the management of Nkangala District Municipality, the entire Council which comprise sixty Councillors, was provided with Tablets as tools of trade.
- Data provision for the above-mentioned has been upgraded to 30GB per which is in alignment with upper limits thus allowing top up.
- An Electronic Document Management System has been deployed for records management and as replacement for SmartGov.
- Both the Fire Stations, KwaMhlanga and Dr. J.S. Moroka, are connected to main office via the Multiprotocol Label Switching (MPLS) Network.
- An SD WAN has been deployed at Dr JS Moroka to strengthen the MPLS which is always compromised by electricity power supply which is unstable.
- Installed an independent Green Energy Power Supply.
- Deployed an MPLS for Dr. JS Moroka Local Municipality whilst improved the Thembisile Hani Local Municipality's MPLS.
- Rolled out full APN connectivity hence all remote users can now access NDM's systems remotely.
- Improved the NDM Website and developed an Intranet which is now fully functional.
- A Disaster Recovery Plan/Business Continuity Plan has been developed, and in its function, encapsulates all the six local municipalities. The implementation of the afore-mentioned recommendations is work-in-progress.
- The deployment of the Microsoft Teams Software and other Virtual Platforms continues to benefit the Municipality optimally as collaborative systems.

Overall Performance of ICT Services:

- ICT managed to implement its mandate by ensuring the Municipality improves tremendously in its quest to becoming digitalized in compliance with the Fourth Industrial Revolution imperatives.
- Furthermore, the deployment of the MPLS improved and managed to sustain continuous connectivity between the Main Office and all the other subsidiary offices.
- ICT support also improved in that NDM continues to experience decreased downtime.
- ICT spending has also improved hence have made it possible for the implementation of ICT Governance
- Framework Policy imperatives as promulgated by the Department of Public Service and Administration (DPSA). ICT is also assisting the local municipalities within NDM area of jurisdiction in ICT governance issues.

3.9 COMPONENT J: 2021/2022 ANNUAL PERFORMANCE REPORT

3.9.1 INSTITUTIONAL AND DEPARTMENTAL PERFORMANCE

PURPOSE

The purpose of this report is to give feedback regarding the performance of the Nkangala District Municipality as required by the Municipal Systems Act No 32 of 2000, section 41(e) and the Municipal Finance Management Act 56 of 2003, section 52(d). The information included in this report is based on the IDP and Adjusted SDBIP as developed for the financial year 2021/2022. The scorecards were developed to reflect **cumulative performance**; therefore, the status of indicators reflects the overall performance level achieved to date.

METHODOLOGY FOLLOWED IN COMPILING THE REPORT

In terms of Section 46 of the Municipal Systems Act 32 of 2000, Municipalities are required to prepare for each financial year, an annual performance report reflecting-

- (a) The performance of the municipality and of each external service providers during that financial year;
- (b) A comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year and
- (c) Measures taken to improve performance.

According to the provisions of the Municipal Systems Act, 32 of 2000, municipalities must monitor and measure the progress of their performance by preparing quarterly, mid-year and annual performance reports, in terms of Chapter 6 of the MSA, on performance management systems. These quarterly and mid-year reports make up the municipality's annual performance reports (Section 46 report), which are submitted to the Auditor-General, along with the Annual financial statements for auditing.

This report is based on information received from each department for assessment of performance for the accumulated **annual performance for 2021/2022, ended 30 June 2022**. This is a high-level report based on scores obtained through a process whereby actual information per Key Performance Area (KPA), Strategic Objectives, Programmes and the aligned Key Performance Indicators are compared to the approved 2021/2022 IDP and Adjusted SDBIP scorecards.

The overall performance for the Nkangala District Municipality is based on the Departmental Performance scorecard which is inclusive of the IDP, Adjusted SDBIP KPI's and Projects applicable to each department in terms of their respective contribution.

The detail pertaining to the Key Performance Indicators (KPIs) are included as individual tables in each section of the department's individual performance. Results are presented in the form of scores as detailed below and were calculated using an automated system based on the guidelines contained in Regulation 805; Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.

2. EXECUTIVE SUMMARY

This report serves as the **4th Quarter Institutional Performance Report** for the **2021/2022** financial year **ended 30 June 2022**. It provides effective and informative feedback on the performance level achieved (accumulative reporting) against the targets as laid out in the IDP and Adjusted SDBIP Scorecards. In the case of under-performance, the respective concerns or mitigating reasons are highlighted and details pertaining to the relevant measures taken to address these challenges are included thereto.

The overall performance for the Nkangala District Municipality is based on a composite Performance Scorecard of each Department comprising of all indicators and projects inclusive of the IDP and Adjusted SDBIP. The overall accumulative Institutional performance score achieved for the **Annual Performance Report of 2021/2022, ending 30 June 2020** is at **75%**, representing a 9% decline as compared to the previous **2020/21 financial year performance which was at 84%**. This expenditure relates to expenditure on infrastructure and operational projects for local municipalities within the District's jurisdictional area. The actual transfer and subsidies are at 77% due the delay in appointments due to the notice issued by National Treasury in terms of PPPFA 2017 regulations rendered as invalid and halting all procurements as results it affected the overall performance of the municipality.

3. ACKNOWLEDGEMENT

I would like to extend my appreciation to the Honourable Executive Mayor, Mayoral Committee, MPAC, Section 79, Section 80, Performance and Audit Committee (PAC), Risk Management Committee and Councillors for strategic direction and leadership demonstrated during the financial year.

The guidance and vision of the Heads of Departments and other staff are acknowledged with gratitude. A special word of appreciation is extended to all my colleagues for their loyalty and support.

4. VISION, MISSION, KEY PERFORMANCE AREAS AND ORGANISATIONAL STRATEGIC GOALS

The Vision, Mission, Values and Strategic goals were review and recommended as follows:

Table: The Vision, Mission, Values & Strategic Goals of NDM

Vision	Improved quality of life for all
Mission	The NDM is committed to the improvement of the physical, socio-economic and institutional environment in order to address triple challenges through sustainable development and service excellence.
Values	<ul style="list-style-type: none">• To promote and pursue key national, Provincial and local development goals as enriched in vision 2030• To be inclusive and caring organization• To be democratic transparent, accountable and participative in pursuance of our objectives• To be responsive to the needs of citizens and Partner-Local Municipalities• To cultivate a work ethic focused on performance, achievement and results• To be democratic in the pursuance of our objectives• To show mutual respect, trust and ensure high levels of co-operation and discipline in our dealing with one another

Strategic Goals

Strategy is about those broad priorities that are to be pursued in order to achieve the vision and mission. Once the high-level strategic goals are developed.

1. Positioning Nkangala in the Region and Southern Africa (SADC)
2. Enhancing Environmental Sustainability and Protecting Natural Resources
3. Spatial Transformation and Sustainable Human Settlements
4. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security
5. Inclusive Economic Growth and Decent Employment for a Skilled Workforce
6. Functional, Efficient Economic Infrastructure Network to Facilitate Growth
7. Improving Education, Training and Innovation
8. Promoting Health Care for All
9. Providing Social Protection (Welfare) to the Vulnerable
10. Building Safer, Caring Communities
11. Building a Capable, Financially Sustainable and Developmental Governance System
12. Promoting Nation Building and Social Cohesion through Participative Planning

The strategic goals are aligned to developmental objectives that were developed by the municipality and are depicted in the table below:

Table: The Developmental Objectives

Strategic Goals	Developmental Objectives
Positioning Nkangala in the Region and Southern Africa (SADC)	Integrated Sustainable Human Settlements and improved quality of household life
Building a Capable, Financially Sustainable and Developmental Governance System	Efficient, competitive and responsive economic infrastructure network
Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Decent employment through inclusive economic growth
Building a Capable, Financially Sustainable and Developmental Governance System	Inculcate and improve financial sustainability and management
Building a Capable, Financially Sustainable and Developmental Governance System	Responsive, accountable, effective, efficient and sound Governance System
Building a Capable, Financially Sustainable and Developmental Governance System	Skilled and capable workforce supportive of inclusive growth
Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security	Vibrant, equitable and sustainable rural communities and food security
Enhancing Environmental Sustainability and Protecting Natural Resources	Protection and enhancement of environmental assets and natural resources

The District Municipality must ensure that it aligns its strategic goals with the National and Provincial goals and priorities. The table underneath reflects the Nkangala strategic goals' alignment to Local Governments Key Performance Areas.

Table: NDM Strategic Goals' Alignment to LG KPA

Key Performance Areas	Nkangala Strategic Goals
KPA 1: Institutional Development and Transformation	11. Building a Capable, Financially Sustainable and Developmental Governance System
KPA 2: Good Governance and Public Participation	12. Promoting Nation Building and Social Cohesion through Participative Planning
KPA 3: Local Economic Development	4. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security 5. Inclusive Economic Growth and Decent Employment for a Skilled Workforce
KPA 4: Financial Viability and Financial Management	11. Building a Capable, Financially Sustainable and Developmental Governance System

KPA 5: Basic Service Delivery and Infrastructure	1. Functional, Efficient Economic Infrastructure Network to Facilitate Growth 7. Improving Education, Training and Innovation 8. Promoting Health Care for All 9. Providing Social Protection (Welfare) to the Vulnerable 10. Building Safer, Caring Communities
KPA 6: Spatial Rationale	1. Positioning Nkangala in the Region and Southern Africa (SADC) 2. Enhancing Environmental Sustainability and Protecting Natural Resources 3. Spatial Transformation and Sustainable Human Settlements

The strategic goals and outcomes, their statements/definition as well as alignment to Key Performance Areas, National Development Plan and 2030 Developmental Goals:

Table: The Strategic goals' Alignment to the NDP & 2030 Developmental Goals

Strategic Goal	Outcome
<ul style="list-style-type: none"> Functional, Efficient Economic Infrastructure Network to Facilitate Growth Improving Education, Training and Innovation Promoting Health Care for All Providing Social Protection (Welfare) to the Vulnerable Building Safer, Caring Communities 	Improved quality of life, effective and efficient service delivery
<ul style="list-style-type: none"> Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security Inclusive Economic Growth and Decent Employment for a Skilled Workforce 	Diversified and sustainable regional economy by 2030
Building a Capable, Financially Sustainable and Developmental Governance System	Financial sustainability
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Deliver various infrastructure projects for sustainable economic growth and service provision to communities
<ul style="list-style-type: none"> Positioning Nkangala in the Region and Southern Africa (SADC) Spatial Transformation and Sustainable Human Settlements 	Integrated economic space and sustainable human settlements by 2030
Building a Capable, Financially Sustainable and Developmental Governance System	Clean Audit results and satisfied and participative communities
Building a Capable, Financially Sustainable and Developmental Governance System	High performing and effective employees

The following tables represent the Institutional performance by **KPA for both KPI's and Projects**. Constitutes all the KPI's and Projects in the IDP, and Adjusted SDBIP Scorecards assessed. This section of the report provides information on the contribution made to **each KPA** to the overall **Annual Institutional Performance** level achieved by the Nkangala District Municipality for the **period ended 30 June 2022**.

KEY PERFORMANCE INDICATORS (KPI)

Institutional Performance – KPA's (KPI's)	YTD 2020/21	YTD 2021/22
Overall Attainment	81%	74%
KPA 1: Institutional Development and Municipal Transformation	75%	89%
KPA 2: Good Governance and Public Participation	84%	73%
KPA 3: Local Economic Development	50%	50%
KPA 4: Municipal Financial Viability and Management	83%	75%
KPA 5: Service Delivery and Infrastructure Development	83%	70%
KPA 6: Spatial Analysis and Rationale	100%	100%

PROJECTS

Institutional Performance – KPA's (Projects)	YTD 2020/21	YTD 2021/22
Overall Attainment	87%	77%
KPA 1: Institutional Development and Municipal Transformation	N/A	N/A
KPA 2: Good Governance and Public Participation	100%	80%
KPA 3: Local Economic Development	67%	100%
KPA 4: Municipal Financial Viability and Management	100%	100%
KPA 5: Service Delivery and Infrastructure Development	83%	69%
KPA 6: Spatial Analysis and Rationale	100%	100%

The organisation is responsible for a **total of 80 KPIs' and 70 Projects for this financial year, of which all were assessed**. All the assessed KPI's and Projects contribute to the overall performance level of the combined IDP and adjusted SDBIP Scorecards as reflected in this report. Institutional statistics were as follows:

NB: Transfer and subsidies

This expenditure relates to expenditure on infrastructure and operational projects for local municipalities within the District's jurisdictional area. The actual transfer and subsidies are at 70% due the delay in appointments due to the notice issued by National Treasury in terms of PPPFA 2017 regulations rendered as invalid and halting all procurements as results it affected the overall performance of the municipality. Some of transfer and subsidies budget were affected by virements during the financial year under review.

Comparison of Institutional Performance Levels from 2019/2020 to 2021/2022 Financial Years:

Details	2019/20			2020/21			2021/22		
	Total KPI's Assessed	Targets Achieved	% Target Achieved	Total KPI's Assessed	Targets Achieved	% Target Achieved	Total KPI's Assessed	Targets Achieved	% Target Achieved
KPIs	85	75	88%	75	61	81%	80	59	74%
Projects	85	72	85%	76	66	87%	70	54	77%
Total	170	147	86%	151	127	84%	150	113	75%

The Evaluation criteria are based on a scale of 1-5 and each of aspects (KPIs and projects) will be rated as follows:

5	Outstanding performance	Performance far exceeds the standards expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in Performance Agreement/Plan and maintained this in all areas of responsibility.
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4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement/ Plan.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement/Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement/Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all performance criteria and indicators as specified in the Performance Agreement/Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

The following section contains a comprehensive breakdown of the **Key Performance Area (KPA)**

5.1 KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

9 KPI's were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets NOT Achieved	% Target NOT Achieved
KPIs	9	8	89%	1	11%
Projects	0	0	0%	0	0%
Total	9	8	89%	1	11%

The KPA's overall score is 89%.

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Building a Capable, Financially Sustainable and Developmental Governance System	Organisational restructuring and transformation	M_01	Percentage of individual performance evaluation conducted with all employees 30 June 2022 (Cascading of PMS to all NDM Employees) (filled positions)	1,8	Opex	(193/200) = 96.5%	100%	100%	Achieved	None	None	3	Consolidated Report
Building a Capable, Financially Sustainable and Developmental Governance System	Powers, Duties and Functions	M_02	Number of new/reviewed policies approved by Council by 31 May 2022	1,4	Opex	60	55 (22 CS, 21 FS, 2 SS, 2 ICT, 1 PED, 1 LEGAL, 1 PMS, 1 EM, 4 RISK)	65	Achieved	None	None	3	Council resolutions (stating all the policies)
Building a Capable, Financially Sustainable and Developmental Governance System	Good governance and communication	M_03	Percentage of KPIs and projects attaining organisational targets by 30 June 2022 (Total Organisation)	1,8	Opex	87%	100%	75%	Not achieved	1. Strategic risks, operational risks, internal audit recommendations and audit committee recommendations and strategic	1. That the not achieved targets be included in the new financial years' register.	2	Quarterly Institutional Performance Report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										lekgotla resolutions not fully implemented. On 16 February 2022 National Treasury issued a communication that procurement made in terms of PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be concluded and the tenders advertised on or after should be on abeyance	2. Projects which were affected by the communication from NT were advertised in June and are under SCM processes		
Building a Capable, Financially Sustainable and Developmental Governance System	Good governance and communication	M_04	Percentage on number of litigation matter resolved by 30 June 2022	1,3	Opex	36.36%	20%	44% (4/9x100)	Achieved	None	None	3	Litigation register and report
Building a Capable,	Organisational Restructuring	M_05	Percentage of Recruitment	1,2	Opex	95%	95%	95%	Achieved	None	None	3	Progress Vacancy Rate

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Financially Sustainable and Developmental Governance System	and Transformation		processes on approved vacant positions finalized within 4 months of the position being advertised										Report
Building a Capable, Financially Sustainable and Developmental Governance System	Organisational Restructuring and Transformation	M_06	Percentage of findings on health and safety incident implemented by 30 June 2022	1,4	Opex	100%	100%	100%	Achieved	None	None	3	Quarterly OHS report
Building a Capable, Financially Sustainable and Developmental Governance System	Organisational Restructuring and Transformation	M_07	Percentage of employees from previously disadvantaged groups appointed in the three highest levels of management (level 0 to 3) as per the approved EE plan (GKPI) by 30 June 2022	1,3	Opex	100%	70%	80%	Achieved	None	None	2	EE Annual Report
Building a Capable, Financially Sustainable and Developmental Governance	Organisational Restructuring and Transformation	M_08	Percentage of allocated budget spent implementing the Workplace Skills Plan (GKPI) by 30 June 2022	1,5	Opex	99.80%	90%	93%	Achieved	None	None	3	Training report and WSP (include budget spending report. The

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
System													budget is R2,252,300.00 Million)
Building a Capable, Financially Sustainable and Developmental Governance System	Organisational Restructuring and Transformation	M_09	Number of Medium-Term Revenue and Expenditure (MTREF) report submitted to National treasury and CoGTA aligned with circular 88 of the MFMA by 30 June 2022	1,3	Opex	New	3	3	Achieved	None	None	3	Progress MTREF reports and proof of submission (email)

5.2 KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

26 KPI's and 5 projects were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: GOOD GOVERNANCE AND PUBLIC PARTICIPATION STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets not Achieved	% Target not Achieved
KPIs	26	19	73%	7	27%
Projects	5	4	80%	1	20%
Total	31	23	74%	8	26%

The KPA overall score is 74%.

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_10	Maintain clean audit opinion in respect of the 2020/2021 Audit Report by 30 December 2021	2,4	Opex	1 (clean audit)	1	1	Achieved	None	Target achieved	3	AG's Audit Report
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_11	Action Plan on issues raised by the Auditor General tabled to Council by 30 December 2021	2,5	Opex	1	1	1	Achieved	None	None	3	Action Plan and Council resolution
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_12	Percentage of AG Management Letter findings resolved by 30 June 2022 (Total organization)	2,5	Opex	78.60%	44%	22% (2/9 x100)	Not Achieved	Lack of capacity to clean the storerooms and Loskop project: the delay in appointments due to the notice issued by National Treasury in terms of PPPFA 2017 regulations rendered as invalid and halting all procurements	Temporary workers have been sourced to assist in the cleaning of storerooms and it is will be concluded by 30 September 2022. The services provider to be appointed by 30 October 2022	2	Action Plan progress report (4/9)

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_13	Final 2022/23-2026/27 IDP tabled for approval to Council by 31 May 2022	2.6	Opex	1	1	1	Achieved	None	None	3	Final IDP Document & Council Resolution
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_14	Annual Report tabled to Council by 31 December 2021	2.4	Opex	1	1	1	Achieved	None	None	3	approved Annual Report and council resolution
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_15	Submission of Oversight Report by MPAC to Council by 28 February 2022	2.5	Opex	1	1	1	Achieved	None	None	3	Oversight Report and council resolution
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_16	Final 2022/2023 SDBIP approved by Executive Mayor within 28 days after approval of Budget	2.6	Opex	1	1	1	Achieved	None	None	3	Approved and signed SDBIP
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_17	Adjusted 2021/2022 SDBIP approved within 28 days after the approval of the Adjusted Budget.	2.4	Opex	1	1	1	Achieved	None	None	3	Approved Adjusted SDBIP and Council Resolution

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Planning													
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_18	Percentage of action plans implemented to address Strategic Risks Identified per quarter (Total organisation)	2,3	Opex	99%	100%	99%	Not Achieved	The following Departments did not achieve their set targets: Corporate Services: Job descriptions were not audited by PAC due to the system having errors; Finance- No letter of good standing (COID) due to incorrect submission of earning; and CDS-Fire fighting vehicles not functioning on a regularly basis	The targets not achieved be included in the new financial years registers and implemented by 30 June 2023.	2	Quarterly Strategic Risk report
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_19	Percentage of action plans implemented to address Operational Risks Identified per quarter (Total Organisation)	2,3	Opex	99%	100%	99%	Not Achieved	Less projects implemented and low spending on CAPEX and OPEX due to On 16 February 2022 National Treasury issued a communication that procurement made in terms of	Projects which were affected by the communication from NT to be implemented by 30 December 2022 (as roll over project)	2	Quarterly Operational Risk report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be concluded and the tenders advertised on or after should be on abeyance			
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_20	Percentage of action plans implemented to address Fraud and corruption Risks Identified per quarter (Total Organisation)	2,3	Opex	100%	100%	100%	Achieved	None	None	3	Quarterly Fraud and corruption Risk report
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_21	Developed and approved 2022/2023 Risk based audit plan by 31 May 2022	2,2	Opex	1	1	1	Achieved	None	None	3	Approved Risk based audit plan
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_22	Percentage of internal audit recommendation implemented per quarter (Total organization)	2,2	Opex	98%	100%	63%	Not Achieved	Target not achieved due to the following departments not achieving 100: Finance- No letter of good standing (COID) due to incorrect	Finance- The erroneous submissions for 2017/2018 were successfully rectified by the Compensation Commission on	2	Quarterly IA report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										<p>submission of earnings- No updated bond statements on file Corporate Services-Certain CCTV cameras not fully functional-No surveillance performed during power failures (CCTV non-operational)- NDM store rooms not cleaned up and disposal of documents not done. CDS-Fire fighting vehicles not functioning on a regularly basis</p>	<p>the 12th August 2021. Letter of good standing not obtained an outstanding amount must be paid in order for Compensation Commission to issue letter of good standing - A request for bond statements from employees were done for 2021/2022 financial year for submission, employees who did not submit statement will not be paid for in the new financial year. Corporate Services-Temporary staff has been appointed for the cleaning and listing of</p>		

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
											document however not Started-Dept. in the process of procuring a service provider for the repairs and replacement of the non-functional cameras. CDS- The vehicles will be fixed in the 2022/23 FY Budget		
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_23	Developed and approved 2022/2023 Strategic Risk Register by 31 May 2022	2,3	Opex	1	1	1	Achieved	None	None	3	Approved Strategic Risk Register
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_24	Number of Audit Committee reports submitted to Council by 30 June 2022	2,2	Opex	4	4	4	Achieved	None	None	3	Quarterly Audit Committee reports and council Resolution
Promoting Nation Building and Social Cohesion	Good governance and	M_25	Percentage implementation of audit committee	2,2	Opex	New	100%	65%	Not Achieved	Target not achieved due to the following	Acceleration plan developed and monitored	2	Audit committee resolution register

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
through Participative Planning	communication		resolutions adopted by council by 30 June 2022							matters: - Low spending on expenditure -Slow implementation on procurement plan-100% on mitigations not Implemented- Outstanding Internal audit recommendation - Other Deficiencies as identified in the dashboard report not rectified.	on a monthly basis Letter of good standing- The submission has been accepted by the commissioner follow up needs to be done on monthly basis. Appointment of GM/CDS- process still unfolding KPI's which are not achieved have been rolled-over to the next financial year		
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_26	Percentage on implementation of Council resolutions resolved (Total organization) by 30 June 2022	2,1	Opex	100%	100%	100%	Achieved	None	None	3	Quarterly report on implementation of Council resolutions
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_27	Percentage of ICT Steering Committee Recommendations as adopted by Council implemented by 30 June 2022.	2,4	Opex	100%	100%	100%	Achieved	None	None	3	Quarterly report on implementation of ICT Steering Committee Recommendations

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
													as adopted by council
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_28	Number of quarterly District Municipal Manager's Forum meetings held by 30 June 2022	2,6	Opex	4	4	4	Achieved	None	None	3	Agenda, Signed Minutes and Attendance Registers
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_29	Number of District Mayoral Forum meetings held by 30 June 2022	2,6	Opex	4	3	3	Achieved	None	None	3	Agenda, Signed Minutes and Attendance Registers
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_30	2022/23-2026/27 IDP Final Framework Plan approved by 30 July 2021	2,6	Opex	1	1	1	Achieved	None	None	3	Final Framework Plan and Council resolution
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_31	Strategic Lekgotla report tabled to Council by 30 April 2022	2,6	Opex	1	1	1	Achieved	None	None	3	Strategic Lekgotla report and Council resolution
Promoting Nation Building and Social Cohesion	Good governance and	M_32	Number of Nkangala District One Plan (DDM) report	2,6	Opex	New	4	3	Not Achieved	There was no DDM meeting in the second quarter	The DDM Council was held on 21 st of	2	Reports and council resolutions

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
through Participative Planning	communication		generated and submitted to council by 30 June 2022							due to local government elections therefore only three sessions sat.	June 2022 and the report will be tabled during the council meeting of 31 August 2022		
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_33	Percentage of 2020/2021 strategic lekgotla resolutions implemented by 30 June 2022	2,6	Opex	70%	100%	74% (36/49 *100)	Not Achieved	There was delay in the implementation of resolutions relating to coordination of social and labour plans and engagement with the mines. Department of Mineral Resources was not coming to the party.	The engagement was held on the 30 th of June 2022 where DMRE was represented. The matter is now addressed.	2	Strategic Lekgotla reports
Promoting Nation Building and Social Cohesion through Participative Planning	Good governance and communication	M_34	Number of Public Participation meetings held by 30 June 2022	2,6	Opex	12	12	12	Achieved	None	None	3	Public participation reports
Promoting Nation Building and Social Cohesion	Good governance and	M_35	Number of Local Labour Forum (LLF) meetings held by 30	2,1	Opex	8	5	6	Achieved	None	None	3	Agenda, Minutes and attendance registers

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
through Participative Planning	communication		June 2022										

INFORMATION TECHNOLOGY PROJECTS

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building a Capable, Financially Sustainable and Developmental Governance System	Installation of MPLS for Dr JS Moroka LM	DR. JS Moroka LM	P_01	Clean Audit results and satisfied and participative communities	Stage 3 Implementation :Daily checks predictive support; monitoring the MPLS environment; microwave system patch management, MPLS hardware and software support maintenance (100%)	Stage 3 Implementation: Daily checks predictive support; monitoring the MPLS environment; microwave system patch management, MPLS hardware and software support maintenance (100%)	Stage 3 Implementation: Daily checks predictive support; monitoring the MPLS environment; microwave system patch management, MPLS hardware and software support maintenance (100%)	Stage 3 Implementation: Daily checks predictive support; monitoring the MPLS environment; microwave system patch management, MPLS hardware and software support maintenance (100%)	100% Stage 3 Implementation	Achieved	None	None	R2,000 (R175+R1,825)	R1, 870	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building a Capable, Financially Sustainable and Developmental Governance System	Establishment and implementation of District Wide DRRS	NDM	P_02	Clean Audit results and satisfied and participative communities	Not applicable	Not applicable	Stage 1 planning: Acquisition of Cloud Solution - BSC Resolution (100%)	Stage 2 procurement: Tender advert, BAC, BEC, Appointment of Service Provider (100%) Stage 3 Implementation: 1. Setup of NDM District Wide DRRS 2. Migration of NDM Servers to Cloud DRRS (Progress Report) (100%)	25% Stage 2 procurement	Not Achieved	The appointment of the service provider was delayed due to the PPPFA stipulations.	The KPI was adjusted to the new financial year; furthermore, the Bid Specifications Committee processes were completed, and the project has been advertised. The envisaged date for appointment of the service provider is 30 th September 2022.	R3,500	R2,445	2

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building a Capable, Financially Sustainable and Developmental Governance System	Development and Implementation of DRP/BCP	NDM	P_03	Clean Audit results and satisfied and participative communities	Table 3 - Stage 3: Implementation of DRP/BCP Recommendations (Progress Report) (25%)	Table 3 - Stage 3: Implementation of DRP/BCP Recommendations (Progress Report) (50%)	Table 3 - Stage 3: Implementation of DRP/BCP Recommendations (Progress Report) (75%)	Table 3 - Stage 3: Implementation of DRP/BCP Recommendations (Progress Report) (100%)	100% Stage 3: Implementation	Achieved	None	None	R3,350	R0 150	3

LEGAL SERVICES AND COMMUNICATION

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building a Capable, Financially Sustainable and Developmental	12 By-Laws Gazetted by 30 June 2022	District Wide	P_04	Clean Audit results and satisfied and participative	Not applicable	Not applicable	Stage 1 planning: Receive request for gazetting services from Local Municipalities /	Stage 3 Implementation: Submit documents for gazetting to Government	108.33% (13/12X100) Stage 3	Achieved	The By-laws are gazetted as and when the Local Municipalities request	None	R510	R289	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Governance System				communities			Internal Departments/Units and confirmation; Obtain a Purchase Order and complete a Z95 for purposes of gazetting (100%)	Printing Works, Published and Gazette (12 by-laws) (100%)	Implementation:		for promulgation of their by-laws				
Promoting Nation Building and Social Cohesion through Participative Planning	Drafted NDM Marketing, Investment and communication Strategy by 30 June 2022	NDM	P_70	Clean Audit results and satisfied and participative communities	Not applicable	Not applicable	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: drafted NDM Marketing, Investment and communication Strategy (60%)	60% Stage 1-planning	Achieved	None	None	R5,000	R1,380	3

5.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

4 KPI's and 4 projects were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: LED STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets Not Achieved	% Target Not Achieved
KPIs	4	2	50%	2	50%
Projects	4	4	100%	0	0%
Total	8	6	75%	2	25%

The KPA's overall score is 75%.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Economic Development and Job Creation	M_36	Number of EPWP Full Time Equivalent (FTE's) job opportunities provided (GKPI) by 30 June 2022	3,1	Opex	168,6565217 FTE	160 FTE	242,4608696	Achieved	None	None	4	Employment Contracts, PROGRESS reports and monthly attendance registers
Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Economic Development and Job Creation	M_37	Number of EPWP Work Opportunities jobs created (GKPI) by 30 June 2022	3,2	Opex	375 WO	400 WO	351	Not Achieved	Less projects implemented due to On 16 February 2022 National Treasury issued a communication that procurement made in terms of PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be concluded and the tenders advertised on or after should be on abeyance	Projects which were affected by the communication from NT to be implemented by 30 December 2022 (as roll over project)	2	Employment Contracts, PROGRESS reports and monthly attendance registers
Promoting Vibrant Rural	Economic Development	M_38	Number of SMME's	3,3	Opex	38	20	20	Achieved	None	None	3	Delivery notes and signed

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Communities, an Inclusive Rural Economy and Food Security	and Job Creation		provided with tools and equipment by 30 June 2022										agreement between NDM and SMMEs
Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security	Economic Development and Job Creation	M_39	Percentage of companies owned by designated group (disabilities, women and youth) benefited from NDM subcontracting by 30 June 2022	3,4	Opex	(4/10) 40%	90%	22%	Not Achieved	Main challenges are lack of a holistic data base in the entire District for designated targeted groups, and lack of standardised and sub-construction targeted procurement process for designated groups in the District at large.	Technical Services: Development of a data base for the designated targeted groups, which will be bias towards targeted groups such as women, youth and people living with disabilities. Standardise procurement of sub-contractors throughout the Local Municipalities which is bias towards the targeted groups, which must be adopted by all Municipalises in the district.	2	Quarter Report on designated groups, Appointment letters (main contractor to subcontractor) and BEE certificate (disabilities 30, women 30 and youth 30)

PROJECTS FOR PRIORITY ISSUE 20: ECONOMIC DEVELOPMENT AND JOB CREATION (LOCAL ECONOMIC DEVELOPMENT)

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security.	Support of Regional LTOs & Tourism Organisation (RTO) by 30 June 2022	District -Wide	P_17	Diversified and sustainable regional economy by 2030	Stage 1-planning: Issue 7-days Quotation for procurement (15%)	Stage 1-planning: Evaluation Report and appointment of service provider (30%)	Stage 1-planning: Draft report on tourism attractions and establishment in the district (60%)	Stage 1 planning: Final Report on tourism attractions and establishment in the district (100%)	100% Stage 1 planning	Achieved	None	None	R371	R352	3
Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security.	20 SMMEs, Cooperatives and Informal Traders supported with tools and equipment by 30 June 2022	District -Wide	P_18	Diversified and sustainable regional economy by 2030	Stage 1-planning: BSC Resolution (100%)	Stage 2 procurement: tender advertisement (25%)	Stage 2: BEC, BAC and appointment of service provider (100%)	Stage 3 implementation: 20 SMMEs supported with tools and equipment and signed agreement between beneficiary and NDM (100%)	100% Stage 3 implementation	Achieved	None	None	R4,500 (2,000+R2,500)	R1,800	3
Promoting Vibrant Rural Communities, an Inclusive	Support to 6 emerging farmers in Nkangala District Municipality	District -Wide	P_19	Diversified and sustainable regional economy	Stage 1-planning: BSC Resolution (100%)	Stage 2 procurement: tender advertisement (25%)	Stage 2: BEC, BAC and appointment of service provider	Stage 3 implementation: 6 emerging farmers supported	133% (8/6x100)	Achieved	None	None	R2,000	R764	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Rural Economy and Food Security.	by 30 June 2022			by 2030			(100%)	with agricultural implements and signed agreement between beneficiary and NDM (100%)	Stage 3 implementation						
Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security.	Implementation of Safety and Security Learnership (EPWP) by 30 June 2022		P_20	Diversified and sustainable regional economy by 2031	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Induction and Theory training for learners (60%)	Stage 1-planning: Placement of learners to practical training (75%)	Stage 1-planning: Submission of learners files to SASSETA for Evaluation (100%)	100% Stage 1-planning	Achieved	None	None	R7,000	R8,459	3

5.4 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

12 KPI's and 3 projects were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets Not Achieved	% Target Not Achieved
KPIs	12	09	75%	3	25%
Projects	3	3	100%	0	0%
Total	15	12	80%	3	20%

The KPA's overall score is 80%.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_40	Percentage of procurement plan implemented per quarter	4,2	Opex	100%	90%	80% (52/65x100)	Not Achieved	On 16 February 2022 National Treasury issued a communication that procurement made in terms of PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be concluded and the tenders advertised on or after should be on abeyance	Projects which were affected by the communication from NT to be implemented by 30 December 2022 (as roll over project)	2	Quarterly Procurement plan
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_41	Submission for approval of MTREF Budget by the 31st May 2022	4,3	Opex	1	1	1	Achieved	None	None	3	Approved MTREF Budget and council resolution
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_42	Annual Financial Statements (AFS) submitted on or before the 31 August 2021 to	4,4	Opex	1	1	1	Achieved	None	None	3	Annual Financial Statements (AFS) and acknowledgement of Auditor General's office

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
			Auditor General										
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_43	Number of quarterly SCM reports submitted to the Executive Mayor	4,1	Opex	4	4	4	Achieved	None	None	3	Quarterly SCM report and acknowledgement of Executive Mayor's office or proof of email send due to COVID 19
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_44	Section 72 (midyear) MFMA report submitted to Executive Mayor within legislative timeframes by 25 January 2022	4,6	Opex	1	1	1	Achieved	None	None	3	Section 72 (midyear) MFMA report and acknowledgement of Executive Mayor's office or proof of email send due to COVID 19
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_45	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timeframes per quarter	4,5	Opex	4	4	4	Achieved	None	None	3	Quarterly section 52(d) MFMA report and acknowledgement of Executive Mayor's office or proof of email send due to COVID 19
Building a Capable, Financially	Financial Viability	M_46	Current Ratio expressed as current assets /	4,2	Opex	7:16	2:1	7,55	Achieved	None	None	5	As Per AFS

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Sustainable and Developmental Governance System			current liabilities by 30 June 2022 (GKPI)										
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_47	Number of monthly section 71 MFMA reports submitted to Executive Mayor within legislative timeframes (10 working days)	4,6	Opex	12	12	12	Achieved	None	None	3	Section 71 MFMA reports and acknowledgement of Executive Mayor's office or proof of email send due to COVID 19
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_48	Percentage spent on Rural assets management grant by 30 June 2022	4,3	RAM	100%	100%	100%	Achieved	None	None	3	Expenditure progress report
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_49	Percentage of transfer and subsidies budget actually spent on projects by 30 June 2022 (local Municipalities projects)	4,7	Opex	82%	90%	77% (R160,178,311.63 / R207,125,056.00 *100)	Not Achieved	On 16 February 2022 National Treasury issued a communication that procurement made in terms of PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be	Projects which were affected by the communication from NT to be implemented by 30 December 2022 (as roll over project)	2	Institutional Expenditure progress report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										concluded and the tenders advertised on or after should be on abeyance			
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_50	Percentage of Capital Budget actually spent on Capital projects (NDM project) by 30 June 2022	4,7	Opex	80%	90%	40% (R9,847,188.81 / R32,869,400.00 *100)	Not Achieved	On 16 February 2022 National Treasury issued a communication that procurement made in terms of PPPFA Regulations 2017 which were advertised before the 16 Feb 22 should be concluded and the tenders advertised on or after should be on abeyance	Projects which were affected by the communication from NT to be implemented by 30 December 2022 (as roll over project)	2	Institutional Expenditure progress report
Building a Capable, Financially Sustainable and Developmental Governance System	Financial Viability	M_51	Percentage spent on Financial Management Grant (FMG) by 30 June 2022	4,3	FMG	100%	100%	100%	Achieved	None	None	3	Expenditure progress report

PROJECTS FOR PRIORITY ISSUE 3: FINANCIAL VIABILITY

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building a Capable, Financially Sustainable and Developmental Governance System	AFS Assistance and Review by 31 December 2021	NDM	P_05	Clean Audit results and satisfied and participative communities	Final AFS Review Report (75%)	Assistance report during Audit (100%)	N/A	N/A	100%	Achieved	None	None	R360	R0.075	3
Building a Capable, Financially Sustainable and Developmental Governance System	SCM/Debtors verification system: by 30 June 2022	NDM	P_06	Financial sustainability	25% spending as per Finance Related Projects Report	50% spending as per Finance Related Projects Report	75% spending as per Finance Related Projects Report	100% spending as per Finance Related Projects Report	100%	Achieved	None	None	R700	R450	3
Building a Capable, Financially Sustainable and Developmental Governance System	Actuarial valuations by 31 December 2021	NDM	P_07	Clean Audit results and satisfied and participative communities	75% Final Actuarial Report	100% Payment finalised	N/A	N/A	100%	Achieved	None	None	R10	R10	3

5.5 KPA 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

27 KPI's and 49 projects were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: BASIC SERVICES DELIVERY STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets not Achieved	% Target not Achieved
KPIs	27	19	70%	8	30%
Projects	49	34	69%	15	31%
Total	76	53	70%	23	30%

The KPA's overall score is 70%.

Transfer and subsidies

- This expenditure relates to expenditure on infrastructure and operational projects for local municipalities within the district's jurisdictional area. Total budget for transfer and subsidies were affected by virements during the financial year under review.

KPA 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Building Safer, Caring Communities	Emergency Service	M_52	Number of Disaster Risk reduction awareness campaigns conducted as part of the NDM COVID 19 Response by 30 June 2022	5,7	Opex	26	20	27	Achieved	None	None	3	Quarterly Disaster Risk reduction reports (proving Number of DRR awareness campaigns conducted) and attendance registers
Promoting Health Care for All	Health	M_53	Number of quarterly DAC meetings held as part of the NDM COVID 19 Response	5,10	Opex	4	4	4	Achieved	None	None	3	Agenda, Attendance registers and signed minutes
Promoting Health Care for All	Health	M_54	Number of HIV/AIDS educational awareness campaigns conducted to capacitate and build communities as part of the NDM COVID 19 Response by 30 June 2022	5,9	Opex	32	20	21	Achieved	None	None	3	Quarterly reports (proving Number of HIV/AIDS awareness campaigns conducted) and attendance registers
Promoting Health Care for	Welfare	M_55	Number of Gender Based Violence &	5,9	Opex	New	12	10	Not Achieved	The municipality was unable to host	Two programs to be held by 30	2	Quarterly reports proving Number of

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
All			Femicide Programmes aimed at women, older person, children, men, LGBTIQ+ and People with Disability held by 30 June 2022							the program as a result of COVID 19 limitations for the first quarter	September 2022		Gender based Violence & Femicide Programmes aimed at women, older person children, men, LGBTIQ+ and People with disability (2 awareness programme per group)
Providing Social Protection (Welfare) to the Vulnerable	Welfare	M_56	Number of Mandela month community programme to support vulnerable groups in support of NDM COVID 19 pandemic response by 30 December 2021	5,9	Opex	6	6	12	Achieved	None	None	4	Attendance registers and reports, confirmation letters from support groups
Providing Social Protection (Welfare) to the Vulnerable	Welfare	M_57	Number of inter-governmental relations (IGR MRM) programme implemented to communities NDM COVID 19 pandemic response by 30 June 2022	5,9	Opex	New	12	12	Achieved	None	None	3	Attendance registers and reports
Promoting Health Care for All	Health & Environmental Management	M_58	Number of water samples taken from the local	5,8	Opex	3598	3400	3693	Achieved	None	None	3	Quarterly water samples reports and Spread sheets

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
			municipalities, analysed as per the SANS 241 standard per quarter										
Promoting Health Care for All	Health & Environmental Management	M_59	Number of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA) per quarter	5,8	Opex	6082	4600	5590	Achieved	None	None	3	Quarterly food handling and preparation facility inspections reports and Spread sheets
Promoting Health Care for All	Health & Environmental Management	M_60	Number of municipal Health Services and Environmental Management awareness campaigns conducted as part of the NDM COVID 19 Response by 30 June 2022	5,8	Opex	41	34	41	Achieved	None	None	3	Attendance registers and reports
Promoting Health Care for All	Health	M_61	Number of awareness campaigns on teenage pregnancy undertaken as part of the NDM COVID 19	5,1	Opex	17	10	25	Achieved	None	None	5	Attendance registers and reports (proving number of awareness campaigns on teenage pregnancy undertaken)

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
			Response by 30 June 2022										
Promoting Health Care for All	Health	M_62	Number of campaigns on drug / substance abuse held in partnership with SANCA as part of the NDM COVID 19 Response by 30 June 2022	5,1	Opex	18	10	24	Achieved	None	None	5	Attendance registers and reports (proving number of campaigns on drug / substance abuse held)
Improving Education, Training and Innovation	Education	M_63	Number of Education Career Expos held by 30 June 2022	5,6	Opex	8	6	10	Achieved	None	None	5	Attendance registers and reports (proving of number of Education Career Expos held)
Improving Education, Training and Innovation	Education	M_64	Mayoral Academic Recognition of NDM Learners held by 31 March 2022	5,6	Opex	1	1	1	Achieved	None	None	3	Attendance registers and report
Improving Education, Training and Innovation	Education	M_65	Number of existing qualifying learners identified by 31 March 2022	1,6	Opex	23	23	23	Achieved	None	None	3	Bursary offer letters, academic transcript and Progress report of existing qualifying learners
Improving Education, Training and Innovation	Education	M_66	Number of new qualifying learners identified by 31 March 2022	1,6	Opex	9	12	12	Achieved	None	None	3	Applications forms for qualified learners, Bursary offer letters and Progress report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Improving Education, Training and Innovation	Education	M_67	Youth Skill and entrepreneurship Development Summit held by 30 June 2022	1,6	Opex	1	1	1	Achieved	None	None	3	Attendance Register and Report.
Enhancing Environmental Sustainability and Protecting Natural Resources	Environmental Management	M_68	Number of compliance audits conducted with respect to Sec 21 listed activities as per the NEMAQA by 30 June 2022	5,6	Opex	31	34	37	Achieved	None	None	3	Quarterly reports (proving Number of Compliance Audits conducted), Individual inspection reports & Attendance Registers
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Water and Sanitation	M_69	Number of SANITATION projects (as submitted by the LM's) that are Completed in terms of project schedules by 30 June 2022	5,1	Opex	2	4	2	Not Achieved	<p>1. Contractor for the Refurbishment of Delmas WWTW project is currently on penalties as a result of failing to complete the project within the contractual date.</p> <p>2. The VIP Toilets and Septic Tank for Emalahleni - implementation progress is 68%, more work has been allocated to Service Providers</p>	<p>1. The revised completion date is 30 September 2022.</p> <p>2. Investigation on the alleged bribery is underway and the project will be concluded upon finalization of the investigation by 30 October 2022.</p>	2	2 x Final Reports, and 2 x Completion Certificates

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										to complete the remainder of the budget, however there are allegations of bribery against the service provider.			
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Water and Sanitation	M_70	Number of SANITATION projects (as submitted by the LM's) that are Work in Progress in terms of project schedules by 30 June 2022	5,1	Opex	5	5	5	Achieved	None	None	3	3 x Detail Design Report Approval, and 2 x Progress Reports
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Water and Sanitation	M_71	Number of WATER projects (as submitted by the LM's) that are Completed in terms of Project Schedules by 30 June 2022	5,2	Opex	4	3	2	Not Achieved	Moripe Gardens and Madubaduba Water Supply: Due Contract Amended to include additional work to cater for Makometsane village	Project to be completed by 30 September 2022	2	3 x Completion Certificates
Functional, Efficient Economic Infrastructure Network to Facilitate	Water and Sanitation	M_72	Number of WATER projects (as submitted by the LM's) that are Work in Progress in terms of project	5,2	Opex	4	3	2	Not Achieved	Loskop Regional Bulk: Project has been re-advertised due to non-responsive of bidders	Finalize appointment of contractor on or before end of August 2022	2	1 x Detail Design Report Approval, 1 x feasibility study and 1 x Contractor Appointment Letter

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Growth			schedule by 30 June 2022										
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Roads and Storm water	M_73	Number of ROADS AND STORMWATER Projects (as submitted by the LM's) that are Completed in terms of project schedules by 30 June 2022	5,4	Opex	11	7	5	Not Achieved	<p>Ga-Morwe to Mthambothi Vehicle Bridge: Due to contractor being slow, struggles with cash flow which have an impact on laborer's payment and other suppliers and end results stoppages of construction.</p> <p>DR JS Moroka Compactor truck not delivered due to poor performance by the services provider which resulted to termination</p>	<p>Accelerate implementation of the project to attain 100% construction progress by end August 2022.</p> <p>Compactor track to be delivered 15 July 2022</p>	2	3 x Completion Certificates, and 4 x Delivery Note and Proof of Registration
Functional, Efficient Economic Infrastructure Network to Facilitate	Roads and Storm water	M_74	Number of ROADS AND STORMWATER Projects (as submitted by the LM's) that are	5,4	Opex	4	7	6	Not Achieved	The Contractor for Empumelelweni bus and taxi road project was terminated on the 17th of February	The project will be re-advertised for completion of the works and completed by 30 December 2022.	2	1 x Detail Design Report Approvals, 2 X tender adverts and 4 x Progress Report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Growth			Work in Progress in terms of project schedules by 30 June 2022							2022 due to poor performance			
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Electricity	M_75	Number of ELECTRICITY Projects (as submitted by the LM's) that are Work in Progress in terms of project schedules by 30 June 2022	5,3	Opex	1	4	4	Achieved	None	None	3	4 x Detail Design Report Approval
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Recreational Facilities	M_76	Number of Recreational Facilities (NDM) that are Work in Progress in terms of the individual schedules by 30 June 2022	5,3	Opex	1	2	1	Not Achieved	Contractor experienced a delay due to heavy rains that flooded the wetland site area.	Contractor submitted a revised acceleration plan to catch up with the lost progress and project to be implemented by 30 December 2022	2	1 x Detail Design Report Approval, and 1 x Progress Report
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Municipal Properties and Infrastructure	M_77	Number of MUNICIPAL Facilities (NDM) projects work in progress in terms of the project schedule by 30 June 2022	5,5	Opex	2	3	2	Not Achieved	Installation of passenger lift for new building extension has been re-advertised 1. Project advertised and	Finalize appointment of contractor by 30 September 2022	2	2 x Detail Design Report Approval 1 x progress report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
										closed on 22 November 2021. Bidders were non-responsive and project have since been re-advertised and closed on 15 February 2022. Project to be re-advertised again, bidders were not responsive.			
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Water, Electricity, sanitation	M_78	Number of progress reports on the percentage of households with access to basic levels provided by local municipalities (Water, Sanitation, Electricity and Roads) submitted to Council by 30 June 2022	5,2	Opex	2	2	2	Achieved	None	None	3	2 x Progress Reports and Council Resolutions

PROJECTS FOR PRIORITY ISSUE 8: HEALTH (SOCIAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Promoting Health Care for All	Installation of Four (4) MHS carparks at MHS Parkhome Office at Victor Khanye LM by 30 June 2022	NDM	P_21	Improve d quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, (75%)	Stage 2 procurement: appointment of services provider (100%). Stage 3 Implementation: Four (4) Carports installed for MHS at Emakhazeni LM by 30 June 2022 (100%)	75% Stage 2 procurement	Not Achieved	The project was re-advertised and affected by national treasury circular on preferential points (PPPFA regulation)	The project was recorded for rollover due to the circular, project have to be re-advertised and the appointment will be on 30 December 2022	R164	R064	2
Promoting Health Care for All	Installation of Four (4) MHS carparks at Emakhazeni LM by 30 June 2022	NDM	P_22	Improve d quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, (75%)	Stage 2 procurement: appointment of services provider (100%). Stage 3 Implementation: Four (4) Carports installed for MHS at Emakhazeni LM by 30 June	75% Stage 2 procurement	Not Achieved	The project was re-advertised and affected by national treasury circular on preferential points (PPPFA regulation)	The project was recorded for rollover due to the circular, project have to be re-advertised and the appointment will be on 30	R164	R064	2

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
								2022 (100%)				December 2022			
Promoting Health Care for All	Appointment of accredited laboratory services for water quality samples analysis for 36 months by 30 June 2022	NDM	P_23	Improved quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Not applicable	Stage 3 Implementation: Accredited water analysis laboratory services appointed by 30 June 2022 (100%).	100% Stage 3 Implementation	Achieved	None	None	R1,890	R1,750	
Promoting Health Care for All	Supply and delivery of MHS uniform and protective clothing (42 Jump Suits; 84 Golf Shirts; 84 Formal Shirts; 42 Blazer Jackets) by 30 June 2022	NDM	P_24	Improved quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Stage 3; implementation: MHS uniform and protective clothing delivered (42 Jump Suits; 84 Golf Shirts; 84 Formal Shirts; 42 Blazer Jackets) (100%)	100% (as per the appointment letter) Stage 3 Implementation	Achieved	None	None	R550	R451	3

PROJECTS FOR PRIORITY ISSUE 11: EMERGENCY SERVICES AND DISASTER MANAGEMENT (SOCIAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building Safer, Caring Communities	Establishment of the stand-alone District Disaster Management Centre by 30 June 2022	NDM	P_25	Improved quality of life, effective and efficient service delivery	Stage 1 planning: The stand-alone District Disaster Management Centre rezoned. (30%)	Stage 1 planning: Approval of the rezoning application by Steve Tshwete local municipality (60%)	Not applicable	Stage 1 planning: Detailed Designs completed and approved (100%)	30% Stage 1 planning	Not Achieved	Delayed by Steve Tshwete LM to approved rezoning application	Rezoning application to be approved by 31 August 2022	R1,000	R0.00	2
Building Safer, Caring Communities	Appointment of a Service Provider for the servicing, repairs and maintenance of the Disaster Management Centre Communication System and IT Infrastructure for a period of Thirty-Six (36) Months by 31 March 2022	NDM	P_27	Improved quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Stage 3 implementation: uploading project on contract management system and signed SLA (100%)	100% Stage 3 implementation	Achieved	None	None	R1,500	R939	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building Safer, Caring Communities	Supply, Delivery and Registration of one (1) Medium pumper fire Engine for Emalahleni LM by 30 June 2022	Emalahleni	P_28		Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Stage 3 implementation: one (1) Medium pumper fire Engine registered and delivered by 30 June 2022 (100%)	100% Stage 3 implementation	Achieved	None	None	R4,768	R4,767	3

PROJECTS FOR PRIORITY ISSUE: FIRE AND RESCUE (SOCIAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Building Safer, Caring Communities	Supply, delivery and Registration of two (02) Fire Engines for NDM Fire and Rescue Services by 30 June 2022	Dr JS Moroka & Thembisile Fire Stations (NDM)	P_29	Improved quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Stage 3 implementation: Two (02) Fire Engines for NDM Fire and Rescue Services registered and delivered (100%)	75% Stage 2 procurement BAC to readvert	Not Achieved	The project was re-advertised and affected by national treasury circular on preferential points (PPPFA regulation)	The project was recorded for rollover due to the circular, project have to be re-advertised and the appointment will be on 30 December 2022	R10,000	R0.00	2
Building Safer, Caring Communities	Land Acquisition & Land Development Application for the establishment of the NDM Fire & Rescue Academy	NDM	P_30	Improved quality of life, effective and efficient service delivery	Stage 1 planning: NDM Fire & Rescue Academy Feasibility Study Report completed	Not applicable	Stage 1 planning: Signing of MoU and Handover of the ESKOM's land and buildings' by (50%) (PoE: MoU between	Finalisation of land and buildings' acquisition/donation for the NDM Fire & Rescue Academy: (100%) PoE: Agenda, minutes and attendance register)	30% Stage 1 planning	Not Achieved	the delay of the completion of the MOU was cost by the technical assessment of the properties	the assessment report to be finalised by 30 August 2022	R550	R533	2

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
	by 30 June 2022				presented and Approved by Council (30%)		NDM and ESKOM & Hand Over Attendance Register)								
Building Safer, Caring Communities	Supply, Delivery and Registration 2 x Response Vehicle for NDM Fire & Rescue Services by 30 June 2022	NDM	P_31	Improved quality of life, effective and efficient service delivery	Stage 1 planning: BSC (100%)	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of service provider (100%)	Stage 3 implementation: Two (02) x Response Vehicle for NDM Fire & Rescue Services registered and delivered (100%)	100% Stage 3 implementation: delivered on 28/6/2022 and registered on 28/6/2022	Achieved	None	None	R1,500	R2,190	3
Building Safer, Caring Communities	Supply and delivery of Machinery and Equipment for NDM Fire and Rescue Services (2x Portable SCB Compressors; 2x Positive	NDM	P_64 Roll over	Improved quality of life, effective and efficient service delivery	Not applicable	Not applicable	Stage 2 procurement: advertising, BEC, BAC, appointment of services provider (100%)	Stage 3 implementation: supply and delivery of Machinery and Equipment for NDM Fire and Rescue Services (2x Portable SCB Compressors; 2x Positive Pressure Pump; 2x Portable Fire Pumps) by 30	100% Stage 3 implementation	Achieved	None	None	R450	R443	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
	Pressure Pump; 2x Portable Fire Pumps) by 30 June 2022							June 2022 (100%)							

WORK IN PROGRESS PROJECTS FOR PRIORITY ISSUE 9: RECREATIONAL FACILITIES: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Moloto Community Hall by 30 June 2022	Thembisile Hani LM	P_32	Improved quality of life, effective and efficient service delivery	Stage 2: Procurement Stage: (25%) Tender Advertisement	Stage 2: Procurement Stage: (100%) Appointment of Contractor	Stage 3: Construction Stage: (20%) Construction Progress	Stage 3: Construction Stage: (60%) Construction Progress	36% Stage 3: Construction Stage	Not Achieved	Contractor experienced a delay due to heavy rains that flooded the wetland site area.	Contractor submitted a revised acceleration plan to catch up with the lost progress and project to be implemented by 30 December 2022	R7,500	R7,233	2
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Bundu Machipe Community Hall 30 June 2022	Thembisile Hani LM	P_33	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1: Planning and Design Stage: (30%) Inception Report Approval	Stage 1: Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1: Planning and Design Stage	Achieved	None	None	R500	R1,201	3

COMPLETED PROJECTS FOR PRIORITY ISSUE 12: WATER (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Moripe Gardens and Madubaduba Water Supply by 30 June 2022	Dr J S Moroka	P_34	Improve d quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (30%) Construction Progress	Stage 3: Construction Stage: (55%) Construction Progress	Stage 3: Construction Stage: (80%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	97.5% Stage 3: Construction Stage	Not Achieved	Due Contract Amended to include additional work to cater for Makometsane village	Project to be completed by 30 September 2022	R8,500	R8,495	2
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Installation of Water Reticulation at Siyathuthuka by 31 March 2022	Emakhazeni	P_35	Improve d quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (50%) Construction Progress	Stage 3: Construction Stage: (70%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	Not Applicable	100% Stage 3: Construction Stage	Achieved	None	None	R4,471	R4,247	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Refurbishment of Bulk Water Valves by 31 March 2022	Emalahleni	P_69 rollover	Improve d quality of life, effective and efficient service delivery	Not Applicable	Not Applicable	Stage 3: Construction Stage: (100%) Construction Progress	Not Applicable	100% Stage 3: Construction Stage	Achieved	None	None	R5,247	R3, 219	3

WORK IN PROGRESS PROJECTS FOR PRIORITY ISSUE 12: WATER (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Loskop Regional Bulk Water Supply (Schedule 6B DWS Grant) by 30 June 2022	Thembe Hani	P_36	Improve d quality of life, effective and efficient service delivery	Stage 1: Planning and Design Stage: (80%) DDR Approval Letter	Stage 1: Planning and Design Stage: (100%) BSC Resolution	Stage 2: Procurement Stage: (75%): Tender Advert, BEC and BAC Resolution	Stage 2: Procurement Stage: (100%) Appointment of Contractors	25% Stage 2: Procurement Stage: tender advert	Not Achieved	Project has been re-advertised due to non-responsive of bidders	Finalize appointment of contractor on or before end of 31 August 2022	R17,000	R8,364	2
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Provision of New Boreholes and Water Treatment Plant at Sundra and Eloff by 30 June 2022	Victor Khanye LM	P_37	Improve d quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage:	Achieved	None	None	R500	R725	3
Functional, Efficient Economic Infrastructure Network to Facilitate	Western Highveld (Rust De Winter) Bulk Water	Dr. J.S. Moroka LM	P_65 Roll over	Improve d quality of life, effective and efficient	Not Applicable	Not Applicable	Stage 1 – Planning and Design Stage: (40%) Feasibility	Stage 1 – Planning and Design Stage: (100%) Feasibility	100% Stage 1 – Planning and	Achieved	None	None	R1,000	R915	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Growth	Scheme by 30 June 2022			service delivery			Study	Study	Design Stage						

COMPLETED PROJECTS FOR PRIORITY ISSUE 12: SANITATION: (MUNICIPAL ENGINEER): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	VIP Toilets and Septic Tank Suction Dr JS Moroka by 30 June 2022	Dr JS Moroka	P_38	Improved quality of life, effective and efficient service delivery	Stage 2: Implementation Stage: (25%) Desludging Progress	Stage 2: Implementation Stage: (50%) Desludging Progress	Stage 2: Implementation Stage: (75%) Desludging Progress	Stage 2: Implementation Stage: (100%) Desludging Progress	100% (R765,576.00 / R 765,576.00 *100) Stage 2: Implementation Stage:	Achieved	None	None	R765 (440+325)	R765	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	VIP Toilets and Septic Tank Suction Emalahle ni by 30 June 2022	Emalahle ni	P_39	Improved quality of life, effective and efficient service delivery	Stage 2: Implementation Stage: (25%) Desludging Progress	Stage 2: Implementation Stage: (50%) Desludging Progress	Stage 2: Implementation Stage: (75%) Desludging Progress	Stage 2: Implementation Stage: (100%) Desludging Progress	85% (R1773,824.70.70/ R2,080,070x100) Stage 2: Implementation Stage	Not Achieved	Implementation on progress is 100%. However, the payment for one Service Provider has not been finalized as a result of bribery allegations made towards them.	The payment of the Service Provider will effected once the issue around the bribery allegations are finalized by 30 October 2022.	R2,080	R1,774	2

COMPLETED PROJECTS FOR PRIORITY ISSUE 12: SANITATION (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Installation of Sewer Reticulation at Siyathuthuka by 31 March 2022	Emakhazeni LM	P_40	Improved quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (50%) Construction Progress	Stage 3: Construction Stage: (70%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	Not Applicable	100% Stage 3: Construction Stage:	Achieved	None	None	R4,573	R4, 588	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading and Refurbishment of Waste Water Treatment Works, Phase 1 (NDM), by 31 March 2022	Victor Khanye LM	P_41	Improved quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (50%) Construction Progress	Stage 3: Construction Stage: (70%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	Not Applicable	94% Stage 3: Construction Stage:	Not Achieved	Contractor for the Refurbishment of Delmas WWTW project is currently on penalties as a result of failing to complete the project within the contractual date.	Project to be completed by 30 September 2022	R10,000	R11,869	2

WORK IN PROGRESS PROJECTS FOR PRIORITY ISSUE 12: SANITATION (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading and Refurbishment of Waste Water Treatment Works, Phase 2 (DWS), by 30 June 2022	Victor Khanye LM	P_42	Improved quality of life, effective and efficient service delivery	Stage 1: Planning and Design Stage: (80%) DDR Approval Letter	Stage 2: Procurement Stage: (25%) Tender Advertisement	Stage 2: Procurement Stage: (100%) Appointment of Contractor(s)	Stage 3: Construction Stage: (10%) Construction Progress	12% Stage 3: Construction Stage	Achieved	None	None	R30,000	R14,475	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Botleng Extension 3 Outfall Sewer Pipeline by 30 June 2022	Victor Khanye LM	P_43	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R500	R657	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Sanitation Reticulation at Sakhelwe by 30 June 2022	Emakhazeni LM	P_44	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R500	R696	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
					Approval	Approval									
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Outfall Sewer Line at Siyathuthuka by 30 June 2022	Emakhazeni LM	P_45	Improved quality of life, effective and efficient service delivery	Stage 2: Procurement Stage: (75%) Tender Advert, BEC and BAC Resolutions	Stage 2: Procurement Stage: (100%) Appointment of Contractor	Stage 3: Construction Stage: (30%) Construction Progress	Stage 3: Construction Stage: (75%) Construction Progress	94% Stage 3: Construction Stage:	Achieved	None	None	R4,793	R5,295	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Installation of Sewer Connections at Hostels by 30 June 2022	Emalahleni LM	P_46	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R1,178	R608	3

COMPLETED PROJECTS FOR PRIORITY ISSUE 14: ROADS AND STORM WATER (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Mabuyeni Stormwater Drainage Systems by 31 March 2022	Dr. J.S. Moroka LM	P_48	Improved quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (40%) Construction Progress	Stage 3: Construction Stage: (60%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	Not Applicable	100% Stage 3: Construction Stage	Achieved	None	None	R3,618	R3,549	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Ga-Morwe to Mthambothini Vehicle Bridge by 30 June 2022	Dr. J.S. Moroka LM	P_49	Improved quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (40%) Construction Progress	Stage 3: Construction Stage: (70%) Construction Progress	Stage 3: Construction Stage: (85%) Construction Progress	Stage 3: Construction Stage: (100%) Construction Progress	94,4% Stage 3: Construction Stage	Not Achieved	Due to contractor being slow, struggles with cash flow which have an impact on laborer's payment and other suppliers and end results stoppages of construction.	Contractor to submit revised program of works and extension of time, have cash flow and improve in acceleration of works.	R10,931	R10,719	2
Functional, Efficient	Refurbishment of Street	Emalahle ni LM	P_50	Improved	Stage 3: Construction	Stage 3: Construction	Stage 3: Construction	Not Applicable	100%	Achieved	None	None	R2,200	R4,651	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Economic Infrastructure Network to Facilitate Growth	Town Roads by 31 March 2022			quality of life, effective and efficient service delivery	on Stage: (50%) Construction Progress	n Stage: (70%) Construction Progress	Stage: (100%) Construction Progress		Stage 3: Construction Stage						
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Purchase of Motor Grader, Tipper Truck and Compactor Truck by 31 March 2022	Dr. JS Moroka LM	P_53	Improved quality of life, effective and efficient service delivery	Stage 1: Planning Stage (100%): BSC Resolution	Stage 2: Procurement Stage (100%): Tender Advert, BEC and BAC Resolution, Appointment of Service Provider	Stage 3: Implementation Stage (100%): Supply, Delivery and Registration (Motor Grader, Tipper Truck and Compactor Truck)	Not Applicable	67% (2/3*100) Stage 3: Implementation Stage	Not Achieved	Compactor truck not delivered due to poor performance by the services provider which resulted to termination.	Compactor truck to be delivered on the 15 July 2022	R5,132	R5,022	2

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Supply, Delivery and Registration of 2 000 Litre Diesel Bowser by 31 December 2021	Thembisile Hani	P_66 Roll Over	Improve d quality of life, effective and efficient service delivery	Stage 2: Procurement Stage (100%): Tender Advert, BEC and BAC Resolutions , Appointment of Service Provider	Stage 3: Implementation on Stage (100%): Supply, Delivery and Registration	Not Applicable	Not Applicable	100% Stage 3: Implementation on Stage	Achieved	None	None	R87	R87	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Supply, Delivery and Registration of a 30 Ton Stepdeck Trailer by 30 June 2022	Thembisile Hani	P_67 Roll Over	Improve d quality of life, effective and efficient service delivery	Stage 2: Procurement Stage (100%): Tender Advert, BEC and BAC Resolutions , Appointment of Service Provider	Not Applicable	Not Applicable	Stage 3: Implementation on Stage (100%): Supply, Delivery and Registration	100% Stage 3: Implementation on Stage	Achieved	None	None	R933	R776	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Supply, Delivery and Registration of a Jet Patcher Truck by 30 June 2022	Thembisile Hani	P_68 Roll Over	Improve d quality of life, effective and efficient service delivery	Stage 2: Procurement Stage (100%): Tender Advert, BEC and BAC Resolutions , Appointment of Service Provider	Not Applicable	Not Applicable	Stage 3: Implementation Stage (100%): Supply, Delivery and Registration	100% Stage 3: Implementation Stage	Achieved	None	None	R6 586	R6,247	3

WORK IN PROGRESS PROJECTS FOR PRIORITY ISSUE 14: ROADS AND STORM WATER (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Kwaggafontein B and C Stormwater Drainage by 30 June 2022	Thembisile Hani LM	P_54	Improved quality of life, effective and efficient service delivery	Stage 1: Planning (SIPDM) Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1: Planning and Design (15%): Appointment of Consulting Engineers	Stage 1: Planning and Design Stage (80%): Preliminary Design Report and Detailed Design Report Approval	Stage 1: Planning and Design Stage (100%): Bid Specification Committee Resolution	100% Stage 1: Planning and Design Stage	Achieved	None	None	R4,000	R956	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Construction of Internal Roads (PHASE 2) by 30 June 2022	Victor Khanye LM	P_55	Improved quality of life, effective and efficient service delivery	Stage 1: Planning (SIPDM) Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1: Planning and Design (15%): Appointment of Consulting Engineers	Stage 1: Planning and Design Stage (80%): Preliminary Design Report and Detailed Design Report Approval	Stage 1: Planning and Design Stage (100%): Bid Specification Committee Resolution	100% Stage 1: Planning and Design Stage	Achieved	None	None	R5,800	R756	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Ga-Morwe Sub-Surface Drainage by 30 June 2022	Dr. J.S. Moroka LM	P_69	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1: Planning and Design Stage	Achieved	None	None	R500	R809	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Rural Road Asset Management Systems by 30 June 2022	NDM	P_56	Improved quality of life, effective and efficient service delivery	Stage 1: Planning Stage: (100%) Appointment of Consulting Engineers	Stage 2: Implementation Stage: (10%) Progress Report	Stage 2: Implementation Stage: (25%) Progress Report	Stage 2: Implementation Stage: (45%) Progress Report	87% Stage 2: Implementation Stage:	Achieved	None	None	R2,228	R2,228	3
Functional, Efficient Economic Infrastructure	Stormwater Phumula by 30 June 2022	Thembisile Hani LM	P_47	Improved quality of life, effective	Stage 2: Procurement Stage: (25%) Tender	Stage 2: Procurement Stage: (100%) Appointment	Stage 3: Construction Stage: (60%) Construction	Stage 3: Construction Stage: (90%) Construction	91% Stage 3:	Achieved	None	None	R4,500	R4,608	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
ure Network to Facilitate Growth				ve and efficient service delivery	Advert	nt of Contractor	n Progress	n Progress	Constructio n Stage						
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Empumeleleni Bus and Taxi Road by 30 March 2022	Emalahleni LM	P_51	Improved quality of life, effective and efficient service delivery	Stage 3: Construction Stage: (50%) Construction Progress	Stage 3: Construction Stage: (70%) Construction Progress	Stage 3: Construction Stage: (90%) Construction Progress	Stage 3: Construction Stage: (90%) Construction Progress	80% Stage 3: Construction Stage	Not Achieved	Contractor terminated in second quarter due to poor performance	The project will be re-advertised for completion of the works and completed by 30 December 2022	R3,475	R1,975	2
Functional, Efficient Economic Infrastructure Network to	Tokologo (Ezinyokeni) Road by 30 June 2022	Steve Tshwete LM	P_52		Stage 2: Procurement Stage: (25%) Tender Advert	Stage 2: Procurement Stage: (100%) Appointment of Contractor	Stage 3: Construction Stage: (60%) Construction Progress	Stage 3: Construction Stage: (90%) Construction Progress	91% Stage 3: Construction Stage:	Achieved	None	None	R7,009	R10,083	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Facilitate Growth															

WORK IN PROGRESS PROJECTS FOR PRIORITY ISSUE 13: ELECTRICITY (TECHNICAL SERVICES): BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Emngwenya Medium Voltage Electricity Network and Sub-Station by 30 June 2022	Emakhazeni LM	P_67	Improve d quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 – (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R300	R300	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Medium Voltage Electricity Network in Belfast, Phase 2 by 30 June 2022	Emakhazeni LM	P_58	Improve d quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R300	R300	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Refurbishment of A1, B1 C1 and D1 Electrical Sub-Stations and Refurbishment	Victor Khanye LM	P_59	Improve d quality of life, effective and efficient service	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-	Stage 1 – Planning and Design Stage: (30%) Inception	Stage 1 – Planning and Design Stage: (80%) Detailed	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R1,620	R1,641	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
	t of High Mast Lights by 30 June 2022			delivery	Feasibility Report Approval	Feasibility Report Approval	Report Approval	Design Report Approval							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Delmas 200KVA Transformers to 315KVA Transformers by 30 June 2022	Victor Khanye LM	P_60	Improve d quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R1,500	R083	3

WORK IN PROGRESS MUNICIPAL PROPERTIES AND INFRASTRUCTURE (TECHNICAL SERVICES)

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Fire Tower in Dr. JSMLM by 30 June 2022	Dr JS Moroka Fire Station	P_61	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R2,000	R102	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Upgrading of Fire Tower in THLM by 30 June 2022	Thembisile Hani Fire Station	P_62	Improved quality of life, effective and efficient service delivery	Stage 1 (Feasibility Stage): Planning Stage: (50%) Draft Pre-Feasibility Report Approval	Stage 1 (Feasibility Stage): Planning Stage: (100%) Final Pre-Feasibility Report Approval	Stage 1 – Planning and Design Stage: (30%) Inception Report Approval	Stage 1 – Planning and Design Stage: (80%) Detailed Design Report Approval	80% Stage 1 – Planning and Design Stage	Achieved	None	None	R2,000	R207	3
Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Installation of Passenger Lift by 30 June 2022 (Nkangala District Municipality Building of Garage at Civic	Nkangala DM	P_63	Improved quality of life, effective and efficient service delivery	Stage 1: Planning and Design Stage: (100%) DDR Approval Letter and BSC Resolution	Stage 2: Procurement Stage: (75%) Tender Advert, BEC and BAC Resolution	Stage 2: Procurement Stage: (100%) Appointment of Contractor	Stage 3: Construction Stage: (60%) Construction Progress	75% Stage 2: Procurement Stage: BAC resolution for re-advert	Not Achieved	Bidders were non-responsive and project have since been re-advertised and closed on 15 February	Finalize appointment of contractor by 30 October 2022	R2,000	R066	2

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
	Centre)				n						2022. Project to be re-advertised again, bidders were not responsive.				

5.6 KPA 6: SPATIAL DEVELOPMENT

2 KPI's and 9 projects were eligible for annual assessment. The table below shows statistics for the respective KPA.

TABLE: SPATIAL DEVELOPMENT STATISTICS

Type	Total KPI's Assessed	Targets Achieved	% Target Achieved	Targets NOT Achieved	% Target NOT Achieved
KPIs	2	2	100%	0	0%
Projects	9	9	100%	0	0%
Total	11	11	100%	0	0%

The KPA's overall score is 100%.

KPA 6: SPATIAL DEVELOPMENT

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2020/21	2021/2022						POE
							Annual Target	Annual Actual Performance	Achievements	Challenges	Corrective Action	Score	
Spatial Transformation and Sustainable Human Settlements	Spatial restructuring and service provision	M_79	Percentage of compliant applications considered by municipal tribunal/ land use committee with respect land use application within 120 days	6,5	Opex	100%	100%	100%	Achieved	None	None	3	Register of application compliant and minutes of municipal tribunal / land use
Spatial Transformation and Sustainable Human Settlements	Spatial restructuring and service provision	M_80	Percentage of applications received and responded with respect to town planning within 21 days	6,5	Opex	100%	100%	100%	Achieved	None	None	3	Register of applications received and signed acknowledgment letters

PROJECTS FOR PRIORITY ISSUE 5: SPATIAL RESTRUCTURING AND SERVICE PROVISION (DPU)

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Positioning Nkangala in the Region and Southern Africa	Land surveying Dr JS Moroka by 31 March 2022	Dr JS Moroka LM	P_08	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft General Plan (60%)	Stage 1-planning: Final General Plan and Closure Report (100%)	Not applicable	100% Stage 1-planning	Achieved	Everything was achieved	None	R650	R600	3
Spatial Transformation and Sustainable Human Settlements	Land Surveying Thembisile Hani LM by 31 March 2022	Thembisile Hani	P_09	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft General Plan (60%)	Stage 1-planning: Final General Plan and Closure Report (100%)	Not applicable	75% Stage 1-planning:	Achieved	None	None	R850	R650	3
Spatial Transformation and	Geographical Information	NDM	P_10	Integrated economic	Not applicable	Stage 1 planning: BSC	Stage 2 procurement: Advert,	Stage 3 Implementation	100%	Achieved	None	None	R500	R356	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Sustainable Human Settlements	n System (GIS) updated and approved by 30 June 2022			c space and sustainable human settlements by 2030		resolution (100%)	BAC, BEC; Appointment Letter (100%)	Cadastral Data updated; renewal of GIS license and provide Training to GIS specialist (100%)	Stage 3 Implementation						
Spatial Transformation and Sustainable Human Settlements	Feasibility study of the establishment of a metro by 31 March 2022	NDM	P_11	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft feasibility study report (60%)	Stage 1-planning: Final Feasibility Report (100%)	Not applicable	100% Stage 1-planning	Achieved	None	None	R700	R400	3
Spatial Transformation and Sustainable Human Settlements	By-laws and strategies on land invasion and illegal land uses by 31 March	NDM	P_12	Integrated economic space and sustainable human settlements	Stage 1-planning: Allocation letter & inception meeting	Stage 1-planning: Draft By-Law (60%)	Stage 1-planning: Final By-Law (100%)	Not applicable	100% Stage 1-planning	Achieved	None	None	R500	R300	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
	2022			nts by 2030	; inception report (30%)										
Spatial Transformation and Sustainable Human Settlements	Dr JS Moroka/ By-laws and strategies on land invasion and illegal land uses by 31 March 2022	Dr JS Moroka	P_13	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft By-Law (60%)	Stage 1-planning: Final By-Law (100%)	Not applicable	100% Stage 1-planning	Achieved	None	None	R500	R300	3
Spatial Transformation and Sustainable Human Settlements	Review of Emakhazeni Bulk contribution Policy by 31 March 2022	Emakhazeni Local Municipality	P_14	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft Bulk contribution Policy (60%)	Stage 1-planning: Final Bulk contribution Policy (100%)	Not applicable	100% Stage 1-planning	Achieved	None	None	R500	R300	3
Spatial	Review of	Victor	P_15	Integrate	Stage 1-	Stage 1-	Stage 1-	Not	100%	Achieved	None	None	R500	R300	3

Strategic Goal	Project	Location	System ID	Outcome	2021/2022				Annual Actual Performance	Achievements	Challenges	Corrective Action	Budget R'000's 2021/22	Actual Expenditure R'000	Score
					Quarter 1 Milestone	Quarter 2 Milestone	Quarter 3 Milestone	Quarter 4 Milestone							
Transformation and Sustainable Human Settlements	SDF/feasibility study, By-laws and strategies on land invasion and illegal land uses by 31 March 2022	Khanye Local Municipality		develop economic space and sustainable human settlements by 2030	planning: Allocation letter & inception meeting; inception report (30%)	planning: Draft By-Law (60%)	planning: Final By-Law (100%)	applicable	Stage 1-planning						
Spatial Transformation and Sustainable Human Settlements	Geotechnical Report by 31 March 2022	Steve Tshwete Local Municipality	P_16	Integrated economic space and sustainable human settlements by 2030	Stage 1-planning: Allocation letter & inception meeting; inception report (30%)	Stage 1-planning: Draft Geotechnical Report (60%)	Stage 1-planning: Final Geotechnical Report (100%)	Not applicable	100% Stage 1-planning	Achieved	None	None	R310	R310	3

CHAPTER 4– ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

4.1 COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1.1 INTRODUCTION

The Municipality has six (6) departments namely: Corporate Services, Technical Services, Community Development Services, Finance Service, Planning & Economic Development and the office of the MM.

4.1.2 EMPLOYEES TOTAL, TURNOVER AND VACANCIES AND EMPLOYEE EXPENDITURE

Recruitment and selection of employees is based on the recruitment, selection and appointment policy of the institution and in line with the Employment Equity Plan Numeric Goals. The

table below depict institutional vacancy rate:

Table 4.1: Positions and Institutional Vacancies

Department/Unit	2020/2021 Total Positions	2020/2021 Filled Positions	2020/2021 Vacant	2021/2022 Total Positions	2021/2022 Filled Positions	2021/2022 Vacant
Council	58	57	1			
Audit Committee	5	5	0	5	5	0
Neda	6	6	0	6	5	1
Risk Committee	1	1	0	1	1	0
Planning Tribunal	6	6	0	6	0	6
Executive Mayor	8	8	0	8	8	0
Speaker & Council Whip	5	4	1	5	5	0
Municipal Manager	2	2	0	2	2	0
ICT	7	7	0	7	7	0
Risk	3	2	1	2	1	1
Legal	2	2	0	2	2	0
PMS	5	5	0	5	5	0
Municipal Support	3	2	1	2	2	0
Internal Audit	6	6	0	6	6	0
Finance	37	36	1	37	36	1
Corporate	53	45	8	49	42	7
Technical	12	12	0	12	12	0
Community Development Services	70	64	6	64	61	3
Thembisile Hani Fire station	44	44	0	44	44	0
Dr JS Moroka Fire station	43	43	0	43	41	2
PED	22	19	3	20	19	1
Fire Reservist	12	5	7	12	10	2
Total	406	371	35	75	70	5

Employee Expenditure Summary 2021/2022				R'000	
Name of Project	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Expenditure Employees	208,828,840	213,890,517	195,973,773	93.84%	91.62%

Table 4.2: Management Vacancy Rate for 2021/2022

Designations	2018/2019 *Total Approved Posts No.	2021/2022 *Total Approved Posts No.	2021/2022 *Vacancies (Total time that vacancies exist using fulltime equivalents) No.	2021/2022 *Vacancies (as a proportion of total posts in each category) %
Municipal Manager	01	01	00	00
CFO	01	01	00	00
Other S57 Managers (excluding Finance Posts)	04	04	03	01
Managers	10	11	00	00
Divisional Managers	27	27	0.3	00
Total	39	44	3.3	0.1

Table 4.3: Turn-Over Rate 2021/2022

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year No.	Turn-over Rate* (%)
2020/2021	285	17	5.9
2021/2022	305	07	2.2
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			

4.2 COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Section 67 of the Municipal Systems Act requires the Municipality to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personal administration including but not limited to items mentioned from table below. Systems in the Nkangala District includes service conditions of the staff, recruitment and selection, succession and career pathing, promotion and retention of staff, transfer and acting systems and procedures, training and development, remuneration and performance management, affirmative and employment equity.

Human Resources Systems are vehicles to ensure efficient management of the workforce. Gender parity can only be achieved through implementation of affirmative action as required in terms of Employment Equity Act No. 55 of 1998. The Employment Equity Act also requires that employment equity be maintained in human resources management such as, staff placed in either lower or higher positions without proper processes followed, underpayment, unequal remuneration for similar positions at the same level and other related barriers, be eradicated.

4.2.1 POLICIES

Council reviewed and adopted policies in the 20/21 financial, which policies during reviewal some of the stand-alone policies were amalgamated to ensure clustering of policies regulating Human Resources and personnel matters into single policies. A total of 54 Policies and 17 enabling documents were approved:

Council in its sitting on the 25th of May 2022 reviewed 65 policies in the 2022/23 financial Year. During the approval of the policies, twenty-four (24) enabling documents were also approved for implementation in the 2022/23 financial year.

Table 4.4: NDM APPROVED POLICIES

No.	TITLE OF POLICY	COUNCIL RESOLUTION NUMBER
1.	Talent Acquisition and Management Policy	DM-ND437/05/2022
2.	Performance Management Policy	DM-ND437/05/2022
3.	Labour Relations Policy	DM-ND437/05/2022
4.	Grievance Policy	DM-ND437/05/2022
5.	Prevention of Harassment and Discrimination Policy	DM-ND437/05/2022
6.	Incapacity and Poor performance policy	DM-ND437/05/2022
7.	Leave and Disability management policy	DM-ND437/05/2022
8.	Occupational Health and safety Policy	DM-ND437/05/2022
9.	Smoking policy	DM-ND437/05/2022
10.	Security management Policy	DM-ND437/05/2022
11.	Fleet Management Policy	DM-ND437/05/2022
12.	TASK Job Evaluation Policy	DM-ND437/05/2022
13.	Batho Pele Policy	DM-ND437/05/2022
14.	Bereavement Policy	DM-ND437/05/2022
15.	Public Participation Policy	DM-ND437/05/2022
16.	Employee Wellness and Support Policy	DM-ND437/05/2022
17.	Maintenance and Rental of facilities Policy	DM-ND437/05/2022
18.	Communication Policy	DM-ND437/05/2022
19.	Employee Benefits and Allowance Policy	DM-ND437/05/2022
20.	HIV Policy	DM-ND437/05/2022
21.	Library Policy	DM-ND437/05/2022
22.	Employment Equity Policy	DM-ND437/05/2022

23.	Records Management Policy	DM-ND437/05/2022
24.	NDM Danger Allowance Policy	DM-ND437/05/2022
25.	NDM Firearm policy	DM-ND437/05/2022
26.	Protection of Personal Information Policy (POPI)	DM-ND437/05/2022
27.	Nkangala District Municipal Corporate Governance of ICT Framework Policy	DM-ND437/05/2022
28.	Nkangala District Municipality ICT Policy	DM-ND437/05/2022
29.	Information and Communication Technology Security Policy	DM-ND437/05/2022
30.	Information and Communication Technology Cloud Computing Policy	DM-ND437/05/2022
31.	Information and Communication Technology Firewall Policy Information and Communication Technology Backup Policy	DM-ND437/05/2022
32.	Information and Communication Technology Acceptable Workstation Use Policy	DM-ND437/05/2022
33.	NDM External Bursary Fund	DM-ND437/05/2022
34.	Asset Management policy	DM-ND437/05/2022
35.	Supply Chain and contract Management policy	DM-ND437/05/2022
36.	Donation policy	DM-ND437/05/2022
37.	Credit control policy	DM-ND437/05/2022
38.	Accommodation, Travel and subsistence policy	DM-ND437/05/2022
39.	LFGIDPM Model SCM policy	DM-ND437/05/2022
40.	Virement policy	DM-ND437/05/2022
41.	Rental of facilities policy	DM-ND437/05/2022
42.	Budget policy	DM-ND437/05/2022
43.	Foreign exchange policy	DM-ND437/05/2022
44.	Blacklisting policy	DM-ND437/05/2022
45.	Funding Reserve policy	DM-ND437/05/2022
46.	Investment of surplus funds policy	DM-ND437/05/2022
47.	Borrowing policy	DM-ND437/05/2022
48.	Insurance policy	DM-ND437/05/2022
49.	Cash management and creditor payment policy	DM-ND437/05/2022
50.	Catering policy	DM-ND437/05/2022
51.	Petty cash policy	DM-ND437/05/2022

4.2.2 INJURIES, SICK AND SUSPENSIONS

Table 4.5: Injuries, Sick and Suspensions

Table 4.1 Number and Cost of Injuries on Duty 2021/2022				
Type of Injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee
	Days	No.	%	Days
Required basic medical attention only	0	0	0	0
Temporary total disablement	27	2	0	13.5
Permanent disablement	0	0	0	0
Fatal	0	0	0	0
Total	27	2	0	13.5

Table 4.6: 2021/2022 Disciplinary Action Taken:

Table 4.2 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
NDM vs SIPHO MASILELA	Council resolved in January 2021 that Officials implicated in the Investigation Report by Khumalo Masondo be subjected to Disciplinary Proceedings for their respective roles in the procurement of accommodation for the Executive Mayor whilst attending Durban SAMSRA Games held between 22 and 28 September 2019.	Yes, a formal disciplinary action was taken against the employee.	13 July 2022
NKANGALA DISTRICT MUNICIPALITY vs SO MAHLANGU	Council resolved in January 2021 that Officials implicated in the Investigation Report by Khumalo Masondo be subjected to Disciplinary Proceedings for their respective roles in the procurement of services for the Ndzundza Mabusa Traditional Council 28 September 2019 Heritage Day Celebration.	Yes, a formal disciplinary action was taken against the employee.	Pending finalisation
NKANGALA DISTRICT MUNICIPALITY vs NK MTUNGWA	Allegations of misconduct have been levelled against Mr. Mtungwa for his failure to carry out works towards the establishment of NEDA and his failure to remedy the identified issues.	Yes, a formal disciplinary action was taken against the employee.	Pending finalisation
NKANGALA DISTRICT MUNICIPALITY vs SA MASHABA	Council resolved in January 2021 that Officials implicated in the Investigation Report by Khumalo Masondo be subjected to Disciplinary Proceedings for their respective roles in the procurement of services for the Ndzundza Mabusa Traditional Council 28 September 2019 Heritage Day Celebration.	Yes, a formal disciplinary action was taken against the employee.	30 June 2022
NKANGALA DISTRICT MUNICIPALITY vs T MATOANE-NKABINDE	Council resolved in January 2021 that Officials implicated in the Investigation Report by Khumalo Masondo be subjected to Disciplinary Proceedings for their respective roles in the procurement of services for the Ndzundza Mabusa Traditional Council 28 September 2019 Heritage Day Celebration.	Yes, a formal disciplinary action was taken against the employee.	01 March 2022
NDM vs CHARLES MANDLA MABENA	The Employee failed to disclose and/or to inform his direct supervisor that his official firearm was confiscated by the Vosman SAPS	Yes, a formal disciplinary action was taken against the	02 September 2021

	on allegations of discharging a firearm in public.	employee.	
NDM // TC MAKOLA (LABOUR COURT MATTER)	Mr. Makola was previously employed by Nkangala as the Municipal Manager and was subsequently dismissed on 30 January 2012. Mr. Makola has referred a matter of unfair dismissal at the CCMA. The matter has been finalized at the CCMA stage and ruling was in favour of the Applicant in that Council has to pay him an amount of R 1 560 000 (12 months' remuneration) by the 15 September 2015.	Yes, a formal disciplinary action was taken against the employee.	Pending finalisation

4.2.3 PERFORMANCE MANAGEMENT SYSTEM

The planning Framework for Local Government is premised on the notion that the formulation of a plan is not sufficient, but adequate implementation is key to the success of Local Government. It is against this backdrop the White Paper on Local Government states that Performance Management is critical in ensuring that plans are being successfully implemented, and have the desired impact, and that resources are being used efficiently.

As a result, a Legal Framework for Performance Management is coupled with the IDP, where the principal purpose of Performance Management is to ensure that the work of all Political Structures, Political Office Bearers and the Municipal Administration is based on and seeks to realize Council Developmental Objectives as articulated in the IDP. A critical expression of this notion is the requirements that the content of the Performance Agreements for the Municipal Manager, and Managers reporting to the Municipal Manager must be directly linked to the IDP.

One of the key Principles of Municipal Administration in the Municipal Systems Act, 32 of 2000 is the instruction to Municipalities that their Administration must be performance oriented. A Municipality must promote a culture of Performance Management among the Municipality's Political Structures, Political Office Bearers and Councillors as well as within its Administration.

The Municipal Systems Act, 32 of 2000 expects the Municipality to operate in accordance with a Performance Management System. Furthermore, the Municipal Council must annually review its overall performance in achieving the Developmental Objects of Local Government as outlined in the Constitution. To this end, each Municipality must establish a Performance Management System, which is a Framework that describes and represents how the Municipality's cycle and processes of Performance Planning, Monitoring, Measurement, Review, Reporting and Improvements will be conducted, organised and managed, and also determines the roles of different role players. It should ensure that a Municipality administers its affairs in an economical, effective, efficient and accountable manner.

The Performance Management System should be embedded in the circumstance of the Municipality, must be commensurate with its resources, suited to its circumstances and, most importantly, in line with the priorities, objectives, indicators and targets contained in the IDP.

Coordination and integration of PMS for Nkangala District Municipality and Local Municipalities, capacity building for Councillors and employees, retention of skills and institutional memory as well as streamlining of the organizational structure are some of the issues that still need to be improved. Alignment and coordination of initiatives and programmes of external service providers with that of Local Municipalities also needs attention, whilst some progress have been achieved in this regard, there is evidently still much that needs to be done pertaining overall organisational performance in the immediate to long-term future.

Agreement on an integrated PMS across all three spheres of government will also be sought. Key in this activity will be the ability of individual performance of officials to the overall performance management and relevant monitoring and evaluation systems pertaining to relevant Municipal IDPs. To this end, Nkangala District Municipality has prioritised the strengthening of its PMS through automation across all levels of administration.

The main purpose of reviewing the aforementioned strategies is to determine the extent to which they respond to the Nkangala District Municipality's Integrated Development Plan (IDP) priorities, objectives, strategies and Performance measurements, also reflected and amplified in the Service Delivery and Budget Implementation Plan (SDBIP).

In light of the abovementioned challenges and issues the following will be undertaken:

- Enhance the capacity of the Nkangala District Municipality to perform all its Performance Management issues through training, capacity building and staffing;
- Fast track the cascading of Performance Management System (PMS) to all levels in the Municipality by following the automated system approach;
- Work towards a coordinated, standardized and integrated PMS practice throughout the District by supporting constituent Local Municipalities with their Performance Management system and related issues;
- Ensure timely preparation, submission and assessments of the in-year performance reports of the Municipality as required by the Legislation;
- Ensure that Annual Performance Agreements are fully linked to the Nkangala District Municipality's SDBIP.

Individual Performance Management

The best type of performance management system adopts a cascading or "rolling-down" of performance objectives from top to bottom. In order to ensure that Nkangala District Municipality meets and delivers on its Municipal Scorecards KPAs and KPIs at a high standard, it is proposed that the Performance Management Results and Competency-based methodology be followed to ensure that the process of employee performance management is cascaded throughout the municipality. Therefore, Nkangala District Municipality cascade PMS to all levels of the organisational structure for the Financial year 2020/2021. Currently NDM cascaded PMS up to level 12 for 2021/2022 financial year.

Performance agreements for employees lower than section 56 must be based on their signed job descriptions. Recruitment of employees is further subject to the signing of a Performance Agreement within ninety (90) calendar days after assumption of duty and annually after commencement of the new financial year.

The need for Municipalities to develop and maintain a Performance Management system was first identified during the drafting and approval of the constitution of the Republic of South Africa in 1996. In terms of section 38 of the Municipal Systems Act of 2000, a Municipality exercises its legislative and executive authority by establishing and implementing a Performance Management system. The Municipal Council resolved in terms of Approved Performance Management System (PMS) Policy to cascade PMS to all levels.

A Municipality's Performance Management system entails a framework that describes and represents how a Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including the roles and responsibilities of the different role players. The Council resolved in terms of Council resolution DM-CONF04/07/2022 approved that all the qualifying candidates be remunerated.

In terms of the approved PMS Policy and Local Government Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Manager, 2006 states that a performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator.

The following employees have been assessed for Annual Performance and qualified for bonus:

Table 4.7: Performance bonus qualified employees

	Incumbent Position	Name and Surname	FINAL Performance Moderation Committee Review 17 June 2022	Months in the position in the 20/21 FY	Total Bonus Percentage
1.	General Manager Corporate Services	NN Ngwenya	66%	12	5%
2.	Labour Relations Officer	D Smith	66%	12	5%
3.	Library and records officer	SO Nkosi	65%	12	5%
4.	Admin Officer	MA Lukhele	66%	12	5%
5.	Occupational Health and Safety Officer	MR Makulane	65%	12	5%
6.	Committee Clerk	TE Mangwege	68%	12	6%
7.	Committee Clerk	VJ Jiyane	65%	12	5%
8.	Communications officer: Public Liaison	NM Nkosi	69%	8	7%
9.	Committee Clerk	SN Silinda	65%	12	5%
10.	Committee Clerk	TC Mazwi	68%	12	6%
11.	Admin Officer	NB Mtshali	65%	12	5%
12.	Senior HR Officer	HB Nkosi	65%	12	5%
13.	Senior Building Caretaker	J Lebisi	66%	12	5%
14.	Building Caretaker	JI Thomo	67%	12	6%
15.	MPAC Researcher	HL Phala	66%	12	5%
16.	MPAC secretary	LR Makgai	66%	9	5%
17.	Development control Planner	KS Radebe	66%	12	5%
18.	IDP Officer	F Shabangu	66%	12	5%
19.	Project administrator EPWP & CWP	BM Motsoeneng	65%	12	5%
20.	General Manager TS	DJD Mahlangu	65%	12	5%
21.	Engineering Technician	MR Aphane	66%	12	5%
22.	Engineering Technician	S Wakeni	65%	12	5%
23.	Engineering Technician	NG Malebati	71%	12	8%
24.	Engineering Technician	TS Mahlangu	65%	12	5%
25.	Technical Services: Secretary	RC Lobese	70%	12	7%
26.	Chief Financial Officer	AL Standen	67%	12	6%
27.	Divisional Manager Budget	AS Msiza	65%	12	5%
28.	Accounting Clerk: Asset	PP Motebu	66%	12	5%
29.	Secretary	NV Nkosi	65%	12	5%
30.	Accountant: Projects	EM Khanye	65%	12	5%
31.	Accountant: Treasury and Asset Management	N Parbhoo	65%	12	5%
32.	Accountant: Expenditure	NR Mogodi	66%	12	5%
33.	Accountant: Reporting	T Van Niekerk	67%	12	6%
34.	Creditors clerk:	B Jele	65%	12	5%
35.	Chief Accounting Clerk: Creditors	E Prinsloo	69%	12	7%
36.	Accounting Clerk: Projects	LE Mashiane	69%	12	7%
37.	Chief Accountant	AN Hlongwa	69%	12	7%
38.	Senior Accounting Clerk: Assets	QJ Skosana	66%	12	5%
39.	Supply chain officer	LJ Masango	65%	12	5%
40.	Chief Accounting Clerk	NP Maphalala	68%	12	6%
41.	Cashier	SG Sekgobela	66%	12	5%
42.	General Manager Social Services	Dr. T Matoane	65%	12	5%
43.	Manager Social Services	MV Mahlangu	67%	12	6%
44.	Divisional Manager Transversal	OS Mahlangu	73%	12	9%
45.	Divisional Manager: Pollution Control	M Nembilwi	67%	12	6%
46.	Divisional Manager: Disaster	JE Nkosi	65%	12	5%

	Incumbent Position	Name and Surname	FINAL Performance Moderation Committee Review 17 June 2022	Months in the position in the 20/21 FY	Total Bonus Percentage
	Management				
47.	AEL Officer	X Motha	65%	12	5%
48.	Chief Environmental Health Practitioner	N Singh	68%	12	6%
49.	Environmental Health Practitioner	SF Tyila	65%	12	5%
50.	Senior Environmental Health Practitioner	GG Mokhabela	68%	12	6%
51.	Environmental Health Practitioner	C Marx	67%	12	6%
52.	Chief Environmental Health Practitioner	M Joubert	69%	12	7%
53.	Senior Environmental Health Practitioner	NC Matsebula	69%	12	7%
54.	Environmental Health Practitioner	BH Mathenjwa	69%	12	7%
55.	Environmental Health Practitioner	SM Mashile	67%	12	6%
56.	Environmental Health Practitioner	M Mafodi	65%	12	5%
57.	Chief Environmental Health Practitioner	JM Tlou	68%	12	6%
58.	Environmental Health Practitioner	DE Mahlangu	66%	12	5%
59.	Environmental Health Practitioner	MF Gakwa	65%	12	5%
60.	Secretary	MB Kgomo	66%	7	5%
61.	Fire Fighter	FN Mahlangu	67%	12	6%
62.	Senior Fire Fighter	KT Masilela	65%	12	5%
63.	Senior Fire Fighter	HJ Ntuli	65%	12	5%
64.	Leading Fire Fighter	BP Makhubu	68%	12	6%
65.	Fire Fighter	SA Motsepe	65%	12	5%
66.	Junior Fire Fighter	NP Skosana	65%	12	5%
67.	Fire Fighter	LZ Masilela	65%	12	5%
68.	Leading Fire Fighter	KP Chapepe	68%	12	6%
69.	Senior Fire Fighter	L Masanabo	65%	12	5%
70.	Senior Fire Fighter	PM Radebe	65%	12	5%
71.	Fire Fighter	PA Mogadime	67%	12	6%
72.	Municipal Manager	MM Skosana	65%	12	5%
73.	Municipal Support Accountant	TM Lengwate	65%	12	5%
74.	Senior Legal Advisor	ML Mahlangu	68%	12	6%
75.	Divisional Manager: PMS	GD Mogorosi	65%	12	5%
76.	PMS Coordinator	DM Rakgalakane	68%	12	6%
77.	PMS Officer	SD Saki	69%	6	7%
78.	PMS Officer	NE Zulu	71%	7	8%
79.	Legal Advisor	NT Maphanga	69%	12	7%
80.	Chief Audit Executive	AD Twala	65%	12	5%
81.	Senior Internal Audit	K Gwangwa	71%	12	8%
82.	Internal Auditor	K Masemola	67%	12	6%
83.	Internal Auditor	S Mpanza	66%	12	5%
84.	Internal Auditor	J Morar	69%	12	7%
85.	Internal Auditor	PL Seerane	65%	12	5%
86.	Information security officer	RM Mokwena	69%	12	7%
87.	Risk Officer	JN Ralephaleng	65%	12	5%
88.	Youth Coordinator	NM Shabangu	68%	12	6%

4.3 COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.3.1 SKILLS DEVELOPMENT AND TRAINING

Skills development is one of the key issues that are critical in enhancing and empowering human capital within the Municipality. According to the National Development Plan of 2012 South Africa generally experiences a shortage of critical skills in the key sectors of the economy.

The Nkangala District Municipality develops and capacitates its employees and Councillors to ensure they are able to provide services to the communities in a more efficient and effective way. Among others the modes of capacity building for staff and Councillors is lifelong learning, multi-skilling and retraining to ensure capacitating them on new development in the fields of work and political responsibilities.

The Municipality conducts skills audit annually to inform its Workplace Skills Planning. This is to ensure that The Nkangala District Municipality develops and capacitates its employees and Councillors to ensure that they are able to provide services to the communities in a more efficient and effective way. Among others, the modes of capacity building for staff and Councillors include lifelong learning, multi-skilling and retraining. These are meant to capacitate both officials and Councillor on new development in the fields of work and political responsibilities respectively. To achieve these objectives, the Nkangala District Municipality conducts skills audit on annual basis to inform its Workplace Skills Planning.

The table below depicts the Skills Matrix in the NDM in the period under review.

Table 4.8: Skills Matrix

Table 4.8 Skills Matrix					
Management level	Gender	Number of skilled employees required and actual as 2021/2022			
		Learnerships	Skills programmes & other short courses	Other forms of training	Total
MM and s57	Female	0	0	0	0
	Male	0	0	1	1
Councillors, senior officials and managers	Female	0	0	3	3
	Male	0	0	6	6
Technicians and associate professionals*	Female	0	0	14	14
	Male	0	0	36	36
Professionals	Female	0	0	2	2
	Male	0	0		
Sub total	Female	0	0	19	
	Male	0	0	43	43
Total		0	0	62	62

4.4 COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.4.1 INTRODUCTION TO WORKFORCE EXPENDITURE

Employee expenditure is budgeted for in accordance with the approved organogram and each department head is responsible for managing budget relating to workforce expenditure. Skills gap are early identified through a work skills plan approved by Council which ensures that employees are performing their competency level.

4.4.2 EMPLOYEE EXPENDITURE

Employee Expenditure Summary 2021/2022				R'000	
Name of Project	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Expenditure Employees	208,828,840	213,890,517	195,973,773	93.84%	91.62%

Table 4.9: Employee expenditure

Number of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
None	None	None

Table 4.10: Employees Whose Salary Levels Exceed the Grade Determined by Job Evaluation

Employees Whose Salary Levels Exceed the Grade Determined by Job Evaluation				
Occupation	Number of Employees	Job Level	Remuneration Level	Reasons for deviation
None	None	None	None	none

4.4.3 DISCLOSURES OF FINANCIAL INTERESTS

Refer to disclosures made by senior managers concerning their financial interests as required by PM Regulations 805 of 2006 are set out in **Appendix G**.

CHAPTER 5– FINANCIAL PERFORMANCE

5.1 INTRODUCTION

This chapter contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

ACCOUNTING AND REPORTING

The Municipality has the necessary financial-related policies approved by Council and these policies are reviewed annually. The implementation of this policies assists in ensuring compliance with the Standards of Generally Recognized Accounting Practices (GRAP).

5.2 COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.2.1 FINANCIAL OVERVIEW

The financial objective of the Municipality is to secure sound and sustainable management of the financial affairs of the Municipality and to assist the six local municipalities to be financially viable.

Critical functional areas for the District Municipality amongst others include improvement of audit outcomes, effective financial management, fully functional internal audit units and Audit Committees, high vacancy rate in key positions, declining growth in the Regional Services Council Replacement Grant, increase in operational expenditure, which negatively impacts on the allocations to local municipalities.

Issue 3 of the IDP relates to financial viability and includes projects that contributed to the financial viability of the District and local municipalities.

Revenue and Expenditure Summary 2021/2022 R'000					
Name of Project	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Total Operational Revenue	511 880 050	457 880 050	431 628 377	84,32%	94,27%
Expenditure					
Employees	208 828 840	213 890 517	195 973 773	93,84%	91,62%
Repaires and Maintenance	27 295 660	28 633 532	20 886 948	76,52%	72,95%
Other	358 780 440	321 880 726	199 793 170	55,69%	62,07%
Total Operational Expenditure	594 904 940	564 404 775	416 653 891	70,04%	73,82%
Net Operational Expenditure	-83 024 890	-106 524 725	14 974 487	-18,04%	-14,06%
Net Expenditure to be consistent with summary T5.1.2 in Chapter 5. Variance are calculated by dividing the difference between actuals and Original Budget/Adjustment Budget					T3.25.5

5.2.2 STATEMENT OF FINANCIAL PERFORMANCE:

Financial Performance 2021/2022 R'000						
Description	2020/21	Year 2021/2022			Year 2021/2022 Variance	
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Operating Cost						
Water	-	-	-	-	-	-
Waste Water (Sanitation)	-	-	-	-	-	-
Electricity	-	-	-	-	-	-
Housing	-	-	-	-	-	-
Component A: Sub Total	-	-	-	-	-	-
Waste Water (Stormwater Drainage)	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Transport	-	-	-	-	-	-
Component B: Sub Total	-	-	-	-	-	-
Planning	128 285	119 994	141 387	66 612	55,51%	47,11%
Local Economic Development	17 191	21 895	25 616	17 490	79,88%	68,28%
Component C: Sub Total	145 476	141 889	167 003	84 103	59,27%	50,36%
Planning (Strategic and Regulatory)	-	-	-	-	-	-
Local Economic Development	-	-	-	-	-	-
Community and Social Services	30 378	32 845	39 767	32 296	98,33%	81,21%
Environmental Protection	3 244	4 405	3 684	3 161	71,76%	85,80%
Health	34 168	35 544	38 370	34 638	97,45%	90,27%
Security and Safety	50 681	55 714	60 261	56 274	101,00%	93,38%
Sports and Recreation	-	-	-	-	-	-
Corporate Policy Offices and Other	(228 774)	(187 372)	(202 562)	(225 445)	120,32%	111,30%
Component D: Sub Total	(110 303)	(58 864)	(60 479)	(99 077)	1,68	1,64
Surplus/ (Deficit) for the year	(35 173)	(83 025)	(106 525)	14 974	-18,04%	-14,06%

5.2.3 GRANTS

Grant Performance 2021/2022 R'000						
Description	2020/21	Year 2021/2022			Year 2021/2022 Variance	
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
<u>Operational Transfers and Grants</u>						
National Government	389 176 265	488 098 000	433 098 000	407 495 456	83,49%	94,09%
Local Government Equitable Share	25 748 000	27 495 000	27 495 000	27 495 000	100%	100%
RSC Levy Replacement	346 752 000	351 052 000	351 052 000	351 052 000	100%	100%
Financial Management Grant	1 000 000	1 000 000	1 000 000	1 000 000	100%	100%
EPWP Incentive Grant	1 977 000	2 551 000	2 551 000	2 551 000	100%	100%
Water Service Scheme(DWS)-Loskop	3 699 565	75 000 000	25 000 000	9 185 854	12,25%	36,74%
Water and Sanitation Grant- Rand Water	9 999 700	-	-	-	0,00%	0,00%
Water Service Scheme(DWS)-Delmas Waste Water Treatment	-	30 000 000	25 000 000	15 211 612	50,71%	60,85%
Water Services Operating Subsidy- Rust de Venter	-	1 000 000	1 000 000	999 990	100,00%	100,00%
Provincial Government	-	-	-	-	-	-
Insert Description	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-
Insert Description	-	-	-	-	-	-
Other Government Grants	-	-	-	-	-	-
Insert Description	-	-	-	-	-	-
Total Operating Transfers and Grants	389 176 265	488 098 000	433 098 000	407 495 456	83,49%	94,09%
<u>Capital expenditure of Transfers and Grants</u>						
National Government:	2 756 815	2 228 000	2 228 000	2 228 000	100%	100%
Rural Transport Services and Infrastructure	2 198 000	2 228 000	2 228 000	2 228 000	100%	100%
Total Operating and Capital Transfers and Grants	391 933 080	490 326 000	435 326 000	409 723 456	83,56%	94,12%
Variance are calculated by dividing the difference between actuals and original/adjustment budget. The full list of national and provincial grants available on published gazettes (DoRA).						

T5.2.1

5.2.4 ASSETS MANAGEMENT

5.2.4.1 PROPERTY, PLANT AND EQUIPMENT

The cost or fair value of an item of property, plant and equipment is recognised as an asset when it is probable that the future economic benefits or service potential associated with the item will flow to the Municipality and the cost or fair value of the item can be measured reliably.

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

An item of property plant and equipment which qualifies for recognition as an asset are initially be measured at cost. Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at the date of acquisition. The cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to working condition for its intended use. Any trade discounts and rebates are deducted in arriving at the purchase price.

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2021/2022	
Asset 1	Establishment and Implementation of DRRS
Description	Establishment and Implementation of DRRS
Asset Type	Information and Communication Infrastructure
Key Staff Involved	Mr A Maseko
Future Purpose of the Asset	
Asset Value	R2 693 391,00
Asset 2	Fire and rescue Vehicles NDM
Description	Fire and rescue Vehicles NDM
Asset Type	Transport Assets
Key Staff Involved	Mr VM Mahlangu
Future Purpose of the Asset	
Asset Value	R2 190 400
Asset 3	New Computer Equipment
Description	New Computer Equipment
Asset Type	Computer Equipment
Key Staff Involved	Mr A Maseko
Future Purpose of the Asset	
Asset Value	R1 506 193
T5.3.2	

5.2.5 REPAIR AND MAINTENANCE EXPENDITURE

Repairs and Maintenance Expenditure: Year 2021/2022 R'000					
Description	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Repairs and Maintenance Expenditure	27 295 660	28 633 532	20 886 948	76,52%	72,95%
	-	-	-	-	-
Total Operating Transfers and Grants	27 295 660	28 633 532	20 886 948	76,52%	72,95%

5.2.6 FINANCIAL RATIOS BASED ON THE KEY PERFORMANCE INDICATORS

CURRENT RATIO

This ratio represents the ability of the district to pay short term obligations within the next 12 months.

	Current assets	Current Liabilities	
	R million	R million	Ratio
2020/21	379,075	52,913	7.16:1
2021/22	399,525	51,548	7.75:1

ACID TEST

A stringent indicator that determines whether a company/institution has enough short-term assets to cover its immediate liabilities without considering inventory. Institutions with ratios of less than 1 cannot pay their current liabilities and should be looked at with extreme caution.

	Current assets – Inventory	Current Liabilities	
	R million	R million	Ratio
2020/21	301,898	52,913	5.71:1
2021/22	265,152	51,548	5.14:1

SOLVENCY RATIO

This represents the ability of the district to pay both its long term and short-term obligations.

	Total Assets	Total Liabilities	
	R million	R million	Ratio
2020/21	655,188	76,128	8.61:1
2021/22	671,149	77,115	8.70:1

OTHER RATIOS

Ratio	30 Jun 2022	30 Jun 2021
Employee related cost and Councillor remuneration / Total expenditure	47.18	41.18
Actual transfers and subsidies paid / Total expenditure	24.92	34.22
Actual transfers and subsidies paid / Total revenue	25.98	37.01

5.2.6 EXPENDITURE 2021/2022

Capital Expenditure 2021/2022						
R'000						
Description	2020/21	Year 2021/2022			Year 2021/2022 Variance	
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Source of Funding						
External Loans	-	-	-	-	-	-
Public Contribution and Donations	-	-	-	-	-	-
Grants and Subsidies	-	-	-	-	-	-
Other	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%

Total	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%
Percentage of Finance						
External Loans	0,00%	0,00%	0,00%	0,00%	-	-
Public Contribution and Donations	0,00%	0,00%	0,00%	0,00%	-	-
Grants and Subsidies	0,00%	0,00%	0,00%	0,00%	-	-
Other	100,00%	100,00%	100,00%	100,00%	-	-
Total	100,00%	100,00%	100,00%	100,00%	-	-
Capital Expenditure						
Water and Sanitation	-	-	-	-	-	-
Electricity	-	-	-	-	-	-
Housing	-	-	-	-	-	-
Roads and Stormwater	-	-	-	-	-	-
Other	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%
Total	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%

5.2.7 SOURCE OF FINANCE 2021/2022

Source of Funding 2020/2021 R'000						
Description	2020/21	Year 2021/2022		Year 2021/2022 Variance		
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Source of Funding						
External Loans	-	-	-	-	-	-
Public Contribution and Donations	-	-	-	-	-	-
Grants and Subsidies	391 374 265	491 006 000	436 856 000	411 447 954	83,80%	94,18%
Other	22 704 253	20 874 050	21 024 050	20 180 423	96,68%	95,99%
Total	414 078 518	511 880 050	457 880 050	431 628 377	84,32%	94,27%
Percentage of Finance						
External Loans	0,00%	0,00%	0,00%	0,00%	-	-
Public Contribution and Donations	0,00%	0,00%	0,00%	0,00%	-	-
Grants and Subsidies	94,52%	95,92%	95,41%	95,32%	-	-
Other	5,48%	4,08%	4,59%	4,68%	-	-
Total	100,00%	100,00%	100,00%	100,00%	-	-
Capital Expenditure						
Water and Sanitation	-	-	-	-	-	-
Electricity	-	-	-	-	-	-

Housing	-	-	-	-	-	-
Roads and Stormwater	-	-	-	-	-	-
Other	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%
Total	15 079 704	35 410 000	32 869 400	9 900 925	27,96%	30,12%

5.2.8 CAPITAL SPENDING ON 5 LAGERST PROJECTS

Name of Project	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Establishment and Implementation of DRRS	4 000 000	3 490 000,00	2 693 391,00	67,33%	77,17%
Fire and rescue Vehicles NDM	1 500 000	2 200 000,00	2 190 400,00	146,03%	99,56%
New Computer Equipment	1 620 000	1 620 000,00	1 506 193,00	92,97%	92,97%
New Office Furniture and Equipment: Fire Fighting	500 000	1 216 096,00	1 216 096,00	243,22%	100,00%
Executive Council Mayor Vehicles	700 000	700 000,00	602 449,82	86,06%	86,06%
					T5.7.1
*Projects with Highest Capital Expenditure in 2021/2022					

*Projects with Highest Capital Expenditure in 2021/2022	
Name A	Establishment and Implementation of DRRS
Description	Establishment and Implementation of DRRS
Asset Type	Information and Communication Infrastructure
Key Staff Involved	
Future Purpose of the Asset	
Asset Value	R2 693 391,00
Name B	Fire and rescue Vehicles NDM
Description	Fire and rescue Vehicles NDM
Asset Type	Transport Assets
Key Staff Involved	
Future Purpose of the Asset	
Asset Value	R2 190 400,00
Name C	New Computer Equipment
Description	New Computer Equipment
Asset Type	Computer Equipment
Key Staff Involved	Mr A Maseko
Future Purpose of the Asset	
Asset Value	R1 506 193,00
Name D	New Office Furniture and Equipment: Fire Fighting
Description	New Office Furniture and Equipment: Fire Fighting

Asset Type	Furniture and Office Equipment
Key Staff Involved	
Future Purpose of the Asset	
Asset Value	R1 216 096,00
Name E	Executive Council Mayor Vehicles
Description	Executive Council Mayor Vehicles
Asset Type	Transport Assets
Key Staff Involved	
Future Purpose of the Asset	
Asset Value	R602 449,82

5.3 COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

See the attached Annual Financial Statement.

5.4 COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.4.1 CASH FLOW

Cash Flow Outcomes				
Description	2020/21	Budget Year 2021/22		
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	–	–	–	–
Service charges	–	–	–	–
Other revenue	2 213	1 899	2 049	1 142
Government – operating	363 774	487 098	433 098	401 902
Government – capital	2 198	2 228	2 228	2 228
Interest	10 762	20 655	20 655	19 634
Dividends	–	–	–	–
Payments				
Suppliers and employees	(275 348)	(346 009)	(339 282)	(346 812)
Finance charges	(142)	(159)	(288)	(194)
Transfers and Grants	(176 492)	(230 945)	(207 125)	(103 523)
Movement of VAT Receivable	–	–	–	(14 036)
NET CASH FROM/(USED) OPERATING ACTIVITIES	(73 035)	(65 233)	(88 665)	(39 660)
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	(119)	(119)	273
Decrease (Increase) in non-current debtors	–	–	–	–

Decrease (increase) other non-current receivables	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	(4 440)
Payments				
Capital assets	(15 080)	(35 410)	(32 869)	(9 901)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(15 080)	(35 529)	(32 988)	(14 068)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	-	-	-	-
Borrowing long term/refinancing	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-
Payments				
Finance/Operating Lease	(263)	-	-	(781)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(263)	-	-	(781)
NET INCREASE/ (DECREASE) IN CASH HELD	(88 378)	(100 762)	(121 653)	(54 509)
Cash/cash equivalents at beginning:	431 088	339 322	379 237	285 861
Cash/cash equivalents at month/year end:	342 710	263 446	257 584	231 352

Proper cash flow management is a critical element to ensure the Municipality meets its obligations. A stable positive cash flow balance relative to the growth of the Municipality is a good indication of the Municipality financial position and health. Cash flow projections are done on a monthly basis and cash.

Nkangala District Municipality's cash flow is daily monitored by the Finance Services. There is also monthly reporting to the Executive Mayor in the form of section 71 reports and quarterly reports to Council.

5.4.2 PUBLIC PRIVATE PARTNERSHIPS

District does not have Public Private Partnerships.

5.5 COMPONENT D: OTHER FINANCIAL MATTERS

5.5.1 GENERALLY RECOGNISED ACCOUNTING PRACTICES COMPLIANCE

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

The following standards were applicable during the year under review:

Reference	Topic
GRAP 1	Presentation of Financial Statements
GRAP 2	Cash Flow Statements
GRAP 3	Accounting Policies, Changes in Accounting Estimates and Errors
GRAP 4	The Effects of Changes in Foreign Exchange Rates
GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associates
GRAP 8	Interests in Joint Ventures
GRAP 9	Revenue from Exchange Transactions

GRAP 10	Financial Reporting in Hyperinflationary Economies
GRAP 11	Construction Contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events After the Reporting Date
GRAP 16	Investment Property
GRAP 17	Property, Plant and Equipment
GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
GRAP 21	Impairment of non-cash generating assets
GRAP 23	Revenue from non-exchange transactions
GRAP 24	Presentation of budget
GRAP 25	Employee Benefits
GRAP 26	Impairment of cash generating assets
GRAP 27	Agriculture
GRAP 31	Intangible Assets
GRAP 100	Discontinued Operations
GRAP 103	Heritage Assets
GRAP 104	Financial Instruments
IGRAP 1	Applying The Probability Test On Initial Recognition Of Revenue
IGRAP 2	Changes in Existing Decommissioning Restoration and Similar Liabilities
IGRAP 3	Determining Whether an Arrangement Contains a Lease
IGRAP 4	Rights to Interests Arising from Decommissioning, Restoration and Environmental
Rehabilitation Funds	
IGRAP 5	Applying the Restatement Approach under the Standard of GRAP on Financial
Reporting in Hyperinflationary Economies	
IGRAP 6	Loyalty Programmes
IGRAP 7	The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their
Interaction	
IGRAP 8	Agreements for the Construction of Assets from Exchange Transactions
IGRAP 9	Distributions of Non-cash Assets to Owners
IGRAP 10	Assets Received from Customers
IGRAP 11	Consolidation – Special Purpose Entities
IGRAP 12	Jointly Controlled Entities -Non-Monetary Contributions
IGRAP 13	Operating Leases – Incentives
IGRAP 14	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
IGRAP 15	Revenue - Barter Transactions Involving Advertising Services
IGRAP 16	Intangible Assets - Website Costs
IGRAP 17	SCA where Grantor Controls Significant Residual Interest
IGRAP 18	Recognition and Derecognition of Land
IGRAP 19	Liabilities to Pay Levies
IGRAP 20	Accounting for Adjustments to Revenue

CHAPTER 6– AUDITOR GENERAL AUDIT FINDINGS

6.1 INTRODUCTION

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General include the auditing and reporting on the accounts, financial statements and financial management of all Municipalities. MSA S45 states that the results of performance measurement... must be audited annually by the Auditor-General.

The Annual Financial Statements set out in Volume II is attached hereto.

6.2 COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS

6.2.1 AUDITOR GENERAL REPORTS 2021/2022

FINANCIAL YEAR	AUDIT OUTCOME	No. OF ISSUES RAISED
2013/2014	UNQUALIFIED	55
2014/2015	CLEAN AUDIT	20
2015/2016	CLEAN AUDIT	18
2016/2017	CLEAN AUDIT	12
2017/2018	UNQUALIFIED	40
2018/2019	CLEAN AUDIT	06
2019/2020	CLEAN AUDIT	14
2020/2021	CLEAN AUDIT	9
2021/2022	CLEAN AUDIT	6

6.3 COMPONENT B: AUDITOR-GENERAL OPINION 2021/2022

6.3.1 AUDITOR GENERAL REPORT 2021/2022 FINANCIL YEAR

Report of the auditor-general to the Mpumalanga Provincial Legislature and the council on the Nkangala District Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Nkangala District Municipality set out on pages 06 to 89 (Annexure A), which comprise the statement of financial position as at 30 June 2022, statement of financial performance, statement of changes in net assets, cash flow statement

and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statement, including a summary of significant accounting policies.

2. In my opinion, the financial statement present fairly, in all material respects, the financial position of the Nkangala District Municipality as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with Standards of General Recognised Accounting Practice (GRAP) and the applicable requirements of the Municipality Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 9 of 2021 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the district municipality in accordance with the international Ethics Standards Boards for Accountants' *International code of ethics for professional accountants (including international independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Nkangala Economic Development Agency

7. As disclosed in note 42 to the financial statements, the district municipality council resolved during the 2020-21 financial year to establish the Nkangala Economic Development Agency (Neda). The establishment is still in process as the district municipality is awaiting the comments of National Treasury to finalise the process. Neda will hold future financial reporting implications for the Nkangala District Municipality when it becomes operational.

Other matter

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

Unaudited disclosure notes

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

Responsibilities of the accounting officer for the financial statements

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting office determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting officer is responsible for assessing the district municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the district municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statement as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the usefulness and reliability of the reported performance information against predetermined objectives presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
15. I performed procedures to evaluate the usefulness and reliability of the reported performance information on selected performance indicators in accordance with the criteria developed from the performance and reporting framework, as defined in the general notice.
16. I performed the procedure in accordance with the AGSA audit methodology. This engagement is not an assurance engagement. Accordingly, I do not express an opinion or an assurance conclusion.
17. My procedures address the usefulness and reliability of the reported performance information on the selected performance indicators, which must be based on the district municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the district municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information

in respect of future periods that be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

18. I performed procedures to determine whether the reported performance information was properly presented and whether the performance was consistent with the approved performance planning documents. I performed further procedure to determine whether the selected performance indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I selected the following material performance indicators contained in basic service delivery and infrastructure presented in the district municipality's annual performance report for the year ended 30 June 2022. I selected the indicators that measure the district municipality's performance on its primary mandated functions and are of significant national, community or public interest.

Performance Indicators: KPA 5 – basic service delivery and infrastructure
7 Number of water samples taken from the local municipalities, analysed as per the SANS 241 standard per quarter
18. Number of sanitation projects (as submitted by the LMs) that are completed in terms of project schedule by 30 June 2022
19. Number of sanitation projects (as submitted by the LMs) that are work in progress in terms of project scheduled by 30 June 2022
20. Number of water projects (as submitted by the LMs) that are completed in terms of project schedules by 30 June 2022
21. Number of water projects (as submitted by the LMs) that are work in progress in terms of project scheduled by 30 June 2022
22. Number of roads and stormwater projects (as submitted by the LMs) that are completed in terms of project schedules by 30 June 2022
23. Number of roads and stormwater projects (as submitted by the LMs) that are work in progress in terms of project schedules by 30 June 2022
24. Number of electricity projects (as submitted by the LMs) that are work in progress in terms of project schedules by 30 June 2022
25. Number of recreational facilities (NDM) that are work in progress in terms of the individual schedules by 30 June 2022
26 Number of municipal facilities (NDM) projects work in progress in terms of the project scheduled by 30 June 2022
27 Number of progress reports on the percentage of households with access to basic levels provided by local municipalities (water, sanitation, electricity, and roads) submitted to council by 30 June 2022

Other matter

21. I draw attention to the matter below.

Achievement of planned targets

22. Refer to the annual performance report on page 112 to 191 for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

23. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the district municipality's compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the district municipality's compliance with legislation.
24. I performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA audit methodology. This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
25. I selected requirements in key legislation for compliance testing, which are relevant to the financial and performance management of the district municipality, clear to allow for consistent measurement and evaluation, while also sufficiently detailed and adequately available to report in an understandable manner. The selection is done through an established AGSA process. The selected legislative requirements are included in the annexure to this auditor's report.
26. I did not raise any material findings on compliance with the selected legislative requirements.

Other information

27. The accounting office is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected material indicators in the scoped in programme presented in the annual performance report that have been specifically reported in this auditor's report.
28. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
29. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the material indicator in the scoped in priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

31. I consider internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

Auditor-General
Mbombela

28 November 2022



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure- Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs and the AGSA audit methodology, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and procedures performed on reported performance information for selected performance indicators on the district municipality's compliance with selected compliance with selected requirements in key legislation.

Financial statements

2. In addition to my responsibility for audit of the financial statement as described in this auditor's report, I also:
 - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the district municipality's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
 - Conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also concluded, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions may cast significant doubt on the ability of the Nkangala District Municipality continue as going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at date of the auditor's reports. However, future events or conditions may cause a district municipality to cease operating as a going concern
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determined whether the financial statement represented the underlying transactions and events in a manner that achieves fair presentation.
3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including a significant deficiency in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have compiled with relevant ethical requirements regarding independence, and communicate all relationships and other matters

that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threat or safeguards applied.

Compliance with legislation - selected legislative requirements are as follows

5. The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	Section 1 (a), {b} & {d) of the definition: irregular expenditure Section 1 Definition of SDBIP Sections 11(1); 13(2); 14(1); 14(2)(a); 14(2)(b); 15 Sections 24(2)(c)(iv); 29(1); 29(2)(b); 32(2) Sections 32(2)(a); 32(2)(a)(i); 32(2)(a)(ii); 32(2)(b) Sections 32(6)(a); 32(7); 53(1)(c)(ii); 54(1)(c) Sections 62(1){d}; 62(1)(f)(i); 62(1)(f)(ii); 62(1)(f)(iii) Sections 63(2)(a); 63(2)(c); 64(2)(b); 64(2)(c); 64(2)(e) Sections 64(2)(f); 64(2)(g); 65(2)(a); 65(2)(b); 65(2)(e) Sections 72(1)(a)(ii); 95(a); 112(l)(iii); 112(1) (j) Sections 116(2)(b); 116(2)(c)(ii); 117; 122(1); 122(2) Sections 126(1)(a); 126{1}(b); 127(2); 127(5)(a)(i) Sections 127(5)(a)(ii); 129(1); 129(3); 133(1)(a) Sections 133(1)(c)(i); 133{1}(c)(ii); 170; 171{4}(a); 171(4)(b)
LG: MFMA: Municipal budget and reporting regulations, 2009	Regulations 71(1); 71(2); 72
LG: MFMA: Municipal investment regulations, 2005	Regulations 3(1)(a); 3(3); 6; 7; 12(2); 12(3)
LG: MFMA: Municipal regulations on financial misconduct procedures and criminal proceedings, 2014	Regulations 5(4); 6(8)(a); 6(8)(b); 10(1)

LG: MFMA: Municipal supply chain management (SCM) regulations, 2017	<p>Regulations 5; 12(1)(b); 12(1)(c); 12(3); 13(b); 13(c); 13(c)(i)</p> <p>Regulations 16(a); 17(1)(a); 17(1)(b); 17(1)(c); 19(a)</p> <p>Regulations 21(b); 22(1)(b)(i); 22(2); 27(2)(a); 27(2)(e)</p> <p>Regulations 28(1)(a)(i); 28(1)(a)(ii); 29(1) (a) and (b)</p> <p>Regulations 29(5)(a)(ii); 29(5)(b)(ii); 32; 36(1)</p> <p>Regulations 38(1) (c); 38(1)(d)(ii); 38(1)(e); 38(1)(g)(i)</p> <p>Regulations 38(1)(g)(ii); 38(1)(g)(iii)</p> <p>Regulations 43; 44; 46(2)(e); 46(2)(f)</p>
Municipal Systems Act 32 of 2000 (MSA)	<p>Sections 25(1); 26(a); 26(c); 26(i); 26(h); 27(1)</p> <p>Sections 29(1)(b)(ii); 29(2)(a); 29(2)(c); 34(a); 34(b);</p>

Legislation	Sections or regulations
	<p>Sections 38(a); 41(1)(a); 41(1)(b); 41(1)(c)(ii); 42; 43(2)</p> <p>Sections 56(a); 57(2)(a); 57(48); 57(6)(a)</p> <p>Sections 66(1)(a); 66(1)(b); 67(1)(d); 74(1)</p> <p>Sections 93B(a); 93B(b); 93C(a)(iv); 93C(a)(v); 96(b)</p>
LG: MSA: Municipal planning and performance management regulations, 2001	<p>Regulations 2(1)(e); 2(3)(a); 3(3); 3(4)(b); 3(5)(a); 7(1); 8</p> <p>Regulations 9(1)(a); 10(a); 12(1); 15(1)(a)(i); 15(1)(a)(ii)</p>
LG: MSA: Municipal performance regulations for municipal managers and managers directly accountable to municipal managers, 2006	Regulations 2(3)(a); 4(4)(b); 8(1); 8(2); 8(3)
LG: MSA: Regulations on appointment and conditions of employment of senior managers, 2014	Regulations 17(2); 36(1)(a)
LG: MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations 5(2); 5(3); 5(6); 8(4)
Annual Division of Revenue Act (Dora)	Sections 11(6)(b); 12(5); 16(1); 16(3)
Construction Industry Development Board Act 38 of 2000 (CIDB)	Section 18(1)
CIDB regulations	Regulations 17; 25(7A)

Municipal Property Rates Act 6 of 2004 (MPRA)	Section 3(1)
Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA)	Sections 2(1)(a); 2(1)(f)
Preferential Procurement regulations (PPR), 2011	Regulations 4(1); 4(3); 4(4); 4(5) Regulations 5(1); 5(2); 5(3); 5(5) Regulations 6(1); 6(2); 6(3); 6(4); 6(5) Regulations 7(1); 10; 11(2); 11(4); 11(5); 11(8)
Preferential Procurement regulations (PPR), 2017	Regulations 5(1); 5(3); 5(6); 5(7) Regulations 6(1); 6(2); 6(3); 6(5); 6(6); 6(8) Regulations 7(1); 7(2); 7(3); 7(5); 7(6); 7(8) Regulations 8(2); 8(5); 9(1); 10(1); 10(2); 11(1)
Prevention and Combating of Corrupt Activities Act 12 of 2004 (PRECCA)	Section 34(1)

APPENDICES

CHAPTER 7 - APPENDICES

7.1 APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

No.	Names	Mayoral 5	Council 4	Finance 4	CDS4	Corp 4	Dev Planning 4	Infrastructure 4	Rules & Ethics 2	LED 4	MPAC 2	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non-attendance (%)
1	Masilela, TS	2	1	0	0	0	0	0	0	0	0	9	3	33	67
2	Ndinisa, SL	0	4	0	0	0	0	0	2	0	0	6	6	100	0
3	Boshomane, KJ	0	4	0	0	0	0	0	2	0	0	6	6	100	0
4	Bath, DJ	0	3	4	0	0	0	0	0	0	0	7	8	88	12
5	Bhamjee, M	0	4	0	0	4	0	0	0	0	0	8	8	100	0
6	Buda, V	0	2	0	0	0	0	0	0	0	0	2	5	40	60
7	Chembe, D	0	4	0	0	0	0	4	0	0	0	8	8	100	0
8	Cronje, RE	0	4	0	0	0	0	2(2)	0	0	0	6	6	100	0
9	Dikgale, LJ	5	3	0	0	0	0	4	0	0	0	12	13	92	8
10	Dyason, J	0	3	0	0	0	0	2	0	0	0	5	6	83	7
11	Fakude, DC	0	3	0	0	0	3	0	0	2(2)	0	8	10	80	20
12	Khumalo AB	0	2	0	0	0	1(2)	0	0	0	0	3	6	50	50
13	Khumalo, LF	0	4	0	0	0	0	2(2)	0	0	0	6	6	100	0
14	Lamola, BR	0	2	0	0	1(2)	0	0	0	0	0	3	8	38	62
15	Leballo J	0	3	0	0(2)	0	0	0	0	0	0	5	6	83	17
16	Legong, SM	0	3	0	4	0	0	0	0	0	0	7	8	88	12
17	Legong, TB	0	4	0	0	0	2(2)	0	0	0	0	6	6	100	0
18	Magagula, M	0	4	0	0	2	0	0	2	0	0	8	100	80	0
19	Mahlangu, A	0	4	0	0	0	0	0	0	4	0	8	8	100	0

No.	Names	Mayoral 5	Council 4	Finance 4	CDS4	Corp 4	Dev Planning 4	Infrastructure 4	Rules & Ethics 2	LED 4	MPAC 2	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non-attendance (%)
20	Mahlangu L	4	3	0	0	0	4	0	0	0	0	11	13	85	15
21	Mahlangu, NJ	0	4	0	0	0	0(2)	0	0	0	0	4	6	67	33
22	Maja SR	0	3	2(2)	0	0	0	0	0	0	0	5	6	83	17
23	Makhabane, EN	4	4	0	4	0	0	0	0	0	0	12	13	92	8
24	Makola, LM	0	4	2(2)	4	0	0	0	0	0	0	10	10	100	0
25	Malatjie, LM	0	3	0	0	0	0	0	0	0	0	3	4	75	25
26	Malatjie, RJ	0	3	0	0	0	0	0	0	0	0	3	4	75	25
27	Malefane, P	0	2	0	0	0(2)	0	0	1	0	0	5	8	63	37
28	Mampuru DS	0	4	0	0	0	0	0	0	0	1	5	6	83	17
29	Maraba, CL	5	4	0	0	4	0	0	0	0	0	13	13	100	0
30	Maseko, DF	0	2	0(2)	0	0	0	0	0	0	0	4	6	67	33
31	Mathabe RS	0	4	0	0	0	0	0	0	0	0	4	4	100	100
32	Mboweni, LM	0	2	2(2)	0	0	0	0	0	0	0	4	6	67	33
33	Mhlanga, MT	0	2	0	2(2)	0	0	0	0	3	0	7	9	78	22
34	Mlangeni, ZB	0	2	0	0	0	0	2(2)	0	0	0	4	6	67	33
35	Mnisi, ST	0	3	0	0	0	0	0(2)	0	0	0	5	6	83	17
36	Mogola, SM	0	4	0	0	0	2	0	0	0	0	6	8	75	25
37	Mokoala, VD	0	2	0	2(2)	0	0	0	0	0	0	4	6	67	33
38	Mokolo, ML	0	1	0	0	0	0	0	0	0	2	3	6	50	50
39	Mokwena, AM	0	3	0	0	0	0	0	0	2(2)	0	5	6	83	17
40	Morokolo ME	0	1	0	0	0	0	0	0	0(2)	0	3	6	50	50
41	Moseri, PP	0	3	0	0	0	0	0	0	2(2)	0	5	6	83	17
42	Mthimunye, GT	4	4	4	0	0	0	0	0	0	0	12	13	92	8
43	Mtsweni, NS	0	3	0	0	0	0	0	0	0	0	3	4	75	25

No.	Names	Mayoral 5	Council 4	Finance 4	CDS4	Corp 4	Dev Planning 4	Infrastructure 4	Rules & Ethics 2	LED 4	MPAC 2	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non-attendance (%)
44	Ndlovu, R	0	3	0(2)	0	0	0	0	0	0	0	3	6	50	50
45	Ngwenya, TD	0	4	0	0	0	0	0	0	0	0	4	4	100	0
46	Ngwenya, XS	0	4	0	0	0	0	0	0	0	2	6	6	100	0
47	Nkosi, NB	0	3	0	0	2(2)	0	0	0	0	0	5	6	83	17
48	Nobela, MT	0	4	0	0	2(2)	2(2)	0	0	0	0	8	8	100	0
49	Pookgoadi, KT	5	4	0	0	0	0	0	0	4	0	13	13	100	0
50	Sebesho E	0	3	0	0	0	0	2(2)	0	0	0	5	6	83	17
51	Shongwe, E	0	0	0	0	0	0	0	0	1(2)	0	1	6	17	83
52	Sibanyoni, JM	0	3	0	0	0	0	0	0	0	1	4	6	67	33
53	Skhosana, DJ	0	4	0	0	0	0	0	0	0	2	6	6	100	0
54	Van Den Berg, EH	0	3	0	0	0	0	0	2	0	0	5	6	83	17
55	Zondo, LJN	0	4	0	2(2)	2(2)	0	0	0	0	0	8	8	100	0
56	Kgosi Chaane MS	0	0	0	0	0	0	0	0	0	0	0	4	0	100
57	Kgosigadi Lefifi MG	0	2	0	0	0	0	0	0	0	0	2	4	50	50
58	Ikosi Mabena FJ	0	0	0	0	0	0	0	0	0	0	0	4	0	100
59	Ikosi Mahlangu BR	0	0	0	0	0	0	0	0	0	0	0	4	0	100
60	Ikosi Mahlangu VW	0	3	0	0	0	0	0	0	0	0	3	4	75	25
61	Ikosi Mahlangu SE	0	0	0	0	0	0	0	0	0	0	0	4	0	100
62	Ikosi Mahlangu CM	0	2	0	0	0	0	0	0	0	0	2	4	50	50
63	Kgosi Maloka NJ	0	0	0	0	0	0	0	0	0	0	0	4	0	100
64	Kgosi Moepe JT	0	0	0	0	0	0	0	0	0	0	0	4	0	100

COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE NOVEMBER 2021-JUNE 2022

No.	Names	Mayoral 7	Council 8	Finance 6	CDS6	Corp 6	Dev Planning 6	Infrastructure 6	Rules & Ethics 2	LED 6	MPAC 6	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non - attendance (%)
1	Mabuza, LM	6	7	0	0	0	0	0	0	0	0	15	13	87	13
2	Ndinisa, SL	0	8	0	0	0	0	0	2	0	0	10	10	100	0
3	Boshomane, KJ	0	8	0	0	0	0	0	2	0	0	10	10	100	0
4	Banda, ME	0	7	0	0	0	0	0	0	2(2)	0	10	9	90	10
5	Bhamjee, M	0	8	0	0	6	0	0	0	0	0	14	14	100	0
6	Botha, AA	0	8	0	0	0	2(2)	0	0	0	0	10	10	100	0
7	Buda, VK	0	5	0	0	0	0	0	0	0	0	8	5	63	37
8	Dikgale, LJ	0	7	0	0	0	0	0	0	0	0	8	7	88	12
9	Ditshego, K	0	5(6)	0	0	4(4)	0	0	0	0	0	10	9	90	10
10	Dlamini, BN	0	7	0	0	0	0	0	0	0	4	14	11	79	21
11	Dzondzi, L	0	7	0	2(2)	0	6	0	0	0	0	16	15	94	6
12	Klopper, DD	0	8	0	0	0	0	3(3)	0	0	0	14	11	79	21
13	Koko, GS	0	7	2(2)	0	5	2(2)	0	0	0	0	18	16	89	11
14	Lebello, LK	0	6(6)	0	0	0	0	1(3)	2	0	0	11	9	81	19
15	Legong, MS (Resigned)	0	1(1)	0	0	0	0	0	0	0	0	1	1	100	0
16	Mabena, DM	0	4	0	2(2)	0	0	0	0	0	0	10	6	60	40
17	Mahlangu, DP	6	7(7)	0	6	0	0	0	0	0	0	19	19	100	0

No.	Names	Mayoral 7	Council 8	Finance 6	CDS6	Corp 6	Dev Planning 6	Infrastructure 6	Rules & Ethics 2	LED 6	MPAC 6	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non - attendance (%)
18	Mahlangu, L	7	7	0	0	0	0	0	0	6	0	21	20	95	5
19	Maja, SR	0	8	2(2)	0	0	0	0	0	0	0	10	10	100	0
20	Makhabane, EN	7	8	6	0	0	0	0	0	0	0	21	21	100	0
21	Makhwiting, TJ	6	8	0	0	0	0	6	0	0	0	21	20	95	5
22	Makola, LM	0	6	0(2)	0	0	0	0	0	0	5	16	11	69	31
23	Malatjie, LM (Deceased)	0	2(2)	0	0	0	0	0	0	0	0	2	2	100	0
24	Malatjie, RJ (Resigned)	0	3(3)	0	0	0	0	0	0	0	0	3	3	100	0
25	Mampuru, DS	0	8	0	2(2)	0	0	0	0	0	0	10	10	100	0
26	Masilela, PM	0	5	0	0	0	0	0	0	0	0	8	5	63	37
27	Masombuka, AB	0	7	0	0	0	0	0	0	0(1)	6	15	13	87	13
28	Masombuka, NZ	0	6	0	0	0	0	0	0	5	0	14	11	79	21
29	Mathebula, TT	6	4	0	0	0	6	0	0	0	0	21	16	76	24
30	Mathunyane, ST	0	6	0	0	4	0	0	0	0	0	14	10	71	29
31	Matlaila, BJ	0	8	0	0	0	0	0	0	0	0	8	0	100	0
32	Mbonani, ND	0	5	0	0	0	4	0(3)	0	0	0	17	9	53	47
33	Mhlanga, KP	0	5	0	0	0	0	6	0	2(2)	0	16	13	81	19
34	Mkhawane, SG	0	6(6)	0	0	0	0	0	0	1(1)	0	7	7	100	0
35	Moela, WN	0	4	2(2)	6	0	0	3(3)	0	0	0	19	15	79	21

No.	Names	Mayoral 7	Council 8	Finance 6	CDS6	Corp 6	Dev Planning 6	Infrastructure 6	Rules & Ethics 2	LED 6	MPAC 6	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non - attendance (%)
36	Mogola, SM	0	7(7)	0	0	0	0	0	0	0	0	7	7	100	0
37	Mokoala, VD	0	7	0	0	0	0	0	1	2(2)	0	12	10	83	17
38	Mokolo, ML	0	7	0	3	0	0	0	0	0	0	14	10	71	29
39	Moolman, L	0	6	0	0	0	0	0	0	0	0	6	8	75	25
40	Morokolo, ME	0	6	0	0	0	0	0	0	0	0	8	6	75	25
41	Moseri, PP	0	7	0	0	0	0	3(3)	0	0	0	11	10	91	9
42	Mthimunye, GT	0	6	0	0	0	0	0	0	0	6	14	12	86	14
43	Mthombeni, JN	0	6	0	0	0	2(2)	4	0	0	0	14	12	86	14
44	Mtsweni, S (Resigned)	0	1(1)	0	0	0	0	0	0	0	0	1	1	100	0
45	Mtsweni, SM	0	4	0	0	0	0	3(3)	0	0	0	11	7	64	36
46	Ngubeni, PN	0	6	4	0	0	0	0	0	0	0	14	10	71	29
47	Ngwenya, TD	0	7	0	0	0	0	0	0	0	0	8	7	88	12
48	Nhlapho, SR	0	7	0	0	0	0	0	0	0	3	14	10	71	29
49	Nkalitshana, CN	0	1(1)	0	0	0	0	0	0	0	0	1	1	100	0
50	Nyalunga, XC	0	7	0	1(2)	0	0	0	0	0	2	16	10	63	37
51	Phahlamoraswi, DM	0	6	6	0	0	0	0	0	0	0	14	12	86	14
52	Pookgoadi, KT	7	6	0	0	6	0	0	0	0	0	21	19	90	10
53	Rankapole, MM	0	6	0	0	0	0	0	0	0	5	14	11	79	21

No.	Names	Mayoral 7	Council 8	Finance 6	CDS6	Corp 6	Dev Planning 6	Infrastructure 6	Rules & Ethics 2	LED 6	MPAC 6	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non - attendance (%)
54	Sebesho E	0	6	0	0	0	0	0	2	2(2)	0	12	10	83	17
55	Seswike, SC	0	6	0	0	0	1(2)	0	0	1(2)	0	12	8	67	33
56	Sibanyoni, LB (Resigned)	0	1(1)	0	0	0	0	0	0	0	0	1	1	100	0
57	Sibanyoni, MJ	0	6	0	0	0	0	0	0	0	6	14	12	86	14
58	Simelane, BS (Resigned)	0	1(1)	0	0	0	0	0	0	0	0	1	1	100	0
59	Skhosana, SI	0	4	0	2(2)	0	0	0	0	0	0	10	6	60	40
60	Steyn, L	0	8	2(2)	0	0	0	0	0	0	0	10	10	100	0
61	Van Dyk, WA	0	8	0	0	0	0	2(3)	0	0	0	11	10	91	9
62	Zondo, LJN	0	4	0	0	0	2(2)	0	0	0	0	10	6	60	40
Traditional Leaders															
63	Kgosigadi Lefifi MG	0	1	0	0	0	0	0	0	0	0	8	1	13	87
64	Ikosi Mabena FJ	0	0	0	0	0	0	0	0	0	0	8	0	0	100
65	Ikosi Mahlangu BR	0	1	0	0	0	0	0	0	0	0	8	1	13	87
66	Ikosi Mahlangu VW	0	3	0	0	0	0	0	0	0	0	8	3	38	62
67	Ikosi Mahlangu CM	0	5	0	0	0	0	0	0	0	0	8	5	63	37

No.	Names	Mayoral 7	Council 8	Finance 6	CDS6	Corp 6	Dev Planning 6	Infrastructure 6	Rules & Ethics 2	LED 6	MPAC 6	Total	Total Meetings per Cllr	Councils meetings attendance (%)	Non - attendance (%)
68	Kgosi Maloka NJ	0	1	0	0	0	0	0	0	0	0	8	1	13	87
69	Kgosi Moepi JT	0	0	0	0	0	0	0	0	0	0	8	0	0	100

APPENDICES

7.2 APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Infrastructure and Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance:	To play an advisory role to the Mayoral Committee
Planning, Agriculture, Public Safety and Transport:	To play an advisory role to the Mayoral Committee
Finance, Internal Audit and Risk:	To play an advisory role to the Mayoral Committee
Corporate Governance, Communication, Public Participation and Traditional Affairs	To play an advisory role to the Mayoral Committee
Local Economic Development, Human Settlement and Tourism, Rural Development & Agriculture:	To play an advisory role to the Mayoral Committee
Social Services, Disaster Management, Youth, Women, The Disabled, Sport, Arts & Culture, Health and Education:	To play an advisory role to the Mayoral Committee
Municipal Public Accounts Committee	Oversight over Executive function
Audit Committee	Oversight of financial reporting and disclosure, review of the work of internal Audit, the Risk Management system and Performance Management System
Budget Steering Committee	Assist the Executive Mayor to perform her responsibility in terms of section 53 of the MFMA with regards to budget processes and related matters

7.3 APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Manager (State title, name and level of position)
Social Services	Mr VM Mahlangu (Manager)
	Ms SO Mahlangu (Divisional Manager)
	Mr Ramohale (Divisional Manager)
	Mr S Links (Divisional Manager)
	Ms M M Machete (Divisional Manager)
	Mr E J Nkosi (Divisional Manager)
	Ms M Nembilwi (Divisional Manager)
Corporate Services	Mr T A Segoane (Manager)
	Mr NM Motshwene (Divisional Manager)
	Mr M J Nhlapho (Divisional Manager)
	Mr M D Masombuka (Divisional Manager)
	Mr S A Mahlangu (Divisional Manager)
	Ms M Mathibe (Divisional Manager)
Technical Services	Mr A J Skosana (Manager)
	Mr T L Mohlabane (Divisional Manager)
	Ms SM Tseka (Divisional Manager)
Finance	Mr SK Mahlangu (Manager)
	Mr. AS Msiza (Divisional Manager)
	Ms S A Mashaba (Divisional Manager)
	Mr. MA Ndlovu (Divisional Manager)
Planning and Economic Development	Mr. JP Mangani (Manager)
	Mr. N K Mntungwa (Trade and Investment specialist)
	Ms. PE Hadebe (Divisional Manager)
	Mr VS Kubheka (Divisional Manager)
	Ms FM Maseko (Divisional Manager)
	Mr. T T Mabunda (Divisional Manager)

Office of the Municipal Manager	Mr A D Twala (CAE)
	Ms G D Mogorosi (Divisional Manager)
	Mr. ML Mahlangu (Senior legal Advisor)
	Ms N T Maphanga (Divisional Manager)
	Ms T Lengwato (Municipal Accountant)
	Mr A T Maseko (Divisional Manager)
	Mr M P Baloyi (Chief Risk Officer)
	Mr. E Magagula (Manager in the Office of EM)
	Mr D Mtsweni (Divisional Manager)
	Mr. F Mashele (Municipal Engineer)

7.4 APPENDIX D – WARD REPORTING

Ward Name	Number Of Ward Councillors and Elected Ward Committees	Committees Established Yes/No	Number of Monthly Committee Meetings Held During the Year	Number of Monthly Reports Submitted to the Speakers Office	Number of Quarterly Public Ward Meetings Held During the Year
DRJSM	31 W/Cllr & 310 W/Committee	Yes	12	31 from all the wards	2 p/q and 8 annual
THLM	32 W/Cllr & 320 W/Committee	Yes	12	32 from all the wards	2 p/q and 8 annual
STLM	29 W/Cllr & 290 W/Committee	Yes	12	29 from all the wards	2 p/q and 8 annual
VKLM	9 W/Cllr & 90 W/Committee	Yes	12	9 from all the wards	2 p/q and 8 annual
EMAK	8 W/Cllr & 80 W/Committee	Yes	12	8 from all the wards	2 p/q and 8 annual
EMAL	34 W/Cllr & 340 W/Committee	Yes	12	34 from all the wards	2 p/q and 8 annual

7.5 APPENDIX E – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2021/2022

Date of Committee	Audit and Performance Committee recommendations during	Recommendations adopted (enter Yes) If not adopted (provide explanation)
05 August 2022	Departments that have low expenditure need to prioritise spending to improve expenditure and report to be provided in the next ordinary Audit Committee meeting	Yes
	Projects that have not been finalised as per procurement need to be prioritised management to provide report in the next meeting	Yes
	Mitigations that were not mitigated for the third quarter need to be implemented before the end of the financial year quarter	Not adopted Not resolved Strategic is at 94% The following Departments did not achieve their set targets Corporate Services Finance Community Development Services Operational at 97% The following departments did not achieve their set targets Community Development Services Technical Services Corporate Services Planning and Economic Development ICT
	Outstanding Internal audit recommendation must be resolved before the end of the financial year	Not adopted Finance Letter of good standing not resolved
	Deficiencies as identified in the dashboard report need to be rectified. Some deficiencies attended to except for the letter of good standing	Not adopted There are issues which are not still addressed Letter of good outstanding (Finance) NDM Storerooms not cleaned up and disposal of documents not done (GM Corporate Services)
	Internal Audit to amend the policies as per the comments made by the members of the APAC	Yes

Date of Committee	Audit and Performance Committee recommendations during	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	Management should ensure that the developed acceleration plan is being implemented and that it is monitored on a regular basis.	Yes
07 February 2022	The Chief Risk Officer to provide the Audit Committee with the stand alone report on loss control committee report	Yes
	The Chief Audit Executive to share dashboard report with the Audit Committee	Yes
	The Performance and Audit Committee requested that the General Manager: Planning and Economic Development to engage the Auditor General on the Audit of the Agency and provide feedback to the Committee in the next meeting.	Yes
	The Chief Financial Officer to provide cash flow projections	Yes
	The General Manager: PED to engage the Auditor General on Audit of NEDA	Yes
	That management should ensure that issues of leave management	Yes
	That all risk actions not mitigated and Internal audit recommendations not implemented should be prioritised before the end of the financial year	Not adopted letter of good standing (Finance)
25 April 2022	Departments that have low expenditure need to prioritise spending to improve expenditure and report to be provided in the next ordinary Audit Committee meeting	Yes
09 May 2022	Projects that have not been finalised as per procurement Plans need to be prioritised and finalised to provide report in the next meeting	Not adopted TS: Four projects had lacked behind from the department, and the acceleration plan put in place has ensured that the designs and tender documents are concluded for projects to be advertised by the 31st of March 2022. The projects are Construction of Internal Roads, Kwaggafontein B and C Stormwater, Dr. JS Moroka Fire Tower, and Thembisile Hani Fire Tower.
	The two matters that need to be investigation need to	Yes

Date of Committee	Audit and Performance Committee recommendations during	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	be prioritised so that the action plan can be finalised report to be provided in the next Audit Committee meeting	
	Management to ensure that all employees have signed their performance agreements and report be provided in the next performance Audit Committee	Yes

7.6 APPENDIX F – ANNUAL REPORT OF THE AUDIT COMMITTEE 2021/2022

ANNUAL REPORT OF THE AUDIT AND PERFORMANCE COMMITTEE (REPORT FROM THE CHAIR OF AUDIT AND PERFORMANCE COMMITTEE)

We are pleased to submit the report of the Audit Committee for the year ended 30 June 2022

1. Background

Nkangala District Municipality and some of its local municipalities namely Steve Tshwete Local Municipality, Emakhazeni Local Municipality, Victor Khanye Local Municipality, Thembisile Hani Local Municipality, Dr. JS Moroka Local Municipality and Emalahleni Local Municipality have opted for the shared Audit and performance Committee Services. The Audit committee was established in terms of section 166 of the Municipal Finance Management Act (MFMA), Act 56 of 2003. The Audit committee has adopted its terms of reference.

Statutory requirements

Section 166 of the MFMA stipulates that each municipality must establish an Audit committee.

The Audit committee is an independent advisory body that advises council, political office bearers, accounting officer, and the staff of the municipality on the following

- Internal financial control and internal audit.
- Risk management.
- Accounting policies
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;
- Compliance with the MFMA, the Division of Revenue Act (DORA) and any other applicable legislation;
- Performance evaluation
- Any other issues referred to it by the municipality;
- Review annual financial statements so as to provide authoritative and credible view of the financial position, on overall compliance with MFMA, DORA, ect
- Respond to Council on any matter raised by the Auditor- General (AGSA); and
- Carry out such investigation into financial affairs of the municipality as may be prescribed

2. Attendance of meetings

Name of the member	Ordinary meetings	Performance meetings	Special Audit committee to consider AFS	Total	Attendance
Ms. F Mudau (Audit committee chairperson)	4	4	1	9	9
Ms. J Masite (Audit Committee member)	4	4	1	9	8
Mr. T Gafane (Audit Committee Member)	4	4	1	9	5
Ms. P Ntuli Member (Audit committee Member)	4	4	1	9	9
Ms. M Moloi- Chamane Member (Audit Committee Member)	4	4	1	9	7

The following although not members of the Audit and Performance Committee (APC), have standing invitation to Audit and Performance committee meetings:

- The Accounting Officer;
- The Chief Financial Officer;
- The chairperson of the Risk committee
- The Section 56 Managers/Departmental Heads
- Chief Risk Officer
- The Auditor- General
- The National Treasury
- Mpumalanga Provincial Treasury
- Mpumalanga Department of Cooperative Governance
- South African Local Government Association (SALGA)
- Internal Audit (Secretariat function)
- Chairperson of Anti-Fraud and Anti-corruption Committee

3. Internal Audit

The internal Audit of Nkangala is in-house and has discharge its mandate in terms of its charter and managed to execute all projects for 2021/22 financial year. The Audit and Performance Committee (APC) would like to commend the Council and management for the dedication in strengthening the Corporate Governance.

The Audit and Performance Committee (APC) is of the opinion that Internal Audit unit is operating effectively to meet its mandate and has considered the risk pertinent to the municipality in its audit plans. The following documents were approved by the Audit Committee and performance committee and recommended to Council for adoption

- Internal Audit charter
- Internal Audit methodology
- Three years rolling strategic and Annual Audit Plan
- Combined Assurance framework

The Internal Audit function also supported other local municipalities that were experiencing capacity. This was evident at Emakhazeni local Municipality, Dr. JS Moroka Local Municipality, Victor Khanye Local Municipality.

4. Effectiveness of Internal controls

The system of internal control was not entirely effective during the year under review as compliance with prescribed policies and procedures were lacking in certain instances and this was evident with the investigation of irregular expenditure that was conducted by the Council during the year under review.

The following Internal audit reports are among others that were presented to the Audit Committee

- Audit of quarterly performance information;
- Expenditure Management.
- Supply Chain Management;
- ICT audit;
- Governance;
- Leave management;
- Local Economic development; and
- Leave management
- Budget management

There has been improvement by management in responding to internal audit reports and this can be attributed to measures that have been implemented by the Accounting officer. Audit committee has also urged management to draw up action plan to address issues raised by the Auditor- General in the management letters and audit report and to ensure that all matters have been raised by the Auditor

General are resolved by Management.

5. Risk Management

The municipality has an effective risk unit that consist of two staff members and Risk management, anti-fraud and anti-corruption committee that is chaired by the chairperson of Risk management, anti-fraud and anti-corruption.

Four (4) risk committee meetings were held for the year under review

The following policies were reviewed

- Risk Management strategy
- Risk Management policy
- Whistle blowing policy
- Fraud Prevention Plan and Fraud Prevention policy
- Risk Management Anti-corruption and Anti-fraud risk charters
- Fraud prevention plan and fraud prevention policy
- Risk appetite

6. Performance Management

Management has cascaded performance up to level five and plans have been put in place to cascade performance to other levels as well.

The Audit committee has reviewed the Annual Performance Information report in the meeting held on the 25 August 2022 and performance department has shown significant improvement

7. Year- end reporting

The Audit and Performance Committee (APC) has reviewed the Annual Performance Information report before the report was submitted to the Auditor-General and the quality of the quarterly reports submitted by management during the year were of acceptable standard.

8. Evaluation of annual financial statements

The Audit and Performance Committee (APC), on its meeting held on the to discuss the draft annual financial statements and unaudited annual report with the Accounting Officer, before submitting to the Auditor General.

The Audit committee wishes to indicate that it performed a review on the financial statements focusing among others:

- Significant financial reporting adjustments and estimates contained in the Annual Financial Statements

- Clarity and completeness of disclosures has been set properly
- Quality and acceptability of and any changes in accounting policies and practice.
- Significant adjustments arising from the audit
- Reasons for major year to year fluctuations

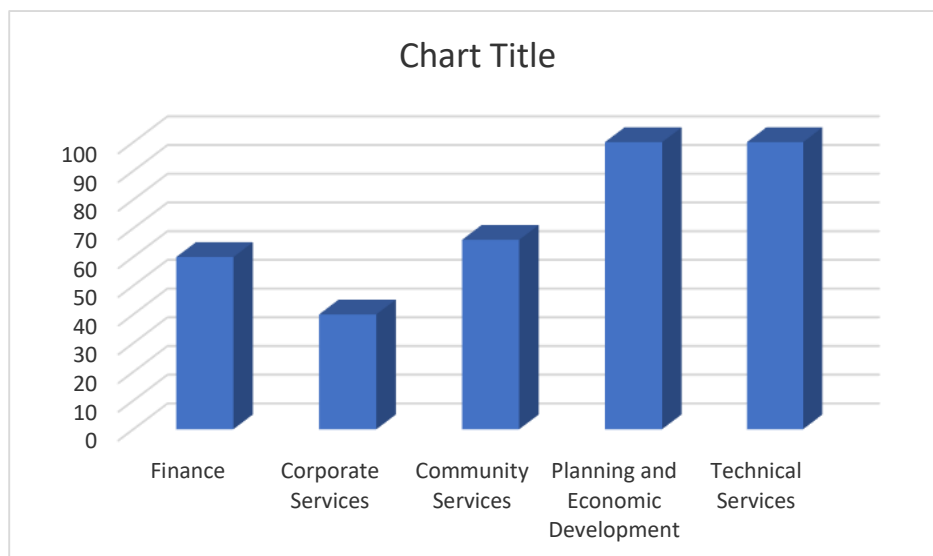
The Audit and Performance Committee (APC) has:

- Further reviewed the audited financial statements to be included in the Annual Report with the Accounting Officer.
- Reviewed the Auditor General Management report and management response thereof
- Reviewed the municipality compliance with legal and regulatory provision and;
- Reviewed significant adjustments resulting from the audit.

The Audit and Performance Committee (APC) concurs and accepts the conclusions of the Auditor-General on the Annual Financial Statements be accepted and read together with the report of the Auditor-General.

9. Internal Audit recommendations

Audit and Performance Committee would like to appreciate the level of implementation of internal audit recommendations by management as that is the indication of commitment from the side of management



10. Conclusion

The Audit and Performance Committee (APC) acknowledges the co-operation and assistance by the Nkangala District Municipality for coordinating the activities of the Committee. We also acknowledge the commitment of the Accounting Officer and management of Nkangala District Municipality in strengthening corporate governance and working in maintaining the clean audit.

The Audit and Performance Committee (APC) further acknowledge the commitment and the foundation on good governance that has been laid by the previous Honourable Executive Mayor Councillor and the current Honourable Executive Mayor L Mabuza and her Council and further express gratitude to the Chief Audit Executive, Mr. AD Twala and his staff for the support and commitment to the work of the Audit and Performance Committee.

The Chairperson of the Audit and performance committee remain confident that all matters that have been raised by the Internal Audit and Auditor General are receiving due consideration and intervention. We are committed to fully execute our oversight function to strengthening corporate governance.

A handwritten signature in black ink, appearing to read 'F. Mudau', is written over a horizontal line.

Ms. F Mudau
Chairperson of Audit committee

7.7 APPENDIX G – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interest		
Period 1 July 2021 to 30 June 2022		
Position	Name	Description of Financial interests* (Nil / Or details)
Municipal Manager	Ms. M.M. Skosana	Alurod PTY LTD; Midwit Coal PTY LTD; Galesburg Mining; MMVF Mining PTY LTD; Alurod properties; Jali Milly Holding; Mamahapa Civil and construction
Chief Financial Officer	Ms. A.L. Stander	Alre Jewellery and Gifts, Pretorius Family Trust
Other S57 Officials	Ms. N Ngwenya	King & Crocodile Business enterprise
	Mr AM Matjiya	Diphale Development PTY (LTD), R37 Trading and Project, and PKT Civil work construction & project management
	Dr T Matoane	Mathomo-mayo development information education and communication; Temana cleaning and security services; Agency for gender research education and advocacy; Temans property and investment, gap private colleges, kiddies hot spot, Femi fortis Tradingover Trading 216
	Mr. D.J.D. Mahlangu	Njabulo Developers (Pty) Ltd;Dumisani Mahlangu Foundation
* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A T J		

7.8 APPENDIX H: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

7.9 APPENDIX I (I): REVENUE COLLECTION PERFORMANCE BY VOTE AND SOURCES

See detailed report on the Annual Financial Statement. The District Municipality Does not provide basic services and therefore a detailed performance on revenue collection is not applicable.

7.10 APPENDIX I (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

See detailed report on the Annual Financial Statement. The District Municipality Does not provide basic services and therefore a detailed performance on revenue collection is not applicable.

Source of Funding 2021/2022				R'000		
Description	2020/21	Year 2021/2022			Year 2021/2022 Variance	
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Source of Funding						
External Loans	-	-	-	-	-	-
Public Contribution and	-	-	-	-	-	-

Donations			-		-	-
Grants and Subsidies	391,374,265	491,006,000	436,856,000	411,447,954	83.80%	94.18%
Other	22,704,253	20,874,050	21,024,050	20,180,423	96.68%	95.99%
Total	414,078,518	511,880,050	457,880,050	431,628,377	84.32%	94.27%
Percentage of Finance						
External Loans	0.00%	0.00%	0.00%	0.00%	-	-
Public Contribution and Donations	0.00%	0.00%	0.00%	0.00%	-	-
Grants and Subsidies	94.52%	95.92%	95.41%	95.32%	-	-
Other	5.48%	4.08%	4.59%	4.68%	-	-
Total	100.00%	100.00%	100.00%	100.00%	-	-
Capital Expenditure						
Other	15,079,704	35,410,000	32,869,400	9,900,925	27.96%	30.12%
Total	15,079,704	35,410,000	32,869,400	9,900,925	27.96%	30.12%

7.11 APPENDIX J: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Grant Performance 2021/2022		R'000				
Description	2020/21	Year 2021/2022			Year 2021/2022 Variance	
	Actual	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
<u>Operational Transfers and Grants</u>						
National Government	389,176,265	488,098,000	433,098,000	407,495,456	83.49%	94.09%
Local Government Equitable Share	25,748,000	27,495,000	27,495,000	27,495,000	100%	100%
RSC Levy Replacement	346,752,000	351,052,000	351,052,000	351,052,000	100%	100%
Financial Management Grant	1,000,000	1,000,000	1,000,000	1,000,000	100%	100%
EPWP Incentive Grant	1,977,000	2,551,000	2,551,000	2,551,000	100%	100%
Water Service Scheme(DWS)-Loskop	3,699,565	75,000,000	25,000,000	9,185,854	12.25%	36.74%
Water and Sanitation Grant- Rand Water	9,999,700	-	-	-	0.00%	0.00%
Water Service Scheme(DWS)-Delmas Waste Water Treatment	-	30,000,000	25,000,000	15,211,612	50.71%	60.85%
Water Services Operating Subsidy- Rust de Venter	-	1,000,000	1,000,000	999,990	100.00%	100.00%
Total Operating Transfers and Grants	389,176,265	488,098,000	433,098,000	407,495,456	83.49%	94.09%
<u>Capital expenditure of Transfers and Grants</u>						
National Government:	2,756,815	2,228,000	2,228,000	2,228,000	100%	100%
Rural Transport Services and Infrastructure	2,198,000	2,228,000	2,228,000	2,228,000	100%	100%
Total Operating and Capital Transfers and Grants	391,933,080	490,326,000	435,326,000	409,723,456	83.56%	94.12%
Variance are calculated by dividing the difference between actuals and original/adjustment budget. The full list of national and provincial grants available on published gazettes (DoRA).						T5.2.1

7.12 APPENDIX K: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

Capital Spending 2021/2022 R'000					
Name of Project	Year 2021/2022			Year 2021/2022 Variance	
	Original Budget	Adjustment Budget	Actuals	Original Budget	Adjustment Budget
Establishment and Implementation of DRRS	4,000,000	3,490,000.00	2,693,391.00	67.33%	77.17%
Fire and rescue Vehicles NDM	1,500,000	2,200,000.00	2,190,400.00	146.03%	99.56%
New Computer Equipment	1,620,000	1,620,000.00	1,506,193.00	92.97%	92.97%
New Office Furniture and Equipment: Fire Fighting	500,000	1,216,096.00	1,216,096.00	243.22%	100.00%
Executive Council Mayor Vehicles	700,000	700,000.00	602,449.82	86.06%	86.06%
T5.7.1					

7.13 APPENDIX L CAPITAL PROGRAMME BY PROJECT

Not applicable.

7.14 APPENDIX M: CAPITAL PROGRAMME BY PROJECT BY WARD

Not applicable.

7.15 APPENDIX N: DECLARATION OF LOANS AND GRANTS MADE BY MUNICIPALITY

Not applicable.

7.16 APPENDIX O – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

This section serves to evaluate the Service Provider's performance in respect of provisions of the contract and the product that the Service Provider delivered for all aspects of the project scope. The Evaluation criteria are based on a scale of 1-5 and each of aspects measured relate to the successful completion of the project. The evaluation score guide on the performance of the service providers is as follows:

5	Outstanding performance	Performance far exceeds the standards expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in Performance Agreement/Plan and maintained this in all areas of responsibility.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement/ Plan.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement/Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement/Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all performance criteria and indicators as specified in the Performance Agreement/Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

CORPORATE SERVICES

COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
Black Protectors Security Services	3.74	Provision of Security Services	3.91	Met Requirements
Crane-Fly Trading	3.44	Repairs and Maintenance of Buildings	3.94	Met Requirements
Jabela Construction	3.53	Repairs and Maintenance of Council Vehicles	3.66	Met Requirements
Semango Motors	3.52	Repairs and Maintenance of Council Vehicles	1.00	Unsatisfactory
Sethembe Transportation and Projects	3.43	Horticulture and Garden Maintenance	3.87	Met Requirements
Zanocentia/Omarucube JV	3.48	Office Cleaning Services	4.00	Excellent
Marota Air-conditioning and Projects	3.74	Repairs and Maintenance of Air conditioners	3.95	Met Requirements
Umnotho Business Consulting	3.49	Installation, deployment, support and maintenance of Electronic Document Management System	3.64	Met Requirements
Mabebe Wellness	2.78	Employee Health and Wellness Services	3.31	Met Requirements
MWG Business Solutions	3.50	Installation of Cameras at Thembisile Hani and Dr. JS Moroka Fire Stations	3.00	Met Requirements
Trenditrade t/a Nashua Mpumalanga	3.80	Leasing of photocopy machines	3.90	Met Requirements
Lexis Nexis	3.45	Electronic library	3.75	Met Requirements
Shumela Phanda Investments	3.49	Maintenance of Smoke and Fire Detectors	3.99	Met Requirements
Ndoko Projects (Pty) Ltd	3.94	Servicing and Maintenance of UPS Systems	3.84	Met Requirements
Obsidian Holdings	3.08	Diesel for Generators	Contract lapsed	Met Requirements
Ramashu Supply and Services	3.15	Diesel for Generators	Contract lapsed	Met Requirements
Shomboloza (Pty) Ltd	3.46	Diesel for Generators	3.95	Met Requirements
Amaroso Projects	3.50	Service and Repairs of Fire Engines	3.80	Met Requirements

Angna Valo	New	Office Stationery	3.68	Met Requirements
Dem-Same Technologies	New	Office Stationery	3.50	Met Requirements
Likusasa Lethu	New	Office Stationery	3.50	Met Requirements
Linusa	New	Office Stationery	3.80	Met Requirements
National Validation Services	3.00	Employee Vetting	3.50	Met Requirements
The Cloudi Consulting	New	Maintenance and Service of Municipal Pool Vehicles	4.00	Excellent

COMMUNITY DEVELOPMENT SERVICES

COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
Bohlokwa	3.56	Firefighting uniform and PPE	3.00	Met Requirements
Ndokoman	New	Firefighting uniform and PPE	2.90	Not Satisfactory
Realeka	New	Firefighting uniform and PPE	2.80	Not Satisfactory
Gundongwane	New	Review of Air Quality Plan	3.00	Met Requirements
Omphile Morena	3.53	Digital two-way radio	3.54	Met Requirements
Bopumu Trading	3.30	Repairs of disaster management center	3.00	Met Requirements
Mpumamanzi	New	Water laboratory services	2.91	Not Satisfactory
Rural Metro	3.62	Fire Academy Feasibility Study	3.60	Met Requirements
Petha Sodiye Projects	New	Protective Clothing	3.03	Met Requirements
Northbulk Petroleum	New	Diesel for Generators	3.00	Met Requirements

Shomboloza	2.83	Diesel for Generators	2.70	Not Satisfactory
Regen Water Laboratories	3.15	Water Laboratory services	3.00	Met Requirements
Best and PJs	New	Supply and delivery of disaster relief equipment	3.72	Met Requirements
Tebza Frank	New	Supply and delivery of disaster relief equipment	2.85	Not Satisfactory
Senzazona	New	Supply and delivery of disaster relief equipment	3.76	Met Requirements
Marashea Contractors	3.76	Supply and delivery of disaster relief equipment	3.76	Met Requirements
Lalas Enterprise	3.59	Supply and delivery of disaster relief equipment	3.60	Met Requirements
Godrich Empire	New	Supply and delivery of disaster relief equipment	3.70	Met Requirements
Cebinelisa trading and projects	3.69	Supply and delivery of disaster relief equipment	3.60	Met Requirements
Zanocentia	3.47	Supply and delivery of disaster equipment	3.40	Met Requirements
Lipako	New	Fire and Rescue Furniture	3.00	Met Requirements
MUNICIPAL MANAGER'S OFFICE				
COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
Raphela Attorneys	3.53	Professional Legal Services	3.34	Met Requirements
Nkgadima Attorneys	3.84	Professional Legal Services	3.50	Met Requirements
Khumalo Masondo Attorneys	3.75	Professional Legal Services	3.27	Met Requirements
Maphanga & Essa Attorneys	3.84	Professional Legal Services	3.89	Met Requirements
Mkhonto Ngwenya Attorneys	3.45	Professional Legal Services	3.16	Met Requirements
Noko Maimela Attorneys	3.68	Professional Legal Services	3.46	Met Requirements
TF Matlakala Attorneys	2.53	Professional Legal Services	3.35	Unsatisfactory
Innovation Government Software Solution	3.85	Installation Support and Maintenance of PMS and	4.00	Excellent

		Risk System		
Timmut Connect CC	3.70	Establishment, Management of Anti-Fraud and Anti-Corruption Hotline	2.44	Unsatisfactory
Emahlubi Consultants	3.52	Supply and Delivery of ICT Gadgets	3.50	Met Requirements
Matupunuka ICT	3.84	Deployment of WAN ICT Infrastructure for Dr. JS Moroka Local Municipality for 36 Months	3.00	Met Requirements
Matupunuka ICT	3.31	Implementation, Support and Maintenance of the VOIP Telephone System for Nkangala District Municipality for a period of 36 months	3.50	Met Requirements
Motau Consulting	1.84	Enterprise Business Continuity	3.00	Met Requirements
Opex Business Solutions	3.57	Data Centre Infrastructure Maintenance of District Wide DRRS for Nkangala District Municipality for 36 Months.	3.00	Met Requirements
Opex Business Solutions	2.53	Supply and Installation of Uninterrupted Power Supply Backup System for Nkangala District Municipality	3.00	Met Requirements
VOX	3.34	Acquisition of WAN and Remote Connection (APN) for Nkangala District Municipality	3.50	Met Requirements
Two Step Trading Enterprises	3.29	Intranet Services	3.00	Met Requirements
FINANCE SERVICE				
COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
Bhekibusovusi	1.52	Events Management	3.00	Met Requirements
Bhindlwane Trading and Projects	Blacklisted	Advertising	3.58	Met Requirements
Big Sky Country Trading 109	2.26	Travel and Accommodation Services	3.10	Met Requirements
DJ Mabhodo Services	0.60	Events Management Services	3.00	Met Requirements
Dlamini Sedika	2.34	Events Management Services	3.00	Met Requirements

G-Genius VIP	1.50	Events Management Services	3.04	Met Requirements
Kunene Makopo Risk Solutions	3.76	Insurance Services	3.20	Met Requirements
Munsoft	2.55	Financial System	2.00	Unsatisfactory
Protea Consulting	4.03	Reviewal AFS	4.04	Excellent
Standard Bank	New	Banking Services	2.25	Unsatisfactory
Timmut Connect CC	2.87	Maintenance and Support on Contract Management System	3.80	Met Requirements
Tlhabane Business Solutions	0.86	Advertising Services	3.54	Met Requirements
Tshedza Tshashu Industries	1.04	Advertising Services	3.46	Met Requirements

TECHNICAL SERVICE

COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
WWTSA and Amulet Group	New	Upgrading and Refurbishment of Delmas Waste Water Treatment Works, Phase 2	3.00	Met requirements
Kumelcon Group	New	Ga -Morwe sub-surface	3.00	Met requirements
MSBR Consulting	3.84	Sanitation Reticulation in Skahelwe	3.84	Met requirements
ASEDA Consulting Engineers	2.92	Moloto Community Hall – Phase 2	3.11	Met Requirements
Ramashu Supply and Services	New	Moloto Community Hall – Phase 2	2.95	Unsatisfactory
Atnom Group	2,96	Refurbishment of Street Roads	2,96	Unsatisfactory
Bhekinhlanhla Youth Building CI	1.65	Mabuyeni Storm Water	0.65	Unsatisfactory
Bakhusele Business Solutions	3.84	Desludging of Low Flush Toilets: Dr. JS Moroka LM	3.00	Met requirements

Bakhusele Business Solutions	3.89	Desludging of Low Flush Toilets: Emalahleni LM	3.00	Met requirements
Bakhusele Business Solutions	3	Desludging of VIP Toilets	3.00	Met Requirements
Atnom Group (Pty) Ltd	2.81	Refurbishment of Street Towns	3.00	Unsatisfactory
CivilChem Engineering	3.81	Water and Sanitation Management	2.98	Unsatisfactory
CivilChem Engineering	3.05	Roads and Storm Water	2.74	Unsatisfactory
Di Tehu	New	Supply, Delivery, and registration of Tipper Truck	3.00	Met requirements
DKPB Construction CC	3.00	Refurbishment of Bulk Water Valve	300	Met Requirements
Dudu Sbusiso Trading	3.00	Supply and Delivery of Water through Water Tankers	3.15	Met Requirements
Dudu Sbusiso Trading	3.09	Upgrading of Nokaneng Park Home	3.80	Met Requirements
Endecon Ubuntu	3.00	Loskop Bulk Water Supply	3.00	Met Requirements
Fand A	New	Refurbishment of A1,B1,C1 and D1 electrical substa	3,5	Met Requirements
Inyathi Environmental Technologies	3.84	Supply, Delivery and Registration of JetPatcher	3,92	Met requirements
King and Associates Engineering	3.00	Delmas Waste Water Treatment Works	2,97	Unsatisfactory
King and Associates Engineering	3.00	Refurbishment & Upgrading Delmas WWTW Phase 2	3.00	Met requirements
KJM Business Enterprise	3.69	Additions to Nokaneng Satellite Fire station	3.00	Met Requirements
Lekwa Consutling Engineers	New	Upgrading of DR JS Moroka (Fir Station) Fire Tower	3.00	Met Requirements
Mahlangumgabedeni Trading	New	Construction of outfall sewer pipeline Siyathuthuk	4.20	Met requirements
MDZ Fleet Solutions	New	Supply, Delivery, and Registration Grader in DR JS	3.00	Met requirements
Milestone Reflex	4.04	Installation of Sewer Reticulation - Siyathuthuka	3,81	Met Requirements
Moba and Associates	3.95	Refurbishment of Bulk Water Valve	3.00	Met Requirements
Morwamogale	New	Construction of Phumula Stormwater	4.00	Met Requirements
PLANNING AND ECONOMIC DEVELOPMENT				

COMPANY NAME	2020/2021 ANNUAL SCORE	CONTRACT TASK TITLE	2021/2022 ANNUAL SCORE	PERFORMANCE COMMENTS
Techniplano	2.76	EPWP Job creation SAS-SETA Learnership Programme	4.00	Excellent
Mahlori Development	3.48	Town Planner	4.00	Excellent

7.17 APPENDIX P – ACTION PLAN 2021/2022

NO.	PAGE No. on MR	CATEGORY/ KEY AREA	FOCUS AREA (FINDING)	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLANS TO BE TAKEN	ACTIVITIES TO BE UNDERTAKEN TO OPERATIONALISE THE ACTION PLANS	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM / PERSON
1	27	Finance lease liability	Internal Control deficiency	Finance lease liability_ the amount in the financial statement does not to the amount in the amortization schedule due to incorrect journal reconciliation	Note was corrected during the audit	Finance lease liabilities to be journalise and reconcilled on a quarterly basis	31-Dec-22	CAE, GM Corporate and Divisional Manager Treasury and Assets	CFO
2	35	Cash and Cash Equivalents	Internal Control deficiency	Wrong disclosure of balances for Sanlam investment due to incorrect journal	Note was corrected during the audit	Review of assurance providers of final Draft AFS	31-Aug-23	CAE, Audit Committee and Divisional Manager Treasury and Assets	CFO
3	37	Cash and Cash Equivalents	Internal Control deficiency	Wrong disclosure of balances for accrued interest due to human oversight	Note was corrected during the audit	Review of assurance providers of final Draft AFS	31-Aug-23	CAE, Audit Committee and Divisional Manager Treasury and Assets	CFO
4	29	Property, Plant and Equipment	Internal Control deficiency	Property, plant and equipment_ the depreciation amount was not calculated using the correct acquisition dates due to human oversight	Note was corrected during the audit	Review of acquisition dates by Divisional Manager Treasury and IA on a quarterly basis	31-Dec-22	CAE and Divisional Manager Treasury and Assets	CFO

5	33	Property, Plant and Equipment	Internal Control deficiency	The Work in progress (WIP) disclosure is not aligned to GRAP 17 due to space on template	Note was corrected during the audit	Review of assurance providers of final Draft AFS	31-Aug-23	CAE, Audit Committee and Divisional Manager Treasury and Assets	CFO
6	39	Supply Chain and Contract Management	Internal Control deficiency	Internal control deficiencies identified in the contract register due to communication gap on submission of the register	Full register was submitted during the audit	Establishment of a position for a dedicated Contract Management official I legal services	31 May 2023 during the finalisation of the MTREF	General Manager Corporate Services and CFO	CFO

7.18 VOLUME II: 2021/2022 ANNUAL FINANCIAL STATEMENTS (ANNEXURE A)

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.