CAPRICORN
DISTRICT MUNICIPALITY



DRAFT ANNUAL REPORT

2021/2022

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ACRONYMS

AFS	: Annual Financial Statements
ANC	: African National Congress
BBBEE	: Broad Based Black Economic Empowerment
CAPEX	: Capital Expenditure
CDM	: Capricorn District Municipality
CDW	: Community Development Workers
CFO	: Chief Financial Officer
CLLR	: Councilor
Constitution	: Constitution of the republic of South Africa, 1996
DA	: Democratic Alliance
DBSA	: Development Bank of Southern Africa
DC35	: Capricorn District Municipality
DEFSA	: Deaf people of South Africa
EFF	: Economic Freedom Fighters
EEP	: Employment Equity Plan
EPWP	: Expanded Public Works Program
FBW	: Free Basic Water
GDP	: Gross Domestic Product
GIS	: Geographical Information System
GRAP	: Generally Recognized Accounting Practices
IDP	: Integrated Development Plan
IGR	: Inter-Governmental Relations
ITP	: Integrated Transport Plan
JOC	: Joint Operations Committee
KPA	: Key Performance Area
KPI	: Key Performance Indicator
LC	: Local Council
LED	: Local Economic Development
LGSETA	: Local Government Sector Education Training Authority
LLF	: Local Labor Forum
LM	: Local Municipality
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MMC	: Member of Mayoral Committee
MOU	: Memorandum of Understanding
NGO	: Non-Governmental Organization
OPEX	: Operational Expenditure
PMS	: Performance Management Systems
PR	: Proportional Representative
RDP	: Reconstruction Development Program
SALGA	: South African Local Government Association
SAMWU	: South African Municipal Workers Union
SAPS	: South Africa Police Services
SCM	: Supply Chain Management
SDBIP	: Service Delivery and Budget Implementation Plan
SMME	: Small Micro Medium Enterprise
Structures Act	: Local Government Municipal structures act No 117 of 1998
Systems Act	: Local Government Municipal Systems Act No. 32 of 2000
VIP	: Ventilated Improved Pits
WSA	: Water Services Authority
WSDP	: Water Services Development Plan
WSP	: Water Services Provider

CHAPTER 1: EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR`S FOREWORD

The 2021/22 financial year was the year that closed our 2016-2021 Council Term, and it was a year that saw the District Municipality firing on all cylinders to complete key outstanding capital projects ahead of 2021 local government elections and achieved IDP objectives of that 5-year period.

It was also a year that was characterised by major changes in the political composition of the District and our Local Municipalities. Notable amongst these changes was the inauguration of new Council, establishment of our governance structures such as the Mayoral Committee, Portfolio Committees, Political Management Team, Municipal Public Accounts Committee and other Section 79 committees. These changes required us to reconstruct the vision of Council and I am pleased that these Committees and all other Councillors hit the ground running to speed up service delivery in our communities.

The financial year 2021/22 was therefore a founding phase for this Council to do its groundwork, familiarize itself with the demands and dynamics of governance and service delivery; and orientate itself on legislative framework, systems and governance structures of local government.

It is now that time of the year to reflect on both the last financial year and the entire Term under review and take stock of all achievements as well as challenges that characterised our performance in that period. But for the purposes of reporting and compliance, this Annual Report will only look back to the financial year 2021/22.

Within months of inaugurating the new Council, we were able to press ahead with efforts to rebuild the Institutional capacity by filling vacant positions in senior management and across board, while investing in the development of our employees and councillors. We also attended to the plight of communities-in-need by rolling out new infrastructure projects to give them water, and sanitation, and I am pleased that at the end of this reporting period, 89% of the district population had access to piped water, and sanitation 66,8%. This was despite interruptions that were occasioned by the Covid-19 pandemic which triggered reprioritisation of some projects to respond to the pandemic.

In cost recovery, efforts to collect revenue in water supply got off to a great start after successful engagement with consumers in Lebowakgomo, Senwabarwana and All Days towns to announce migration from old post-paid meters to new prepaid meters. The implementation of smart meters will go a long way to reposition our approach on cost recovery, which will greatly improve our revenue. We are now at the implementation stage, and we call on all communities to throw their weight behind this project.

In financial management and audit, we are pleased that the municipality has managed to reclaim clean audit. This in line with the commitment I made during the inauguration of this Council to put up remedial audit action plan, tighten internal controls and clear all audit findings from the previous financial year. The clean audit should be the beacon of hope to our communities out there that we are on the right path in discharging service delivery responsibilities bestowed on us. We promise we shall not fail them.

I therefore commend and thank our councillors and staff for rallying behind this commitment to reposition our Institution as a revered point of benchmark in financial management. Further I wish to extend great appreciation to AGSA team for the professional way they have executed the entire audit process. I would also wish to record our appreciation to Local Mayors and their Councils for the support they always give to us for our service delivery programmes to be accomplished. The same goes to sector departments. Both role players strengthen our role as the coordinating centre of District Development Model.

It is with great pride for me to take this opportunity to present this Annual Report for the 2021/22 financial year, which includes financial statements, annual report and Auditor General`s report, which has granted us much awaited clean audit. We are back to our days of good and sound financial

management. We encourage our communities to access this report and appraise themselves of its contents

Re Šoma le Setšhaba

Cllr Mamedupi Teffo **Date**

Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

The culture of good governance and accountability remains unmatched as we promised that we will reclaim our clean audit outcome for 2021/2022. The fiscal discipline, rigid financial planning, and continuous oversight, combined with proper and effective internal controls added to the institution's achievement of returning back to the culture of a clean audit.

Our unqualified audit outcome of 2020/2021 has made us consistently work on instilling a culture of accountability and improving controls to sustain the Clean Audit Outcome. Indeed, we are a district that sets the highest standard of financial management in the province. We have reclaimed our clean audit.

We have prepared our Annual Report for the year 2021/2022 in line with Section 121 of the Local Government Municipal Finance Management Act 56 of 2003 as well as accompanying circulars, templates, and guidelines. The financial year in question marked the end of the fourth term since the local government came into being. It also put us in the context of reflecting on what has been an eventful, empowering five years of serving communities.

This report provides an overview of the performance and progress made by the district in fulfilling its strategic objectives and priorities as aligned with the Integrated Development Plan (IDP), National Development Plan (NDP) as well as Provincial and National strategic directives. Part of the financial year has been a smooth transition between the previous Council and the new Council that has been installed to run the council for another five years.

This report highlights all the programs and projects that were implemented during 2021/2022 to enhance service delivery within our district. The Municipality also acknowledges the limitations which require concerted efforts in a quest to deliver quality services to our community. The 2021/2022 financial year has proven to be particularly difficult for our district due to a range of issues that transpired. One of them is the continuation of Covid-19 waves that have put us at different levels and strain on everyone globally including the district and it has significantly impacted the Municipality's maximum ability to implement some of the programs. Economic conditions confronting us as the country continued to impact negatively on the social part of the communities.

The district also experienced service delivery challenges that have compromised the Municipality's ability to perform certain of its deliverables. The unemployment and poverty levels coupled with the prevalent culture of non-payment for municipal water services by some residents served as a major contributing factor to our low revenue generation ability. While water and sanitation services provision remained our main priority as the district, during this period the Municipality's ability to render this service was faced with myriad challenges related to aging infrastructure and backlogs. We have made strides toward mitigating risks, and we focused on improved billing systems for enhanced municipal revenue collection.

The Municipality worked hard and smartly to expand access to basic services. At the end of this reporting period, 89% of the district population had access to clean water, we also responded timeously to breakdowns by repairing broken systems and replacing stolen or vandalized water infrastructure. In the financial year in question, we processed 1,919 water samples that we collected from our bulk water sources and boreholes for testing, and we are pleased that quarterly testing results indicate that majority of our water sources have good water quality. On sanitation, although 66,8% of our households have got access to sanitation facilities, there is an urgent need to multiply our efforts in order to reduce the 33,2% backlog. With our relationship with Eskom, we both worked around the clock to supply electricity while Eskom was also resolving the inconvenience of load-shedding to ensure a consistent supply of

electricity to households, schools, businesses, and other places of work. 89% of our communities now have access to electricity.

We are also pleased to report that TT Cholo Fire Station is 90% complete. Once opened, this new Fire Station will increase our disaster management and fire-fighting capacity and enable us to respond promptly to disasters in Moletjie West, Matlala, and Mashashane. Although we have been hit by the world pandemic COVID-19 as I stated above, our district has been able to contain the spread of coronavirus within our communities. Awareness campaigns were conducted to deepen the knowledge and understanding within our communities about this virus. People were cautioned to keep sanitizing, practice social distancing, wearing masks, and all other COVID-19 protocols.

As the Executive Mayor indicated in the foreword, we welcome the clean audit we take it as a point of motivation to do more for the communities out there and never drop the ball. We are humbled by this outcome and commit to up our effort and determination to retain this audit outcome.

Our existence as the district mostly depends on the community and we would like to take a pause to express sincere appreciation for the constructive criticism from our community which serves as a steppingstone to realizing our objectives.

T K Selepe

MR. RAMAKUNTWANE SELEPE

MUNICIPAL MANAGER

25/01/2023

DATE

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Capricorn is one of the 5 districts in Limpopo Province, South Africa. The district is named after the Tropic of Capricorn, which runs through it. Capricorn District Municipality (**CDM**) is situated in the centre of the Limpopo Province, sharing its borders with four district municipalities namely, Vhembe (DC34) to the north-east, Mopani (DC33) to the east, Sekhukhune (DC47) to the south and Waterberg (DC36) to the west. The district is situated at the core of economic development in the Limpopo Province and includes the capital of the Province, the City of Polokwane. One national and various major provincial roads pass through the district municipal area, that is, the N1 - National Road from Gauteng to Zimbabwe and the rest of Africa, the P33/1 (R37) from Polokwane to Burgersfort/Lydenburg, the P94/1 (R521) from Polokwane to Alldays and Botswana and the P17/1 (R71) from Polokwane to Tzaneen and Phalaborwa. Capricorn comprises of the following four local municipalities:

1.2.1. Capricorn's Four Local Municipalities

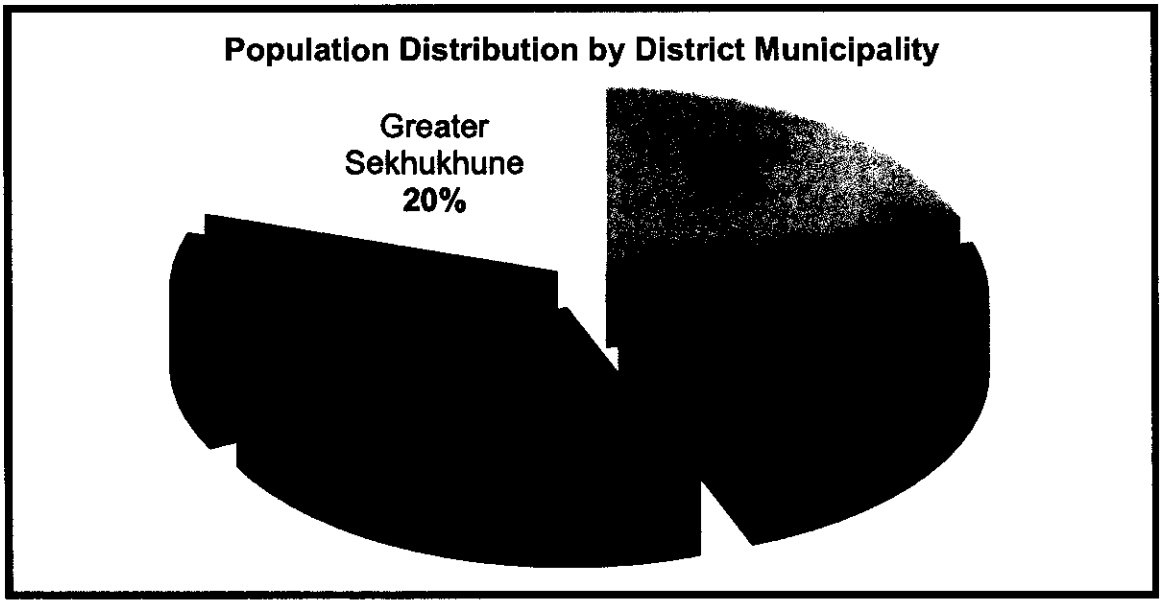
Municipality	Municipal Code	Municipal Sub-category	Area (Ha)	% of CDM
Blouberg Local	LIM351	B4	958 461	44%
Lepelle-Nkumpi Local	LIM355	B4	349 982	16%
Molemole Local	LIM353	B4	364 411	17%
Polokwane Local	LIM354	B1	507 677	23%
Capricorn District	**DC35**	**C2**	**2 180 531**	**100%**

After a vigorous process of assessment, monitoring and evaluation of the performance of municipalities, the national Department of Cooperative Governance and Traditional Affairs (**CoGTA**) took a decision to disestablish and amalgamate some municipalities that were found to be lacking in terms of service delivery and financial viability, among other performance areas to optimise their performance and spread resources to address the needs of communities they serve. In Capricorn District, the process resulted in the disestablishment of Aganang Local Municipality and its municipal area was merged into Blouberg, Molemole and Polokwane local municipalities after the 2016 local government elections.

1.2.2. Demographic Profile

The total population for the district is 1 330 436 with population density of 58.1/km² and total area of 21.705 km². Most of the population in the Province resides in the Vhembe District Municipality with 1 393 949 (24%) population followed by Capricorn District Municipality with 1 330 436 (23%), Mopani with 1 159 185 (20%) and Sekhukhune with1 169 762 (20%) and lastly Waterberg with 745 758 (13%). (See figure above).

Percentage Population Distribution per District Municipalities



Source: STATSSA, Census 2011

1.2.3. Population Density

The population density expresses the number of people per square kilometre. CDM is mostly rural in nature with a settlement pattern of scattered small rural villages. Although Blouberg Local Municipality (**LM**) constitutes about 44% of the total district area, it has a very low population density while Polokwane LM constitute only 23% of the total district area but with the highest population density. Several factors can affect population densities and in the case of Polokwane, this is mostly attributable to it being the economic hub and the provincial capital city. The table below indicates the size and population density for each of the four local municipalities that constitute CDM.

Municipality	Area (Ha)	% of CDM	Population Density (/km²)
Blouberg LM	958 461	44%	18 persons/ km²
Lepelle-Nkumpi LM	349 982	16%	67 persons/ km²
Molemole LM	364 411	17%	32 persons/ km²
Polokwane LM	507 677	23%	167 persons/ km²
Capricorn DM	**2 180 531**	**100%**	**71 persons/ km²**

1.2.4. Population size and growth

CDM accounts for a total population of 1.36 million, or 23.3% of the total population in the Limpopo Province and 2.3% of South Africa's total population. The StatsSA community survey estimated the district's population as follows in 2016:

1.2.4.1. CDM Population Growth

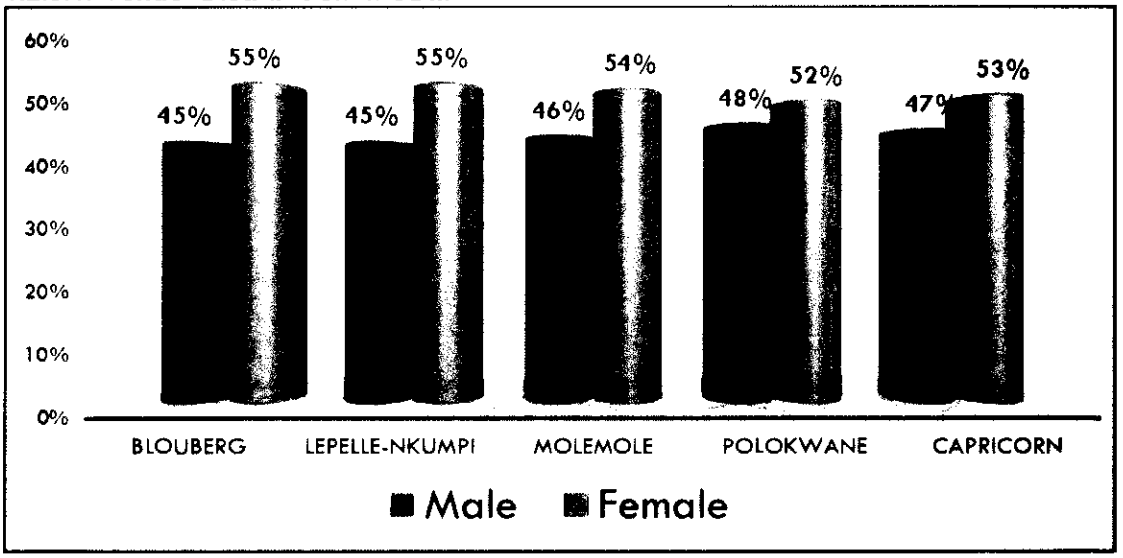
Municipality	Black African	Coloured	Indian/Asian	White	Total
Capricorn	1,290,255	7,766	5,598	26,817	1,330,436
Lepelle-Nkumpi	234,844	250	176	110	235,380
Blouberg	171,207	288	188	979	172,602
Molemole	123,919	95	193	1120	125,327
Polokwane	760,285	7,193	5,041	24,608	797,127

Source: STATSSA, Community Survey, 2016

1.2.5. Age and Gender

CDM has significantly more females (52.75%) than males, when compared to a typical stable population in 2018. This is most probably an area with high male out migration to look for work elsewhere. In total there were 717 000 (52.75%) females and 642 000 (47.25%) males. This is different from the Limpopo Province as a whole, where the female population counted 3.08 million, which constitutes 52.77% of the total population of 5.83 million.

1.2.5.1. Gender Distribution in CDM



Source: STATSSA, Community Survey, 2016

1.2.6. Employment and Unemployment

In 2016, the Capricorn economy employed a total number of 354 357 people, comprising of 24.6% from the informal sector and 75.4% from the formal sector. The informal sector employed a total number of 87 258 people in 2016, with the trade sector being the largest employer (employing 41.3% of the informal economy). The sector that contributed the most to employment (both formal and informal) was Community Services (26.6%), while the least contributing sector was Electricity (1.0%).

According to Global Insight Database (November 2017) Capricorn District recorded an unemployment rate of 17.5% (official definition) in 2016. This means that Capricorn District has an unemployment rate that is lower than that of South Africa (26.4%) and Limpopo (19.8%).

1.2.7. Employment Growth

Sector	Number	Total%
Formal Sector	87 25	24,6%
Informal Sector	267 099	75,4%
Total	**354 357**	**100%**

Source: STATSSA, 2016

1.2.8. Dependency Ratio

Dependency ratios provide insights into the burden borne by those who are in working age group of 15–64 to support those aged 0–14 and 65+ years. Table below suggests that Capricorn dependency ratio has declined from 93.9% in 1996 to 65% in 2016.

1.2.8.1. Dependency ratio by municipality: 1996 – 2016

Municipality	Dependency Ratio Per 100 (15-64 years)			
	1996	2001	2011	2016
Aganang (Disestablished)	114.4	102.6	89.9	(Disestablished)
Blouberg	113.2	99.0	86.2	88.5
Molemole	89.5	84.0	75.9	80.6
Polokwane	81.2	69.0	54.3	55.4
Lepelle-Nkumpi	96.9	91.7	77.9	77.6
Capricorn	**93.9**	**82.5**	**67.0**	**65**

Source: STATSSA, Census 2011 and Community Survey 2016

1.2.9. Local Skills Base and Job creation through LED Initiatives

CDM is also contributing to employment creation by creating permanent and temporary jobs as well as internships through the projects and programmes that create short- and long-term jobs to meet the economic and social needs of communities. 5 273 total number of jobs were created.

Emphasis must be placed on sustained partnerships with private sector to accelerate development initiatives in the mining, tourism, agriculture and agro- processing to realize shared growth in the district. More focus should be directed towards SMME development, which has the potential to create a significant number of jobs. Job creation can play a significant role in reducing income inequality in the district.

1.2.10. Spatial Rationale and Environmental Analysis

The municipal spatial pattern reflects that of the historic apartheid city model characterized by segregated settlements. At the centre of the area is Polokwane, economic hub of the Province, which comprises the Central Business District (CBD), industrial area and a range of social services and well-established formal urban areas servicing the more affluent residents of Polokwane. Situated on the outskirts in several clusters are less formal settlement areas that are experiencing enormous influx from rural urban migration trends. These areas are in dire need of upgraded services and infrastructure, both social and engineering, and are struggling to cope with the informal influx of people who want access to an improved quality and standard of living.

1.2.10.1. Spatial Description and Overview of the Four Local Municipalities

The main characteristics of each of the respective Local Municipalities are summarised below:

(a) **Blouberg Local Municipality**

Blouberg Local Municipality forms the northern extents of CDM bordering Zimbabwe and Botswana. The largest settlements in Blouberg are found in its eastern extents, and especially around Avon and Senwabarwana, which also hosts the municipal offices.

The major service centres are represented by Senwabarwana in the south, Avon and Eldorado in the central parts, and Alldays in the north. The Municipality has five Traditional Authorities namely Maleboho, Makgato, Seakamela, Kibi, and Mamadi. It is the third densely populated municipality within Capricorn District and has a population of 172 601 and total of 34 133 households. No extensive industrial activity exists in this area. The major economic sectors are agriculture, mining and tourism. There are mining prospects at Dalmyn, Windhoek-Papegaai, Silvermyn platinum prospects and Towerfontein gold to complement Venetia mine. Tourism attraction areas include Blouberg nature reserves and Mapungubwe heritage sites. The Municipality's proximity to Lephalale, Botswana and Zimbabwe and three border posts that is Platjan, Zanzibar and Groblersbrug also serves to boost the local economy.

(b) **Lepelle-Nkumpi Local Municipality**

Lepelle-Nkumpi Local Municipality forms the southern extent of the district. The Municipality is bordered to the south and east by the Strydpoort and Waterberg Mountain ranges. As a result, settlement is mostly concentrated in the western extents of the Municipality. Prominent settlements in the Municipality include Magatle, Mamaolo, Moletlane and Mogoto, with Lebowakgomo being the major node of economic activity, also providing the widest range of community facilities and social services. The Municipality is predominantly rural with approximately 95% of its land falling under the jurisdiction of Traditional Authorities. The Municipality has six Traditional Authorities namely Mathabatha, Seloane, Ledwaba, Moletlane, Mphahlele, and Mafefe Traditional Authority. The Municipality is the second densely populated (66.5/km^2 population density) municipality within Capricorn District and has a population of 235 380 and a total of 61 305 households. The municipal area stretches for about 349 982 ha (16% of the district area). It is divided into 30 wards, four of them being a township called Lebowakgomo which is one of the district's growth points. No significant agricultural or industrial activities occur in Lepelle-Nkumpi but some forestry activity occurs on the escarpment. The Dilokong Corridor (R37) connecting Polokwane with the south-eastern parts of Limpopo Province (towards Tubatse) runs through the Lepelle-Nkumpi municipal area.

(c) **Molemole Local Municipality**

Molemole Local Municipality is in the central-eastern extents of the CDM, north of Polokwane. Significantly, the N1-Trans Limpopo Corridor traverses Molemole from the south-west to the north-east and specifically, the settlements of Mphakane, Ramatshowe and Sefene. The Phalaborwa Corridor also navigates through the eastern side of the Molemole area of jurisdiction, past Morebeng (Soekmekaar). Four prominent clusters of settlements are found in this municipal area.

The Municipality has four Traditional Authorities namely Manthata, Makgato, Ramokgopha, and Machaka Traditional Authority. It is the fourth densely populated municipality within the Capricorn District and has a population of 108 321 and total of 30 043 households (Stats SA Census 2011). The municipal area is divided into 16 wards and stretches for about 364 411ha (17% of the district area). Molemole Municipality is predominantly rural and characterised by high levels of poverty and inequalities.

The Municipality mainly comprises agricultural activities (commercial and subsistence), plantations (especially along the western boundary), and small-scale mining. A large part of Molemole's economy depends on agricultural development. The Municipality produces some of the finest potatoes and tomatoes for the export markets. However, the agricultural sector has contracted significantly resulting in many crops commercial farmers opting for game farming.

(d) **Polokwane Local Municipality**

Polokwane Local Municipality represents the economic hub of the District and the Limpopo Province. It shares its name with the City of Polokwane which is the capital and the major urban centre of the Limpopo Province. There is a definite opportunity for Polokwane to become the logistics hub and freight interchange within the region, given its proximity to the neighbouring countries of Botswana, Zimbabwe, Mozambique, and Swaziland. Polokwane City and its functional extensions particularly, are the most important economic drivers and service centres in the Province.

Two prominent clusters of rural settlements are located to the east and west of Polokwane City: Mankweng and Sebayeng cluster to the east and the Ga-Rampuru, Ga-Mashashane cluster to the west (former Aganang municipal area). The Municipality has 14 Traditional Authorities namely, Dikgale, Mothiba, Makotopong, Makgoba, Mothapo, Mamabolo, Maja, Chuene, Molepo, Mankweng, Moletjie, Maraba, Matlala, and Mashashane Traditional Authority.

The Municipality is the highest densely populated municipality within Capricorn District and has a total population of 797 127. The population of Polokwane has increased over the three census periods and about 60% of the district population resides within Polokwane municipal boundaries mainly because it is the economic hub of the Province. In terms of its physical composition, Polokwane Municipality is 23% urbanised and 71% rural. The Municipality comprises of 45 wards and covers a total area of 507 677 ha. The remaining area (6%) comprises smallholdings and institutional, industrial and recreational land.

1.2.10.2. Spatial Density

CDM covers an area of approximately 2 180 530 ha. The municipal area consists mainly of commercial farms, game farming and so forth and only approximately 4.24% of the total area is used for settlement purposes (that is, towns and villages). All four local municipal areas have many small villages, that is, villages with less than 1 000 people. These low population densities have serious implications for improving the levels of service provision to communities because the costs associated with the provision of service infrastructure in those areas is very high.

1.2.10.3. Informal Settlements

The draft provincial definition for informal settlement is as follows: "An illegal settlement where a group of people are living on a piece of land that is not proclaimed nor allocated by acceptable land administrators, and where they do not have legal claim to the land (tenure), where there is inadequate basic services, or where basic services are in a deplorable condition, irrespective of the densities, type of structures they have built, where they are located (urban/rural) and their existing surroundings."

The total population of Limpopo Province is approximately 5,4 million according to the 2011 Census results. Approximately 56 945 (5%) households live in informal settlements. This total figure includes traditional structures, farmhouses, backyard shacks and other. Information in the table below indicates status of informal settlement in the district based on estimates from the Department of Cooperative Governance, Human Settlements and Traditional Affairs (**COGHSTA**)'s rapid assessments/initial visits to informal settlements and municipal records.

1.2.10.4. Informal Settlements within CDM

Municipality	Name of Settlement	No.	Landowner
Blouberg	None	00	N/A
Lepelle-Nkumpi	• Lebowakgomo Zone F Extension • Portion 2 of the Farm Voerspoed 458 KL	02	• Municipal Land • Department of Public Works
Molemole	None	00	N/A

Polokwane	• Mankweng G Ext. • Mankweng F Ext. • Freedom Park • Disteneng (Polokwane Ext 78) • Mohlakaneng (Polokwane Ext. 106)	05	• Un-Proclaimed Land • Farmland • Municipal Land.
Total Capricorn		**07**	

Source: COGHSTA and Municipal Records.

The Draft Informal Settlement Upgrading Strategy for Limpopo prepared by COGHSTA promotes the following main developmental actions and responses to informal settlements:

- Rapid up-front preliminary assessments and categorisation.
- Full upgrading (town planning process, full services, top-structures, and tenure) where appropriate, affordable, and viable.
- Interim basic services for settlements viable and appropriate for long term full upgrading but where this is not imminent (a situation which often prevails).
- Emergency basic services for settlements where long-term upgrading is not viable or appropriate, but relocation is not urgent or possible (a situation which also often prevails).
- Relocations as a last resort for settlements where this is an urgent priority.

1.2.10.5. Land Use Management

Spatial Planning and Land Use Management Act 16 of 2013 (**SPLUMA**) was signed into law by the President on 02 August 2013, and formally published in the government gazette on 05 August 2013. Its Regulations came into effect on 01 July 2015. The enactment of SPLUMA has brought several fundamental changes in spatial planning and land use management. Among those changes are:

- Reiteration of the sole mandate of municipalities where municipal planning (land development, land use management) is concerned, placing municipalities as authorities of first instance invalidating inconsistent parallel mechanisms, parallel systems, measures or institution that existed dealing with land development application.

- Establishment and composition of Municipal Planning Tribunals and Appeals structures by municipalities to determine and decide on land development applications, and also providing municipalities with options for Tribunals and appeals structures to be created based on capacity.

In accordance with the SPLUMA, a municipality must put in place an overall planning and land use management system. The district has established the District Municipal Planning Tribunal and systems to implement SPLUMA together with the local municipalities. The Tribunal is functional, and members have been appointed.

Spatial Development Frameworks (**SDFs**) form the basis of all decisions taken by tribunals established in terms of Section 35 of SPLUMA. In preparing a municipal SDF, a municipality must among others give effect to the development principles and applicable norms and standards set out in Chapter 2 of the SPLUMA. Spatial Planning, Land Management and Development (e.g., Municipal SDF and IDPs) must be grounded in SPLUMA principles. The SPLUMA Principles are:

- The principle of spatial justice.
- The principle of spatial sustainability.
- The principle of efficiency.
- The principle of spatial resilience.
- The principle of good administration.

Every municipality must develop and/or adopt a Municipal Planning By-Law, which can be a unique document specific to the municipality, or a general one, based on a model prepared by the Department of Rural Development and Land Reform for municipalities. By-Laws will forthwith determine the procedural and administrative aspects of land use, planning, and management.

1.3. SERVICE DELIVERY OVERVIEW

1.3.1. Performance Management Overview

Capricorn District Municipality continued to reach out to more villages in all local municipalities during the 2021/22 Financial Year.

	PROJECT NAME	VILLAGES	BUDGET	PROGRESS
1	Aganang North GWS	Thalane	R 4 473 339,38	Completed
2		Lesfontein (Sekhung)		Completed and waiting for connection
3	Senwabarwana GWS	Senwabarwana Town	R 11 541 605,96	Completed
4	Taaiboschgroet RWS	Avon A & B	R 11 770 726,57	90% completed
	TOTAL		**R27 785 671,8**	
	PROJECT NAME	VILLAGES	BUDGET	PROGRESS
1	Groothoek RWS	Maboe Park	R 14 078 512,16	Completed and waiting for Eskom
2		Bolahlakgomo		Completed
3		Volopo		Completed
4		Phalakwane 200 VIP Units		Completed
5		Bolatjane 200 VIP units		Completed
	TOTAL		**R14 078 512,16**	

	PROJECT NAME	**VILLAGES**	**BUDGET**	**PROGRESS**
1	Molemole RWS	Mogwadi	R 28 343 361,54	Completed
2		Manaka		Completed
3		Dipateng		90% completed
4		Ratsaka		Completed and waiting for Eskom connection
5		Ga-Maphosa		Completed and waiting for Eskom connection
	TOTAL		**R28 343 361,54**	

2021/22 SANITATION					
	PROJECT NAME	**CONTRACT AMOUNT/ BUDGET**	**PROGRESS**	**REMARKS**	**Comments**

					(working & not working) challenges
ALL LOCAL MUNICIPAL AREAS					
1	Blouberg Sanitation	6 883 769,48	Achieved 515 households with sanitation	515 VIPs Completed	Working
2	Molemole Sanitation	6 465 446,62	Achieved 259 households with sanitation access	Completed, 256 VIPs completed in previous financial year as part multi-year implementation	Working
3	Lepelle Nkumpi Sanitation (MIG)	6 968 451,77	Achieved 275 households with sanitation access	Completed, 240 VIPs completed in previous financial year as part of multi-year implementation	Working
4	Lepelle Nkumpi Sanitation (WSIG)	7 096 014,63	Achieved 515 households with sanitation	515 VIPs Completed	Working

1.3.2. Water Projects

1.3.2.1. **Lepelle Nkumpi, (Total MIG project Value R486 million)**

The Municipality implemented the following projects in multi-year approach. Some sections are completed however the entire Groothoek and Mphahlele phases must be completed for the scheme to be functional. The two projects will be completed in the next financial year.

Groothoek (Lebowakgomo Zone B) (Ward 15, 19, 20, 21, 22, 23, 26 & 30) water supply for **16, 858** households,
Mphahlele regional water scheme for (Ward 15, 19, 20, 21, 22, 23, 26 & 30) for **16 858** households at the following villages: • Mogodi village. • Bolatjane village. • Hweleshaneng village. • Serobaneng village. • Mamaolo village. • Makurung village. • Dithabaneng village. • Malekapane village. • Tjiane village. • Tooseng village. • Thamagane village.

- Morotse village.
- Lenting village.

1.3.2.2. **Molemole (Total MIG project Value R 31 million)**

We have implemented the following project in Molemole LM and is completed but transformers have been stolen. The matter was reported to Eskom to replace the stolen transformers, and this affects water supply to some sections of the village.

Sephala, Mokopu, Thoka, Makwetja Water Supply (Ward 2, 3 & 4) for 5 499 households

1.3.2.3. **Water Challenges and Proposed Interventions**

Challenges	Interventions
Inadequate bulk water supply and funding	Continuous engagements with Department of Water and Sanitation (**DWS**) regarding Glen Alpine and other means to ensure water provision in the Molemole and Blouberg area where we experience water shortages.
Capacity of the Olifantspoort Water Treatment Works vs Supply area/water requirements	Engagement with Lepelle Northern Water and DWS on the plans to upgrade the plant. Lepelle Northern Water is in a process of implementing phase 1 of upgrading of Bulk line from Olifantspoort to Polokwane, this will also benefit community of Lebowakgomo and surrounding areas.
Municipal Infrastructure Grant (MIG) co-funding for metered yard connections	Engage Department of Water and Sanitation and Cooperative Governance and Traditional Affairs (CoGTA) to review MIG conditions in order for MIG funding to cover metered yard connections
Over-reliance on boreholes and development ahead of services	• Implementation of bulk water feasibility studies to enable expansion of district growth points as long-term plan.
Stolen Transformers	• Constant engagement with ESKOM and through IGR structures.
Overloaded wastewater works	• Assessment and designs for Lebowakgomo and Senwabarwana Wastewater Treatment Works (WWTW) have been completed. • Infrastructure Support Agent (MISA) has assisted the Municipality with assessment and conducting feasibility study for upgrading of Alldays WWTW and the Municipality to take the process forward with designs. • Assessment and design for upgrading of Mogwadi WWTW to be addressed in 2022/2023 financial year.
Budgetary Constraints	• Increased efforts of cost recovery.
Staff Shortages	• Acceleration of the filling up of vacant funded posts.
Fleet shortage and unreliability	• Fleet renewal. • Improvement of the turnaround times by the fleet management service provider to reduce the fleet downtime.

1.3.3. Sanitation

One of our key infrastructure service delivery programmes aimed at restoring dignity to our people is the provision of decent sanitation facilities. To date, 33.2% of our households have access to sanitation facilities. However, it will require a huge budget to clear off the 66.8% backlog. Business plans have been developed for rural sanitation backlog eradication for Blouberg, Molemole and Lepelle Nkumpi local municipalities. The district has embarked on WWTW assessments, feasibility studies and development of technical reports and design reports for upgrading of WWTW which are operating above their design capacity. To date designs for upgrading of Lebowakgomo and Senwabarwana WWTW have been completed. The Municipality has submitted the plans to DWS seeking support and assistance to raise funding for implementation. MISA has assisted the district to conduct assessment for Alldays WWTW and the Municipality will further develop technical report and designs. Assessment and feasibility study for Mogwadi WWTW will commence in the 2022/2023 financial year.

1.3.4. Roads and Transport

The Rural Roads Assets Management System (**RRAMS**) continued to be implemented and updated. Road safety awareness campaigns were coordinated throughout the district. The public transport facilities were monitored in the whole Municipality to ensure safety of passengers and scholars alike. The total road network for the district is 4506 km, with 1223 km paved and 3283 km gravelled/unpaved. The LDPWRI is responsible for maintenance whereas Road Agency Limpopo (RAL)'s responsibility is that of upgrading. The ultimate is to connect the district with strategic economic hubs and the entire Province. The challenge has always been insufficient budget.

1.3.5. Disaster Management and Firefighting

One of our functions is disaster management and firefighting. The fire stations in CDM were utilized in cases of fire disaster by calling the station directly at 0800 666 777. The officials responded on fire related issues and road accidents effectively.

We have three fire stations in Blouberg (Senwabarwana Fire Station), Molemole (Botlokwa Fire Station) and Lepelle-Nkumpi (Sefako Makgatho Fire Station), with the fourth one under construction in Polokwane (TT Cholo Fire station).

1.3.6. Institutional Transformation

CDM continues to put service delivery at the heart of our performance and good performance continues to be duly rewarded.

We are also proud to mention that 90% of all funded and evaluated posts are filled. The Municipality shall from time to time decide on which posts to fill guided by its recruitment plan and budget. Notably, gender representation at management level approximates the character of our society and our staff component in that we have more women at Management level than men.

We also offer bursaries and scholarships that enable both our staff and councillors to enrol in a variety of courses that are relevant to their work or deployment respectively. Councillors and staff continued to be enrolled in various accredited recognised institutions.

The Municipality comprises of mostly rural villages and therefore is faced with families most of which struggle to educate their children. We have an external bursary scheme that has since assisted a lot of young people to make their dream of having tertiary qualification a reality. We have started off by prioritizing water related qualifications as we are a water authority, but we are now expanding into other areas, for example mining, tourism just to mention a few. The Municipality has plans to intensify internship/learnership programme in the next financial year. This we will be done in conjunction with different training institutions. We will also be rolling out a programme to train junior fire-fighters to ensure constant supply to our fire and emergency services.

1.3.7. Local Economic Development

The provincial economic outlook indicates that our district economy has grown faster than the other four districts in the Province and Capricorn is now the major contributor to the Limpopo economy. This economic growth shows that the sectors of our local economy have performed well but this has not translated into job creation, that is why we have developed a Spatial Development Framework (**SDF**). The SDF informs people about economic development and opportunities we have in our district.

1.3.8. Good Governance and Public Participation

The participation of multitudes of our people throughout the length and breadth of the district brings about excellence in the way we govern. Our engagements with them and other key stakeholders speak volumes about how they want their district to be. We are working tirelessly to hone our systems and give them timely feedback throughout the service delivery planning cycle, thus bringing to reality the concepts of cooperative governance, participatory democracy, and intergovernmental relations.

This success gives us strength and confidence that working together, we can defeat the scourge of corruption. We are inspired by the President's New Dawn drive to spare no effort in rooting out corruption and restore public confidence in public service. We therefore call upon all role players in civil society to help us in this regard without resorting to political mudslinging as we have recently witnessed. The anonymous toll-free number for reporting any suspicion of is **0800 20 50 53**.

1.3.9. Sport, arts, and culture

Outreach programs for the 2021/22 financial year were done differently due Covid 19 protocols. However, with our Sector Departments, the Unit attended and participated in the establishment and relaunching of CDM Sport Confederation. Over 20 Federations and Local and District Municipalities attended the elections whose intention was to shape Sport during this Covid 19 pandemic. Furthermore, the unit attended the District Sport Consultative Meeting to look at the Chapter of reviving Sport in the Capricorn District Municipality. By all standards, these meetings and engagements were fruitful in determining the destination of Sport in the District. The Unit also coordinated and hosted the 4 in 1 Marathon that took place at the Peter Mokaba Stadium on the 4th of June 2022, which was a resounding success in terms of all the aims and objectives it intended to achieve. The Unit also assisted in the coordination of several sport and recreation programs in relation to school sport and other individual codes that hosted National Programs like Volleyball Championship held at Ngoako Ramatlhodi Sport Complex in June 2022.

1.3.10. Financial Viability and Audit

The district has received an unqualified audit outcome for the 2020/2021 financial year and improved to a clean audit outcome for the 2021/22 financial year. It is a wish of every institution to want to achieve good audit performance, but there is a lot of work, skill and commitment that go into achieving it. It is more than just about accounting. It is about compliance and accountability.

The future of every organ of state depends on its financial viability and how it manages its finances. It is with this in mind that CDM continues to apply good governance principles built on openness, transparency, accountability, efficiency, competency, and capacity to manage its finances, collect more revenue, retain its Grade 5 grading, reduce dependence on grants, roll out credible billing system and realise budget growth.

There is a functional Audit Committee established in accordance with section 166 of the MFMA. The current Committee was appointed on 18 January 2022 (Resolution No. SC 08/2021 - 2022/5.2) comprising of the following members:

- Mr SAB Ngobeni (Chairperson).
- Ms AMM Badimo (Deputy Chairperson: Information and Knowledge Management).
- Ms FJ Mudau (Deputy Chairperson: Risk Management)

- Ms NJ Manthata (Deputy Chairperson: Performance Audit Committee)
- Mr T Lekoloane
- Mr T Sande.

The following member's term came to an end in January 2022:

- Mr T Ramawa (Chairperson)
- Ms Hazel Masedi (Deputy Chairperson: Information and Knowledge Management).
- Mr SAB Ngobeni (Deputy Chairperson: Risk Management)

In terms of section 166(2) (a) the Audit Committee An audit committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to-

(i). internal financial control and internal audits
(ii) risk management
(iii) accounting policies
(iv) the adequacy, reliability and accuracy of financial reporting and information
(v) performance management
(vi) effective governance
(vii) compliance with the MFMA Act, the annual Division of Revenue Act, and any other applicable legislation
(viii) performance evaluation and
(ix) any other issues referred to it by the municipality or municipal entity.

The Committee is further mandated in terms of section 166 (2) (b) to review the annual financial statements *to* provide the council of the municipality with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.

During the period under review the Audit Committee, current and its predecessor, reported quarterly to the Council in accordance with its legislated mandate, thereby ensuring and assuring financial viability and proper management of municipal finances. Its reports were adopted by the Council as follows:

Reports	**Council Resolution**	**Date of Council**
Quarter Ended 30 September 2021	OC 02/2021 - 2022/7.1.1	21 October 2022
Quarter Ended 31 December 2021	OC 03/2021 - 2022/7.1.1	28 January 2022
Quarter Ended 31 March 2022	OC 05/2021 - 2022/7.1.1	26 April 2022
Quarter Ended 30 June 2022	OC 01/2022 – 2023/7.1	29 July 2022

1.4. FINANCIAL HEALTH OVERVIEW

Financial viability is about being able to generate enough income to meet operating and capital payments and where applicable, to allow growth while maintaining service levels.

The unlocking of the financial management systems distinguished us from the rest as it enables us to review our compliance process and procedures in line with the Municipal Financial Management Act 56 of 2003 (**MFMA**). The systems enable tighter control on process, extensive protection of financial resources to ensure that the service to be acquired is value - adding. This enables us to explore in confidence our alternative revenue strategy and to embark upon various activities of unlocking the revenue potential of the district and the functional areas like water services for sustainability in the district. The following underpinned our efforts to secure our financial viability:

- The Debt Collection and Credit Control Policy was implemented, thereby improving revenue collection.
- CMD is embarking on implementing a prepaid water meters to maximise revenue collection.
- Council approved the Unauthorized, Irregular, Fruitless and Wasteful (UIFW) Expenditure Reduction Strategy on 28 October 2021 (Resolution No. SC 05/2021 - 2022/6.2) aimed at reducing or preventing recurrence of such expenditure.
- The audit opinion of the Municipality was unqualified with findings.

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

1.5.1. HUMAN RESOURCE OVERVIEW

The Human Resource section of CDM is divided into two units, Human Resource Management and Human Resource Development. This is the heart of the Municipality as amongst its functions it has the responsibility of supporting the whole institution with human capital. The Section has as its head, the Human Resource Manager, to whom the Operations Manager Human Resource Management (HRM), Employee Relations (ER), Occupational Health and Safety (OHS), Employee Assistance Program (EAP) and Human Resource Development (HRD) report.

1.5.1.1. Human Resource Development

This Unit is made of the following Sub-units:

I) Employee Performance Management.
II) Organisational Development.
III) Training.

1.5.1.2. Human Resource Management

i) Employee Wellness.
ii) Human Resource Benefits.
iii) Employee Relations.
iv) Occupational Health and Safety.

In the financial year 2021/22 the Section had an overall of 19 targets implemented and achieved.

1.5.1.3. Employee Wellness Program

The Municipality continued to provide employee wellness services to all employees who required such service. The Municipality appointed Centre for Occupational and Wellness Services as a professional service provider to deal with employee wellness and health and safety services. Employee wellness services provided for the period under review included the following: post traumatic counselling, routine trauma de-briefing for emergency and rescue personnel, bereavement counselling, performance or financial related challenges, clinical and non-clinical and preventative services. The EAP unit continues to serve as a cornerstone in supporting employees affected by COVID-19 and those classified as close contacts and as casual contacts.

1.5.1.4. Individual Support

The following were some of the Individual Sessions that the Unit assisted employees and Councillors on:

- Social challenges e.g., marital problems.
- Relationship problems.
- Raising a teenager understanding adolescent stage.

1.5.1.5. Employee Sports

Engaging employees in sporting activities is one of the fitness plans to keep them healthy and active. All employees can partake in sporting activities of their choices. Sports practices and events were put on hold because of Covid-19 Regulations. CDM offers the following sporting codes:

- Chess.
- Darts.
- Netball.
- Soccer.
- Table tennis.
- Volleyball.

1.5.1.6. Individual performance management

The Municipality has a Performance Management System (PMS) Policy which applies to all employees. The Policy was reviewed and approved by the Council on the 29th of July 2021 in terms of Resolution No. OC 01/2021-2022/7.3.16.
The Performance Management Unit produced a report on individual performance of employees and qualifying employees were duly rewarded for the 2020/21 performance during the 2021/22 financial year.

1.5.1.7. Job Evaluation

SALGA has established job evaluation committees to oversee the job evaluation process for all municipalities in the province. The committees include amongst others, the Job Evaluation Administrators (responsible to load jobs and job descriptions on the system), District Job Evaluation Committee (responsible to evaluate jobs) and the Provincial Audit Committee (responsible for coding jobs from all the districts, moderate / audit the evaluated jobs and issue an outcomes report to municipalities).

The Municipality has submitted job descriptions to SALGA for evaluation and the process is underway. Once all the jobs have been evaluated, moderated, and audited by the different job devaluation committees, the Provincial Audit Committee will issue the Municipality with the Final Job Evaluation

Outcomes Report, which the Municipality will have to table at Council for approval. Then all employees of the Municipality will be issued with job evaluation outcome letters that will indicate their TASK Grading and TASK Salary.

Employees will be given an opportunity to appeal in line with the SALGA TASK Job Evaluation Policy. Having considered all the registered appeals, the Provincial Audit Committee will issue the final outcomes Report and that will be the final decision. The Municipality will be allowed to make budget provisions for the implementation of the TASK Salary Grading in line with the TASK Wage Collective Agreement. Employees that are earning less than the TASK Salary Grades will get an adjustment, however, those employees already earning above the TASK Salary Grades will remain with their current remuneration on a contract to holder basis.

As job evaluation is an ongoing process, when there are new positions created on the organizational structure or amendments to a job (additional or reduction of roles and responsibilities), those jobs will be subjected to job evaluation.

1.5.1.8. Organizational Structure

The Municipality adopted an Organizational Structure in a Council meeting on 21 May 2021 amended as per Council resolution OC 06/2020 – 2021 / 6.1.4.

The summary is represented as follows:

1.5.1.8.1. Organizational Structure as per filled and vacant positions:

Count of Department	Column Labels	
Row Labels	Filled	Vacant
Community Services	81	37
Corporate Services	67	22
Development Planning and Environmental Management Services	19	12
Infrastructure Services	490	75
Strategic Executive Management Services	59	21
Financial Management Services	78	31
Grand Total	**794**	**198**

1.5.1.9. Skills Development and Training

Workplace Skills Plan (WSP) and the Annual Training Report (ATR) were developed and submitted to the Local Government SETA by 30th of June 2022. The Municipality has Internal Bursary Policy approved by Council on 30 October 2019 (Resolution OC 02/2019-2020/7.2.5).

1.6. AUDITOR GENERAL REPORT

The Municipality has obtained unqualified audit opinion. In terms of this opinion, the financial statements present fairly, in all material respects, the financial position of the Capricorn District Municipality as at 30 June 2022, and its financial performance and cash flows for the year in accordance with Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of MFMA and the Division of Revenue Act 4 of 2020 (DoRA).

1.7. STATUTORY ANNUAL REPORT PROCESS

ACTIVITY	DATE	LEGISLATION	RESPONSIBILITY
IDP Management Committee Planning Session	08 July 2021	MSA Sec. 27 (1)	District and LMs IDP Managers/ Officers
1st IDP Rep Forum (to present IDP/Budget Process Plan)/ Awareness campaign	22 July 2021	MSA Sec. 28	Municipal Manager
Approval of IDP & Budget Process Plan/ Framework	29 July 2021	MSA Sec. 27 (1) and 28(1)	Executive Mayor/ Council
Submission by departments for budget adjustment, 2022/2023 draft projects and MTREF budget plans	December 2021	MFMA Sec. 28(2)(b), (d), (e) and (f)	All Departments / Executive Managers
Analysis of budget (adjustment consideration)	December 2021	MFMA Sec. 28(2)(b), (d), (e) and (f)	Budget Committee
Consideration of Adjustments Budget	January 2022	MFMA Sec. 28(2)(b), (d), (e) and (f)	Budget Committee
Tabling of the Draft Adjustments Budget	February 2022	MFMA Sec. 28(2)(b), (d), (e) and (f)	Mayoral Committee and Council
Review of budget related policies	January – March 2022	MSA Sec. 74 and 75	Finance
Departmental Strategic Planning Sessions	25 January -02 February 2022	MSA Sec. 34(a)	Management, Departments and Portfolio Committee
Management Strategic Planning Sessions	17-18 February 2022	MSA Sec. 34(a)	Management Team
Engagement with Councillors on Draft IDP/Budget	09 March 2022	MSA Sec. 29(1)(b)	Municipal Manager / Council
2nd IDP Rep Forum (Draft IDP/Budget and 2nd Quarter Performance Report)	16 March 2022	MSA Sec. 29(1)(b)	Executive Mayor
Consideration of the Draft 2022/23 IDP/Budget	March 2022	MFMA Sec. 22 & 37; MSA Chapter 4 as amended	IDP/Budget Steering Committee
Draft IDP/ Budget and Budget related policies presented to Portfolio Committees	March 2022	IDP Process Plan	Executive Managers
Draft IDP/ Budget and Budget related policies presented to Mayoral Committee	17 March 2022	MFMA Sec. 16, 22, 23, 87; MSA Sec. 34	Municipal Manager/ CFO

Tabling of the Draft IDP/Budget and budget related policies to Council for approval.	22 March 2022	MFMA Sec. 16, 22, 23, 87; MSA Sec. 34	Executive Mayor/ Council
IDP/Budget Public Consultations	19 – 21 April 2022	MSA Sec. 29 (1) (b)	Speaker's Office, Councillors, Executive Management, Budget Committee, All relevant officials
Organisational Strategic Planning Session	04 – 05 May 2022	MSA Sec. 34 (a)	Executive Management / Mayoral Committee
District Lekgotla	06 May 2022	Not Applicable	LMs PMTs; Executive Mayor; Sector Departments/ SOEs
Consideration of Final Draft 2022/23 IDP/ Budget	May 2022	MFMA Sec. 23, 24; MSA Chapter 4 as amended	IDP/Budget Steering Committee
Final Draft IDP/ Budget presented to Portfolio Committee	12- 13 May 2022	IDP Process Plan	Executive Managers/ MMCs
Final Draft IDP/Budget presented to Mayoral Committee	16 May 2022	IDP Process Plan	Mayoral Committee
Tabling of Final Draft IDP/ Budget and Budget related policies, Draft SDBIP and Draft Performance Agreements to Council.	20 May 2022	MSA Sec. 25(1) MFMA s 16, 24, 53	Executive Mayor/ Council
Submission of the approved IDP/Budget to MEC for Cooperative Governance, Human Settlement and May 2022 Within 10 days after MSA Sec. 32(1) (a) MFMA Sec. 24(3) Municipal Manager 43 Capricorn District Municipality: Final Draft Reviewed 2022/2023 IDP/Budget Traditional Affairs and to National and Provincial Treasury.	May 2022 Within 10 days after adoption	MSA Sec. 32(1) (a) MFMA Sec. 24(3)	Municipal Manager
Publish and distribute approved IDP/ Budget	June 2022 Within 14 days of the adoption	MSA Section 25 (4) (a)	Municipal Manager / CFO

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1. POLITICAL GOVERNANCE

Section 2 of the Local Government: Municipal Systems Act 32 of 2000 (**Municipal Systems Act**), defines a municipality as an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government: Municipal Demarcation Act 27 1998, consisting of the political structures; administration and the community of the municipality. The same section authorises a municipality to function in its area in accordance with its political, statutory, and other relationships between its political structures, political office bearers and administration, and confers a separate legal personality on a municipality, which excludes liability on the part of its community for the actions of the municipality.

Section 151(2) of the Constitution of the Republic of South Africa, 1996 (**Constitution**), vests both the executive and legislative authority a municipality in its Municipal Council.

In line with its approved Separation of Powers Model, the CDM Council comprises of the legislative and executive arms presided over by the Speaker and Executive Mayor respectively.

Council has a System of Delegation of Powers in terms of Section 59 of the Municipal Systems Act and section 79 of the MFMA. The System of Delegation of Powers, approved on the 20th December 2021 (Resolution No. Sc 07/2021-2022/5.1.4), delegates some decision-making powers to the Executive Mayor; Speaker; Whip of Council, Mayoral Committee; Portfolio Committees and other Committees of the Council; and administrative components responsible for decision-making and implementation respectively. The System seeks to maximise administrative and operational efficiency and provides for adequate checks and balances. It decentralizes and democratizes decision-making within the institution and improves the pace at which services are delivered to the community.

2.1.1. POLITICAL STRUCTURES

Section 1 of MFMA defines the political structures of a municipality as the council of a municipality or any committee or other collective structure of a municipality elected, designated, or appointed in terms of a specific provision of the Local Government: Municipal Structures Act, No 117 of 1998 (**Municipal Structures Act**).

2.1.2. COUNCIL

Council is the highest decision-making political structure in the Municipality. The current Council was inaugurated on the 26th November 2022 at the Jack Botes Hall (Polokwane) where all members took oath or solemn affirmation before the Polokwane Magistrates, Mr Godfrey Netshiodzwi and Ms Phooko Base (Senior Magistrate). In the same seating Council noted the Council Rules of Order and Code of Conduct for Councillors and elected the following office-bearers: Cllr Maseka Solomon Pheedi as Speaker, Cllr Mamedupi Kirsty Teffo as Executive Mayor, and Cllr Chuene William Malebana as Whip of Council. Further the Executive Mayor delivered her acceptance speech and announced her Members of the Mayoral Committee (MMCs).

The Council of Capricorn District Municipality (**CDM**) comprises of 56 seats in terms of the Section 21 Notice of 24 September 2021. There were three political parties represented in the Council before the 2021 Local Government Elections and six afterwards as follows:

	PARTY	SEATS	
		July-November 2021 (Pre-2021 LGE)	November-June 2022 (Post-2021 LGE
1	African National Congress (**ANC**)	35	37
2	Economic Freedom Fighters (**EFF**)	16	12
3	Democratic Alliance (**DA**)	05	03
4	Defenders of the People (**DoP**)	0/N/a	02
5	Abantu Batho Congress (**ABC**)	0/N/a	01
6	Vryheid Front Plus (**VF+**)	0/N/a	01
TOTAL		**56**	**56**

60% or 34 of the seats are occupied by representatives of the 4 local municipalities constituting CDM as follows (both pre- and post-2021 LGE):

	MUNICIPALITY	SEATS
1.	Polokwane Local Municipality (**LM**)	19
2.	Lepelle-Nkumpi LM	06
3.	Blouberg LM	05
4.	Molemole LM	04
TOTAL		**34**

The other 40% or 22 of the Councilors are directly elected to the Council of CDM, proportionally representing political parties as follows:

	PARTY	SEATS
1.	ANC	15
2.	EFF	05
3.	DA	01
4.	DoP	01
TOTAL		**22**

Members of the Council (Pre and Post 2021 LGE respectively) are as detailed in **APPENDIX 1 (A)**.

The Municipality's Council remained stable throughout the year, successfully held all the 6 prescribed meetings, and passed all the compliance resolutions as follows:

MEETING NO.	DUE DATE/ON OR BEFORE	LEGISLATIVE PROVISION	COMPLIANCE AGENDA ITEMS	MEETING HELD
OC 01/2021-2022	30/07/2021	MFMA s 52 & s127(2) read with MSA s18(2)	Quarter 4 2020/21 Report	29 July 2021
OC 02/2021-2022	30/10/ 2021	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 1 2021/22 Report	21/10/2021
OC 03/2021-2022	30/01/ 2022	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 2 2021/22 Report/ Mid-Year Report	28/01/2022
OC 04/2021-2022	30/03/ 2022	MFMA s16(2)	2022/23 MTREF Budget (Tabling)	22/03/2022

OC 05/2021-2022	30/04/ 2022	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 3 2021/22 Report	26/04/2022
OC 06/2021-2022	31/05/2022	MFMA s 24	Annual Budget 2022/23 (Approval)	20/05/2022

Rule 34 of the Council Rules of Order permits the Speaker to call special meetings of the Council at any time whenever there is any urgent matter that Council is required to consider before the next scheduled meeting. During 2021/22 the Speaker convened the following 10 special Council sittings:

No.	DATE	SUBSTANTIVE ITEMS CONSIDERED
SC 01/2021-2022	03 August 2021	• Provincial Forensic Investigation Report on Investment in Venda Building Society (VBS)
SC 02/2021-2022	31 August 2021	• Performance Agreements of Municipal Manager and Managers Directly Accountable to Municipal Managers. • Progress report on disciplinary hearing of the Municipal Manager.
SC 03/2021-2022	29 September 2021	• Election of the Executive Mayor. • Acceptance Speech by the Executive Mayor.
SC 04/2021-2022	05 October 2021	• Appointment of Acting Municipal Manager • Appointment of Executive Manager: Community Services • Appointment of Executive Manager: Corporate Services
SC 05/2021-2022	28 October 2021	• Unauthorized, Irregular, Fruitless and Wasteful (UIFW) Expenditure Reduction Strategy
SC 06/2021-2022	26 November 2021	• Election of the Speaker. • Election of the Executive Mayor. • Election of the Whip of Council.
SC 07/2021-2022	20 December 2021	• Five-Year Service Delivery Handover Report - 2016/17 – 2021/22 • Integrated Development Plan 2021/22 – 2025/26, Budget 2021/2022 MTREF, Budget Related Policies and Organisational Structure • 2021/2022 MEC's IDP Assessment Report • System of Delegation of Powers • Payment of Performance Bonuses for the 2020/21 Financial Year • Appointment of Acting Municipal Manager • Request to Declare Position of Municipal Manager Vacant and Advertisement Approval for its Advertisement • Determination of Upper Limits of Salaries, Allowances and Benefits of Different Members of Municipal Councils for 2020/2021 • Request to Sign the Collaborative Agreement on the Coke Ville Groundwater Harvesting Project • Establishment of Council Committees.
SC 08/2021-2022	18 January 2022	• Auditor General's Report for the 2020/21 Financial Year. • Appointment of Audit Committee Members.
SC 09/2021-2022	25 February 2022	• Adjustments Budget 2021/2022.

		• Reviewed Service Delivery and Budget Implementation Plan (SDBIP) 2021/2022. • Appointment of CDM Delegates to the 2022 SALGA National Conference.
SC 10/2021-2022	30 May 2022	• Appointment of Municipal Manager

Record of Councillors' attendance of Council meetings for the year is outlined in **APPENDIX 1(C)** of this report.

2.1.2.1. COUNCIL COMMITTEES

After its establishment post the 2021 Local Government Elections, Council established and delegated functions to various categories of committees in terms of section 79 of the Municipal Structures Act as follows:

(a) **Portfolio Committees**

Portfolio Committees were established to play oversight on each of the Municipality's existing Administrative Departments, namely Community Services and Sport, Arts & Culture (established post the 2021LGE); Corporate Services; Development Planning and Environmental Management Services Portfolio Committee (**DPEMS**); Finance; Infrastructure Services; and Strategic Executive Management Services (**SEMS**). Each Portfolio Committees comprises of no more than 15 members, with each political party represented therein in accordance with section 160(8) of the Constitution, as outlined in **APPENDIX 1(B)** of this report. Portfolio Committees play oversight function of the Legislative Arm of Council over the Executive Arm through, inter alia:

- Consideration and oversight of the IDP/Budget and Service Delivery and Budget Implementation Plan (**SDBIP**) of the relevant department.
- Consideration and oversight of in -year and annual reports of the relevant department.
- Consideration and oversight of any policy or by-law relating to the department.
- Conducting site visits (projects visit) to ascertain contents of in -year and annual reports.
- Conducting public hearings; and
- Investigating and reporting on issues that are referred to them, or on their own initiative.

The chairpersons of the Portfolio and Standing Committees pre- and post the 2021 LGE were as follows:

Committee	Chairperson	Gender	Seat Type
Community Services Portfolio Committee	Vacant		
	Cllr Lebese Mpho Japhter	Male	LC Rep – Lepelle-Nkumpi
Corporate Services Portfolio Committee	Ledwaba Prankie Eva	Female	LC Rep – Lepelle-Nkumpi
	Cllr Muthabine Mmaphuti Rufus	Male	LC Rep – Polokwane
Development Planning and Environmental Management Services (DPEMS)	Cllr Masekwameng Mapeu Rahab	Female	**LC Rep** – Blouberg

	Cllr Ralefatane Mariri Johannes	Male	LC Rep – Polokwane
Finance Portfolio Committee	Cllr Phoshoko Mapula Salome	Female	**LC Rep** – Polokwane
	Cllr Tshoshi Manare Martin	Male	PR
Infrastructure Services Portfolio Committee	Cllr Molepo Fokisi James	Male	**LC Rep** – Polokwane
	Cllr Masemola Sebolaishi Granny	Female	PR
Strategic Executive Management Services (**SEMS**)	Vacant		
	Cllr Phukubye Dorothy	Female	LC Rep – Polokwane
Sport, Arts and Culture	N/a		
	Cllr Machaba Makgato Joseph	Male	PR

Committee	**Chairperson**	**Gender**	**Seat Type**
Municipal Public Accounts Committee (**MPAC**)	Cllr Moyagabo Pauline Makgato	Female	LC Rep -Molemole
	Cllr Mothata Maphuti Lisbeth	Female	PR
Ethics, Rules, and Integrity Committee	Cllr Sewela Motjopi	Female	PR
	Cllr Masubelele Jara Alfred	Male	PR
Committee of Chairpersons	Cllr Masoga, Phuti Stanford	Male	LC Rep -Molemole
	Cllr Masoga, Phuti Stanford	Male	LC Rep -Molemole

Rule 28 (1) (d) of the Council Rules of Order provides that Portfolio Committees must hold at least one meeting per month, excluding the December month.

All the Portfolio Committees held their meetings in accordance with the approved Annual Corporate Calendar, excluding November 2021 during which Committees were not yet established following the 2021 LGE, as follows:

PORTFOLIO COMMITTEE	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**March**	**April**	**May**	**June**
Community Services	16	19	13	08	None held	N/A	17	15	10	12	12	17
Corporate Services	15	19	15	11	None held	N/A	14	10	11	07	12	21
DPEMS	19	17	14	07	None held	N/A	13	15	10	08	13	21
Finance	19	18	15	11	None held	N/A	14	11	11	08	13	27

Infrastructure Services	21	18	14	08	None held	N/A	17	11	11	12	13	17
SEMS	15	17	10	07	None held	N/A	13	10	15	12	12	15
Sport, Arts & Culture	N/A	N/A	N/A	N/A	N/A	N/A	17	14	14	11	11	20
%	**100%**	**100%**	**100%**	**100%**	**0%**	**N/A**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

NB: The Sport, Arts & Culture Portfolio Committee was only established by the new Council post the 2011 Local Government Elections.

Rule 34 of the Council Rules of Order 2021 permits Chairperson of a Committee to call a special meeting of the Committee where there is an urgent matter that the Committee is required to consider before the next ordinary meeting. During the period under review the following special Portfolio Committees were convened:

COMMITTEE	DATE SPECIAL MEETING HELD
Community Services	• 12/01/2022 (Induction)
Corporate Services	• 11/01/2022 (Induction) • 24/06/2022.
DPEMS	• 10/01/2022 (Induction)
Finance	• 27/10/2021 • 11/01/2022 (Induction) • 19/01/2022. • 19/04/2022. • 31 May 2022 (Joint Finance/Infrastructure) • 27/06/2022.
Infrastructure Services	• 11/01/2022 (Induction)
SEMS	• 07/10/2021 (Induction) • 13/10/2021
Sport, Arts and Culture	• 12/01/2022 (Induction) • 28/02/2022.
Joint Finance- DPEMS	• 14 March 2022

Portfolio Committees conducted project/site visits as follows:

PORTFOLIO COMMITTEE	DATE	PROJECT/SITE VISITED	DISTRICT AREA
Community Services PC	27/07/2021	Molemole Fire Station	Molemole LM
	13/10/2021	Lepelle-Nkumpi Fire Station	Lepelle-Nkumpi LM
	29/03/2022	Blouberg Fire Station	Blouberg LM
	17/05/2022	TT Cholo Fire Station	Polokwane LM
	22/02/2022	Sefako Makgato Fire Station	Lepelle-Nkumpi LM
Corporate Services	26/08/2021	Molemole Water Satellite Office	Molemole LM

	17/03/2022	Langlagte & Enveran Youth Centre	Blouberg LM
	10/05/2022	Molemole fire station	Molemole LM
	25/05/2022	Blouberg Fire station	Blouberg LM
	27/05/2022	Lepelle-Nkumpi fire station	Lepelle-Nkumpi LM
DPEMS	01/09/2021	Rural Road Asset Management Systems (RRAMS) at Ga-Manthata	Molemole LM
	18/03/2022	Mafefe Allien Plant Eradication project	Lepelle-Nkumpi LM
	28/06/2022	Motumo Trading Post	Molemole LM
Finance PC	30/08/2021	Nthabiseng and Capricorn Park Water Project	Molemole LM
	04/10/2021	Alldays Sewerage System	Blouberg LM
	03/03/2022	Alldays Water Project for cost recovery	Blouberg LM
	01/06/2022	Dendron Water Project for Cost Recovery	Molemole LM
Infrastructure Services PC	21/07/2021	Always Sewerage Plant	Blouberg LM
	22/09/2021	Mogwadi WSIG Water project	Molemole LM
	09/02/2022	Alldays Sewer Plant	Blouberg LM
	11/04/2022	Lepelle-Nkumpi Operations & Maintenance (O&M) Stores	Lepelle-Nkumpi
	22/04/2022	Molemole O&M Stores	Molemole LM
	25/04/2022	Mogodi.Mamaolo and Dithabaneng WS	Lepelle-Nkumpi
	23/06/2022	Mosehleng Terbrugge WS	Molemole LM
SEMS	03/09/2021	Langlaagte Youth Centre	Blouberg LM
	04/02/2022	Mosehleng Sanitation Project	Blouberg LM
	17/03/2022	Langlaagte and Inveraan Youth Centre	Blouberg LM
	09/06/2022	Burgwal and Terbrugge Sanitation Project Visit	Molemole LM

(a) Standing Committees

Standing Committees are a category of Council Committees whose powers and functions cut across all the portfolios, and were established as follows pre- and post the 2021 LGE:

(i) Municipal Public Accounts Committee (MPAC)

The MPAC was established on the 20th December 2021 following the November 2021 Local Government Elections, composed as follows:

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE
1.	Hamise Lebeko Harry	ANC	M	LC Rep – Polokwane
2.	Mabote Makhasane Gloria	ANC	F	LC Rep – Polokwane
3.	Masekwameng Rahab Mapeu	ANC	F	PR
4.	Mocke Bianca	DA	F	PR
5.	Moloto Mmakwena Hazel	ANC	F	LC Rep – Polokwane
6.	Murwa Thosetse Phaka Kgolane	ANC	M	LC Rep – Polokwane
7.	Pheedi Mmatlala Rekiel	ANC	F	LC Rep – Polokwane
8.	Mothata, Maphuti Lisbeth	ANC	F	PR
9.	Mothata Lesiba Samuel	EFF	M	PR
10.	Motolla Matome Oscar	EFF	M	LC Rep - Molemole

The Committee was inducted on the 10th January 2022 and proceeded to execute its powers and functions as outlined in **APPENDIX B (2)** herein. It executed all its activities as outlined in the 2021/22 Annual Work Programme approved by Council on the 27th May 2021 (Resolution No. SC 11/2020 - 2021/5.2). These include visiting and reporting on projects across the Municipality; holding regulated meetings and successfully conducting public hearings on the performance reports referred to it by the Council.

The Committee held a total of 16 meetings as follows:

Quarter 1	Quarter 2	Quarter 3	Quarter 4
• 20/07/ 2021. • 19/08/2021. • 01/09/2021. • 10/09/ 2021.	• 08/10/2021.	• 10/01/2022. • 20/01/2022. • 08/02/2022. • 15/02/2022. • 03/03/2022. • 17/03/2022.	• 07/04/2022. • 12/05/2022. • 18/05/2022. • 07/06/2022. • 10/06/2022.

The Committee also successfully conducted its Annual Working Session on the 23rd – 24th February 2022 and Annual Strategic Planning Session on the 20th – 21st June 2022.

The Committee conducted oversight visits to 25 projects across the district as follows:

PERIOD	DATE	PROJECT/SITE NAME	DISTRICT AREA
QUARTER 1	02/07/2021	Bolahlakgomo & Volop WS	Lepelle-Nkumpi LM
	10/08/2021	Sephala, Mokopu, Makwetja & Thoka WS	Molemole LM
	13/08/2021	Ga-Kobe WS	Blouberg LM
	03/09/2021	Mogwadi WS	Molemole LM
	13/09/2021	Senwabarwana WS	Blouberg LM
	14/09/2021	Groethoek WS	Lepelle-Nkumpi LM
QUARTER 2	01/10/2021	Ga-kobe WS	Blouberg LM
	12/10/2021	Senwabarwana WS	Blouberg LM
	15/10/2021	Bolahlakgomo and Volop WS	Lepelle-Nkumpi LM
QUARTER 3	31/01/2022	Sephala, Mokopu Makwetja & Thoka WS	Molemole LM
	02/02/2022	Bolahlakgomo and Volop WS	Lepelle-Nkumpi LM
	09/02/2022	Ga- Machaba (Puruspan) and Lethaleng WS	Blouberg LM
	14/02/2022	Avon WS	Blouberg LM
	22/02/2022	Groothoek WS (Lebowakgomo Zone B)	Lepelle-Nkumpi LM
	02/03/2022	Sephala , Mokopu, Makwetja and Thoka WS	Molemole LM
	07/03/2022	Masehlong and Mohlajeng Sanitation	Molemole LM
	11/03/2022	Marulaneng WS	Lepelle-Nkumpi LM
	15/03/2022	Lesfontein WS	Blouberg LM
	28/03/2022	Maboepark WS	Lepelle - Nkumpi LM
QUARTER 4	06/04/2022	Malekapane & Tjiane WS	Lepelle - Nkumpi LM
	29/04/2022	Motumo Trading Post	Molemole LM
	17/05/2022	Thaalane WS	Lepelle-Nkumpi WS
	31/05/2022	Thamagane & Morotse WS	Lepelle-Nkumpi WS
	09/06/2022	Sephala, Mokopu, Makwetja WS	Molemole LM

	13/06/2022	TT Cholo Fire Station	Polokwane LM

Public hearings and public participation sessions conducted by the Committee are recorded elsewhere in this report.

(ii) Ethics, Rules, and Integrity Committee

The Ethics, Rules and Integrity Committee was established on the 20th December 2021 following the November 2021 Local Government Elections, composed as follows:

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE
1.	Hamise Lebeko Harry	ANC	M	LC Rep – Polokwane
2.	Mabote Makhasane Gloria	ANC	F	LC Rep – Polokwane
3.	Masekwameng Rahab Mapeu	ANC	F	PR
4.	Masubelele Jara Alfred	ANC	M	PR
5.	Mocke Bianca	DA	F	PR
6.	Moloto Mmakwena Hazel	ANC	F	LC Rep – Polokwane
7.	Murwa Phaka	ANC	M	LC Rep – Polokwane
8.	Pheedi Mmatlala Rekiel	ANC	F	LC Rep – Polokwane
9.	Mothata Lesiba Samuel	EFF	M	PR
10.	Motolla Matome Oscar	EFF	M	LC Rep - Molemole

This Committee was established in terms of section 79 of the Local Government Municipal Structures Act 117 of 1998 and Council delegated it the following powers under the System of Delegation of Powers approved on 20 December 2022:

(a) Monitoring and evaluation of compliance with the Council Rules of Order.
(b) To review and recommend amendments of the Council Rules of Order at intervals determined by Council.
(c) Determining the financial interests of Councillors that must be made public in terms of Item 7(4) of the code of Conduct for Councillors.
(d) To recommend the Uniform Standing Procedure for Proceedings for the Imposition of a Fine or the Removal of a Councillor for not Attending Meetings (**USP**) as prescribed in Schedule 7 of the Local Government: Municipal Structures Act, No. 117 of 1998 as amended in terms of the Local Government: Municipal Structures Amendment Act, 2021.
(e) To investigate and report to Council on contraventions of Item 5 (3) of the Code of Conduct for Councillors by any councillor as referred for investigation by the Speaker in accordance with provisions of the USP.

In line with Section 63 of the Systems Act all delegated bodies must report to the delegating authority, at intervals as the delegating authority may require, on all decisions taken under a delegated or sub-delegated power or duty, since the last report. The Committee was scheduled to report to Council on a quarterly basis against an approved Annual Plan.

The Committee held all its scheduled quarterly and special meetings and duly reported to the Council on a quarterly basis as follows:

QUARTER	MEETINGS HELD	REPORTED TO COUNCIL
QUARTER 1	• 06 July 2021. • 21 September 2021 (Special)	29 July 2021
QUARTER 2	• 14 October 2021.	21 October 2021
QUARTER 3	• 06 January 2022 (Induction). • 19/01/2022. • 23/03/2022 (Special).	28 January 2022
QUARTER 4	• 08 April 2022	26 April 2022

The Committee also held a successful annual strategic planning session on the 14th -15th June 2022 for the following objectives:

- To discuss and identify aspects of the Council Rules of Order that may require review.
- To reflect on Councillors general compliance with the Code of Conduct for Councillors and recommend interventions for improvement.
- To consider the Uniform Standing Procedure (USP) for sanctions for not attending meetings and breach of the code of conduct for Councillors by a Councillor.
- To review Councillors' attendance of Council and Committee meetings in order to develop strategies to address untoward practices.
- To review the performance of the Committee for the 2021/22 Financial Year.
- To develop the Committee's Draft Annual Performance Plan for the 2022/23 Financial Year.
- To establish coherence and collaborative relationship between the Committee and the offices of the Whip of Council and Speaker.

(iii) Committee of Chairpersons

The Committee of Chairpersons comprises of Chairpersons of all the Council Committees as outlined above. It is delegated the following powers and functions:

- To ensure committees are functioning effectively.
- To prepare guidelines to enable chairpersons to effectively fulfil their roles.
- To discuss the coordination, supervision and monitoring of the activities and functioning of the various ad hoc committees affecting the scheduling or functioning of any committee of the legislature or other forum of the legislature; and
- To ensure the smooth running of the committees.

The Committee complied 75% with its scheduled quarterly meetings as follows:

Quarter 1	Quarter 2	Quarter 3	Quarter 4
27/08/2021	None	21/02/2022	09/06/2022

The Committee held two special meetings on the 28th of September 2021 and 12 January 2022 (Committee Induction).

(b) Multi-Party and Inter-municipal Committees

(i) Multi-Party Whippery

The Multi-Party Whippery comprises of the Chief Whips of political parties represented in the Council, namely the ANC; EFF; DA; DoP; ABC; and VF+. The Committee is chaired by the Whip of Council, and has been delegated the following powers:

- Co-ordination of matters for which whips are responsible.
- Ensuring political liaison and consultation amongst the political parties represented in the Council.
- Sharing ideas and seeking solutions on issues that may cause conflict in the Council.
- Agreeing on the approach to avoid unnecessary debates in Council.
- To develop guidelines for speaking time in Council.

The Multi-Party Whippery held 14 meetings as follows:

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
• 28 July 2021. • 03 August 2021. • 30 August 2021.	• 20 October 2021. • 27 October 2021. • 10 December 2021. • 20 December 2021.	• 18 January 2022. • 26 January 2022. • 23 February 2022. • 23 March 2022.	• 25 April 2022. • 18 May 2022. • 30 May 2022.

The Office of the Whip of Council submitted standard reports on the functionality of the Whippery System to the Council on a quarterly basis as planned, as follows:

- 29 July 2021 (Resolution No. OC 01/2021 - 2022/7.4.3).
- 21 October 2021 (Resolution No. OC 02/2021 - 2022/7.3.2).
- 28 January 2022 (Resolution No. OC 03/2021 - 2022/7.3.2).
- 26 April 2022 (Resolution No. OC 05/2021 - 2022/7.3.2).

(ii) District Chief Whips Forum

The District Chief Whips Forum comprises of the Council Chief Whips (Whips of Council) of CDM and its local municipalities and serves the following purpose:

- To ensure the implementation of intergovernmental protocol framework between the District and its locals
- To share best practices between the District and its locals
- To ensure proper coordination of the Intergovernmental Relations structures
- To engage and agree on the support the District should offer to its locals
- To implement and check progress on implementation of programmes of the Chief Whips offices; and
- To plan and coordinate the Makgotla programs.

The Forum was scheduled to meet on a quarterly basis and successfully held its meetings as follows:

1. 15/09/2021.
2. 21/02/2022.
3. 18/03/2022.
4. 18/05/2022.
5. 27/06/2022.

(iii) District Speakers Forum

The District Speakers Forum comprises of the municipal Speakers of CDM and its local municipalities and serves to co-ordinate programmes of offices of the Speakers and facilitate inter-municipal relations. The Forum was scheduled to meet on a quarterly basis and successfully held its meetings as follows:

- 05/08/2021.
- 13/12/2021.
- 18/03/2022.
- 18/05/2022.

(iv) District MPAC Forum

The Forum comprises of MPAC Chairperson of CDM and all its local municipalities and co-ordinates programmes of the MPACs. The Forum was scheduled to meet on a quarterly basis and successfully held its meetings as follows:

- 11/08/2021.
- 07/02/2022 (induction).
- 28/02/2022.
- 13/05/2022.

2.1.2.2. MAYORAL COMMITTEE

The Mayoral Committee was re-established after the 2021 Local Government Elections in terms of section 60 of the Municipal Structures Act to assist the Executive Mayor, and comprises of the Executive Mayor, Cllr Mamedupi Kirsty Teffo, and eight members appointed and allocated responsibilities by the Executive Mayor pre- and post the 2021 LGE as follows:

Portfolio/Department	**Accountable MMC**	**Gender**	**Full Time/Part Time**
Community Services	Cllr Kgare Makwena Betty	Female	Full Time
	Cllr Rahlana Mokgadi Elizabeth	Female	Full Time
Corporate Services	Cllr Malebana Chuene William	Male	Part Time
	Cllr Selamolela Molatja Samson	Male	Full Time
Development Planning and Environmental Management Services (**DPEMS**)	Cllr Selamolela Molatja Samson	Male	Full Time
	Cllr Masoga Matome Calvin	Male	Full Time
Finance	Cllr Boloka Mushaisane Phineas	Male	Full Time
	Cllr Ramokolo Mokgaetsi Maria	Female	Full Time
Infrastructure Services	Cllr Mokobodi Molahlwa Maria	Female	Full Time
	Cllr Mohale Maite Monicah	Female	Full Time
Local Economic Development (**LED**)	Cllr Mothiba Mabotse Lorraine	Female	Part Time
	Cllr Mamabolo Modikwa Caroline	Female	Part Time
Sport, Arts & Culture	Cllr Kgatla Kwena Elizabeth	Female	Part Time
	Cllr Makhura Makgalemele Hildah	Female	Part Time
Strategic Executive Management Services (**SEMS**)	Cllr Masubelele Jara Alfred	Male	Full Time
	Cllr Mahlatji Mashego Solomon	Male	Part Time

For the financial year the Mayoral Committee was scheduled to meet at least once in a month (excluding December), and held **91%** of its meetings as follows:

NO.	DATE	VENUE
OMC 01/2021-2022	22 July 2021	Virtual Platform
OMC 02/2021-2022	25 August 2021	Virtual Platform
OMC 03/2021-2022	15 October 2021	Virtual Platform
OMC 04/2021-2022	15 December 2021	CDM Council Chamber
OMC 05/2021-2022	21 January 2022	Virtual Platform
OMC 06/2021-2022	22 February 2022	Virtual Platform
OMC 07/2021-2022	17 March 2022	TT Cholo Fire Station
OMC 08/2021-2022	22 April 2022	Virtual Platform
OMC 09/2021-2022	16 May 2022	Virtual Platform
OMC 10/2021-2022	28 June 2022	Virtual Platform

The Mayoral Committee meeting scheduled for September 2021 was forfeited due to the vacancy of Executive Mayor and Mayoral Committee positions that subsisted from 31 August until 29 September 2021, following the resignation of the Executive Mayor, Cllr Mosema John Mpe, who was eventually substituted by Cllr Mamedupi Kirsty Teffo for the remainder of Council's term of office.

Rule 31 read with Rule 32 of the Council Rules of Order authorise the Executive Mayor as the Chairperson to convene special meetings of the Mayoral Committee at any time whenever there is any matter, he/she deems urgent to warrant consideration before the next scheduled meeting. During 2021/22 the Executive Mayor convened five special Mayoral Committee as follows:

NO.	DATE	VENUE	SUBSTANTIVE ITEMS CONSIDERED
SMC 01/2021-2022	02/08/ 2021	Virtual	• Provincial Forensic Investigation Report on Investment in Venda Building Society (VBS)
SMC 02/2021-2022	04/10/ 2021	Council Chamber	• Appointment of Acting Municipal Manager • Appointment of Executive Manager: Community Services • Appointment of Executive Manager: Corporate Services
SMC 03/2021-2022	27/10/ 2021	Virtual	• Unauthorized, Irregular, Fruitless and Wasteful (UIFW) Expenditure Reduction Strategy
SMC 04/2021-2022	17/01/2022	Virtual	• Auditor General's Report for the 2020/21 Financial Year • Appointment of Audit Committee Members
SMC 05/2021-2022	30/05/2022	Virtual	• Appointment of Municipal Manager

2.1.3. POLITICAL OFFICE BEARERS

In terms of section 1 of the MFMA, "political office-bearer" in relation to a municipality, means the speaker, executive mayor, deputy executive mayor, mayor, deputy mayor or a member of the executive or mayoral committee of a municipality elected, designated, or appointed in terms of a specific provision of the Municipal, or a councillor referred to in section 57(1) of the MFMA. The said section 57 (1) of the MFMA provides that the council of a municipality which does not have a mayor must designate a councillor to exercise the powers and duties assigned by this Act to a mayor.
The Whip of Council is an office bearer in terms of section 41A. (1) of the Municipal Structures Act as amended by the Municipal Structures Amendment Act No. 3 of 2021, which came into effect on 01 November 2021.

2.1.3.1. FULL TIME OFFICE BEARERS

The following office-bearers and councillors are designated full time councillors in terms of section 18(4) of the Municipal Structures Act:

- Executive Mayor.
- Speaker.
- Whip of Council.
- Chairperson of MPAC.
- MMC for Infrastructure Services.
- MMC for DPEMS.
- MMC for Community Services.
- MMC for Finance.
- MMC for Corporate Services.

2.1.3.2. STATUTORY AND DELEGATED POWERS TO OFFICE BEARERS

Section 59 of the Municipal Systems Act provides that a municipal council must develop a system of delegation that will maximize its administrative and operational efficiency. The section provides that a municipal council may in accordance with its system of delegation, delegate appropriate powers to any of the Municipality's political structures, political office bearers, Councilors, or staff members. Excluded from the powers which may be delegated are:

- ❑ The powers mentioned in section 160 (2) of the Constitution; namely
  - o The passing of by-laws.
  - o The approval of budgets.
  - o The imposition of rates, taxes, levies, and duties; and
  - o The raising of loans.
- ❑ The powers to set tariffs.
- ❑ The powers to resolve to enter into a service delivery agreement in terms of Section 76 (b) of the Municipal Systems Act; and
- ❑ The power to adopt or amend the Municipality's Integrated Development Plan (**IDP**).

2.1.3.2.1. EXECUTIVE MAYOR

Cllr Mamedupi Kirsty Teffo

Cllr Mosema John Mpe resigned as the Executive Mayor on the 31st August 2021. Cllr Mamedupi Kirsty Teffo was elected as Executive Mayor to complete the term of the 4th Council from the 29th September. After the Local Government Elections of November 2021, she was elected Executive Mayor for the term of the 5th Council on the 26th November 2021.

The Executive Mayor has statutory functions and powers as provided for in sections 56, 60 and 80 of the Municipal Structures Act; sections 30, 39 and 62 of the Municipal Systems Act; financial functions

and powers as provided for in various sections of the MFMA, and functions and powers as provided for in other pieces of legislation.

In addition, the Executive Mayor has been delegated powers, inter alia:

- To make any press statement on behalf of the Council.
- To receive reports with recommendations from departmental heads through the office of the Municipal Manager on all matters that must be dealt with by either the Executive Mayor or the Council in terms of these delegations, and for which a specific committee has not been created to consider the matter beforehand.
- To consider the matters raised in reports referred to in the paragraph immediately hereinabove and either dispose of them in terms of the Executive Mayor's delegated powers or forward them with the Executive Mayor's recommendation to the Council for consideration and finalization.
- To receive reports with recommendations from the committees established for specific matters, consider the matters raised in these reports, and either dispose of them in terms of the Executive Mayor's delegated powers or forward them with a recommendation to the Council for finalization.
- All powers, necessary or incidental, to execute the following:
    - The responsibility for the quality and speed of decision making.
    - The responsibility to ensure that integration takes place between the various committees.
    - The responsibility to play a prominent role, in consultation with the Municipal Manager, in building and maintaining a good relationship between the Council, Councilors and the Administration.
    - The responsibility for political supervision of the Administration.
    - The responsibility for liaison with the community, ward committees, other committees and councilors, and political office bearers in the different spheres of government.
    - The responsibility to be available, on a regular basis, to grant interviews to the public and visitors to the Municipal offices and to interact with businesspeople.
    - In general, all other powers and functions, necessary or incidental, to enable the Executive Mayor to discharge his or her duties as contemplated in section 56 of the Municipal Structures.
- To establish any committee within Council's Executive Arm, the appointment of members to such committee and the appointment of chairperson to such committee.
- To determine policy for the organization of the Council's administrative functions, activities, and work force into departments.
- To set policy in respect of matters falling within the delegated powers of the Executive Mayor.
- To comment on proposed legislation and government policies.
- To appoint executive councillors to attend international, national, and local meetings/conferences/seminars etc.
- To appoint or nominate executive councillors to represent Council to external bodies including the South African Local Government Association (**SALGA**).
- To approve international co-operative agreements.
- To co-ordinate the operations of MMCs.
- To grant leave of absence to members for meetings of the Mayoral committee.
- To mandate the relevant forum in respect of all salary and wage disputes.
- Appointment of an Acting Municipal Manager for a period not exceeding one month.
- To grant, cancel, postpone or interrupt leave of the Municipal Manager; and

- ❑ To approve participation by the Municipal Manager in international meetings, conferences, seminars etc.

2.1.3.2.2. SPEAKER

Cllr Maseka Solomon Pheedi

Cllr Maite Monicah Mohale was the Speaker until the 2021 LGE, whereafter Cllr Maseka Solomon Pheedi was elected the Speaker on 26 November 2022. The Speaker of a municipal council is assigned the following functions per section 37 of the Municipal Structures (as amended):

- ❑ To preside at meetings of the Council.
- ❑ To perform the duties and exercise the powers delegated to the speaker.
- ❑ To ensure that Council meets at least quarterly.
- ❑ To maintain order during council meetings.
- ❑ To ensure compliance in the Council and Council committees with the Code of Conduct for Councillors; and
- ❑ To ensure that Council meetings are conducted in accordance with the Rules of Order of the Council.
- ❑ To ensure that the legislative authority of the municipality functions effectively.
- ❑ To be responsible for the effective oversight over the executive authority of the municipality.
- ❑ To ensure the effectiveness of the committees of the municipal council established in terms of section 79.
- ❑ To be responsible for the ethics and accountability of the municipal council; and
- ❑ To ensure the effectiveness and functionality of ward committees and the public participation processes.

The Speaker of CDM has been delegated the following powers and functions in terms of the System of Delegation of Powers:

- ❑ To take charge of the Legislative Arm of the municipal Council and guard the integrity of the legislative process, as well as protect the checks and balances between the Legislative Arm and the Executive Arm of the Council.
- ❑ To ensure that by-laws that are tabled comply with the Constitution; Structures Act; Systems Act and other applicable National and Provincial legislation.
- ❑ To ensure that the procedural requirements that apply specifically to the adoption of by-laws have been adhered to.
- ❑ To guard the integrity of the Council, which requires the Speaker to guard against the abuse of councilors' privileges and interests.
- ❑ To deal with complaints lodged against councilors by members of the community.
- ❑ To call Council meetings and decide on their time and venue, provided that if a majority of councilors request a meeting, the Speaker must convene a meeting accordingly.
- ❑ Although the Council is the ultimate decision maker on the Rules of Order, the Speaker should take the initiative in the policy formulation around the Rules of Order.
- ❑ To ensure that:
    - o Councilors' freedom of speech in the Council is protected, i.e., that councilors are allowed to speak freely, that there is order in the meeting, and that there are no interruptions; and
    - o Councilors' freedom of speech is exercised subject to Council Rules of Order.

- ❑ To be involved in the preparation of the agenda that is circulated to the Council members prior to a meeting.
- ❑ To ensure the implementation of the provisions of the Structures Act dealing with Council meetings, such as section 30, which deals with quorums and decisions.
- ❑ To grant leave of absence to Councilors for meetings of the Council.
- ❑ To allocate speaking time to members in terms of the Council's policy on the issue.
- ❑ To implement section 81(3) of the Structures Act, which affords the participating traditional authorities an opportunity to address the Council in particular circumstances.
- ❑ To facilitate the implementation of section 20(1) and (2) of the Structures Act in as far as it deals with the public's admission to Council meeting. The council decides whether to close a meeting or not, but the Speaker must be able to advise Council and facilitate decision making around the issue. The Speaker must ensure that members of the public are seated in designated areas and should have the authority to remove any person who refuses to comply with the Speaker's ruling.
- ❑ To implement the voting procedures as determined by the Council in its Rules of Order, subject to the Structures Act. If council cannot take a decision on any matter, the councilor presiding, which would normally be the Speaker, can cast an extra vote to decide the matter.
- ❑ To maintain an attendance, register to implement item 4(2) of the Code of Conduct. This provides for the removal of a councilor after a third consecutive absence from Council meeting without having obtained leave of absence.
- ❑ To appoint non - executive Councilors to attend congresses, workshops, seminars, and similar events, except when invitations are addressed to specific office bearers of the Council.
- ❑ To receive an assessment of the seriousness of the financial problem in the Municipality, the determination of the provincial executive whether the financial problem experienced by the Municipality, singly or in combination with other problems, is sufficiently serious or sustained that the Municipality would benefit from a financial recovery plan and the request to a suitably qualified person to prepare and submit a financial recovery plan for the Municipality.
- ❑ To receive an approved financial recovery plan for the Municipality.
- ❑ To receive a copy of the Municipal Financial Recovery Service's determination of the reasons for the crisis in the Municipality's financial affairs and assessment of the Municipality's financial state.
- ❑ To receive progress reports and a final report on any intervention from the Member of the Executive Council (**MEC**) for local government or the MEC responsible for finance.
- ❑ To receive a notification that an intervention in the Municipality has ended; and
- ❑ To report to the Council on a regular basis as prescribed in the Back-to-Basics Strategy.

The Office of the Speaker performed the said assigned and delegated functions and duly reported to Council on a quarterly basis as follows:

REPORT NO.	DATE	COUNCIL RESOLUTION
01	29 July 2021	OC 01/2021 - 2022/7.4.1
02	21 October 2021	OC 02/2021 - 2022/7.3.1
03	28 January 2022	OC 03/2021 - 2022/7.3.1
04	26 April 2022	OC 05/2021 - 2022/7.3.1

2.1.3.2.3. WHIP OF COUNCIL

Cllr Chuene William Malebana

The Whip of Council is a full-time office bearer and reports directly to Council on a quarterly basis to ensure that Council and councillors are adequately informed of the Municipality's governance programmes delegated to the Office of the Whip of Council.

The Whip of Council has statutory powers assigned in terms of section 41B of the Municipal Structures (as amended):

The Whip of Council has been delegated the following powers and functions:

- To create and maintain sound and constructive relations amongst the various political parties in the Council.
- To facilitate consensus between parties in the council.
- To ensure equitable allocation of councillors to Council Committees in conjunction with the Speaker after consultation with the Whips of other political parties in Council.
- To advise and implement an effective strategy for debates, questions, and motions in Council in conjunction with the Speaker in terms of the Council Rules of Order and Standing Rules.
- To intervene in disputes between political parties.
- To intervene and call for caucuses in Council.
- To finalise the speakers at Council meetings with the party Whips and advise the Speaker on the amount of time to be allocated.
- Responsible for political management of Council and committee meetings, ensuring that such meetings quorate.
- To convene and chair the Multi- Party Whippery and ensure overall coordination and management of all whippery activities, internally and intergovernmental.
- To ensure functionality of the District Chief Whips Forum and effective District participation in the Provincial Chief Whips Forum.
- To convene and chair the Political Management Team (**PMT**) and act as a link between the Speaker, the Executive and Administration.
- To recommend to the Speaker the enforcement of disciplinary measures on violations and misconduct by councillors on matters relevant to the Whippery function.
- To ensure that Councillors do their constituency work, that they are accountable to their constituencies and that the necessary resources are provided.
- To Perform official functions delegated to the position of the Chief Whip by his/her political party; and
- To report to the Council on a regular basis as prescribed in the Back-to-Basics Strategy.

The Whip of Council, Cllr Chuene William Malebana, and his predecessor Cllr Matome Calvin Masoga (pre- 2021 LGE), performed the functions of the Office of the Whip of Council and duly reported to Council on a quarterly basis as follows:

REPORT NO.	DATE	COUNCIL RESOLUTION
01	29 July 2021	OC 01/2021 - 2022/7.4.3
02	21 October 2021	OC 02/2021 - 2022/7.3.2
03	28 January 2022	OC 03/2021 - 2022/7.3.2
04	26 April 2022	OC 05/2021 - 2022/7.3.2

2.2. ADMINISTRATIVE GOVERNANCE

The administrative component of CDM is divided into six departments, namely Strategic Executive Management Services (**SEMS**); Finance; Community Services; Infrastructure Services; Development Planning and Environmental Management Services (**DPEMS**); and Corporate Services. Each Department is headed by an Executive Manager, with the Municipal Manager as the head of the whole administrative component and the accounting officer for the Municipality.

2.2.1. MUNICIPAL MANAGER

The Municipal Manager is the head of Administration and an Accounting Officer of the Municipality. The Municipal Manager is responsible, subject to the policy direction of the Council, for the management of the administration in accordance with the applicable legislation. Amongst others, the Municipal Manager is responsible for the implementation of the Integrated Development Plan (**IDP**) and the monitoring of its progress, and to making sure that the Municipality is financially viable.

As head of the Administration, the Municipal Manager is constitutionally obliged to ensure implementation of the basic values and principles governing public administration as stated in section 195 of the Constitution. Ms Nokuthula Karelse resigned as the Municipal Manager effective from the 11th August 2021, whereafter Ms Thuso Nemugumoni and Ms Molatelo Mashego respectively served as acting Municipal Managers until the 31st June 2022. Council appointed Mr Ramakuntwane Selepe as Municipal Manager on the 30th May 2022 (Resolution No. SC 10/2021 - 2022/5.1) to assume duty on the 1st July 2022.

2.2.2. MANAGEMENT

The Administration of the Municipality is organized into six (06) departments as detailed below. The Municipal Manager together with heads of departments (Executive Managers), assisted by managers of some of the strategic sections, constitute Executive Management Committee, which meets on weekly basis to deliberate on strategic interdepartmental issues of the Municipality as well as resolutions of all the governance structures.

The following Managers are part of the executive Management:

- Manager: Communications (Mr Jabu Masondo).
- Manager: Council Support (Mr Fannie Mothibi).
- Chief Audit Executive (Mr Tebogo Gafane).
- Manager: Legal services (Adv Mpho Mashao Acting).
- Manager: Mayoral Support (Mr Dineo Makhura, Acting)
- Chief Risk Officer (Mr Malesela Ramakgolo).

The Executive Management held 40 meetings and achieved 100% of its scheduled weekly meetings as follows:

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 3
• 05/07/2021 • 19/07/2021 • 26/07/2021 • 02/08/2021 • 16/08/2021 • 23/08/2021 • 01/09/2021 (Postponed from 30/08/2021) • 13/09/2021 • 20/09/2021	• 11/10/2021 • 18/10/2021 • 25/10/2021 • 03/11/2021 • 15/11/2021 • 23/11/2021 • 29/11/2022 • 06/12/2021	• 04/01/2022 • 17/01/2022 • 24/01/2022 • 31/01/2022 • 14/02/2022 • 21/02/2022 • 28/02/2022 • 02/03/2022 • 14/03/2022 • 22/03/2022 • 28/03/2022	• 11/04/2022 • 21/04/2022 • 25/04/2022 • 03/05/2022 • 23/05/2022 • 26/05/2022 • 30/05/2022 • 03/06/2022 • 06/06/2022 • 20/06/2022 • 27/06/2022

10	**08**	**11**	**11**

There is also a Management Committee comprising of all Managers and Operations (Ops) Managers, which sits monthly to finalise matters to be recommended to the governance structures.

The Management Committee held 12 meetings and achieved 100% of its scheduled monthly meetings as follows:

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
• 12/07/2021 • 10/08/2021 • 06/09/2021	• 04/10/2021 • 08/11/2021 • 13/12/2021	• 10/01/2022 • 07/02/2022 • 07/03/2022	• 04/04/2022 • 09/052022 • 13/06/2022

The administrative structure as at the end of the financial year was as follows:

Acting Municipal Manager
Ms Molatelo Mashego

Managing the entire administration of the Municipality through the departments of Finance; Community Services; Corporate Services; Development Planning and Environmental Management Services (**DPEMS**); Infrastructure Services; and Strategic Executive Management Services, whose details are as follows:

Acting Chief Financial Officer
Mr Tiro Pilusa

The Chief Financial Officer, Mr Thabo Nonyane, resigned effective from the end of April 2022. Council of the 26th April 2022 appointed the Supply Chain Manager, Mr Tiro Pilusa, as Acting Chief Financial Officer (CFO) for a period of 3 (three) months from 03 May 2022 until 02 August 2022 or until the position was filled, whichever would come first. As at the end of the financial year, Mr Pilusa's appointed subsisted. The Chief Financial Officer manages the Finance Department where the following units are located:

- Budget & Treasury.
- Expenditure Management.
- Supply Chain Management (**SCM**); and
- Revenue Management).

Executive Manager: Community Services
Mr Junias Machaba

Mr Machaba was appointed Executive Manager for a period on 5 years on the 5th of October 2021, and assumed duty on the 2nd November 2021. Before Mr Machaba's appointment, the Executive Manager for Infrastructure Services, Mr Nditsheni Sikhauli, acted as the Executive Manager Community Services.

Executive Manager for Community Services manages issues of Community Services Department where the following units are located:

- Emergency Services (Disaster Management and Fire & Rescue).
- Sport, Recreation, Arts & Culture; and
- Municipal Health Services.

Executive Manager: Corporate Services
Mr Nape Duncan Morifi

Mr Morifi was appointed Executive Manager for Corporate Services for a period on 5 years on the 5th October 2021, and assumed duty on the 2nd November 2021. The ICT Manager, Ms Pauline Tibane acted as Executive Manager: Corporate Services for the other part of the financial year.

Managing issues of Corporate Services where the following units are located:

- Administration.
- Legal Services.
- Human Resources.
- Information Communication Technology and Information and Knowledge Management (ICT & IKM); and
- Performance Management.

Executive Manager: Strategic Executive Management Services (SEMS)
Ms Thuso Nemugumoni

Managing issues of Strategic Executive Management Services where the following Units are located:

1. Communications Management.
2. Council Support (Office of the Speaker/Whip of Council).
3. Inter-Governmental Relations.
4. Internal Audit.
5. Office of the Executive Mayor.
6. Office of the Municipal Manager.
7. Risk Management.
8. Institutional and Social Development Unit (**ISD**).
9. Special Focus; and
10. Strategy Management and Institutional Development.

Executive Manager: Infrastructure Services Department

Mr Nditsheni Sikhauli

Managing issues of Infrastructure Services where the following units are located:

- Water Quality Management.
- Water Planning & Design.
- Water Operations and Maintenance (**O&M**); and
- Project Management Unit (**PMU**).
- Water and Sanitation: Implementation.

Executive Manager: Development Planning and Environmental Management Services (DPEMS)
Ms Molatelo Mashego

Managing issues of planning and local economic development where the following units are located:

- Transport Planning Services.
- Environmental Management.
- Local Economic Development (**LED**).
- Spatial Planning.
- Integrated Development Planning; and
- Expanded Public Works Programme (**EPWP**).

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3. DISTRICT INTERGOVERNMENTAL RELATIONS (IGR) FORUMS

The Local Government: Intergovernmental Relations Framework Act, No.13 of 2005, provides a framework, mechanisms, and procedures for the national, provincial and local spheres of Government to promote and facilitate intergovernmental relations and settlement of intergovernmental disputes. The

Act establishes a Presidential Co-ordinating Council at the national level; Premier's Intergovernmental Forum at the Provincial level; and the District Intergovernmental Forums (DIFs) at the District level.

Intergovernmental relations is well placed to facilitate planning and coordination of activities of the three spheres of government. The growth of IGR structures is acceptable in an evolving system; however, the proliferation of structures needs to be coordinated to avoid duplication and to ensure linkages with other existing IGR fora within the district.

The fragmental operations within the spheres of government necessitated the introduction of the district development model (DDM) by the office of the presidency and that of the premier. The coordinated intergovernmental relations promote relationships with a wide range of stakeholders within spheres of governments. CDM has a Business Unit dedicated to coordinating all the District IGR Forums.

The following District IGR Forum are in existence:

- District Disability Forum.
- Gender Forum.
- Water and Sanitation Forum.
- District Communicators Forum.
- Audit Forum.
- Risk Forum.
- Information Technology (IT) Forum.
- Technical Managers Forum.
- Human Resource (HR) Forum.
- Municipal Managers Forum.
- District Mayors IGR Forum.
- Integrated Development Planning (IDP) Representatives Forum.
- Older Persons Forum.
- Advisory Forum.
- Chief Financial Officers (CFOs) Forum.
- Public Participation Forum.
- Transport Forum.
- District Batho Pele Forum.
- District Local Economic Development (LED) Forum.
- District Speakers Forum.
- District Chief Whips Forum.
- District Aids Council.
- Expanded Public Works Program (EPWP) Forum.
- Records Forum.
- District Project Management Unit (PMU)- Municipal Infrastructure Grant (MIG) Forum.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Municipalities are required by law to find ways and means to involve communities in the running of their affairs. This is intended to improve the quality of local democracy, municipal responsiveness, and accountability. Amongst others:

- Section 152 (1) (a) and (e) of the Constitution obligates municipalities to provide democratic and accountable government for local communities and to encourage the involvement of communities and community organisations in the matters of local government.
- Chapter 4 of the Municipal Systems Act provides for community participation and, amongst others, obliges municipalities to contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality.
- Section 16(1)(c) of the Municipal Systems Act instructs municipalities to use their resources, and annually allocate funds in their budgets, as may be appropriate, to encourage, create conditions, and build capacity of the community to participate in the municipal affairs; and
- In terms of section 41 (e) (I) and (ii) of the Municipal Systems Act, municipalities are required to establish a process of regular reporting to the public and appropriate organs of state.

2.4. PUBLIC ACCOUNTABILITY AND PARTICIPATION PROGRAMMES AND MEETINGS

In line with the aforesaid legal provisions, the following public accountability and participation programmes and meetings were budgeted for and rolled out during the Financial Year 2021/2022:

2.4.1. MPAC Public Participation and Public Hearings

The Municipality has a functional Municipal Public Accounts Committee (MPAC). The Committee has an Annual Work Programme approved by Council; meets regularly and undertakes regular projects visits. The MPAC scrutinizes all the performance reports (quarterly; half yearly and annual) that are referred to it by Council. The MPAC Public hearings are held on a quarterly basis where the Municipal Manager and her team of Senior Management account by answering questions pertaining to the Municipality's performance reports. Members of the public are invited to these sessions. The Committee has a dedicated budget and staff comprising of a Researcher and a Coordinator. The Chairperson of the Committee is full-time.

The 2021/22 MPAC Public Hearings and Public Participation programmes were held as follows:

- 02/09/2021 – Public Hearing on 2020/21 4th Quarter performance report.
- 10/02/2022 – Public Hearing on 1st Quarter 2021/22 Organisational Performance Report
- 01/03/2022 – Public Participation on the 2020/21 Draft Annual Report.
- 04/03/2022 – Public Hearing on the 2021/22 Mid-Year Report.
- 08/03/2022 – Public Hearing on the 2020/21 Draft Annual Report.
- 08/06/2022 – Public Hearing on the 3rd Quarter 2021/22 Organisational Performance Report

2.4.2. Council Outreaches

In terms of section 41 (e) (I) and (ii) of the Municipal Systems Act, municipalities are required to establish a process of regular reporting to the public and appropriate organs of state.

The Council of CDM reaches out to communities on a quarterly basis through its Public Participation /Council Outreach Programmes, during which the Municipality presents service delivery reports and plans specific to the local municipality hosting the Outreach and allow members of the public an opportunity to raise issues with the Municipality and other spheres and organs of state. Issues raised

are addressed on the spot by members of the Mayoral /Executive Committees and Mayor of the local Municipality

The 2021/22 Quarterly Outreaches were conducted on the following dates:

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Deferred to 22/10/2022 and was held at Mohodi in Molemole LM*	Deferred to 16/02/2022 and was held at Ga-Mathabatha in Lepelle-Nkumpi LM**	29/03/2022 Virtually on Energy FM and 8 local community radio stations.	21/05/2022 at Jack Botes Hall in Polokwane LM

* The Council Outreach was deferred due to vacancy of Executive Mayor and Mayoral Committee positions that subsisted from 31 August until 29 September 2021.

** The Council Outreach was deferred due to the 2021 Local government Elections and subsequent transitional challenges.

2.4.3. Women Dialogue

The District Women's Dialogue is an annual event aimed at promoting and deepening good governance and public participation. It provides a platform for women from all sectors of the society in the district to engage in debates on issues affecting their communities, and women in particular.

The 2021/2022 Women's Dialogue was held at Lebowakgomo Civic Centre in Lepelle-Nkumpi LM on the 12th August 2021, and debated the following motions:

- Majority of women remain victims of HIV/AIDS, Gender Based Violence and how as, women we should overcome this pandemic.
- The role of Government in coordinating and supporting women poverty alleviation and empowerment programmes.
- Psycho-social economic impact of COVID 19 in society, especially women.

The recommendations emanating from the Dialogue were noted by Council of the 21st October 2021 and referred to Management for implementation and or consideration during review of municipal plans. The Executive Mayor is expected to provide formal feedback on the recommendations in the next annual Dialogue.

2.4.4. Youth Dialogue

Like the Women's Parliament, the Youth Parliament is held on an annual basis for the young people to debate issues that directly affect them, to inform the Municipality's planning on youth programmes.

The 2021/2022 Youth Parliament was held at Inveraan Multi-Purpose Centre in Blouberg LM on the 7th June 2022, and debated the following motions:

- Lack of financial support to Small Businesses affected by the impact of COVID-19.
- Unemployment remains high due to lack of relevant skills and work experience, as requirements for employment.
- Incidents of Gender-Based violence, femicide and substance abuse remain high despite legislation put in place and campaigns.
- There is decline in youth participation in municipal governance processes such as IDP/Budget and Imbizos

The Executive Mayor is expected to provide formal feedback on the recommendations in the next annual parliament.

2.4.5. Ward Committees Support

Chapter 4 of the Municipal Systems Act provides for community participation and, amongst others, obliges municipalities to contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality. Section 16(1)(c) of the Systems Act instructs municipalities to use their resources, and annually allocate funds in their budgets, as may be appropriate, to encourage, create conditions and build capacity of the community to participate in the municipal affairs.

For the 2021/22 financial year the Council approved a budget of R200 000 for the Ward Committees Capacity Building Programme. 40 Ward Committee members from Lepelle-Nkumpi and Polokwane LMs were trained on Basic Project Management on 16 -19 August 2021 at Bolivia Lodge in Polokwane. The competent Ward Committee members received their certificates at a ceremony held at the Jack Botes Hall Polokwane on the 8th April 2022.

2.4.6. State of the District Address

Council has an annual State of the District Address (**SODA**) event, modelled on the State of the Nation Address (**SONA**) and State of the Province Address (**SOPA**) respectively. The SODA is a mechanism to give an overview of the state of affairs of service delivery in the Municipality, as well as plans to address identified challenges. It is presented by the Executive Mayor to the entire municipal residents through a public meeting to which residents are transported from all the four corners of the District, and further disseminated through radio (mainly community radio stations) and social media live broadcasts.

The Executive Mayor delivered the 2021/22 SODA on the 20th May 2022 in the Jack Botes Hall (Polokwane)

2.5. IDP PARTICIPATION AND FORUMS

2.5.1. IDP/Budget Public Participation & Forums

Chapter 5 of the Local Government: Municipal Systems Act 32 of 2000 (**Municipal Systems Act**), provides for each municipality to adopt a single, inclusive and strategic plan for the development of its jurisdictional area. The plan should contain prescribed components and its adoption should as well comply with prescribed processes. One of the requirements is that district municipalities must prepare and adopt a framework, which indicates how the district and local municipalities will align their Integrated Development Plans (**IDPs**). The framework provides the linkage and binding relationships to be established between the district and its local municipalities for proper consultation, coordination, and alignment of the annual review process of their IDPs. To this effect, the Municipality adopted the 2021/22 IDP/ Budget Review Framework/Process Plan on the 29th July 2021. The Framework/Process Plan was religiously followed and implemented, with a few amendments occasioned by unforeseen circumstances. All the amendments were duly approved or ratified by the Council.

Against this background the Municipality established structures and budgeted for community participation in the annual IDP and budget review processes, and implemented the aforesaid Framework/ Process Plan as follows:

No.	Structure/Process	Participants/Stake holders	Date convened and held
1.	1st IDP Representative Forum	• MMCs. • Head of departments/Senior Officials of Sector Departments. • Officials who serve on the IDP/Budget Steering Committee.	22 July 2021

		• Traditional Leaders. • Representative of municipal wide organised groups. • Advocates for unorganised groups. • Community Representatives (NGOs/CBOs and Youth Organisations). • Businesses and Academic Institutions.	
2.	Departmental Strategic Planning Sessions	• Departmental staff.	25, 26, 27- 31 January and 01-02 February 2022
3.	Management Strategic Planning Session	• Management. • Local Municipalities. • Stakeholders.	17 – 18 February 2022
4.	2nd IDP Representative Forum	• MMCs. • Head of departments/Senior Officials of Sector Departments. • Officials who serve on the IDP/Budget Steering Committee. • Traditional Leaders. • Representative of municipal wide organised groups. • Advocates for unorganised groups. • Community Representatives (NGOs/CBOs and Youth Organisations). • Businesses and Academic Institutions.	16 March 2022
5.	Engagement with Councillors on the Draft IDP/Budget	• Members of the CDM Council.	09 March 2022
6.	Tabling of Draft IDP/Budget	• Members of the CDM Council. • Members of the Public.	22 March 2022
7.	Stakeholder Consultation	• CBOs; and NGOs	19 April 2022
8.	Public/Stakeholder Consultation	• Traditional Leaders	20 April 2022
9.	Stakeholder Consultation	• Business and Academic Institutions.	21 April 2022
10.	District Lekgotla and Organisational Strategic Planning Session	• PMTs of CDM and local municipalities. • CDM Councillors. • Senior Management of CDM and local municipalities. • Head of departments/Senior Officials of Sector Departments and Parastatals.	04- 06 May 2022

		• COGHSTA.	
11.	State of the District Address (SODA)	Members of the public in the entire District.	20 May 2022
12.	Tabling of 2022/23 Final Reviewed IDP/Budget to Council	• Members of the CDM Council. • Members of the public.	20 May 2022

2.5.2. IDP Participation and Alignment

[illegible]	Yes/No
Does the Municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers?	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes?	Yes

2.5.3. Status of the 2021/2022 IDP

The Municipal Systems Act requires the Member of the Executive Council (MEC) responsible for local government to assess if the IDP complies with the requirements of the Act and it is not in conflict with IDPs and strategies of other municipalities and organs of state. The Limpopo MEC for CoGHSTA annually embarks on the IDPs and Service Delivery and Budget Implementation Plans (SDBIPs) assessment and the findings for CDM for the past three years are reflected on the table below:

Municipality	SDBIP Alignment	IDP Assessment	SDBIP Alignment	Overall Rating	IDP Assessment	Overall Rating
	2019/2020		2020/2021		2021/2022	
Capricorn	Aligned	High	Aligned	High	Aligned	High

The IDP Strategic Approach and Alignment with all Spheres of Government

The development of IDP is underpinned by strategic international, national, provincial and local policies. The development objectives of these policy frameworks have influenced the development of the strategic direction of the municipality to ensure vertical and horizontal alignment. The following are key list of policy frameworks applicable to the District; 17 Sustainable Development Goals; National

CDM Key IDP Strategic Objectives	CDM 2040 Growth & Development Strategy Key Strategic Levers	Reviewed Limpopo Development Plan (LDP) Key Pillars	National Development Plan (NDP)	Back to Basics Strategy Key Performance Areas	District Development Model- Towards the development of the One Plan
1.To improve spatial development and environmental management	Spatial, Land and Environmental Development	Integrated sustainable rural development & sustainable human settlements	Transforming Human Settlements	Basic Services: Creating decent living conditions	Integrated Service Provisioning / Spatial Restructuring and Economic Positioning
			Environmental sustainability and resilience		
2.To provide sustainable basic services and infrastructure outcome	Infrastructure Development	Infrastructure development	Economic infrastructure		Infrastructure Delivery/ Spatial Restructuring and Economic Positioning
			Economy and Employment		
3.To enhance conditions for economic growth and job creation	Economic Growth and Development	Economic development and transformation			Demographic and Socio-Economic Profile
4.To enhance financial viability and management	Good Governance	Building a developmental and Capable State	Fighting corruption	Financial Management	Governance, Leadership and Financial Management
5.To increase the capacity of the district to deliver its mandate	Education and Skills Development	Social cohesion and transformation	Improving education, training and innovation	Institutional capacity	Governance and Leadership
	Good Governance	Building a developmental and Capable State	Building a capable and developmental state	Good governance	
			Positioning South Africa in the region and the world	Public participation	

Development Plan, Agenda 2063: The Africa We Want; Review Limpopo Development Plan; Local Government Strategic Plan; Growth and Development Strategies.

COMPONENT D: CORPORATE GOVERNANCE

2.6. RISK MANAGEMENT

The Municipality has structures, policies, and strategies to achieve the principles and objectives of good governance. These include prevention and mitigation of business risks, Risk Management Strategy, Whistle Blowing Policy, Ethics Policy, and Fraud Policy and Response Plan

The Municipality undertakes an assessment of the risks that might impact on the achievement of its IDP objectives and ensure a continuous process of ensuring pro-activeness by putting in place preventative and protective measures and mitigation actions are implemented to reduce the impact and/or likelihood of the risk. The process includes the identification, analysis, and evaluation of the risk.

The Risk Management Strategy, Fraud Prevention Plan and the Whistle Blowing Policy are in place and being implemented. The Risk Management Committee has been established to monitor the implementation of risk mitigation strategies employed by departments on a quarterly basis. The fraud hotline is also fully functional with reported cases being investigated continuously. Awareness campaigns are conducted annually. There is provision of physical security to all municipal premises, assets, and employees. Vetting of potential employees on critical positions is being done.

2.7. FRAUD POLICY AND RESPONSE PLAN

This Policy is intended to set down the stance of CDM to fraud and corruption and to reinforce existing systems, policies, and procedures of CDM aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud and corruption.

The policy of CDM is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies, and procedures of CDM.

2.8. SUPPLY CHAIN MANAGEMENT

The Municipality is implementing the Supply Chain Management Policy, which is fair, equitable, transparent, competitive, and cost effective as prescribed by the MFMA and its regulations. Procurement of goods and services embrace the spirit and principles of the Broad Based Black Economic Empowerment (BBBEE), Preferential Procurement and Local Economic Development Strategy.

Creditors' accounts are paid within 30 days from date of submission of invoice. The main challenge in implementing BBBEE, is securing service providers with disabilities. A partnership model is being developed with special focus groups to empower them in this regard.

The following Bid Committees structures in line with section 26 to section 29 of municipal supply chain management regulation and supply chain management policy are in place:
- Bid Specification Committee.
- Bid Evaluation Committee.
- Bid Adjudication Committee.

2.9. BY-LAWS

Section 156 (2) read with Section 60 (4) of the Constitution empowers a municipality to make and administer By-laws for the effective administration of the matters which it has the right to administer, provided that no by-law may be passed by a municipal council unless the proposed by-law has been published for public comments. During the 2021/22 financial year there were no developments of new

By- laws, except that the Air Quality By-law was reviewed and amended. The following By- laws have been gazetted previously and remain effective:

- Credit and Tariff By-laws.
- Sport Academy By-laws.
- Fire and Rescue Tariffs By-law.
- Municipal Health By-laws.
- Credit Control and Debt Collection By-laws.
- Tariffs By-laws.
- Emergency Services By-laws.

2.10. WEBSITES

Section 75 of the MFMA prescribes the information that municipalities must place on their websites.

The following table lists the prescribed information and the Municipality's compliance thereto:

Documents published on the Municipality's website	**Yes/No**
Current annual and adjustment budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The previous annual report (2020/21)	Yes
The annual report (2021/22) published	Yes
All current performance agreements required in terms of section 57 (1) (b) of the MSA and resulting score cards	Yes
All service delivery agreements (2021/22)	N/a
All long-term borrowing contracts (2021/22)	N/a
All supply chain management contracts above a prescribed value (give value) for (2021/22)	Yes
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during (2021/22)	N/a
PPP agreements referred to in section 120 made in 2021/22	N/a
All quarterly reports tabled in the council in terms of section 52 (d) during (2021/22)	Yes

2.11. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

- No Survey was conducted in the year in question.

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

COMPONENT A: BASIC SERVICES

The delivery of services such as water, electricity and sanitation are key concerns for many communities. The availability of these basic services to communities has a direct impact on the quality of life of their lives.

3.1. WATER PROVISION

The Capricorn District is a Water Service Authority (**WSA**) that is being assisted by Lepelle Northern Water. Lepelle Northern Water is in a process of upgrading bulk water line from Olifantspoort to Polokwane, this upgrade will also benefit community of Lebowakgomo and surrounding areas. The district has a water quality laboratory in Mankweng inside the compound of the University of Limpopo. Polokwane Municipality is a WSA and a Water Service Provider (**WSP**). The other three local municipalities within the district are serving as WSPs. Service Level Agreements were signed with the three local municipalities (Blouberg LM, Lepelle-Nkumpi LM and Molemole LM) serving as WSP on revenue collection.

Water and Sanitation infrastructure in the three local municipalities is generally in a poor condition. The municipality is currently experiencing high water losses due to old infrastructure. There is a need to replace over 150KM of Asbestos cement pipes with diameter of between 75mm and 400mm. Approximately 8750 registered meters with a further ±2000 stands unmetered, inclusive of backyard dwellers are in an poor condition and there is a need for replacement.

District has done feasibility studies on water provision to most of the areas to the value of R2,5 billion. Project implementation will be done based on the available budget including grant funding. The district has engaged the DWS seeking support and assistance to raise funding for implementation of feasibility studies of new infrastructure, refurbishment and replacement of old infrastructure, upgrading of Waste Water Treatment Works and for Water Conservation and Demand Management.

Table 3.1.1 Distribution of Households by Access to Safe Drinking Water

Municipality	Access to safe drinking water				
	Yes	%	No	%	Total
Lepelle-Nkumpi	42 262	70.8	17 425	29.2	59 687
Blouberg	31 394	74.4	10 799	25.6	42 193
Molemole	28 237	83.6	5 557	16.4	33 794
Polokwane	196 371	83.0	40 341	17.0	236 712
Capricorn	**298 264**	80.1	**74 122**	19.9	**372 386**
Limpopo	**1 195 751**	75.7	**384 249**	24.3	**1 580 000**

Source: STATS SA Community Survey 2016

Table 3.1.2 Distribution of Households by Main Source of Drinking Water, 2016

Main source of water for drinking	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane	Capricorn	
Piped (tap) water inside the dwelling/house	8541	629	1898	62851	73920	**20.00%**
Piped (tap) water inside yard	24070	16337	16138	118780	175325	**46%**
Piped water on community stand	5684	11190	4924	16567	38365	**10%**
Borehole in the yard	7856	5582	5345	9671	28453	**7.50%**

Rain-water tank in yard	1150	122	41	1022	2335	**0.60%**
Neighbours tap	6162	2525	2393	10040	21119	**5.60%**
Public/communal tap	3277	5244	1521	10326	20368	**5.40%**
Watercarrier/tanker	1006	246	1233	3746	6230	**1.60%**
Borehole outside the yard	2025	408	194	2866	5492	**1.50%**
Flowing water/stream/river	247	647	0	510	1404	**0.40%**
Well	74	211	0	78	362	**0.09%**
Spring	22	0	0	63	84	**0.02%**
Other	1194	607	447	2597	4844	**1.30%**
Total	61305	43747	34133	239226	378301	**100%**

Source: STATS SA Community Survey 2016

The main storage dams within the boundaries of the CDM are:

- The Glen Alpine Dam in the Mogalakwena River (constructed mainly for irrigation purposes).
- Rhenosterkop Dam.
- Flag Boshielo Dam.

Lepelle-Nkumpi Local Municipality receives water from both Olifantspoort WTW and boreholes. It is by far better serviced than Blouberg and Molemole in terms of water infrastructure, with approximately 50 000 households having house and yard connections. Although the infrastructure is in place however, there is a deficit in supply because the demand exceeds the capacity at Olifantspoort WTW.

Blouberg and Molemole rely solely on groundwater sources. Boreholes have low yields and are not sufficient to meet current water demands. Furthermore, borehole transformers are frequently stolen which further increases the water backlog. Most households in Blouberg and Molemole are serviced by communal standpipes within 200m from the furthest house. With regard to repairs and maintenance, Capricorn District experienced a total number of 5 921 water stoppages for the year. Polokwane LM reported the highest (5 824) water stoppages with an average of 1.5 hours to attend to the stoppages. Polokwane Local Municipality indicated the main causes as water pipe bursts.

3.2. SANITATION

According to STATSSA Community Survey 2016, 33% of households have access to waterborne facilities. In 2016, about 62% of households used pit latrines (VIP and without ventilation). Pit latrines are mostly used in rural areas where there is no proper-piped water system. Business plans have been developed for rural sanitation backlog eradication for Blouberg, Molemole and Lepelle Nkumpi local municipalities. The district has embarked on WWTW assessments, feasibility studies and development of technical reports and design reports for upgrading of WWTW which are operating above their design capacity.

To date designs for upgrading of Lebowakgomo and Senwabarwana WWTW have been completed. The Municipality has submitted the plans to DWS seeking support and assistance to raise funding for implementation. MISA has assisted the district to conduct assessment for Alldays WWTW and the Municipality will further develop technical report and designs. Assessment and feasibility study for Mogwadi WWTW will commence in 2022/2023 financial year.

3.2.1 Distribution of Households with Access to Sanitation in CDM, 1996 – 2016

MUNICIPALITY	**Percentage Households with Access to Sanitation**					**Backlog**
	1996	**2001**	**2007**	**2011**	**2016**	**2016**
Blouberg	3.2	4.1	1.5	9.0	8.5	91.5%
Molemole	7.8	13.4	16.7	16.2	17.8	82.2
Lepelle Nkumpi	12.5	17.3	14.1	19.6	21.2	78.8%
Polokwane	27.2	34.9	35.2	44.1	48.2	51.8%
Capricorn	**15.1**	**21.8**	**21.1**	**29.1**	**33.2**	**66.8%**

Source: STATS SA Census 1996, 2001, 2011 and Community Survey 2007 and 2016

3.3. ELECTRICITY

Electricity is largely generated and distributed by ESKOM. However, Blouberg and Polokwane LMs are electricity service providers (electricity license holders). The percentage of households with access to electricity has increased from 33% in 1996 to 96% in 2016. According to Community Survey 2016, 96% of households have access to electricity while 4% do not have access to electricity and use other sources of energy such as gas, paraffin, candles, solar etc.

3.3.1 Households with Access to Electricity in CDM, 1996 – 2016

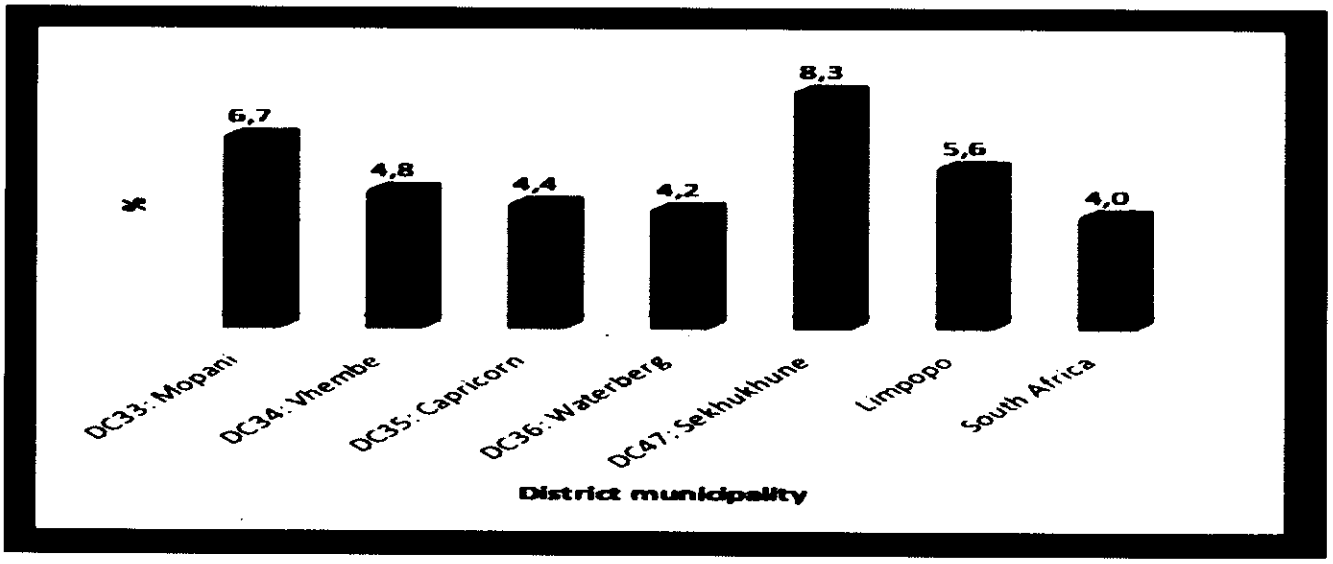
MUNICIPALITY	Percentage Households with Access to Electricity					Backlog
	1996	2001	2007	2011	2016	2016
Blouberg	18.6	38.6	74.7	88.0	96.5	3.5
Molemole	38.6	77.4	93.7	95.7	97.8	2.2
Lepelle Nkumpi	33.9 63.1 88.2 91.9 98.0 2	33.9 63.1 88.2 91.9 98.0 2	33.9 63.1 88.2 91.9 98.0 2	33.9 63.1 88.2 91.9 98.0 2	33.9 63.1 88.2 91.9 98.0 2	33.9 63.1 88.2 91.9 98.0 2
Polokwane	42.6	70.0	79.0	83.0	94.8	5.2
Capricorn	33.2	61.8	81.8	87.4	96.1	3.9

Source: STATS SA Census 1996, 2001, 2011 and Community Survey 2007 and 201

3.4. WASTE MANAGEMENT (REFUSE REMOVAL)

Waste management service delivery including refuse removal, refuse dumps and solid waste disposal, is a development priority. According to the Community Survey of 2016, Limpopo has the higher proportion of households (5, 6%) without refuse removal, compared to the rest of South Africa (4, 0%). Sekhukhune District Municipality recorded the highest proportion of households without access to refuse removal at 8, 3%, followed by Mopani and Vhembe district municipalities at 6, 7% and 4, 8%, respectively. Capricorn performed second best in Limpopo, after Waterberg:

3.4.1 Prevalence of Households with No Refuse Removal Facilities by District



3.5. HOUSING

There is a demand for subsidized housing in the entire municipal area due to population growth and/or immigration especially to Polokwane LM, where people are in need of economic opportunities. This makes the housing backlog a moving target. In the District, most informal dwellings/ "shacks" are found in Seshego and Mankweng townships in the Polokwane Municipality area with the remainder being formal or traditional housing structures. The table below highlights the estimated subsidized housing demands for the year 2011-2016. The Table shows a significant increase in the proportion of household's resident in formal dwellings and the decline in traditional dwellings.

3.5.1 Percentage Distribution of Households by Type of Main Dwelling – 1996, 2001, 2011, 2016

Type of Dwelling	1996	2001	2011	2016
Formal	77.6	82.8	92.0	94.7
Informal	6.7	9.4	6.1	3.5
Traditional	15.7	7.6	1.5	1.7

Source: STATSSA Census 1996, 2001 and Community Survey 2016

3.5.2 Distribution of Households by Type of Main Dwelling per Municipality, 2016

Type of dwelling	Formal dwellings	Informal dwellings	Other	Unspecified	Total
Blouberg	42091	1470	185	2	43747
Lepelle-Nkumpi	57184	2862	1258	0	61305
Molemole	32931	860	342	0	34133
Polokwane	226413	8015	4661	27	239116
Capricorn	358619	13208	6446	29	378301

Source: STATSSA, Community Survey 2016

3.5.3 Estimated Subsidized Housing Demand per Local Municipality 2011-2015

District	Municipality	Households 2011	Housing Need 2011	Needs as % of households	Hectares of Land required 2011
Capricorn	Aganang (Disestablished)	33 927	1 093	3.2	41.39
	Blouberg	38 268	0	0	0
	Lepelle-Nkumpi	60 179	2 668	4.4	101.05
	Molemole	27 023	3 488	12.9	132.13
	Polokwane	138 834	10 190	7.3	385.97
Total		298 231	16 439	27.8	660.54

Source: Limpopo Multi Year Housing Development Plan 2011-2016

3.6. FREE BASIC SERVICES AND INDIGENT SUPPORT

3.6.1. FREE BASIC SERVICES

As part of its overall strategy to alleviate poverty in South Africa the government has put in place a policy for the provision of a free basic level of municipal services. The table below indicates the number of persons registered as indigents and the number receiving basic services in the district.

3.6 1.1 Households with Access to Free Basic Water

Municipality	Maximum Total HH income to qualify for FBS	Total No. of Households	No. of HH registered for Free Basic Water	No. of HH receiving Free Basic Electricity	No. of HH receiving Free Basic Sanitation	No. of HH receiving Free Basic Waste
Blouberg	R4 000	43 747	-	26 988	-	7296	-
Lepelle-Nkumpi	-	61 305	-	420	11 750	420	-
Molemole	R2 500	43 747	-	5 021	4 889	-	-
Polokwane	R3 500	239 116	28 505	28 505	28 505	28 505	28 505
CDM	-	378 301	-	-	-	-	-

Source: Municipal Records, 2018

3.6.2. INDIGENT SUPPORT

The Municipality reviews and approves Indigent Support Policy on an annual basis as part of the budget related policies. For the 2021/22 financial year the Council approved the Indigent Support Policy on 21 May 2021 (Resolution No. OC 06/2020 - 2021/6.1.3). The Municipality allocates budget to support qualifying households in accordance with the Policy. The 2021/22 Indigent Support Policy provides for the following, amongst others:

- ❑ Criteria for identification of indigent households.
- ❑ Process for registration of indigent households.
- ❑ Indigent tariffs and subsidy.
- ❑ Determination of the municipal services and levels thereof which will be subsidized in respect of indigent customers.
- ❑ Conditions for the termination of indigent support.

COMPONENT B: ROAD TRANSPORT

3.7. ROADS

The location of the CDM is strategic in that it borders on the neighbouring countries of Zimbabwe and Botswana. It is also located central in the Limpopo Province, with many major provincial routes traversing the municipal area. One national and various major provincial roads pass through the district municipal area, i.e., the N1-National Road from Gauteng to Zimbabwe and to the rest of Africa, the P33/1 (R37) from Polokwane to Burgersfort/Lydenburg, the P94/1 (R521) from Polokwane to Alldays and Botswana, and the P17/1 (R71) from Polokwane to Tzaneen and Phalaborwa

The responsibility for the road network in CDM rests with four agencies/authorities,

- National Roads (N and P-Roads), South African National Roads Agency Limited
- (SANRAL).
- Provincial Roads (P and D-Roads), Provincial Department of Public Works, Roads and
- Infrastructure/ RAL.
- Municipal Roads and Streets, Local Municipalities.
- Private Road, Private owners.

Local municipalities, in addition to access roads, are responsible for the roads which were declared as under the ownership of municipalities to the extent and jurisdiction.

The total road network for the district is 4 506 km with 1 223 km paved and 3 283 km gravelled /unpaved. The LDPWRI is responsible for maintenance whereas RAL's responsibility is that of upgrading. The ultimate is to connect the district with strategic economic hubs and the entire Province. The challenge has always been insufficient budget.

3.7.1. Supply for Public Transport

A variety of transport facilities are in use in the district. The major public transport services are bus and taxi operations. There are 4 (four) subsidised bus operations within the district i.e., Bahwaduba, Kopano, Madodi and Great North. The bus industry is weakened as a result of insufficient government funding and internal management capacities. The taxi industry is well established. Below is a list of the mode of transport used in the district and the map indicating the transport network.

- Rail transportation - Transnet operates the core main rail line and the branch lines that feed the main lines that carry general international and domestic cargo.
- Air transportation – Polokwane International Airport.
- Bus and taxis – majority use public transport services.
- Light delivery vehicles (LDV's) – generally used as public transport.
- Non-motorised transport (NMT's) – e.g., donkey carts and bicycle, used in rural areas as an alternative mode of transport.
- Metered taxi rank operations – mainly found in Polokwane Local Municipality.

According to CDM Integrated Transport Plan, current transport supply numbers are 107 taxi facilities within CDM, of which more than 8% are informal, 285 taxi routes, and approximately 50% of the routes are in the Polokwane Local Municipality, 180 bus routes in the CDM, 196 subsidised buses in operation and 27 taxi associations with approximately 3 063 taxi vehicles. Poor road conditions are a significant factor on the operating life span of the vehicles, operating costs, and level of service to the passenger.

All local municipalities within the district are providing law enforcement, registration licensing and roadworthy tests and driving license test services, which is overseen by the district. The district has four (4) Provincial Traffic Stations and one (1) Provincial Traffic Control Centre:

3.7.1.1. Traffic Infrastructure Facilities

Municipality	Names of Existing Traffic Stations	Number of DLTC/RA's & VTS	Number of Traffic Stations lacking proper facilities	Challenges encountered
Blouberg/ Molemole	Dendron	3	Leased facility	No 24/7 service
Lepelle-Nkumpi	Lebowakgomo	3	No proper facilities	No 24/7 service
Molemole	Sekgosese	1	Leased facility	No 24/7 service
Polokwane	Polokwane PTCC	4	1 (Fencing & security gates	No 24/7 service

3.8. INTEGRATED TRANSPORT PLAN (ITP)

The District Municipality developed its Integrated Transport Plan during 2012/13 financial year with the aim of addressing transport challenges in the district. It is a requirement in terms of the National Land Transport Act 2009 that municipalities develop Integrated Transport Plans (ITPs). In the absence of ITPs, it is difficult to consider applications for public transport operating licenses hence the Department and the District decided to assist municipalities with the development of Local Integrated Transport Plans (LITPs) for the growth points.

3.8.1. Road Master Plan

Road Master Plan for Capricorn District Municipality is available. The plan among others will serve the anticipated future traffic demand; provide recommendations on phasing of implementation and triggers to indicate when major road network improvements are required. The plan makes the following observations and or recommendations:

- Although CDM is not an authority on roads, it needs to assist the local municipalities in coordination and budgeting.
- Local municipalities have a challenge of implementing roads owned by the Province.
- CDM and local municipalities should also enter into the MOU with the Province and RAL in order for each authority to implement priority projects on roads owned by another authority.
- SANRAL is currently investing significantly in the CDM road infrastructure (e.g. Polokwane Eastern Bypass and Botlokwa Underpass).
- Municipalities in CDM collectively require approximately R37 billion to eradicate the municipal roads backlog and unlock development potential.
- Municipalities should also prioritise road network maintenance to prevent collapse of the total network.
- CDM to pursue RAL and NDoT to conclude assignment of responsibilities for different classes of roads as per RISFSA and TRH 26 RCAM classification.
- CDM and local municipalities should engage the Province and RAL to understand and influence the provincial roads master planning.
- Roads projects should be geared towards public transport provision (e.g. IPTNs).
- Alternative sources of funding for municipal roads (e.g. DoT, Province, National Treasury, DBSA, PPP etc.) need to be pursued.
- CDM and its local municipalities should consider installing counting stations at few strategic locations for continuous monitoring of traffic patterns.
- The proposed road projects implementation plan of this Road Master Plan be reviewed from each local municipality after 3 years.

3.8.2. Rural Roads Asset Management Systems

Road network development in South Africa is constitutionally a concurrent function across the three spheres of government. The Road Infrastructure Strategic Framework for South Africa (RISFSA) has found that road asset management systems that are implemented by roads
authorities are not of the same standard and the information that is drawn from them is not consistent. This makes it very difficult to make informed decisions with respect to road network management, and to adequately plan for interventions. Poor planning in turn leads to unsustainable expenditure of roads budgets which cannot be afforded in the current socioeconomic context of South Africa. It is based on the aforementioned information that Capricorn District Municipality was granted a Rural Transport Services and Infrastructure Grant, with the purpose of setting up a Rural Road Asset Management System (RRAMS).

3.8.3. Road Safety

Road Safety programme is about to instil a spirit of road safety amongst school children and road users in CDM. Children and young people have a high involvement in road crashes. Receiving road safety education as part of their normal school curriculum is recognized as being one of the most effective ways of providing youngsters with road safety knowledge. CDM in collaboration with the Department of Transport Limpopo are conducting road safety awareness through school competitions (debate) and scholar patrol in the primary schools. CDM will continue to engage scholars and where possible increase participation of schools in matters of road safety.

3.9. STORM WATER DRAINAGE

Road construction, maintenance and the management of storm water was identified as one of the main priority areas. Strategies have been developed to meet the IDP objectives and against this background certain programmes and projects have been identified. In the urban areas there is a relatively well-developed road network of surfaced roads. It will now be necessary to focus resources on the gradual expansion of this network into the rural areas to improve mobility and the public transport system.

The maintenance of the existing infrastructure is a cause for great concern and many existing roads may not be sustainable. In order to maintain and upgrade existing road infrastructure as well as prepare for the expansion of the road network within the district, a major roads plan was prepared, developed, and implemented. Several specific traffic infrastructure projects mainly regarding upgrading of existing road infrastructure have been defined within the IDP process particularly from the Department of Transport.

3.9.1. Storm Water Structures in CDM

Type of Structure	**Total Capricorn**				
	Polokwane	**Molemole**	**Blouberg**	**Lepelle-Nkumpi**	**Total**
Bridges	13	8	2	4	**31**
Major culverts	28	4	15	10	**74**
Total	**41**	**12**	**17**	**14**	**105**

3.10. PLANNING

- Section 27 (1) & (2) of the Municipal Systems Act mandates district municipalities to adopt a framework for Integrated Development Planning that binds both the district and the local municipalities in the district municipality.

- Section 28 of the Municipal Systems Act mandates municipal council to adopt a process set out in writing to guide the planning, drafting, adoption and review of municipal integrated development plan (IDP).

- Section 21 of the MFMA mandates municipalities to prepare time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the IDP.

In compliance with Municipal Systems Act, as a guiding legislation towards the development of the IDP and Process Plan, the 2021/2022 IDP/Budget Process Plan was approved by Council on the 29th July 2021 (Resolution No. OC 01/2021 - 2022/7.3.6) with milestones and activities towards approval of the development of the 2022/23 IDP and Budget, which were achieved as follows:

- The District Municipality held its first IDP Rep Forum to present and consult on the 2021/22 IDP/Budget Review Framework/ Process Plan on the 22nd July 2021.
- Departmental Strategic Planning Sessions were conducted from the 25 -31 January and 01-02 February 2022 respectively.
- Management Strategic Planning Session took place on the 17-18 February 2022 (Management Team, Local Municipalities, Representatives of Government Sector Departments and SOEs and Labour Union Reps).
- The 2nd IDP Representative Forum on the 16th of March 2022 (to consult on the Draft IDP/Budget to all the District stakeholders).
- Draft IDP/Budget engagement session with Councillors was held on 09th March 2022 (All District councillors)
- Draft IDP/Budget was approved on the 22 March 2022 (Resolution No. OC 04/2021 - 2022/5.1.1).
- IDP Consultation meeting with stakeholders were held from 19-21 April 2022 (District stakeholder consultative forums (Magoshi, Local Municipalities, Business, Civil Society (NGOs and CBOs and Academic Institutions).
- The Final Reviewed IDP and MTREF Budget were approved on 20 May 2022 Resolutions OC 06/2021 - 2022/5.1.1 and OC 06/2021 - 2022/5.1.2 respectively).

The composition and responsibilities of each of the above-mentioned structures are outlined in the approved IDP/Budget Process Plan. The CDM IDP has been lauded by the MEC of Cooperative Governance, Human Settlement and Traditional Affairs (**CoGHSTA**) as the best in the Province with highest credible status in terms of compliance to legislation, public participation, and alignment to LDP and the NDP.

In addition, the following instruments and interventions are in place to redress the apartheid spatial patterns that legislated black people into poverty, away from economic centres and growth points:

- The Spatial Development Framework (**SDF**) is in place and last approved in 2017, it is due for review in line with prescripts of Spatial Planning and Land Use Management Act (**SPLUMA**).
- The District Development Model is implemented as per the projects in the One Plan.
- The model is meant to enhance other alignment initiatives such as integrated development plans (**IDPs**) with "a clear focus" of implementing one plan in each district across all spheres of government.
- The Geographic Information System is in place.

- ❑ The Municipal Planning Tribunal has been established to implement SPLUMA in the District; and
- ❑ In the wake of the District Development Model, the District 2040 Growth and Development Strategy (**GDS**), which guides investment attraction, economic growth and development for the next 30 years is in place and implemented through projects in the IDP and projects from sector departments. The Strategy is aimed at further aligning the district 2040 GDS to the National Development Plan and Limpopo Development Plan priorities, diagnose challenges with the implementation of its 2030 version, and to propose new strategic direction to achieve its intended objective of stimulating and raising economic growth.

3.11. LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The average annual growth rate for South Africa, Limpopo, and Capricorn District is 1.3%, 1.9% and 1.2% respectively. Hence, the average economic growth rate of Capricorn District was lower than that of the Limpopo Province and South Africa. To create enough jobs, the Capricorn District needs to grow at higher rate, of around 7% (as in developed countries).

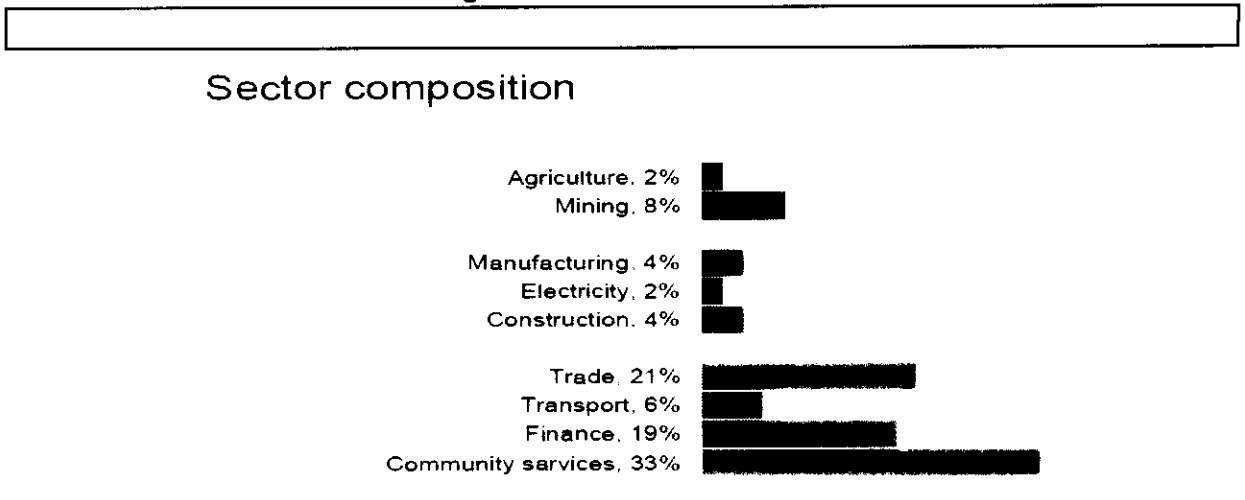
3.11.1. ECONOMIC EMPLOYMENT BY SECTOR

The purpose of the LED Strategy is to position the Capricorn district as a centre of sustainable economic growth and development. The LED is in partial fulfilment of the district's IDP goals which will position the district in attaining its vision as a "the *home of excellence and opportunities for a better life".* The LED strategy has an objective of economic growth of 4.5% for next 5 years; reduce unemployment below 50,1% in five years; decrease the number of households below poverty line of R1 800 per month; increase and develop access to economic opportunities and expand the municipal revenue base. To achieve these objectives five priorities are identified in line with district comparative and competitive advantages. The priorities are based on government policies in line with Apex priorities. The Local Economic Strategy of CDM is driven by five priority areas, of which each priority area has its main objective, rationale, and key actions, namely:

- Growing the first economy.
- Developing the second economy.
- Building knowledge economy.
- Land and infrastructure; and
- Governance and partnership.

The lead programmes which will expedite the district's economy are in Tourism and Manufacturing (including agro processing) and Agriculture.

Figure 22: Economic Sectors



The major business centre in the district is Polokwane City. Secondary centres are dotted throughout the district (Nodal Points) but there is a noticeable lack of any other large-scale business/ retail/ commercial activity in the remaining parts of the district area.

The most notable location for manufacturing activities at present is the Polokwane City/ Seshego cluster, and currently the majority of value adding activities also takes place in the Polokwane municipal area, followed by Lepelle-Nkumpi in the south (Zebediela). More than half of the manufacturers in the Polokwane area are involved in the food and beverages sub-sector, including brands like SA Breweries and Enterprise Foods.

The major economic sectors in the Blouberg LM are agriculture, mining, and tourism, however, when considering agriculture as a potential for development in the area, the LM is faced with one of its biggest challenges in the availability of prime state land in areas of need. Development nodes in the local municipality are surrounded by privately owned land and as a result it becomes difficult for the state to properly plan and trigger development for such areas. The emergence of mines is a threat to the further development of the agricultural sector in the area.

Lepelle-Nkumpi LM has significant agricultural development potential, both in terms of horticulture and livestock. The major economic sector focuses in the Lepelle-Nkumpi LM are agriculture, mining, and tourism.

Molemole LM has significant agricultural development potential in terms of vegetable and livestock farming. However, when considering agriculture as a potential for development in the area, the Municipality is faced with one of its biggest challenges in that there are water shortages in the region.

Polokwane is the largest metropolitan complex in the north and a major economic centre. Its proximity to the neighbouring countries of Botswana, Zimbabwe, Mozambique, and Swaziland, as well as its convenient distance from the Kruger National Park and Magoebaskloof make it a perfect gateway to Africa and attractive tourist destination.

3.11.2. AGRICULTURAL DEVELOPMENT

The CDM Agricultural Development Strategy has analysed each local municipality's agricultural potential as follows:

Almost 60% of the land in Blouberg LM has low to moderate agriculture capability but the cornerstone of a potato belt in the Province. The rivers and the Glen Alpine Dam in the Municipality ensure water for irrigation purposes. The area is highly vegetated - 392,136ha of the Blouberg LM are under some form of vegetation. Agriculture activities in the Municipality are mostly subsistence farming even though there is an emergence of small holder and commercial farmers. According to the Department of Agriculture and Rural Development (DoARD), 106,000ha are suitable for irrigated agriculture. According to the Local Economic Development Plan (LED) of the Municipality, the most important factor limiting agricultural production and development in the Municipality is the availability of water. The emergence of the mining activities in Blouberg will encroach on arable land and thus threaten agricultural activities that will impact on food security.

A large part of Molemole LM's available agricultural land is vegetated. According to the Department of Agriculture and Rural Development, 165,000ha are suitable for agriculture, but vegetated. Only 1,300ha are suitable and available for agriculture, while 34,000ha are already. More than 90% of Molemole Municipality's land has low to moderate agricultural potential. Approximately 7% of land has moderate to high potential. The land with the highest agricultural potential can be found on the eastern part of the Municipality. According to the Department of Agriculture and Rural Development, the Municipality has 140,000ha suitable for agriculture. Approximately 6,000ha of land in Molemole have high agricultural potential.

The land in the Polokwane LM has low agricultural potential. The Department of Agriculture and Rural Development indicated that the availability of water for irrigation purposes in the Municipality is a constraint to agriculture. Polokwane Municipality has developed an Agricultural Development Strategy that emphasizes the establishment of an Agro-Processing Site, Fresh Produce Market etc.

The District is home to one of the largest citrus estates in the country, namely, Zebediela Citrus Estate, which is in the Lepelle-Nkumpi Local Municipality. Lepelle-Nkumpi has potential to become the agricultural hub in the Capricorn District due to its climatic conditions, soils type and water availability.

The district also has thriving livestock farming. The CDM SDF identifies the high agricultural potential, especially around settlements in the district. High agricultural potential also exists along the rivers in the district especially the following:

- The Natse River in the Blouberg LM.
- The Nokayamantala and Matlala River.
- The Sand River in Molemole LM.
- The Diepriver in Polokwane LM.
- The Olifants river in Lepelle-Nkumpi LM.

Establishment of Agri-Parks

The establishment of Mega Agri- Parks, one per district municipality, follows the pronouncement by the Minister of Rural Development and Land Reform. An Agri-Park is an agglomeration of agricultural cultivation, packing, processing, storage, and marketing of agricultural commodities in a central location such as an economic hub.

The following are the guiding principles on the establishment of Agri - Parks

- One Agri-Park per District (44) with focus on the 27 priority districts.
- Agri-parks must be farmer controlled.
- Agri-parks must be the catalyst around which rural industrialization will takes place.
- Agri-parks must be supported by government (10 years) to ensure economic sustainability.
- Strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the one hand, while developing existing and create new markets to strengthen and expand value-chains on the other.
- Maximise benefit to existing state land with agricultural potential in the provinces, where possible.
- Maximise access to markets to all farmers, with a bias to emerging farmers and rural communities.
- Maximise the use of high value agricultural land (high production capability).
- Maximise use of existing agro-processing, bulk, and logistics infrastructure, including having availability of water, energy and roads.
- Support growing-towns and revitalisation of rural towns, in terms of high economic growth, high population growth over past 10 years and promote rural urban linkages cultivated.

The Current status on Agri-Parks is that the Department of Agriculture and Rural Development (Limpopo) has briefly suspended the establishment of Agri-Park and instead prioritise Farmer Support Units that will feed into the Agri-Park once they are fully functional.

Local Municipality	Anchor Project Name	Description
Blouberg	Glen Alpine Irrigation Scheme	Tomatoes for processing, planted on 1,000ha, under irrigation adjacent to the Glen Alpine Dam
Lepelle-Nkumpi	Lepelle-Nkumpi Agricultural Hub	Mixed field and horticultural crop farming activities on Land and Agrarian Reform Projects (**LARP**) farms
Molemole	Molemole Potato Project	Potato production on LARP farms

Local Municipality	Anchor Project Name	Description
Polokwane	Polokwane Poultry Projects Stock Grazing Project	Broiler franchising and egg production projects at Malietzie and other locations. Mixed grazing for game/ goats/ cattle on an area of approximately 6,500 ha 50km west of Polokwane (former Aganang area).

3.11.3. MINING DEVELOPMENT

The mining resources in the Capricorn District are predominantly clustered in the Lepelle-Nkumpi LM. The district, through Lepelle-Nkumpi, forms part of the Platinum Mining Cluster on the Dilokong Corridor. In Lebowakgomo, the new Musina Platinum Mine has been commissioned. However, the Blouberg LM will surpass the Lepelle-Nkumpi LM with mining resources as more than 25 mining prospects have been conducted and discoveries indicate that the area is rich in an assortment of minerals. e.g. (PMG Platinum Minerals Group etc). This will spark the development of a mining town that will stimulate industrialisation prospects of the area.

Other mining operations in Lepelle-Nkumpi include:
- LONMIN in Ga-Mphahlele (platinum, chrome, granite). However, mining operations have scaled down significantly.
- Rooibosch Mining Operation in Zebediela
- Granite Mining Operation.
- Diepsloot Mining Operation.

The mining sector contributes 0.3% to local employment, which gives a lower importance to the sector in terms of job creation. The analysis of its employment dynamics on the national and local levels highlight that the local sector's employment is growing slower than on the national level. It requires special attention from the government to ensure that jobs created within the sector are not lost.

Although mining in the district contributes insignificantly to employment and to the local economy, it plays a significant role in the economy of the Lepelle-Nkumpi Local Municipality. According to the Lepelle-Nkumpi LED, the mining sector contributes 9.68 % to the GDP in the Municipality (according to Global insight, Database, September 2015). The mining sector of the Lepelle-Nkumpi LM contributes nearly 26.3% of the mining sectors output in the district and nearly half of the district mining sectors employment. Therefore, it is evident that it is vital to the local economy in terms of government earnings and bringing money into the region, loss of jobs would mean the closure of mines or decrease in production output, which would eventually lead to a lower contribution to the GDP and lower government earnings.

Mining holds major possibilities for the district, especially the Lepelle-Nkumpi Local Municipality. The sector presents several backward and forward linkage opportunities for the entire district and there is considerable potential to utilize the mining sector as a catalyst for developing other economic activities by strengthening these linkages. The platinum mining developments, especially in Lebowakgomo and the envisaged shaft in Makurung, the revitalization of diamond mine in Zebediela, as well as brick clay mining development in Zebediela could create opportunities for SMMEs along the value chain. Access to these opportunities would require negotiations with mine management. There are also numerous opportunities along the platinum corridor traversing the district, as identified in the PGDS.

Blouberg Local Municipality has the potential to become the mining region of the district due to indications of different minerals discovered by mineral prospecting institutions in the area. The Municipality is also benefitting from the social corporate responsibility initiatives arising from Venetia Mine. The Molemole LM is known for its granite mining, Polokwane has silicon potential even though the Silicon smelter has ceased to operate and also reserves of platinum and iron that could be exploited. Most of the minerals mined in the district are currently being exported in raw form. Therefore, potential

for mineral beneficiation in the district exists, with Polokwane LM indicating that it would like to be positioned as mineral processing and beneficiation hub. The biggest opportunity in the mining sector is in the support of small businesses linked to the mining industry. Mining houses and hostel requires catering services (which again links with agricultural development because local farms could supply fresh vegetables and meat), cleaning services, and repairing of machinery. Manufactured inputs could also be supplied to the mines.

3.11.4. TOURISM DEVELOPMENT

Capricorn District Municipality last updated its Tourism Development Strategy in June 2015. The strategy has identified 6 priority projects as follows:

- District Marketing and distribution strategy.
- District Tourism Routes.
- Hospitality Education Centre.
- Tourism Knowledge Management Strategy.
- District Marketing Organization.
- Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre).

Capricorn District is named after the "Tropic of Capricorn", which passes through the northern section of Limpopo. It stretches lithely from the Ysterberg, along the foothills of the lush Wolkberg Mountains, to the Tropic of Capricorn in the north. It is ideally situated as a stopover between Gauteng and the northern areas of Limpopo and between the north-western areas of the country and the Kruger National Park. It is also near the neighbouring countries of Botswana, Zimbabwe and Mozambique; however you have to pass through the Waterberg, Vhembe and Sekhukhune districts respectively. The major centres of the Capricorn District include Polokwane, Mogwadi, and Zebediela, the last being home to one of the largest citrus farms in the southern hemisphere. The district is at the centre of the Limpopo Biosphere which consist of the Waterberg, Soutpansberg and part of the Kruger to Canyon biosphere.

Passing through the district through Mogwadi a visitor uses the tourism route that will reach Mapungubwe National Park and World Heritage Site and beyond. In additional to seeing the ongoing archaeological excavations, visitors can enjoy the magnificent scenery, including a view of Botswana and Zimbabwe, the abundant wildlife, the enormous baobab trees, and the wide-open spaces that make this part of South Africa so appealing. Mapungubwe National Park and World Heritage Site is the ideal location for anyone interested in the park's wildlife and birds, to those in search of serenity, identity, and the extraordinary history of this World Heritage Site. The ancient city of Mapungubwe (meaning 'hill of the jackal') is an Iron Age archaeological site in the Limpopo Province on the border between South Africa, Zimbabwe and Botswana, 75 km from Messina. The site of the city of Mapungubwe is now a World Heritage Site, South African National Heritage Site, national park, and archaeological site.

Visitors or tourists can explore the district through the following tourists' routes:

- The Adventure, Shopping and Cultural Route.
- The Heritage Treasures of Limpopo.
- The Great Mapungubwe Route.
- The African Ivory Route.
- The Limpopo Birding Route.
- The Ben Seraki Blouberg Route, etc.

The fascinating diversity of the region, incorporating grassy plains, bushveld, and misty mountains, as well as a myriad plant and animal species, makes it a veritable treasure chest for the traveller. The region has mines, farms, forests, cultural villages, dams, art, game, and monuments, as well as a fascinating and diverse people. It is the centre for local African culture, to which the numerous towns south of Polokwane and north of Mokopane attest in the coming together of carefully preserved social traditions and indigenous identities.

Capricorn is a land of beautiful and contrasting landscape, which is typical of Africa hence it has become a favourite destination for leisure and adventure travellers worldwide. Tourists can experience the district of infinite scenic beauty with a great diversity of natural and manmade attractions, rich cultural heritage and an abundance of wildlife and nature-based tourism activities.

Below is a range of activities that a tourist can enjoy within the district:

Activity	
Air experience	Charter flight and micro lighting
Culinary experience	African food, coffee shops, family restaurants, pubs, seafood, etc.
Land Activities	Caving, hiking, canyoning, mountain biking, paintball etc.
Wildlife Experiences	Birding, game drives, game walks, hunting, walking safaris, etc.
Business, Venues and Wellness-	Casinos, conference centres, health spas, team building, tour operators and travel agencies
Education, Culture and Heritage	Art galleries, cultural villages, education centres, museums, monuments, heritage centres, rock arts sites and universities.

(a) Tourism events/activities for the district

Event	Details
Mapungubwe Arts and Culture Festival	Each year in December, Limpopo Province through the Department of Sport, Arts and Culture celebrates the Mapungubwe Heritage Site by hosting the Mapungubwe Arts and Culture Festival in the city of Polokwane.
Limpopo Tourism Holiday Fair	An annual tourism show hosted at Savannah Mall. It started in 2017.
Gospel Festival	An annual gospel festival that is held in Polokwane
District Heritage Day	Hosted annually at different Traditional Councils
Blouberg Cultural Celebration	Blouberg also host their Blouberg Cultural Celebration in identified traditional authorities with prior arrangement on an annual basis. Alldays town also hosts the annual small flight competition.
Blouberg Airshow	Hosted around Venetia and Alldays every year. It is airshow for small aircrafts
SMME Exhibitions	Capricorn District Municipality is facilitating the hosting of SMME exhibitions in partnership with its four local municipalities in their respective municipal areas. The district also arranges exhibition space at the World Travel market in Cape Town and the Africa Durban Tourism Indaba but could not participate due to the Covid-19 pandemic regulations lockdown

(b) Tourist attraction areas in Capricorn

Area	Details
Eersteling Monuments	The site of the country's first gold crushing site and its first gold
Open-Air Museum and Polokwane Cultural History Museum	This museum depicts the traditional and modern-day culture and lifestyle of the Bakone people.

The Bakone Malapa Cultural Museum	Northern Sotho Open-Air Museum, which depicts the traditional and modern-day lifestyle of this people.
Polokwane Game Reserve	Hiking and wildlife
Polokwane Bird and Reptile Park	Famous for its snake demonstrations is popular feature of this attractive park.
Shopping Malls in the District	Modern shopping centre which stimulates business tourism in the District.
Peter Mokaba Stadium	Used to host professional games. It hosted some of the games during the 2010 World Cup.
Makgabeng Rock Art	Potential to attract a lot of tourists both domestic and international.
Religious pilgrimage	ZCC (Zion Christian Church) Moria and ST Engenas ZCC and other historical churches pilgrimage also have a high number of tourists visiting the district.
Zebediela Citrus Estate (Agri-tourism)	This citrus production estate has potential to increase inflow of tourists.
Meropa Casino and Entertainment World	Gambling hotspot, accommodation, and recreational facilities
Chuene Crocodile Farm	Crocodile feeds and frequent talks provide a fascinating insight on the impressive beasts
Motumo Trading post	Conservation and tourism attraction area.
Tropic of Capricorn Monument	The southernmost latitude where the sun can be directly overhead.
Blouberg Mountains	They have a large surface of protected wall where climbers will find good solid rock.
Blouberg Nature Reserve, Langjaan and Maleboho Nature Reserve	Home to revered Cape Vulture and assorted fauna and flora.
Makgabeng Plateau and Rock Art	Famed for its rock art to be found there.
Statue and Battlefield of Chief Maleboho	Statue of the great leader of Bahanwana people Kgoshi Ratshatsha Malebogo who fought against colonialism.
German Culture	Beauly Prison, Helena Franz and Liepzig Mission sites.

(c) Nature and Game Reserves in the District

Nature Reserves
Blouberg Nature Reserve
Maleboho Nature Reserve
Wonderkop Nature Reserve
Machaka Nature Reserve
Turfloop Nature Reserve
Polokwane Game Reserve
Kuschke Nature Reserve
Zebediela Citrus Farm
Bewaarkloof Nature Reserve
Serala (Wolkberg Wilderness Area)
Wolkeberg Caves Nature Reserve
Lekgalameetse Nature Reserve
Matlou-Matlala & Ratang baeng

(d) Accommodation for Tourists

CDM offers a large number of accommodation options. Facilities at the numerous accommodations in the district vary, ranging from rustic camps and chalets close to nature, to very luxurious establishments. Camping sites, bed and breakfast establishments, self-catering chalets, holiday resorts, game lodges and hotels are some of the facilities available in the district. According to Limpopo Tourism and Parks (LTP), there are more than 180 accommodation establishments within the CDM. The district boasts a five star hotel in Fusion Boutique and four stars hotels in Royal Polokwane, The Park Inn, Garden Court, and Protea The Ranch.

(e) Transportation for Tourists

Road transport is by far the preferred way of travelling as it enables tourists to enjoy the wonderful scenery of this beautiful Province and the district alike (self-drive routes). International tourists who arrive in Polokwane by air have the option of renting self-drive cars. There are five registered car rental companies in Polokwane, with 4 at the gateway airport while one is within the Polokwane CBD.

Polokwane Gateway International Airport, 5 km north of town, receives regular services from the rest of the country. The primary airport serving the game lodges in the east of the Province is East Gate Airport situated near Hoedspruit. It has scheduled flights from Johannesburg and Cape Town.

Polokwane offers excellent inner-city transport and intercity bus services to many destinations within the Province and other provinces. Luxury bus services (Intercape, Greyhound, Road Link and Translux) have reduced their operation between Polokwane and Johannesburg. The introduction of the Bus Rapid Transit System (in Leeto La Polokwane) has boosted the transportation services in the district. Shuttle and metered cabs are also operating in the city of Polokwane.

(f) LED Challenges and Proposed Interventions

Challenges	Interventions
Community co-operatives are collapsing / not sustainable due to lack of beneficiaries' business skills	• Capacity Building for co-operatives in business management, product development and tendering processes. • Engage LEDA and LEDET on the programme of capacitating cooperatives.
Subdued (low) economic growth	• To identify catalytic projects and create conducive environment by infrastructure development to stimulate economic activities.
	• Public Private Partnership engagements (MOUs).
Low skills base	• Development of Unemployed Persons Database / Informal Artisans.
The status quo of the Gateway International Airport is still not an enabler for economic growth	• Support should also be given to the Gateway International Airport in the form of partnership in support of economic development.
Limited knowledge on performance of SMMEs	• Development of a monitoring and evaluation tool to track the number of SMMEs, size of SMMEs and survival rates.
Lack of tourism awareness	• Facilitate and coordinate tourism awareness campaigns in the district.
Inadequate ICT skills	• Capacity Building of youth in fourth industrial revolution.
Rising youth unemployment	• Facilitate recruitment of youth in business call centres.

Collapse of local economy due to Covid-19 pandemic	• Development of the Economy Recovery Plan for the District.
Outdated District Tourism Strategy	• Prioritise the review of the District Tourism Strategy.

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.12. LIBRARIES, ARCHIVES, MUSEUMS, GALLERIES AND COMMUNITY FACILITIES, OTHERS (THEATRES, ZOOS ETC.)

Libraries, archives, museums, galleries are not the function of a district municipality. However, we have community facility which we have partnered with Department of Sport, Arts and Culture to run sports facility which is currently operating as a gymnasium.

3.13. CEMETERIES AND CREMATORIUMS

Cemeteries and crematoriums are exclusive functions for the local municipalities

3.14. CHILD CARE, AGED CARE, SOCIAL PROGRAMMES

Introduction to Child Care; Aged Care; Social Programmes

The Special Focus section ensures that all special focus groups in the Municipality, namely the youth, elderly and disabled, are mainstreamed into the developmental agenda. In making sure that CDM responds to the needs of these groups of people, various Special Focus intergovernmental structures have been launched and supported. The district can successfully coordinate children, gender, older person, and youth programs.

COMPONENT E: ENVIRONMENTAL PROTECTION

Environmental protection includes air quality management; pollution control; waste management; biodiversity and open space management; conservation and protection of natural resources; environmental awareness and compliance monitoring and enforcement. CDM aims to manage and direct the effective rendering of a comprehensive and professional environmental management service to residents of the district to ensure a sustainable, healthy, and safe environment for every person to live, work and recreate, within the district. The Municipality also aims to manage all the components of environmental management within the district, including planning, monitoring, enforcement, education and awareness, air quality management, environmental advisory services as well as capacity building and empowerment to ensure that the function of environmental management is established and promoted within the Capricorn District.

3.15. POLLUTION CONTROL

Section 24 of the Constitution confers everyone the right to:

- An environment that is not harmful to their health, and
- To have an environment protected, for the benefit of present and future generations, through reasonable legislation and other measures that:
    - Prevent pollution and ecological degradation,
    - Promote conservation, and
    - Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The main sources of air pollution within CDM, based on the potential for human health risks are emissions from industries, domestic fuel burning and from vehicle emissions. Several other smaller sources are found including but not limited to boiler operations. Primary atmospheric emissions released from these sources include Sulphur dioxide (SO2) Nitrogen oxides (NOx), Carbon monoxide (CO), Particulate matter (PM2.5 and PM10) and Volatile Organic Compounds (VOCs).

Secondary pollutants such as Ozone (O3) are formed in the atmosphere through the chemical transformation of precursors such as VOCs and NOx. The Polokwane municipal area and specifically the urban areas of Polokwane have been identified as a hot spot within the district.

CDM is implementing intervention strategies to manage the air quality. We are the Licensing Authority for the operation of activities which result in atmospheric emissions which have or may have a detrimental effect on the environment including health, social conditions, economic conditions, ecological conditions, or cultural heritage.

Air quality monitoring programmes continue through our continuous air quality monitoring station located in Polokwane and new monitoring equipment will be procured to monitor air quality within our local municipality areas.

Council approved the reviewed Air Quality Management By-law (Resolution No. OC 03/2021 - 2022/7.2.7) on 28 January 2022, following extensive public consultation and participation between August and September 2021. Amongst others the reviewed By-law provides for the following:

- Smoke control zone replaced with "Air pollution control zone" including scrapping all requirements relating to dark smoke emissions. This is due to the fact that there is no tool to measure dark smoke and it is essentially a subjective observation.
- New Regulations for Small Boilers have been issued by DEFF (Department of Environmental Affairs, Forestry & Fisheries) and a clause to ensure facilities comply with Regulations within a specified time is included in the By-law.
- The insertion of wording emphasizing that failure to adhere to clauses or to undertake certain activities is an offense.
- Open burning and burning of materials is prohibited, not only burning to recover metals.
- Emphasizing that open burning for the purposes of a barbeque, cooking or domestic purposes is allowed.
- Application for an Atmospheric Emission License is now an online procedure whereas in the past it was a paper exercise and this procedure is now included.
- Clauses relating to offenses and penalties have been strengthened.
- A requirement contained in the Air Quality Act, that polluters can be requested conduct specialist studies or undertake specific monitoring is also now included in the By-law.
- The Schedule of Offences have been aligned to the wording in the By-law where required and fines for offenses have been adjusted / increased where required.

3.16. WASTE MANAGEMENT

Programmes for waste management include the following:

- To promote the effective and efficient management of waste through support programmes to local municipalities.
- In addition to technical assistance, CDM has over the years developed Waste Management Plans, continues to purchase equipment, and has funded the development of landfill sites for local municipalities.
- Skip loader trucks for Blouberg LM are in the process of being procured as well as equipment to roll-out cleaning campaigns in all local municipality areas.

3.17. BIO-DIVERSITY, LANDSCAPE (INCLUDING OPEN SPACES), AND OTHER

- The vision behind environmental management is to make people aware of the value of the natural world and their place within it and how all residents in the district should conserve it.
- LEDET funded the development of a Bioregional Plan for the Capricorn district. The Bioregional Plan contains a map of Critical Biodiversity Areas (CBA) and Ecological Support Areas with accompanying land-use planning and decision-making guidelines for avoiding loss or degradation of natural habitat in areas identified as being important in the CBA Map. Awareness of the Bioregional Plan and ensuring that data is captured in municipal SDF's and Land Use Management Schemes is currently taking place.
- Capricorn District Municipality is a proud sponsor of the Eco-school programme benefiting schools within the district and we are currently in our 8th year of support and collaboration. Our funding partnership with the Wildlife and Environmental Society of Southern Africa (WESSA) Eco-School programme is continuing with great success, targeting school learners. At present, 27 schools in the Capricorn district are participating but considering there are more than 700 schools in the district, there remain much work to be done in expanding the programme.
- CDM is implementing and managing alien and invasive plant eradication projects within local municipality areas. Two projects have been implemented at;
    - Molepo village within Polokwane LM - affected by Sesbania grandiflora.
    - Mafefe village within Lepelle-Nkumpi LM - affected by Lantana camara.
- Fifty (50) beneficiaries have benefitted from employment on our alien / invasive plant eradication projects.
- 800 Indigenous trees have been acquired and planted throughout the district.
- Compliance monitoring and enforcement activities by our team of Environmental Management Inspectors (EMI's) are continuing and members of the public are encouraged to report environmental transgressions to the Municipality.

COMPONENT F: HEALTH

3.18. CLINICS

Not a District function.

3.19. AMBULANCE SERVICES

Not a District function.

3.20. HEALTH INSPECTION, FOOD AND ABBATOIR LICENSING AND INSPECTION, ETC

The National Health Act, 61 of 2003 defines Municipal Health Services as including:

- Water quality monitoring and Food control.
- Waste management.
- Health surveillance of premises.
- Surveillance and prevention of communicable diseases, excluding immunisations.
- Vector control.
- Environmental pollution control.
- Disposal of the dead; and
- Chemical safety (which is a local municipal function but forms an integral part of the MHS scope). It excludes port health, malaria control and control of hazardous substances.

3.20.1. MUNICIPAL HEALTH BY-LAWS AND TARIFF'S STRUCTURE

- In terms of section 84 (1) (i) of Municipal Structures Act, a district municipality has the power and function to provide municipal health services in its jurisdictional area. Section 74 of Municipal Systems Act provides that a municipal Council must adopt and implement a tariff policy on the levying of fees for municipal services provided by the Municipality itself or by way of service delivery agreements. In term of section 75A (1)(a)(b) of the Municipal Systems Act, a municipality may levy and recover fees, charges, or tariffs in respect of any function or service of the municipality and recover collection charges and interest on any outstanding amount. National Health Act, section (32) (1) states that every metropolitan and district municipality must ensure that appropriate municipal health services are effectively and equitably provided in their respective areas. Municipal Health Services are effectively rendered within the district.

3.20.1.1. PREVENTION AND MONITORING OF COMMUNICABLE DISEASES

- Since the National State of Disaster and lockdown implementation from 26 March 2020, Municipal Health Service (MHS) has been engaged in intensified programs of COVID-19 management through awareness, and campaigns.
- Coronavirus (COVID-19) pandemic called for more vigilance of Environmental Health Practitioners by a way of being a tracing team to manage the cases and contacts of COVID-19. All reported contacts and cases were traced and monitored by CDM EHPs and the District Health Office.
- Summary of the COVID-19 Cases for 2021/22 cumulatively since March 2020:
- 44 343 cases cumulative managed/handled
- 1640 COVID-19 deaths (cumulative) monitored in line with the Human Remains Management Regulations.

3.20.1.2. AWARENESS AND MONITORING OF COVID-19

- 1999 (cumulative) community awareness campaigns conducted by Environmental Health Practitioners at the malls, food outlets, clinics, taxi ranks, and a total of 137 316 people reached.
- 2182 Food outlets and 497 informal traders were monitored for compliance (cumulative).
- Total of 178 569 (cumulative) pamphlets distributed to platforms such as Shelter for the homeless, Clinics and Hospitals, Shopping centres, Malls, Funerals, Meshate's, Plaza Shops. 15 237 (cumulative) funeral services were monitored for compliance and 133 700 people reached.

3.20.1.3. CLEANEST SCHOOL COMPETITION

- CDM in partnership with Pick n Pay and Polokwane Chemical Suppliers (Phatsima) hosted the Cleanest School Competition which continues to be held on an annual basis. The competition saw 24 schools participating in issues of cleaner and safe environments to create conducive learning environments. The 24 schools are registered in the Pick n Pay ECO Club which is a program that supports schools on various Environmental Health and Safety programs.
- Theme for this financial year 2021/22 is "Prioritizing Environmental Health for Healthier Communities in Global Recovery." Pandemic diseases impact on vulnerable communities and a call for Environmental Health Practitioners to play a pivotal role in adaptation strategies /innovations and measures to protect communities against the challenges of Covid-19. Therefore, the competition had to be aligned with the continuous strategies by Government to combat the spread of the virus. The competition covered two categories: high and primary 3 high schools and 3 primary schools in each local municipality.

3.20.2. HEALTH FACILITIES

The district has two tertiary hospitals (Mankweng and Pietersburg) and one Mental Health hospital (Thabamoopo). The district does not have a regional hospital which affects the referral system; however, patients are referred from the district hospitals direct to Polokwane and Mankweng tertiary hospitals.

3.19.2.1 Health Facilities in CDM

Sub District	Local Areas	Clinics	Health Centres	Hospital
Blouberg Sub district	3	24 including 1 Gateway	2	1
Lepelle- Nkumpi Sub district	3	22 including 2 Gateways	1	2
Molemole Sub district	1	9 including 1 Gateway	-	1
Polokwane Sub district	7	40 including 1 Gateway	1	4
Total	**14**	**95**	**4**	**8**

3.20.3. COMPLIANCE INSPECTIONS

Municipal Health Services is continuously doing compliance inspections to ensure compliance with Health Act and all health regulations framed thereunder. The Environmental Health Practitioners that are enforcing the Municipal By-laws are being trained as peace officers.

COMPONENT G: SECURITY AND SAFETY

3.21. POLICE

There are 18 police stations; 04 satellites police stations and 11 magistrate courts spread across the district as follows: More details on police are found on the 2021-22 Document on page 102.

3.20.1 Number of Police Stations in CDM

Municipality	Police Stations	Police Stations	Satellite Police Stations	Magistrate Courts
Blouberg	Senwabarwana, Maleboho, Tolwe, Alldays, Saamboubrug	05	00	05
Lepelle-Nkumpi	Zebediela, Magatle, Lebowakgomo	03	01	01
Molemole	Morebeng, Mogwadi, Botlokwa	03	02	02

3.22.2. District fire services data

DISTRICT FIRE SERVICE DATA							
	Details	[illegible]		2020/21		[illegible]	
		[illegible] No.	Actual No.	Estimate No.	Actual No.	[illegible] No.	Actual No.
1.	Total number of incidents attended in the year	650	414	500	475	500	667
2.	Total fires attended in the year	300	203	200	214	200	252
3.	Total MVA/PVA attended in the year	300	175	180	206	180	245
4.	Total other services attended in the year	50	43	50	63	50	170
5.	Average turnout time – urban areas	10min	05-10min	10min	05-10min	10min	05 - 10min
6.	Average turnout time – rural areas	1 hour	1hour	1hour	1hour	1hour	1hour
7.	Fire fighters in post at year end	107	76	96	76	96	79
8.	Total fire appliances at year end	25	30	30	25	30	30
9.	Average number of appliances off the road during the year	1	5	0	8	0	8

3.23. OTHER DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER

Disaster Management Centre is located at the Polokwane Fire station servicing the entire district. Main Disaster hazards identified in the district are: Natural and Anthropogenic (man-made) such as (Strong Winds, Flash Floods, Drought, Epidemics, Veld fires, Transport Emergencies) amongst others. Almost all communities in the district are affected in one way or the other by these hazards although, the degree in which they are affected differs based on their vulnerability.

The focus of the services is measured based on the following key performance areas and enablers:

3.23.1. Key performance areas

- Institutional Capacity building for the Disaster Management.
- Pre-Disaster Risk Reduction.
- Post Disaster Recovery.
- Monitoring, Evaluation, and Improvement.

3.23.2. Enablers

- Information Management and Communication.
- Public awareness, Education, Training and Research.
- Funding arrangements for disaster risk management.

Polokwane	Seshego, Polokwane, Mankweng, Sebayeng, Westenburg, Matlala, Mashashane	07	01	03
Capricorn Total		**18**	**04**	**11**

3.22. FIRE

3.22.1. FIRE & RESCUE SERVICES

The main objective of fire and rescue services is to support and promote the Municipality's object of 'promoting a safe and healthy environment' (section 152 (1) (d) of the 1996 Constitution) by preventing the loss of life, protect property and the environment against fire and other hazards and to promote general safety of communities. Other objectives include rescue/extrication services, fire prevention, humanitarian services and public education / awareness.

In terms of the Municipal Structures Act, section 84(1) (j), a Fire Brigade service is the function of the District Municipality. This function is currently performed by the District Municipality in the 3 local municipalities (Blouberg, Molemole and Lepelle-Nkumpi) excluding Polokwane. Polokwane Local Municipality is providing the service on-behalf of the CDM (as per the MEC's adjustment on division of powers in terms of section 85 of the Municipal Structures Act) in its jurisdictional area. An SLA between Polokwane Local Municipality and the CDM is still pending to effect the "agency arrangement" and possible smooth handover of the service back to the district.

The Fire and Rescue Services is meant to protect life and property, preserve the environment, train and develop firefighters, standardize the service equipment and vehicles, and to provide humanitarian services and public education/awareness.

The following are the main performance areas of the service:

1. Respond to Emergencies (Operations).
2. Prevent fires and provide Education to the public/awareness (Fire Safety).
3. Personnel Training and development.
4. Administration and Logistics.

The District Municipality has over the years procured equipment and vehicles; personnel vacancies were created and filled to improve service efficiency; awareness campaigns were conducted to capacitate the community and to market the service; and control-rooms were beefed-up to improve call reporting, taking, dispatch and monitoring. All these were done with the intention to improve service delivery.

A new fire station is currently at completion stage at Ga-Rampuru Village, Moletji. This fire station will primarily serve the Moletji and Ga-Matlala areas, which are far lying from established services and will improve access to the service and reduce attendance time to incidents in those areas. See below:

3.23.3. **The top service delivery priorities are: -**

- **Institutional Capacity Building –**
  - Coordination's of Disaster Management Advisory forum meeting for both DM and LMs.
  - Community based Capacity building program - Conducting of Capacity building workshops on disaster management.
  - For community-based structures (e.g., youth structures, Traditional authorities, and Ward Committee members etc.
  -Coordination of District Disaster Management School Competition.
  -Support of Schools on implementation of disaster risk reduction programs.
  -Engagement and registration of disaster management volunteers.

- **Pre-Disaster Risk Reduction**
  - Continuous identification and monitoring of risks (Vulnerability and hazard assessment).

  - Prioritization and profiling of identified risks.
  - Referral of the prioritized risks to relevant departments.
  - Development of risk reduction strategies, program, and Projects.
  -Incorporating risk reduction strategies and plans into the municipal DMP and IDP.

- **Post –Disaster Recovery**
  - Responding to disasters (windstorms, displace families due to disaster activities).
  - Facilitated provision of disaster emergency houses (RDPs) to disaster victims with the help of COGHSTA. In addition to the above-mentioned assistance, SASSA and South African Red-Cross Society have also provided food parcels to disaster victims.
  - Coordinating rehabilitation and reconstruction programs.

- **Response and relief interventions** - Respond to all reported incidents within the set Standard of eight (8) hours, incident assessments conducted, and relevant intervention provided in three local municipalities (Blouberg, Lepelle-Nkumpi and Molemole) and support given to Polokwane LM as per request.

- **Education, Training- Awareness campaigns**
  - Conducting community-based training and awareness campaigns.
  - Awareness Campaigns (primary and secondary schools as well as Communities in general.
  - Conducting simulation and drills at sectors departments and business sector.

- **Information Management and Communication Centre**
  - A Centre with 24-hour communication facility for reporting and dispatching of emergency services which allows for co-ordination of response measures in the case of events and disaster Incidents.

- **Funding**
  - Capital and operational budget for disaster management activities (refer to IDP and SDBIP).

3.23.4. **Disaster management, Animal Licensing and control, control of public Policy objectives**

Disaster management, Animal Licensing and control, control of public policy objectives taken from IDP							
Service Objectives Service indicators (i)	**Outline service targets (ii)**	**2019/20**			**2020/21**	**2021/22**	
		Target		**Actual**	**Target**		
		***Previous year (v)**	**Current year (vi)**	**(vii)**	***Current year (viii)**	***Current year (ix)**	***Following year (x)**

Provision of disaster management services in the district							
Institutional arrangement	Review of District Disaster Management Framework and Plan (Consolidation of locals plans)	1 Service provider appointed for the development and review of Disaster Management Framework and Plan	0	1 District Disaster Management Framework and Plan reviewed	0	0	1 District Disaster Management Framework and Plan reviewed
	Development of disaster management preparedness policy	0	0	0	0	0	0
	Development and signing of Memoranda of Understanding and Service Level Agreements	1 MOU signed with South African Red-Cross Society	0	0	1 MAA signed with South African Weather Services	1 Cooperative Agreement (CA) signed with SANTAM. 1 Partnership Agreement (PA) signed with Capricorn FM for implementation of DRM School Competition. 1 MOU signed with SANTAM and South African Red-	0

						Cross Society. 1 MOU signed with South African National Space Agency.	
	Recruitment, engagement, and registration of disaster management volunteers	92 Disaster management volunteers recruited, engaged, and registered	50 Disaster management volunteers recruited, engaged, and registered	50 Disaster management volunteers, engaged and registered	54 Disaster management volunteers, engaged and registered 30 COVID-19 Funeral Monitors	50 Disaster management volunteers, engaged and registered 30 COVID-19 Funeral Monitors	50 Disaster management volunteers, engaged and registered
Capacity building	Non-accredited Workshop on Disaster management for Tribal authorities and ward committee members	4 disaster management workshops conducted	4 disaster management workshops conducted	4 disaster management Capacity building workshops conducted	4 disaster management Capacity building workshops conducted	12 Workshop on Disaster management for Tribal authorities and ward committee members	4 disaster management Capacity building workshops conducted
	Disaster management co-ordination services (advisory forums)	16 disaster management advisory forums arranged	16 disaster management advisory forums arranged	16 disaster management advisory forums arranged	10 disaster management advisory forum and 6 Covid19 JOC meetings and operations coordinated	16 disaster management advisory forums arranged	16 disaster management advisory forums to be arranged

Respons e and recovery	Disaster relieve material	Procurem ent of 90, tents, 150 sleeping mats,800 blankets, 100 lamps, and 100 salvage sheets, 5 foldable shacks	Procurem ent of 90, tents, 150 sleeping mats,800 blankets, 100 lamps, and 100 salvage sheets, 5 foldable shacks	Procurem ent of 90, tents, 150 sleeping mats,800 blankets, 100 lamps, and 100 salvage sheets, 5 foldable shacks	COVID-19 protective material: 500 X 3 layer face Masks,500 X Face shields,50 X 25L Hand Sanitizers 50 X 25L Hand Soaps, 000 X 100ml Refill bottles for sanitizers (flip caps), 1000 X 100ml Refill bottles for sanitizers (mist spray), 100 X Food pedal sanitizer stands, Hygiene Pack: Antibacteri al hygiene bath Soap (75g x 5) Tooth Paste General Herbal /all in One (150ml x 5), Toothbrush general/ (multi-care x 5); Washing Cloth/Towe l, (Size 30x30cm x 5), Washing/P owder Soap, (2kg x 1), Roll-On, 48h x Antiperspir ant (50ml x	Procurem ent of 60, tents, 260 sleeping mattress, 1700 blankets,3 00 lamps, and 300 salvage sheets, 45 single burner canister, 45 canister burner, 10 foldable shacks and 10 Solar lighting	Procurem ent of 60, tents, 260 sleeping mattress, 1700 blankets,3 00 lamps, and 300 salvage sheets, 45 single burner canister, 45 canister burner, 10 foldable shacks and 10 Solar lighting

					5); Body Lotion, Natural Moisturizer (400ml x 2); Vaseline Blue Seal (Pure Petroleum Jelly (450ml x 2); 6 x Single-Ply Tissue Rolls; 1 x 6packs Female sanitary pads.		
Reduction	Hosting of International Disaster Day	1 IDDRR awarenes s held at 3 Build-up Awarenes s held at Dublin (Lepelle-Nkumpi), Matlala Moshate , Setumung (Polokwa ne) and Ga-Phaodi (Molemol e LM) and main IDDR held at Sekiding Village Blouberg, LM	1 IDDRR awarenes s held at 3 Build-up Awarenes s held at Dublin (Lepelle-Nkumpi), Matlala Moshate , Setumung (Polokwa ne) and Ga-Phaodi (Molemol e LM)	1 IDDRR awarenes s held at 3 Build-up Awarenes s held at Dublin (Lepelle-Nkumpi), Matlala Moshate , Setumung (Polokwa ne) and Ga-Phaodi (Molemol e LM)	1 IDDRR awareness held 3 Build-up Awareness campaign held at (Ga-Mashasha ne (Polokwan e LM), Alldays (Bliuberg LM) and Dendron (Molemole LM) and 2 Motor-gate Awareness Campaign (Mafefe and Ga-Seloane) Lepelle-Nkumpi LM	1 IDDRR awarenes s held 3 Build-up Awarenes s campaign held at (Ga-Molepo (Polokwa ne LM), Coopersp ark (Blouberg LM), Mamaolo (Lepelle-Nkumpi LM), CDM Councill Chamber and Ga-Maribana (Molemole LM)	1 IDDRR awarenes s to be held
Referral of request for Disaster Manage ment Centre	Procurem ent of land for district disaster manage ment center	0	0	0	0	0	0

Education and training	Disaster Risk Management Support Schools Competition for Learners	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated
Education and training	Disaster Management safety and resilience programs implemented at schools	5 Schools secondary supported on implementation of disaster risk reduction programs	5 Schools secondary supported on implementation of disaster risk reduction programs	5 Schools secondary supported on implementation of disaster risk reduction programs	28 Schools (Primary and secondary) supported on implementation of disaster risk reduction programs	08 Schools (Primary and secondary) supported on implementation of disaster risk reduction programs	08 Primary and secondary) to be supported on implementation of disaster risk reduction programs
	Procurement of disaster management of operating equipment	04 Disaster Management operating accessories procured	04 Disaster Management operating accessories procured	04 Disaster Management operating accessories procured	0	0	0

3.23.5. Disaster management, Animal Licensing and Control, Control of Public Policy Objectives

Employees: Disaster management, Animal Licensing and control, control of public				
Job level	**2021/22**			
Job Level	**Posts No.**	**Employees No.**	**Vacancies (fulltime equivalents) No.**	**Vacancies (as a % of total posts) %**
0-3	**1**	**0**	**Fulltime**	**1**
4-6 Disaster Management Officer	**1**	**1**	**Fulltime**	**0**
7-9 Disaster Management Coordinators	**6**	**4**	**Fulltime**	**2**
10-12 Control Room Operator	**6**	**3**	**Fulltime**	**3**
13-15	**0**	**0**	**N/a**	**0**

3.23.6. Overall Comment on the Performance of Disaster Management, Animal Licensing and Control of Public Nuisances, etc

The Municipality also hosted a District Disaster Management School Competition held on the 17, 18 May 2022 and prize giving ceremony on the 25 May 2022 in Polokwane, in partnership and collaboration with a number of partners such as SANTAM, South African Weather Services, South African National Space Agency, Capricorn FM ,National and Provincial Disaster Management Centre, South Africa Red Cross Society, SANLAM, MTN, ABSA and GCIS .The Competition was aimed at creating an environment conducive to promote disaster risk management and advocate for disaster risk reduction at schools in the District. The district further adopted schools in the DRM Competition for a period of 12 months. This was done as part of the progression from the adopted Ten Essentials for Making My District Resilient, which were ratified by the Council as part of the district strategies to reduce disaster risk to support sustainable development. For the 2021/22 at least 08 Schools were supported in DRM School programs. CDM-DRM in partnership with South African National Space Agency (SANSA) managed to establish Science Clubs at 29 high schools and fire and disaster, health and hygiene and COVID-143 awareness were conducted. Further to that 26 Educators from 13 DRM adopted schools received an accredited training on First Aid (Level 1).

Disaster Management Advisory forums structures are established and functional within the district and its local municipalities and meetings are held quarterly and further due to COVID-19 Safety and Security JOC meetings were activated and meetings and operations are held weekly. Awareness campaigns, low-medium events, simulations/drills and Training and Briefing were conducted across the district for the financial year 2021-22 all done under the restriction of COVID-19. The aim of these disaster management pre-planning activities is to ensure capacity building and to promote the use of emergency number to report any emergencies within the district. The district has 24hrs functional emergency communication Centre where emergency and non-emergency calls are relayed. All reported disaster cases (incidents) are responded and attended to within 8hrs of being reported.

The unit was able to coordinate community-based capacity building workshops, for community-based structures. This is part of the continuous efforts to promote Disaster Management at community level where disasters happen.

Challenges

- Disaster Management Services is allocated a minimum budget, and this can pose challenge for pre and post disaster projects. The budget availed for 2021/2022 was more for procurement of disaster relief material which puts more emphasis on post-disaster recovery than pre-disaster risk reduction.
- Lack of Human Resource within the department (unit).
- Non-compliance on the establishment of fully functional Disaster Management Centre.

Interventions

- Appointment of human resource will relieve the work stress, which leads to inefficiency.
- Appointment of human resources for Disaster Management to be given priority.
- Budget for establishment of Disaster Management centre to be prioritised.

COMPONENT H: SPORT AND RECREATION

3.24. SPORT AND RECREATION

Capricorn District Municipality has a community facility at Ga-Mothapo village. The district has partnered with Department of Sport, Arts and Culture to run the facility which is currently operating as a gymnasium. This is the only sport infrastructure under the sole custodianship of CDM in response to the White Paper on Sport and Recreation and the Memorandum of Agreement entered between SALGA and the Department of Sport and Recreation back in 2012.

District Municipalities were tasked to establish academies of sports to support the development of South African sports through a coordinated academy system. The overall objective of the academy system is to develop talented athletes through the provision of sports science and medical services, and provide training opportunities to athletes, coaches, administrators, and technical staff in line with a coordinated national plan. The district coordinates the academy programs and activities with the assistance of the Provincial Department of Sport, Arts and Culture and the Limpopo Academy of Sport.

There is a mutual agreement between the Department and the District that the district will be responsible for maintenance of the facility, provision of water, electricity, cleaning services and security services, while the Department will be responsible for provision of academy technical programmes and activities and keeping records and maintenance of athletes from the District to Provincial Academy through the District Academy of Sport. The netball, basketball, tennis, and volleyball courts have since been refurbished and dilapidated again without ever been used. This is the result of poor workmanship. This also includes the securing of the gym instructor by the Provincial Academy of Sport.

3.24.1. SPORT AND RECREATION PROGRAMMES

The unit had outreach programs for the 2021/22 financial year relating to community sport enrichment programs. However, with our Sector Departments, the Unit attended and participated in the establishment and relaunching of CDM Sport Confederation. Over 20 Federations and Local and District Municipalities attended the elections whose intention was to shape sport during the Covid 19 pandemic. Furthermore, the unit attended the District Sport Consultative Meeting to look at the Chapter of reviving sport in the Capricorn District Municipality. By all standards, these meetings and engagements were fruitful in determining the destination of sport in the District. This program of the delivery of sport in Capricorn was also shared to the Department of Sport, Arts and Culture, Capricorn Sport Confederation, Capricorn School Sport Cluster and Arts and Culture Unit of the Department. These engagements were meant to find each other in reliance to District Development Model going forward. The Unit also coordinated and hosted the 4 in 1 Marathon that took place at the Peter Mokaba Stadium on the 04th of June 2022 and produced the resounding success in terms of all the aims and objectives it intended to achieve. The Unit also assisted in the coordination of several sport and recreation programs in relation to school sport and other individual codes that hosted national programs like Volleyball Championship held at Ngoako Ramatlhodi Sport Complex in June 2022.

3.24.2. HERITAGE CELEBRATIONS

The heritage celebration event took place in the whole District as an awareness for Covid 19. Local municipalities shared in this program to fight against crime and criminality and promoting social cohesion during the Covid-19 pandemic. The event took a different form in that social gatherings were prohibited due to the pandemic. We did the program through moving in and around our communities, loud hailing and advising people to strictly adhere to Corvid 19 protocols. We have touched on the number of traditional houses disseminating these messages and, in the process, supplying them with hand and table sanitizers to strengthen the fight against the pandemic. The heritage was celebrated as a joint program with Municipal Health Services, Disaster Management and Fire Services. All units within Community Services contributed immensely to the success of the event. Collaborative approach by Community Services was the greatest achievement ever in that we touched base with the communities for common aims and objectives which were indeed achieved.

3.24.3. COMMUNITY SAFETY FORUM

The Forum is aimed at fighting crime and criminality within communities. Its fundamental aim is Community Safety as outlined in the National Development Plan or Vision 2030. The financial year was the election season of the new cycle of the CSF Members. Elections for new office bearers were conducted in Blouberg, Molemole and Lepelle-Nkumpi. As at the end of the financial year, Polokwane had not yet gone to the elections. Similarly, the District Board had not been elected. CDM had also held a massive Crime and Covid 19 Awareness campaign in June 2022 at Botlokwa under Molemole LM where several retail stores and spazas were searched for compliance with municipal health protocols and standards. It was discovered from several outlets that food sold to our communities was rotten in some instances, outdated, stored in the same facility with sale of petrol and other consumables. The Unit also conducted unannounced school searches where some dangerous weapons were found in schools. Ill-discipline in schools was also noted as an impediment to the culture of teaching and learning. Part of the reason was that several learners in schools were over age and threatened the young one. Use of drugs and intoxicating substances was also noted as a problem in schools we visited during this School Safety Program.

COMPONENT I: CORPORATE POLICY OFFICE AND OTHER SERVICES

3.25. EXECUTIVE AND COUNCIL

This component includes Executive Office (Mayor; Councillors; and Municipal Manager).

3.25.1. Introduction to Executive and Council

Capricorn District Municipality was established in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998) on 01 October 2000 - Provincial Government Notice No. 307 of 2000. CDM is a Category C municipality as determined in terms of Section 4 of the Municipal Structures Act, 1998.

The Executive Mayor and the Speaker head the political component of the Municipality. The overall executive and legislative authority vests in Council. However, CDM has an approved System of Delegation of Powers system that seeks to decentralize and democratize decision-making within the institution and improve the pace at which services are delivered to the community. This is intended to maximize administrative and operational efficiency and provide for adequate checks and balances. In line with the delegation's system, some decision-making powers have been cascaded from Council to the Executive Mayor, Mayoral Committee, its Portfolio Committees, and the full-time Councilors. Other powers have been delegated to the Municipal Manager.

3.25.2. The Executive and Council Policy Objectives

The Executive and Council Policy objectives taken from IDP							
Service objectives service indicators	Outline service targets (ii)	2021/22			2022/23	2023/24	
		Target		Actual	Target		
		*Previous year (v)	*Current year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*Following year (x)
Councillor's Support	To provide support to the Execu	Establish comprehensive support to political functionaries and all	Establish comprehensive support to political functionaries and all	Establish comprehensive support to political functionaries and all	Establish comprehensive support to political functionaries and all	Establish comprehensive support to political functionaries and all	Establish comprehensive support to political functionaries and all

	tive Mayor , Speaker and Chief Whip.	Councillors.	Councillors.	Councillors established	Councillors.	Councillors.	Councillors.

3.26. FINANCIAL SERVICES

CDM's financial services are arranged into the following business units:

- Budget and treasury management,
- Supply chain and Assets management,
- Revenue management, and
- Expenditure management.

The following budget-related policies were fully complied with:

- Credit Control and Debt Collection Policy.
- Cash and Investment Policy.
- Tariff Policy.
- Tariff Structure.
- Virement Policy.
- Petty Cash Policy.
- Supply Chain Management Policy.
- Asset Management Policy.
- Delegations of Financial Powers.
- Indigent Policy; and
- Bad debts Provision and Write off Policy.

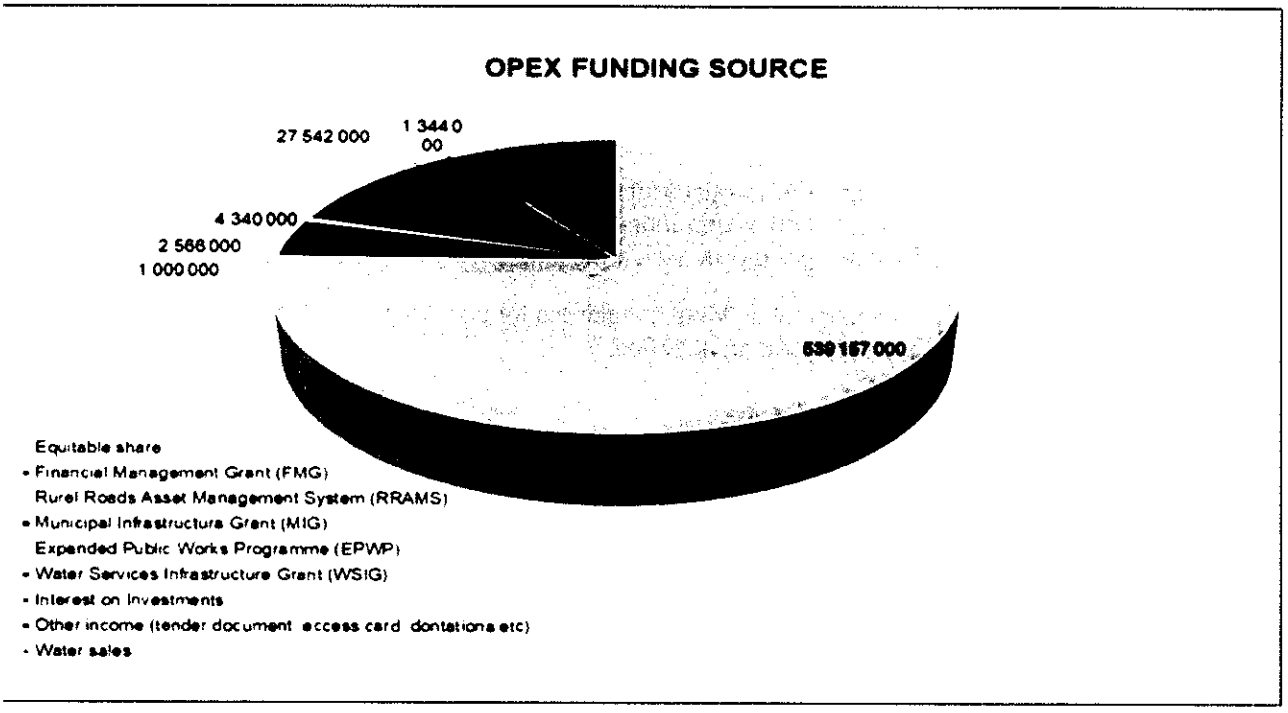
One of the key Performance Areas for municipalities is Financial Management and Viability. Municipalities, like any other corporate entities, are required to be financially viable in order to execute their powers and function. Financial viability is about being able to generate sufficient income to meet operating and capital payments and where applicable, to allow growth while maintaining service levels.

3.26.1. Budget and Treasury Management

The 2021/22 Budget was prepared in accordance with the IDP/Budget Process Plan and was adopted more than 30 days before the commencement of the financial year as prescribed by the MFMA. CDM is implementing the Cash and Investment Management Policy. The implementation of Cash and Investment Policy has yielded more results in which cash that is not required for immediate use is properly invested to generate more interest that may be used to finance other services and contribute to capital development within the district. The Municipality's investments are strictly conducted in compliance with the MFMA and the Municipality's Policy. Currently the budget preparation process of the Municipality is linked to the IDP process. As required by MFMA, monthly and quarterly reconciliations and reporting are done

3.26.2. Municipal Revenue

The Municipality is highly dependent on grant allocations, as illustrated by the following 2021/22 sources of revenue chart:



The Municipality has developed corrective measures to improve its financial viability, such as:

- ❑ Prioritisation of revenue enhancement and has to that effect developed and approved Revenue Enhancement Strategy.
- ❑ Engagement in campaigns to revive the culture of payment for municipal services; and
- ❑ Prioritisation of implementation of cost recovery measures where there are water yard connections.

3.26.3. Supply Chain and Expenditure Management

The Municipality is implementing the Supply Chain Management Policy, which is fair, equitable, transparent, competitive, and cost effective as prescribed by the MFMA and its regulations. Procurement of goods and services embrace the spirit and principles of the Broad-Based Black Economic Empowerment (**BBBEE**), Preferential Procurement and Local Economic Development Strategy.

Creditors' accounts are paid within 30 days from the date of receipt of invoices. CDM owes no debts to any of the government utilities and does not have any long-term debts. The main challenge in implementing BBBEE is securing service providers with disabilities. A partnership model is being developed with special focus groups to empower them in this regard.

The following bid committee structures in line with section 26 to section 29 of municipal Supply Chain Management Regulations and Supply Chain Management Policy are in place and functional:

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

3.27. HUMAN RESOURCE SERVICES

The strategic objective of Capricorn District Municipality's human resource services is to recruit and retain competent human capital and sound labour relations effectively and efficiently. This objective was pursued through the following projects, which were achieved:

- Recruitment and selection of suitable candidates for positions.
- Coordination of capacity building activities.
- Performance reviews.
- Conducting medical surveillance.
- Hazard identification and risk assessment.
- Occupational health and safety capacity building.
- Provision of personnel protective clothing.
- Employee wellness programmes.
- Employee sport activities.
- Employee labour relations.
- Induction sessions.
- Compilation and submission of Workplace Skills Plan.
- Training.
- Awarding of bursaries.
- Capacitation of young people in the district with regard to learnership and experiential training.
- Job evaluation.
- Implementation of Employment Equity Plan and submission of annual Employment Equity Report.

The Local Labour Forum and labour relations sub-committees as well as human resource committees were established to consult and collaborate in ensuring effective execution of the human resource function of the Municipality.

3.28. INFORMATION AND COMMUNICATION TECHNOLOGY(ICT) SERVICES

The Municipality's ICT Unit is responsible for providing effective and efficient ICT services within the Municipality, including:

- Public-shared network.
- Procurement of the file Network access storage.
- Procurement and implementation of computer hardware, software, and networks.
- Maintenance of IT system and licenses.
- Financial system upgrade, enhancement, and maintenance.
- Access control system.

ICT steering committee is still in place to ensure that ICT governance is complied with. The committee ensure that the following matters are addressed by the Municipality and implemented by ICT Unit:

- IT governance, risk and compliance.
- IT strategy: business and ICT architecture.
- General ICT management and administration.
- Applications management.
- IT outsourcing.
- IT security.
- Change management
- ICT investments and projects.

3.29. PROPERTY, LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes property, legal, risk management and procurement services.

3.29.1. Introduction to Property, Legal, Risk Management and Procurement Services

COMPONENT J: MISCELLANEOUS

CDM does not render any of its services through municipal entities, but we do render services to local municipalities.

COMPONENT K: ORGANISATIONAL PERFOMANCE SCORECARD

A detailed Organizational performance scorecard is attached to this report. The scorecard represents a performance report against the 2021/22 Service Delivery and Budget Implementation Plan (SDBIP) as was reviewed and approved by the Council. The 2021/22 performance of the Municipality is significantly lower than the previous performances, mainly because the Municipality has finally resolved the challenges occasioned by the rolled-over projects from previous financial years. There are plans in place to address such challenges to achieve a 100% performance in the next financial year.

(A) Summary of the performance per Department (Vote), the unachieved targets and the causal factors, as well as projects that were discontinued during the year for the stated reasons:

Departments	Total Annual Targets	Discontinued Targets	Targets Achieved	Targets not Achieved	Achievement
Vote 1 - SEMS	45	00	45	00	100%
Vote 2 - Infrastructure Services	49	00	44	05	90%
Vote 3 - Corporate Services	49	01	40	08	82%
Vote 4 - Finance	29	00	28	01	97%
Vote 5 - DPEMS	38	01	36	01	95%
Vote 6 - Community Services	30	00	29	01	97%
Overall Organizational Performance	**240**	**02**	**222**	**16**	**94%**

(B). Details regarding unachieved targets 2021/22

FINANCE

Project Number	Project Name	Annual Target	Annual Achievement	Challenges	Interventions
FD-11	Prepaid Smart meters	2 000 prepaid smart meters installed in Lepelle - Nkumpi Municipality	**Not Achieved.** 0 prepaid smart meters installed in Lepelle-Nkumpi Municipality	Delays in public participation meetings with stakeholders	Engagement with the office of the Executive Mayor to assist in arranging of public participations.

INFRASTRUCTURE

Project Number	Project Name	Annual Target	Annual Achievement	Challenges	Interventions
INFRA-04	Water Infrastructure	70% of reported breakdowns	**Not Achieved,** 60% of reported	More requests were received	O&M Budget for the coming

	Repairs and Maintenance (Term Contractors	attended through the services of Maintenance Term Contractors	breakdowns attended through the services of Maintenance Term Contractors	but available budget was not enough	financial years should be increased.
INFR-33	Groothoek (Lebowakgomo Zone B) Water Supply	100% construction of water supply project. 8342 households with water access	**Not Achieved.** 92% construction of water supply project. 0 households with water	Section C of the project was stopped for more than 12 months due to community conflicts. This moved the project duration by more than 12 months. Poor performance by some contractors	Matter was resolved through office of the Executive Mayor and contractor is on-site fast-tracking completion of the project Penalties will be applied on poor performing contractors
INFR-34	Mphahlele (Bolatjane, Phalakwane, Makurung and Dithabaneng) RWS	100% construction of water supply project. 4564 households with water access	**Not Achieved.** 91% construction of water supply project. 0 households with water	One poor performing contractor was terminated, the project was advertised, and a new contractor was appointed. Poor performance by some contractors	The newly appointed contractor has commenced with the works with project expected completion of June 2023 Penalties will be applied to poor performing contractors
DPEMS-23	EPWP work opportunities created	1245 EPWP work opportunities created	**Not Achieved** 826 EPWP work opportunities created	Projects implemented in multi financial years and no new projects to register work opportunities targeted. Some labourers were employed for full project duration	Align projects from planning stage to labour intensive methods and appointment of labourers to be on rotational contract
INFR-46	Construction of TT Cholo	100% of TT Cholo constructed	**Not Achieved** 88% of TT Cholo constructed on remaining scope	Delay caused by non-availability of drawings due to termination of contractor as well as engineer.	New Contractor and Engineers appointed, and revised completion

					date is end August 2022.
COMMUNITY SERVICES					
Project Number	**Project Name**	**Annual Target**	**Annual Achievement**	**Challenges**	**Interventions**
CMSD-01	Extrication Equipment	1 set of extrication equipment procured	**Not Achieved.** 0 set of extrication equipment procured	Delays to deliver on time	Delivery expected in the first quarter of 2022/23 financial year
DPEMS					
Project Number	**Project Name**	**Annual Target**	**Annual Achievement**	**Challenges**	**Interventions**
DPEMS-36	Capacity building of 1000 youth in technology	200 youth capacitated in Information Technology	**Not Achieved.** 0 youth capacitated in Information Technology	Funding challenges	Signing of the funding agreement with Bankset-
CORPORATE SERVICES					
Project Number	**Project Name**	**Annual Target**	**Annual Achievement**	**Challenges**	**Interventions**
CPSD-24	Employee Shared Network	5 sites with Community Shared Network	**Not Achieved.** 0 site with Community Shared Network	Non-responsive bids	Bid re-advertised
CPSD-32	Integrated ICT network	100% implementation integrated ICT network	**Not Achieved.** 0% implementation integrated ICT network	Non-responsive bids	Bid re-advertised
CPSD-36	Office Furniture	100% of requested office furniture procured in line with available budget by June 2022	**Not achieved.** 41% of requested office furniture procured in line with available budget by June 2022	The supplier did not deliver all the required furniture (96 required, 39 delivered)	To push the supplier to deliver the remaining furnishers
CPSD-39	Plant and equipment	2 vehicles purchased	**Not Achieved.** 0 vehicle purchased	Target moved to next financial year due to moratorium on tender advert	To be implemented in the next financial year
CPSD-40	Rapid Response vehicles	1 Rapid Response vehicle procured	**Not Achieved.** 0 Rapid Response vehicle procured	Target moved to next financial year due to moratorium on tender advert	To be implemented in the next financial year
CPSD-41	Fire vehicles	1 Fire vehicle procured	**Not Achieved.** 0 Fire vehicle procured	Target moved to next financial year due to moratorium on tender advert	To be implemented in the next financial year
CPSD-42	Refurbishment of Fire vehicles	1 fire vehicle refurbished	**Not Achieved.** 0 fire vehicle refurbished	Target moved to next financial year due to	To be implemented

				moratorium on tender advert	in the next financial year
CPSD-43	Water Vehicles	2 water vehicles procured	**Not Achieved**. 0 water vehicles procured	Target moved to next financial year due to moratorium on tender advert	To be implemented in the next financial year

(C) Details regarding discontinued targets:

Project/Target No.	Department	Annual Target	Progress	Reasons for discontinuation
CPSD – 34	Corporate Services	1 offsite records management solutions	Project discontinued	The project was discontinued for the financial year under review, and it is to be incorporated under Phoenix System
DPEMS-37	Department of Environmental, Planning and Management Services	100 youth employed in the business call centres	Project discontinued	Project discontinued due to moratorium on bid advertisement

PLANNED TARGETS VS ACTUAL RESULTS FOR THE 2020/21 AND 2021/22 FINANCIAL YEARS

This section of the Annual Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's SDBIP and in comparison, to the previous financial year per section 46 (1)(b) of the Municipal Systems Act:

(D) Annual Performance Comparison

	2020/21 FY						2021/22 FY					
Key performance areas	Total number of targets	Number of targets achieved	Number of targets not achieved	Number of targets Discontinued	Number of targets not applicable	Overall performance	Total number of targets	Number of targets achieved	Number of targets not achieved	Number of targets Discontinued	Number of targets not applicable	Overall performance
Municipal Transformation and Organizational Development	59	45	13	01	00	**78%**	40	33	06	01	00	**87%**

Basic Services	50	38	12	00	00	**76%**	75	67	08	00	00	**89%**
Financial Viability	25	24	01	00	00	**96%**	43	42	01	00	00	**98%**
Local Economic Developm ent	21	21	00	00	00	**100%**	25	23	01	01	00	**96%**
Good Governan ce and Public Participati on	50	49	01	00	00	**98%**	49	49	00	00	00	**100%**
Spatial Rationale	09	09	00	00	00	**100%**	08	08	00	00	00	**100%**
Total Targets	**214**	**186**	**27**	**01**	**00**	**87%**	**240**	**222**	**16**	**02**	**00**	**93%**

Analysis of the 2020/21 comparison to 2021/ 22 FY

a) The overall performance on Municipal transformation has improved from 78% in 2020/21 to 87% in the 2021/22 financial year. This KPA was partly affected by the moratorium on tenders, where most of the procurement related to municipal transformation are, and the improvement was because of the filling of most funded posts which increased human resources.
b) There is tremendous improvement on Basic services from 76% to 92% in 2021/22 financial year which aligns to section 152 (1) (b) which speaks to the core objective of local government to ensure service delivery in a sustainable manner.
c) Financial viability improved from 96% to 97%. This also shows credibility of our AFS hence our audit opinion was also unqualified.
d) Local Economic Development declined from 100% to 93%. The increased interest rates nationally and international inflation due to ongoing Russia-Ukraine war has also hit the district negatively in terms of job creation. We are however hopeful still in developing our local economy. As households are under financial pressure due to the rapidly rising cost of living, especially food prices, an increase in upward and downward linkages to business partnership, farmers incubation and linkages to major economic players is imperative. We further need to attract investors and further encourage corporative sponsorships in farming, vegetable, and fruits planting to curb the hunger.
e) Good Governance and public participation improved from 98% to 100%. Once more we saw a clean audit on predetermined objectives which speaks directly to this KPA and the credibility in reporting and compliance. Our oversight committees and the leadership at large played a big role in ensuring that we are where we stand and will strive to maintain the status quo

f) Spatial rationale maintained a 100% for both financial years which is highly commendable. The tribunal is fully functional, and the matters are addressed as the applications are received.
g) An overall improvement from 87% to 94% shows once more the commitment that we have in maintaining our vision of being the home of excellence and opportunities for a better life.
h) The moratorium on bid advertisement affected quite a few targets which had to be rolled over to the next financial year due to uncertainty of when it was going to be lifted. We also saw the 200 youth within our district affected by the lack of funding which then meant lost opportunities in capacitating the youth in information technology.

This scorecard presents the overall performance of the Municipality against the pre-determined objectives and targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/22, as reviewed and approved by the Council.

3.30. STRATEGIC EXECUTIVE MANAGEMENT SERVICES – VOTE 1

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
SEMSD-01	Good governance and public	To promote and facilitate effective interg	IGR meetings	Coordination of IGR meetings	Number of IGR meetings coordinated	128 IGR meetings coordinated	100 IGR meetings coordinated	Target not revised	Correspondence /Attendance registers/ Minutes/Reports	**Achieved** 128 IGR meetings	**Achieved** 115 IGR meetings	150 000	Budget not re	36 096	None	None	Old	115 IGR meetings coordinated

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Target s	Revised 2021/22 Annual Targets	Means of verification	Actual Performance for the 2020/21 financial year	Actual Performance for the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Measures
	participation	overmental relations								coordinated	coordinated		revised					
SEMSD-02	Good governance and public	To promote and facilitate effective interg	District Lekgotla	Coordination of District Lekgotla	Number of District Lekgotla coordinated	1 District Lekgotla coordinated	1 District Lekgotla coordinated	Target not revised	Correspondence /Attendance registers	**Achieved** 1 District Lekgotla	**Achieved** 1 District Lekgotla	200000	Budget not re	173 913	None	None	Old	1 District Lekgotla coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	participation	overmental relations								coordinated	coordinated		revised					
SEMSD-03	Good governance and public parti	To strengthen accountability through proactive audit	Internal Audit	Perform internal audit	Number of internal audit reports produced	4 internal audit reports produced	4 internal audit reports produced	Target not revised	Internal Audit Reports	**Achieved** 4 internal audit reports produced	**Achieved** 4 internal audit reports produced	100000	Budget not revised	80764	None	None	Old	4 internal audit reports produced

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Explanations**	**Challenges**	**Corrective measures**	**Indicator for new/Old**	**Performance Monitoring Quality Assurance Departments**
	cipation	oversight																
SEMSD-04	Good governance and public parti	To strengthen accountability through proac	Audit meetings	Coordinate external audit process, audit committee activitie	Number of audit meetings coordinated	28 audit meetings coordinated	13 audit meetings coordinated	Target not revised	Correspondence /Attendance Registers/Minutes	**Achieved** 28 audit meetings coordinated	**Achieved** 25 audit meetings coordinated	840000	Budget not revised	1 112 783 (Reason for overspe	None	None	Old	25 audit meetings coordinated

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	cipation	tive audit oversight		s and Municipal support										nding is due to Council transition and more meetings were				

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance Indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Governance
														held)				
SEMSD-05	Good governance and public participation	To strengthen accountability through proactive audit oversight	Municipal Support	Provide technical support to Local municipalities	Number of municipal support reports issued improved audit outcomes	4 Municipal support reports issued	4 Municipal support reports issued on improved audit	Target not revised	Municipal support report	**Achieved** 4 Municipal support reports issued	**Achieved** 4 Municipal support reports issued on improved	O.PEX	Budget not revised	OPEX	None	None	Old	4 Municipal support reports issued

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
							outcomes				audit outcomes							
SEMSD-06	Good governance and public participation	To protect the municipality from potential risk	Risk assessment workshop, monitoring of risk implementations and training of	Develop and monitor the risk management register for all departments and risk training	Number of risk registers produced, number of risk monitoring reports issued, and	1 risk register produced, 4 Risk Monitoring reports issued, and 1 risk	1 risk register produced, 4 Risk Monitoring reports issued, and 1 risk	Target not revised	Correspondence /Risk Register, Attendance Registers /Monitoring reports	**Achieved** 1 risk register produced, 4 Risk Monitoring reports issued	**Achieved** 1 risk register produced, 4 Risk Monitoring reports	OPEX	Budget not revised	OPEX	None	None	Old	1 risk register produced, 4 Risk Monitoring reports issued, and 1 risk

Business Unit						**Strategic Executive Management Services - Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator life span (Old or New)**	**Performance Monitoring Quality Assurance Questions**
			management and staff on risk management.	of management and staff	number of risk trainings of management and staff coordinated	training of management and staff coordinated	training of management and staff coordinated			, and 1 risk training of management and staff coordinated	issued , and 1 risk training of management and staff coordinated							training of management and staff coordinated
SEMSD-07	Good governance	To protect the municipality	Risk Committee	Coordinate risk committee meetin	Number of risk committee meetings	5 Risk committee meetings	4 risk committee meetings	Target not revised	Correspondence/Attendance	**Achieved** 5 Risk Comm	**Achieved** 5 Risk Comm	OPEX	Budget not	OPEX	None	None	Old	5 Risk Committee meetings

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	and public participation	from potential risk	meetings	activities.	gs coordinated	coordinated	coordinated		Registers/Minutes	ittee meetings coordinated	ittee meetings coordinated		revised					coordinated
SEMSD-08	Good governance and public parti	Reduction of fraud and corruption	Fraud prevention programmes (awareness	Facilitate fraud prevention programmes	Number of fraud prevention programmes facilitated	4 fraud prevention programmes facilitated	4 fraud prevention programmes facilitated (Awar	Target not revised	Correspondence /Attendance Registers/Minutes	**Achieved** 4 fraud prevention programmes	**Achieved** 4 fraud prevention programmes	58 000	Budget not revised	36 000	None	None	Old	4 fraud prevention programmes facilitated

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Actual output achieved)	Actual Performance in the 2021/22 financial year (Actual output achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring, Quality Assurance Case needs
	cipation	activities	campaign)		(Awareness campaign	(Awareness	eness campaign)			facilitated (Awareness	facilitated (Awareness campaign)							(Awareness
SEMSD-09	Good governance and public parti	Reduction of fraud and corruption activities	Forensic investigations	Facilitate fraud prevention programmes	Percentage of investigations reports as per requests	100 percent investigations report as per	100 percent investigations report as per	Target not revised	Investigations reports and Request Register	**Achieved** 100% investigations reports as per	**Achieved** 100% investigations report as per	800 000	780 000	465 446	None	None	Old	100% investigations report as per requests

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	cipation					requests	requests			requests	requests							
SEMSD-10	Good governance and public participation	Prevention of theft and losses	Security Management services	Provision of sound physical security services to all municipal premis	Number of security reports issued	12 security reports issued	12 security reports issued	Target not revised	Security reports	**Achieved** 12 security reports issued	**Achieved** 12 security reports issued	22374000	20584000	20583092	None	None	Old	12 security reports issued

Business Unit						**S...tegic Executive Management Services -Vote 1**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						**• Deepen democracy through a refined ward committee model Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance for the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Position reports a Monitoring, Quality Assurance Specialist**
				es and employees														
SEMSD-11	Good governance and public participation	To keep stakeholders informed about the affairs of the	Communicate municipal programmes	Review and Implementation of communication strategy, events	Number of Monitoring Report on communication, events manag	4 Monitoring Reports on communication, events management	4 Number of Monitoring Report on communication, event	Target not revised	Monitoring Reports	**Achieved** 4 Monitoring Reports on communication, events	**Achieved** 4 Monitoring Reports on communication, events	OPEX	Budget not revised	OPEX	None	None	Old	4 Monitoring Reports on communication, events management

Business Unit				Strategic Executive Management Services –Vote 1														
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System														
Outputs 5:				• Deepen democracy through a refined ward committee model Administrative and financial capability														
Key Strategic Organizational Objectives:				To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		munic ipality		manag ement guideli ne, Social Media policy and corpor ate image Manual	ement guideli ne, Social Media policy and corpor ate image Manual develo ped	guideli ne, Social Media policy and corpor ate image Manua l develo ped	s mana geme nt guideli ne, Social Media policy and corpor ate image Manu al			manag ement guideli ne, Social Media policy and corpor ate image Manua l develo ped	manag ement guideli ne, Social Media policy and corpor ate image manua l develo ped							guideli ne, Social Media policy and corpor ate image Manua l develo ped

Business Unit						**S...tegic Executive Management Services –Vote 1**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Annual Performance in the 2020/21 financial year**	**Annual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Data source**
							developed											
SEMSD-12	Good governance and public participation	To keep stakeholders informed about the affairs of the	Communication of municipal programmes (Advertising, publications, publicit	Communication of municipal programme	Percentage of communication programmes coordinated and	100 percent of municipal programmes coordinated and comm	100 percent of communication programme coordinated and	Target not revised	Communication programmes/ Correspondence/Reports	**Achieved** 100 percent of communication programme coordi	**Achieved** 100 percent of communication programme coordi	3 150 000	3 100 000	2 400 879	None	None	Old	100 percent of communication programme coordinated and

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		municipality	y, stakeholder participation and media relation programme)		publicised (Corporate Image and branding, Advertising, publications, publicity, stakeholder	unicate	publicised (Corporate image and branding, Advertising, publications, publicity, stakeholder			nated and publicised (Corporate image and branding, Advertising, publications, publicity,	nated and publicised (Corporate image and branding, Advertising, publications, publicity,							publicised

Business Unit						**Strategic Executive Management Services -Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring, Quality Assurance, Evaluation and Management**
					participation and media relation programme)		participation and media relation programme)			stakeholder participation participation and media relation programme)	stakeholder participation and media relation programme)							
SEMS	Good Governa	To keep stake holder	District communicators	District communicators	Number of district commu	4 district communicat	4 district communicat	Target not	Agenda/Attendance	**Achieved** 4 District comm	**Achieved**	OP	Budget no	OPEX	None	None	Old	4 District communicat

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
D-13	nce and Public Participation	s informed about the affairs of the municipality	programme	programme organised and coordinated	nicators programme organised and coordinated	ors programme organised and coordinated	ors programme organised and coordinated	revised	Register/Correspondence	unicators programme organised and coordinated	4 District communicators programme organised and coordinated	EX	trevised					ors programme organised and coordinated

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Challenges with KPI	Problem areas (Quality Assurance Report findings)
SEMSD-14	Good Governance and Public Participation	To keep stakeholders informed about the affairs of the municipality	Monitoring of Thusong Service Centers	Monitor all Thusong Service Centers	Number of Thusong Service Centers monitored	4 Thusong Service Centres monitored, and 4 consolidated monitoring report	4 Thusong Service Centres monitored, and 4 consolidated monitoring report	Target not revised	Consolidated Thusong Service Centres monitoring report	**Achieved** 4 Thusong Service Centres monitored, and 4 consolidated monitoring	**Achieved** 4 Thusong Service Centres monitored, and 4 consolidated monitoring	OPEX	Budget not revised	OPEX	None	None	Old	4 Thusong Service Centres monitored, and 4 consolidated monitoring report

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
						produced	produced			report produced	report produced							produced
SEMSD-15	Good Governance and	To keep stakeholders inform	Call Centre for district hotline	Operation of call Centre for	Percentage of queries received and	100 percent of Customer Care	100 percent of Customer Care	Target not revised	Queries register	**Achieved** 100 percent of Custo	**Achieved** 100 percent of Custo	250 000	400 000	0.00 (Non-responsi	None	None	Old	100 percent of Customer Care

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organisational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performenen indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance for the 2020/21 financial year**	**Actual performance for the 2021/22 financial year**	**2021/22 Annual Budgets**	**Revised 2021/22 Annual Budgets**	**Expenditure**	**Challenges**	**Corrective measures**	**Initiatives for the MTEF**	**Performance Stepping Quality Assurance Cost-saving**
	Public Participation	ed about the affairs of the municipality		district hotline	resolved	compliaints and queries received and resolved within 30 days period through Call Centre	compliaints and queries received and resolved within 30 days period			mer Care compliaints and queries received and resolved within 30 days period through Call Centre	mer Care compliaints and queries received and resolved within 30 days period			ve to bid)				compliaints and queries received and resolved within 30 days period through Call Centre

Business Unit	Strategic Executive Management Services –Vote 1
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs 5:	• Deepen democracy through a refined ward committee model Administrative and financial capability
Key Strategic Organizational Objectives:	To increase the capacity of the district to deliver its mandate

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
						System				System								System
SEMSD-16	Good Governance and Public Parti	To keep stakeholders informed about the affairs of the	District Bathopele campaigns and forums	Coordinate district Bathopele campaigns and forums	Number of District Bathopele campaigns and forums conducted and	7 District Bathopele monitoring conducted, and 4 forums	2 District Bathopele campaigns conducted, and 4 forums	Target not revised	Correspond/ Agenda/Attendance Registers	**Achieved** 7 District Bathopele monitoring conducted,	**Achieved** 2 District Bathopele monitoring conducted,	125000	250000	22000	None	None	Old	2 District Bathopele monitoring conducted, and 4 forums

Business Unit	**S...tegic Executive Management Services –Vote 1**
Outcome 6:	**Responsive, Accountable, Effective and Efficient Local Government Systems**
Outputs 5:	**• Deepen decentralization through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quarterly Performance Green, yellow,
	cipation	municipality			coordinated	coordinated	coordinated.			and 4 forums coordinated	and 4 forums coordinated							coordinated
SEMSD-17	Governance and Public Participation	To mobilize the community development	Facilitation of Water and Sanitation Infrastructure Projects	Facilitation of Project Steering Committees, key stakeholders,	Percentage of approved service delivery projects facilitat	100 percent of approved water and sanitation infrastr	100 percent of approved service delivery project	Target not revised	Project facilitation report	**Achieved** 100 percent of approved water and sanitat	**Achieved** 100 percent of approved water and sanitat	OPEX	Budget not revised	OPEX	None	None	Old	100 percent of approved water and sanitation infrastr

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
				scope of works agreements, site hand overs, conflict management and resolution	ed for planning and implementation	ucture projects facilitated for planning and implementation	s facilitated for planning and implementation			ion infrastructure projects facilitated for planning and implementation	ion infrastructure projects facilitated for planning and implementation							ucture projects facilitated for planning and implementation

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 8:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring, Quality Assurance Committee
SEMSD-18	Local Economic Development	Local economic development	Job creation facilitation	Facilitation of job opportunities and training in the implementation of water and sanitation projects using	Number of job opportunities created in the implementation of water and sanitation projects	1759 job opportunities created in the implementation of water and sanitation projects	800 job opportunities created in the implementation of water and sanitation projects	Target not revised	Job creation report	**Achieved** 1759 job opportunities created in the implementation of water and sanitation	**Achieved** 1611 job opportunities created in the implementation of water and sanitation	OPEX	Budget not revised	OPEX	None	None	Old	1611 job opportunities created in the implementation of water and sanitation projects

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
				EPWP guidelines						projects	projects (Reason for the baseline variance is that Projects for the current financi							

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance for the 2020/21 financial year (Assessed against the previous year)	Actual Performance in the 2021/22 financial year (Assessed against the previous year)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator for New JDM	Performance Monitoring Quality Assurance Committee
											al year were less than projects for the previous financial year)							
SEMS	Good Governa	To ensure stake	Water and Sanitation	Coordination of Water	Number of Water and	4 Water and Sanita	4 Water and Sanita	Target not	Attendance Register/Age	**Achieved**	**Achieved**	OP	Budget no	OPEX	None	None	Old	4 Water and Sanita

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
D-19	nce and Public Participation	holders participation	Community Forum coordination	and Sanitation Community Forum	Sanitation Community Forum coordinated	tion Community Forum	tion Community Forum coordinated	revised	nda/Correspondence	4 Water and Sanitation Community Forum	4 Water and Sanitation Community Forum coordinated	EX	t revised					tion Community Forum

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance Indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Annual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Reasons for variance 2020/21 Annual Budget	Expenditure	Challenges	Corrective measures	Reasons for variance from Q1	Performance Monitoring Quality Assurance Data source
SEMSD-20	Good Governance and Public Participation	To enhance organizational performance	Development and Review of Service Delivery and Budget Implementation Plan (SDBIP)	Coordination of the development and review of organisational Service Delivery and Budget Implementation	Number of Organizational Service Delivery and Budget Implementation Plans (SDBIP) develo	3 Service Delivery and Budget Implementation Plans (SDBIP) developed	2 Service Delivery and Budget Implementation Plans (SDBIP) developed	Target not revised	Service Delivery and Budget Implementation Plans approved	**Achieved** 3 Service Delivery and Budget Implementation Plans (SDBIP's)	**Achieved** 3 Service Delivery and Budget Implementation Plans (SDBIP)	OPEX	Budget not revised	OPEX	None	None	Old	3 Service Delivery and Budget Implementation Plans (SDBIP's) developed and

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
				n Plan SDBIP	ped and reviewed	and reviewed	and reviewed.			developed and reviewed	developed and reviewed.							reviewed
SEMSD-21	Good Governance and Public Parti	To enhance organizational perfor	Monitoring and Evaluation	Monitoring and evaluation of organisational performance reports	Number of organizational performance reports	8 organisational performance reports	7 organisational performance reports	Target not revised	Organisational performance reports	**Achieved** 8 organisational performance	**Achieved** 7 organisational performance	OPEX	Budget not revised	OPEX	None	None	Old	7 organisational performance reports

Business Unit						**Strategic Executive Management Services – Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Output 5:						**5. Deepen democracy through a refined Ward Committee model Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Reasons for New/Old**	**Performance Monitoring, Quality Assurance Governance**
	cipation	mance			produced	produced	produced			reports produced	reports produced							produced
SEMSD-22	Good Governance and Public Parti	To enhance organizational perfor	Back to Basics	Compilation of Back to Basics reports	Number of Back to Basics reports produced	4 Back to Basics reports produced	4 Back to Basics reports produced	Target not revised	Back to Basics reports	**Achieved** 4 of Back-to-Basics reports	**Achieved** 4 Back to Basics reports	OPEX	Budget not revised	OPEX	None	None	Old	4 Back to Basics reports produced

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	cipation	manc e								produced	produced							
SEMSD-23	Good Governance and Public Participation	To promote the needs and interests of special focus	Special Focus Programmes	Special Focus Programmes Coordination (Childrn, Disability, Gender, Older	Number of Special Focus Programmes Coordinated	88 Special Focus programmes coordinated. (14 Childrn, 14	64 Special Focus programmes coordinated	Target not revised	Correspondence /Attendance register/Reports	**Achieved** 88 Special Focus programmes coordinated.	**Achieved** 76 Special Focus programmes coordinated.	264000	Budget revised to prioritise se	262273	None	None	Old	76 Special Focus programmes coordinated

Business Unit					**Strategic Executive Management Services -Vote 1**													
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**													
Outputs 5:					**• Program Governance through enforcement of compliance to regular Administrative and financial capability**													
Key Strategic Organizational Objectives:					**To increase the capacity of the district to deliver its services**													
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 Financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Team remark**
		groupings		Persons and Youth Programmes)		disabilities, 24 Gender 14 older persons, 22 Youth development programmes coordinated).				(14 Children, 14 disabilities, 24 Gender 14 older persons, 22 Youth development programmes coordi	(12 Children, 15 disabilities, 22 Gender 15 older persons, 13 Youth development programmes coordi		rvice delivery projects					

Business Unit	Strategic Executive Management Services –Vote 1
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs 5:	• Deepen democracy through a refined ward committee model Administrative and financial capability
Key Strategic Organizational Objectives:	To increase the capacity of the district to deliver its mandate

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
										nated) .	nated) . (Reason for baseline variance is that budget was reduced)							
SEMS	Good	To build	HIV & AIDS	HIV & AIDS	Number of	37 HIV &	32 HAST	Target not	Correspondence	**Achieved**	**Achieved**36	240	Budg	234438	None	None	Old	36 HIV &

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Target	Revised 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measure	Indicator New/Old	Performance Monitoring Quality Assurance Comment
D-24	Governance and Public Participation	a responsive and participating communities in all issues related to health in an attempt to ascert	Programmes (Governance, Coordination, Prevention Care & Support, Capacity Building, CBO/N	Programmes Coordination	HIV, AIDS, STI & TB programmes coordinated	AIDS Programmes coordinated	programmes coordinated. (- Governance & Planning - Coordination.	revised	/Attendance registers/Minutes	37 HIV & AIDS Programmes coordinated	HAST programmes coordinated. (- Governance & Planning - Coordination.	000	et not revised						AIDS Programmes coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		ain a disease free and eliminate the scourge of HIV & AIDS, STIs and TB by 2026	GOs Summit and Monitoring & Evaluation)				- Prevention - Care & Support. - Capacity Building - Monitoring &				- Prevention - Care & Support. - Capacity Building - Monitoring &							

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring, Quality Assurance, Governance
							Evaluation				Evaluation							
SEMSD-25	Good Governance and Public Participation	To build accountable and transparent governance structures respo	Whippery Management meetings	Coordination of Whippery meetings	Number of Whippery meetings coordinated	18 Whippery meetings coordinated	6 Whippery meetings coordinated	Target not revised	Correspondence /Attendance Registers/Minutes	**Achieved** 18 Whippery meetings coordinated	**Achieved** 14 Whippery meetings coordinated	54 000	Budget not revised	730 (Reason for less expenditure is that mos	None	None	Old	14 Whippery meetings coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		nsive to the needs of the community									(Reason for the variance of the baseline is the transition of the local government elections			t of the meetings were held virtually)				

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Target	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual target not achieved	Revised 2021/22 Annual target achieved	Expenditure	Challenges	Corrective measure	Indicator New /Old	Performance Work-ing Capital / Source of funds
											committees which were re-established during December month)							

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
SEMSD-26	Good Governance and Public Participation	To build accountable and transparent governance structures responsive to the needs of the	Reports of Chief Whip	Compilation of mandatory reports of the chief whip submitted to Council	Number of mandatory reports of the chief whip submitted to Council	4 reports of the Chief Whip submitted to Council	4 mandatory report of the chief whip submitted to Council	Target not revised	Mandatory Reports submitted to Council	**Achieved** 4 mandatory reports of the chief whip submitted to Council	**Achieved** 4 mandatory reports of the chief whip submitted to Council	OPEX	Budget not revised	OPEX	None	None	Old	4 mandatory reports of the chief whip submitted to Council

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Classification	Corrective Measure	Intervention Required	Performance Monitoring Quality Assurance Comment
		community																
SEMSD-27	Good Governance and Public Participation	To provide strategic and administrative support to	Council meetings	Coordination of Council meetings	Number of Meetings coordinated	19 Council meetings coordinated	6 Council meetings coordinated	Target not revised	Correspondence /Attendance Registers/Minutes	**Achieved** 19 Council meetings coordinated	**Achieved** 16 Council meetings coordinated	50000	Budget not revised	27343	None	None	Old	16 Council meetings coordinated

Business Unit	Strategic Executive Management Services –Vote 1
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs 5:	• Deepen democracy through a refined ward committee model Administrative and financial capability
Key Strategic Organizational Objectives:	To increase the capacity of the district to deliver its mandate

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		Council and Administrative structures																
SEMSD-28	Good Governance and Public	To provide strategic and administrati	Committee Meetings	Coordination of Committee Meetings	Number of Committee Meetings	174 meetings coordinated	99 Committee meetings coordinated	Target not revised	Correspondence /Attendance Registers/Minutes	**Achieved** 174 meetings coordinated	**Achieved** 166 Committee meetings	OPEX	Budget not re	OPEX	None	None	Old	166 Committee meetings coordinated

Business Unit						**Strategic Executive Management Services – Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator Title Validated**	**Performance Monitoring Quality Assurance Comment**
	Participation	ve support to Council and Administrative structures			coordinated						coordinated (Reason for the variance of the baseline is the transition of the local govern		vised					

Business Unit	Strategic Executive Management Services –Vote 1
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs 5:	• Deepen democracy through a refined ward committee model Administrative and financial capability
Key Strategic Organizational Objectives:	To increase the capacity of the district to deliver its mandate

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
											ment elections committees which were re-established during december month)							

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 8:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administration and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual budget	Revised 2021/22 Annual budget	Expenditure	Challenges	Corrective measures	Indicator New/Old	Performance: Monitoring, Quality, Assurance, Owners
SEMSD-29	Good Governance and Public Participation	To provide strategic and administrative support to Council and Administrative	Mandatory Reports of the Speaker	Compilation of Mandatory Reports of the Speaker	Number of Mandatory reports of the speaker submitted to Council	4 Mandatory reports of the speaker submitted to Council	4 Mandatory reports of the speaker submitted to Council	Target not revised	Mandatory reports	**Achieved** 4 Mandatory reports of the speaker submitted to Council	**Achieved** 4 Mandatory reports of the speaker submitted to Council	OPEX	Budget not revised	OPEX	None	None	Old	4 Mandatory reports of the speaker submitted to Council

Business Unit						**Strategic Executive Management Services –Vote 1**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model Administrative and financial capability**												
Key Strategic Organizational Objectives:						**To increase the capacity of the district to deliver its mandate**												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		structures																
SEMSD-30	Good Governance and Public Participation	To provide strategic and administrative support to Coun	Management and Executive Management meetings	Coordination of Management and Executive Management meetings	Number of management and Executive Management meetings	53 management and Executive Management meetings coordinated	49 management and Executive Management meetings coordinated	Target not revised	Correspondence /Minutes/Attendance Registers	**Achieved** 53 management and Executive Management meetings	**Achieved** 52 management and Executive Management meetings	OPEX	Budget not revised	OPEX	None	None	Old	52 management and Executive Management meetings coordinated

Business Unit	**Strategic Executive Management Services –Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Target	Revised 2021/22 Annual Target	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Sign Off
		cil and Administrative structures			coordinated					coordinate	coordinated							

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
SEMSD-31	Good Governance and Public Participation	To build accountable and transparent governance structures responsive to the needs of the	Project Site visits	Coordination of Committees project Site visits	Number of project Site Visits coordinated	57 Site Visits coordinated	30 Site Visits coordinated	30 Project Site Visits coordinated	Correspondence /Attendance Registers/Programmes/Site Visit Report	**Achieved** 57 Site Visits coordinate	**Achieved** 52 Site Visits coordinated (Reason for the variance of the baseline is	200 00	Budget not revised	17 919	None	None	Old	52 Site Visits coordinated

Business Unit						Strategic Executive Management Services – Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its services												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Overall no	2021/22Annual Target	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Target	Variance for 2021/22 financial year	Explanations	Challenges	Corrective Measures	Actual cost for the year	Reasons for variance, Current year, Current year
		community									the transition of the local govemment elections committees which were re-established during							

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
											December month)							

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Output 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its services**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Means of 2021/22 Annual Target	Means of verification	Actual Quarter 1 (Jul-Sep)	Actual Quarter 2 (Oct-Dec)	Q1-2 Actual Expenditure	Q1-2 Variance	Budget 2021/22	Challenges	Corrective Measures	Quarter 1 & 2 Evidence	Planned activities for Quarter 3 & 4
SEMSD-32	Good Governance and Public Participation	To build accountable and transparent governance structures responsive to the needs of the	Oversight programmes(MPAC)	Coordination of oversight Public Hearings	Number of Public Hearings/Oversight coordinated	7 Public Hearings/Oversight Programmes Coordinated	6 Public Hearings/Oversight Programmes Coordinated	6 Public Hearings/Oversight Programmes Coordinated	Correspondence /Attendance Registers/Reports	**Achieved** 7 Public Hearings/Oversight Programmes Coordinated	**Achieved** 6 Public Hearings/Oversight Programmes Coordinated	150 000	Budget not revised	279 337	None	None	Old	6 Public Hearings/Oversight Programmes Coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		community																
SEMSD-33	Good Governance and Public Participation	To build accountable and transparent governance structures respo	Ethics programmes	Coordination of Ethics programmes/ working sessions)	Number of working sessions(ethics programmmes)	1 working session coordinated	1 working session coordinated	1 working session ethics programmmmes) coordinated	Correspondence /programmes /Attendance registers	**Achieved** 1 working session coordinated	**Achieved** 1 working session ethics programmmes)	25000	96000	64 600	None	None	Old	1 working session coordinated

		nsive to the needs of the comm unity			coordin ated.						coordi nated							
SE MS D-34	Goo d Gov erna nce and Publ ic Parti	To engag e in Progr amme s that foster partici pation ,	Public Partici pation progra mmes (Counc il Outrea	Coordi nation of Council Outrea ches/I mbizo	Numbe r of Counci l Outrea ches/I mbizo	4 Counc il Outrea ches/i mbizo coordi nated	3 Counc il Outrea ches/ Imbizo coordi nated	Target not revise d	Corresponde nce /Attendance Registers/Pro grammes/Re ports	**Achie ved** 4 Counc il Outrea ches/i mbizo coordi nated	**Achie ved** 3 Counc il Outrea ches/i mbizo	26 1 00 0	Bu dg et no t re vis ed	181 915	Non e	No ne	Ol d	3 Counc il Outrea ches/i mbizo coordi nated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	cipation	interaction and partnership	ches/Imbizo)								coordinated							
SEMSD-35	Good Governance and	To engage in Programmes that	Youth Parliament	Coordination of Youth	Number of Youth Parliament/Dialogue	1 Youth Parliament	1 Dialogue coordinated	1 Youth Parliament/ Dialogue	Correspondence /Attendance Registers/Programmes	Achieved 1 Youth Parlia	Achieved 1 Youth Parlia	50000	60000	50121	None	None	Old	1 Youth Parliament

Business Unit					**Strategic Executive Management Services - Vision 1**													
Outcome 6:					[illegible]													
Output 3:					[illegible] Attendance and Records Available													
Key Strategic Organizational Objectives:					To improve the capacity of [illegible]													
Project No.	**Key performance Area #**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2020/21 Base and Target**	**Yearly Target 2021/22**	**Means of verification**	**Actions Taken to be implemented in the 2020/21 financial year**	**Actions Taken in the 2020/21 financial year**	**Budget 2020/21**	**Actual Expenditure 2020/21**	**Physical Progress**	**Challenges**	**Corrective Measures**	**Variance**	**Performance Indicator Output 3 Target 2021/22**
	Public Participation	foster participation, interaction and partnership		Parliament	/ coordinated	coordinated		coordinated		ment coordinated	ment/ Dialogue coordinated							coordinated
SEMSD-36	Good Governance and Publ	To engage in Programmes that foster	Women Parliament	Coordination Women Parliament	Number of Women Parliament/ Dialog	1 Women Parliament	1 Women Dialogue coordinated	1 Women Parliament/ Dialogue	Correspondence /Attendance Registers/Programmes	**Achieved** 1 Women Parlia	**Achieved** 1 Women Parlia	43000	Budget not re	22150	None	None	Old	1 Women Parliament

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	ic Participation	participation, interaction and partnership			ues coordinated	coordinated		coordinated		ment coordinated	ment/ Dialogue coordinated		vised					coordinated
SEMSD-37	Good Governance and Public	To engage in Programmes that foster partici	Ward Committee Support	Strengthen capacity of ward committees	Number of Ward Committee support programme	1 Ward Committee Capacity Building	1 Ward Committee support programme	Target not revised	Correspondence /Attendance Registers/Programmes	**Achieved** 1 Ward Committee Capacity Buildin	**Achieved** 1 Ward Committee suppor	200 000	382 000	378 894 Additional amount	None	None	Old	1 Ward Committee Capacity Building

Business Unit						Strategic Executive Management Services – Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Support coordination, oversight, capacity building and management of Local Administration and financial reporting												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Actual Performance in the previous financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual budget	No of persons paid	Explanations	Challenges	Corrective measures	Lessons learnt	Further remarks
	Participation	participation, interaction and partnership			Programme coordinated	coordinated			g Programme coordinated	t programme coordinated			of Roll over from previous financial year				Programme coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
SEMSD-38	Good Governance and Public Participation	To engage in Programmes that foster participation, interaction and partnership	State of the District Address	Coordination of State of the District Address	Number of State of the District Address coordinated	1 State of the District Address coordinated	1 State of the District Address coordinated	Target not revised	Correspondence /Programmes / Attendance Registers	**Achieved** 1 State of the District Address coordinated	**Achieved** 1 State of the District Address coordinated	500 000	Budget not revised	305 148	None	None	Old	1 State of the District Address coordinated

Business Unit	Strategic Executive Management Services –Vote 1																	
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System																	
Output 6:	• Service delivery and budget implementation plans Administrative and Financial capability																	
Key Strategic Organizational Objectives:	To improve the capacity of the municipality to deliver services																	
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Source of verification	Actual Performance for the 2020/21 financial year	Actual Performance for the 2021/22 financial year	2021/22 Annual budget	Revised 2021/22 financial budget	Budget variance	Other Remarks	Corrective measures	Challenges	Position reported (Meeting Council, Management, Other)
SEMSD-39	Good Governance and Public Participation	To engage in Programmes that foster participation, interaction and partnership	Mayoral outreach programme	Coordination Mayoral outreach programmes	Number of Mayoral outreach programmes coordinated	9 Mayoral outreach programmes coordinated	4 Mayoral Outreaches programmes coordinated.	Target not revised	Correspondence /Programmes /Attendance Registers	**Achieved** 09 Mayoral outreaches programmes Coordinated	**Achieved** 5 Mayoral Outreaches programmes coordinated	267000	Budget not revised	0.00 (Funds not spent because activities conducted they were	None	None	Old	05 Mayoral outreaches programmes Coordinated

Business Unit	Strategic Executive Management Services –Vote 1
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs 5:	• Deepen democracy through a refined ward committee model Administrative and financial capability
Key Strategic Organizational Objectives:	To increase the capacity of the district to deliver its mandate

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
														project visits that not require logistics)				
SEMSD-40	Good Governance and	To engage in Programmes that	Educational support	Coordination of educational support	Number of educational support	8 educational support progra	2 Educational Support Progra	Target not revised	Correspondence /Programmes /invitations/ Attendance register	**Achieved** 8 educational	**Achieved** 3 educational	193000	323000	300000 (roll over	None	None	Old	3 educational support progra

Business Unit					**Strategic Executive Management Services – Vote 1**													
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**													
Outputs 5:					• **Deepen democracy through a refocused ward system** **Administrative and financial capability**													
Key Strategic Organizational Objectives:					**To increase the capacity of the district to deliver its mandate**													
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Service ed 2021/22 Annual Target s**	**Means of verification**	**Actual Performance in the 2020/21 (Financial year)**	**Actual Performance as at the 2021/22 (Financial year)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective measures**	**Initiatives for the next year**	**Performance Threshold (Upper and lower limit)**
	Public Participation	foster participation, interaction, and partnership	programme	programme	programme coordinated.	mmes coordinated	mmes coordinated.			support programmes coordinated	support programmes coordinated			r funds)				mmes coordinated

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
SEMSD-41	Good Governance and Public Participation	To engage in Programmes that foster participation, interaction and partnership	Support to traditional authority/Magoshi forum	Coordination of support programme to traditional authority/Magoshi	Number of traditional authority/Magoshi support programme/forum coordinated	4 Magoshi Forums coordinated	4 Traditional authority/ Magoshi support Forums coordinated	4 Traditional authority / Magoshi support Forums coordinated	Correspondence /Programmes /invitations/ Attendance register	**Achieved** 4 Traditional authority/Magoshi support Forums coordinated	**Achieved** 4 Traditional authority / Magoshi support Forums coordinated	125 000	Budget not revised	53 751	None	None	Old	4 Traditional authority /Magoshi support Forums coordinated

Business Unit	**Strategic Executive Management Services - Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	• **Deepen democracy through a refined ward committee model** **Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Annual 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Implementation Plan	Position paper e.g. Recruitment plan, Benefit plan, Budget proposal, Business case, Council resolution
FD-02	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Financial reporting	Budget Treasury	Number of Unqualified audit opinion	1 Unqualified audit opinion report	1 Unqualified audit opinion	Target not revised	Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	OPEX	Budget not revised	OPEX	None	None	Old	1 Unqualified audit opinion report

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
FD-06	Financial viability and Management	To ensure that the resources required to fulfil the needs identified in the strategic plan	Demand management	Development and implement the procurement plan	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	Target not revised	Municipal procurement plan	**Achieved** 1 municipal procurement plan developed and implemented	**Achieved** 1 municipal procurement plan developed and implemented	OPEX	Budget not revised	OPEX	None	None	Old	1 municipal procurement plan developed and implemented

Business Unit					**Strategic Executive Management Services – Vote 1**													
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**													
Outputs 5:					• **Sound financial management and accounting** **Administrative and financial capability**													
Key Strategic Organizational Objectives:					**To increase the capacity of the district to deliver its mandate**													
Project No.	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (Major activities)**	**Key performance indicator**	**Baseline**	**2021/22Annual Targets**	**Revised 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Explanations**	**Objectives**	**Corrective measures**	**Indicators for the current KPI**	**Performance Overall Annual plan**
		of the institution are efficient and effective (at the correct time, price and place and that the																

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		quantity and quality will satisfy those needs)																

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 9:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial capability**
Key Strategic Organizational Objectives:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective measures	Not key to KPI	Performance Owner (Name, Surname & Designation)
FD-07	Financial viability and Management	To monitor department expenditure	Acquisition management	Compliance to the SCM regulations	Percentage of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	Target not revised	Zero irregular expenditure; Fruitless and wastefull and Unathorised expenditure/ Payment Vouchers	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular	OPEX	Budget not revised	OPEX	None	None	Old	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure

Business Unit						Strategic Executive Management Services –Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model Administrative and financial capability												
Key Strategic Organizational Objectives:						To increase the capacity of the district to deliver its mandate												
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
										expenditure	expenditure							

Business Unit	**Strategic Executive Management Services – Vote 1**
Outcome 6:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs 5:	**• Deepen democracy through a refined ward committee model Administrative and financial sustainability**
Key Strategic Organizational Objective:	**To increase the capacity of the district to deliver its mandate**

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (Major activities)	Key performance indicator	Baseline	2021/22 Mtef Target	Revised 2021/22 Annual Target	Means of verification	Annual Performance in the 2020/21 Financial year	Annual Performance in the 2021/22 Financial year	2021/22 Annual Budget	Budget adjustment 2021/22	Capex/ Opex	Site Municipality	Corrective steps/ way forward	Mid-year target for 2021/22	Performance Challenges/ Reasons for deviations
DPEMS-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities created (Security Services)	New Indicator	211 EPWP work opportunities created (Security Services)	Target not revised	Certified ID and Proof of payment and Attendance Registers and Signed contracts	New indicator	**Achieved** 230 EPWP work opportunities created (Security Services)	OPEX	Budget not revised	OPEX	None	None	New	230 EPWP work opportunities created (Security Services)

3.31. INFRASTRUCTURE DEPARTMENT- VOTE 2

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
INFR-01	Basic Services delivery	To ensure tools are available for the operation and mai	Procurement of O&M Tools	Procurement of O&M Tools	Percentage of requested O&M tools procured	100 percent of requested tools procured	100 % of requested O&M tools procured	Target not revised	Material requisition/order and delivery note	**Achieved** 100 Percent of requested tools procured	**Achieved** 100% of requested O&M tools procured	220 000	Budget not revised	16200 0 spent under OPEX	None	None	Old	100 percent of requested tools procured

Business Unit							**Infrastructure Department: Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Reasons of variation**	**Actual Performance in the 2020/21 financial year (Achieved or not achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or not achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective measures**	**Indicator for the w/ds**	**Performance Monitoring & Quality Assurance of Data**
		ntenance of water and wastewater infrastructure																
INFR-02	Basic Services	To provide Free	Refurbishment of	Refurbishment of Package Plants	Number of Package Plant	3 Package Plants	3 Package Plants	Target not	Specifications	**Achieved** 3 Package	**Achieved** 3 Package Plants refurbished	5 000 000	Budget not	5 000 000	None	None	Old	3 Package Plants

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
	delivery	Basic Water	Package Plants		s refurbished	refurbished	refurbished	revised	Work Order, Payment Certificate Delivery note	Plants refurbished			revised	Spent under OPEX				refurbished

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to water services • Implementation of the community works programme Achieve compliance of treated effluent outcomes											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achievement or Non Achievement)**	**Actual Performance for the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Budget year**	**Challenges**	**Corrective Measures**	**Is it on the IDP?**	**Performance Monitored & Audited by (Internal or External)**
INFR-03	Basic Services delivery	To provide Free Basic Water	Borehole diesel generators	Installation of borehole diesel generators	Number of diesel generators installed	4 requested Backup diesel generator procured	1 back up diesel generator procured	Target not revised	Work Orders issued for repairs and maintenance Invoice/ Deliv	**Achieved** 4 requested Backup Diesel Generators procured	**Achieved** 2 backup diesel generators procured (Reason for the variance of the over achievement is that during planning, we projected for price increase	500 000	Budget not revised	399 283	None	None	Old	2 back up diesel generators procured

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
									ery note		due to COVID but during procurement the quotation prices for the generators were affordable to procure two							

Business Unit	**Infrastructure Department -Vote 2**
Outcome 5:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs:	• Improved access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome
Key Strategic Organizational Objectives:	To provide sustainable basic services and infrastructure development

Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Revised annual 2021/22 annual Target	Reasons of variation	Actual Performance in the 2020/21 financial year (Audited or the Annual Report)	Actual Performance in the 2020/21 financial year (Audited or the Annual Report)	2021/22 Annual Budget	Reasons for 2021/22 Annual Budget	Expenditure	Challenges	Corrective measures	Interlocks with other Departments	Performance in relation to Short term & Medium Term Plans

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance In the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
INFR-04	Basic Services delivery	To ensure the community receives basic water services by attendin	Water Infrastructure Repairs and Maintenance (Term Contractors)	Replacement of pipeline, flow meters, major repairs of water equipment and infrastructure	Percentage of reported breakdowns attended through the services of Maintenance	87.58% of reported breakdowns attended through the services of Maintenance Term Contractors	65% of reported breakdowns attended through the services of Maintenance Term	70% of reported breakdowns attended through the services of Maintenance	Maintenance Requisition and Report on Maintenance perfomed in a quarter/P	**Not Achieved** 87.58% of reported breakdowns attended through the services of Maintenance Term	**Not Achieved** 60% of reported breakdowns attended through the services of Maintenance Term Contractors	29 178 000	56 924 000	56 402 400	More requests were received but available budget was not eno	O&M Budget for the coming financial yeas should be incr	Old	60% of reported breakdowns attended through the services of Maintenance

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							**1. Improved access to basic services** **2. Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year** (Highlight reasons for deviations)	**Actual Performance in the 2021/22 financial year** (Achieved as per Actuals)	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Is it an on-going Project?**	**Performance Status** (Green, Orange, Red)
		g to all reported breakdowns.			Term Contractors		Contractors	Term Contractors	ayment	Contractors					ugh	eased.		Term Contractors
INFR-05	Basic Services delivery	To ensure tools are available for the	Water Infrastructure Repairs and Maintenance (Term	Procurement of O&M Material for Internal Repairs & Maintenance	Percentage of requested Material Procured	100% of requested O&M Material Procured	80% of requested O&M Material Procured	Target not revised	Material Work Order and Delivery Note	**Achieved** 100% of requested O&M Material Procured	**Achieved** 100% of requested O&M Material Procured	2 000 000	5 595 000	5 588 000	None	None	Old	100% of requested O&M Material Procured

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		operation and maintenance of water and wastewater infrastructure	Contractors)															

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year (Achieved or Not achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Evaluation Year**	**Challenges**	**Corrective Measures**	**If carried over the period**	**Performance Measure Name & Output for each Project**
INFR-06	Basic Services delivery	To achieve 95% compliance on chemical and 97% compliance on micr	Procurement of Water Quality Laboratory Equipment /Instruments.	Supply, delivery & installation of Water Analysis Instruments	Percentage of all required water quality laboratory instruments/ equipment procured.	100 percent of all required water quality laboratory instruments/ equipment procured	95% of all required water quality laboratory instruments/ equipment procured.	Target not revised	Approved TOR Appointment of Service provider Progress reports	**Achieved** 100% of all required water quality laboratory instruments/ equipment procured	**Achieved** 100% of all required water quality laboratory instruments / equipment procured	350000	176000	175163	None	None	Old	100% of all required water quality laboratory instruments/ equipment procured

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		obiological of drinking water supply systems to Blue Drop and 70%																

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme **Actions Supportive of Outputs:** Planned maintenance activities											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objective**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or not for the previous year)**	**Actual Performance in the 2021/22 financial year (Achieved or not for the previous year)**	**2022 Annual Budget**	**Reviewed 2022 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator Number as per SDBIP**	**Performance Monitoring & Quality Assurance**
		compliance of wastewater treatment works effluent to Green Dro																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		p Assessment requirement by 2021																
INFR-07	Basic Services	To achieve 95% com	Implementation of Water Safety	Implementation of water safety & security	Number of interventions on	19 interventions on of water safety	Five (05) interventions	Target not	Water safety plan	**Achieved** 19 intervent	**Achieved** Ten (10) interventions on the	26250	Budget not	226294	None	None	Old	Ten (10) interventions on

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improved infrastructure and services • Implementation of the community service programme Access to quality of basic government services											
Key Strategic Organizational Objectives:							**To provide sustainable infrastructure and services and promote development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance for the 2020/21 Financial Year (Achieved or Not Achieved)**	**Actual Performance for the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Target**	**Reviewed 2021/22 Annual Target**	**Reasons for deviation**	**Challenges**	**Corrective measures**	**Means of verification**	**Performance on Annual Target for the Quarter**
	delivery	pliance on chemical and 97% compliance on microbiological of drin	& Security Plans	Plans recommendations.	the Water Safety & Security Plans recommendations completed	plans recommendations completed. (Cleaning of 7 reservoirs, installation of 8 level indicators and installation of 4 inline	on the Water Safety Plans recommendations completed	revised	s report	ions on the Water Safety & Security Plans recommendations completed (Cleaning of 7 reservoirs', installation of 8 level	Water Safety Plans recommendations completed		revised					the Water Safety Plans recommendations completed completed

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		king water supply systems to Blue Drop and 70% compliance of was				disinfection interventions on the water safety plans recommendations completed)				indicators and installation of 4 inline disinfection interventions on the Water Safety Plans recommendations completed)								

Business Unit	Infrastructure Department: Vote 2
Outcome #:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs:	• Improved service delivery • Implementation of the community works programme Achieve Compliance of Green and Blue Drop outcomes
Key Strategic Organizational Objectives:	To provide sustainable basic services and infrastructure development

Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Expenditure as at 31 March 2021	Blue or Green Drop Assessment	Budget Request for the 2021/22 Financial Year	Actual Performance as at 30 June 2021/22 Financial year (Achieved or Not Achieved)	2021/22 Adjustment Budget	Reasons for deviation from 2021/22 Adjustment Budget	Key Performance Measure	Challenges	Corrective measures to be undertaken	% of capital budget spent	Progress report on Municipal Blue & Green Drop Assessment
		tewater treatment works effluent to Green Drop Assessment																

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		requirement by 2021																
INFR-08	Basic Services delivery	To achieve 95% compliance on chemical and	Water Quality monitoring and sampling	Collection of water and wastewater samples throughout the district	Number of chemicals and microbiological samples	1343 chemicals and microbiological 1219 samples collected	700 chemicals and 800 microbiological samples	Target not revised	Sample reception log sheets/ Laboratory	**Achieved** 1343 chemicals and microbiological 1219 samples collected	**Achieved** 1328 chemicals and 1256 microbiological samples collected	200000	Budget not revised	153540	None	None	Old	1328 chemicals and 1256 microbiological samples

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcomes											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or not Achieved)**	**2022 1/2 Annual Budget**	**Revised 2021/22 Annual Budget**	**Budget Vote**	**Challenges**	**Corrective measures**	**Is this an annual KPI?**	**Portfolio evidence (Source document for Audit purposes)**
		97% compliance on microbiological of drinking water supply systems			collected		collected		reports									collected

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		to Blue Drop and 70% compliance of wastewater treatment works																

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicators**	**Baseline**	**2021/22 Annual Target**	**Rest ated 2021/22 annual Target**	**Reasons for variation**	**Actual Performance in the 2020/21 financial year (Reasons, where the actuals are not in line with the planned)**	**Actual Performance in the 2021/22 financial year (Reasons, where the actuals are not in line with the planned)**	**2022/23 Annual Target**	**Revised 2022/23 annual Target**	**Expenditure for the year**	**Challenges**	**Corrective measures**	**Is all or part of the activity/ project a carry over?**	**Performance Monitoring & Evaluation by (Name of Unit/ Person)**
		effluent to Green Drop Assessment requirement by 2021																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
INFR-09	Basic Services delivery	To achieve 95% compliance on chemical and 97% compliance on micr	Procurement of Disinfection chemicals	Procurement of Disinfection chemicals	Number of Disinfection chemicals procured	3001 KG of disinfection chemicals procured	1000 Kg of disinfection chemicals procured	Target not revised	Approved terms TOR Appointment letter Delivery notes and Invoice	**Achieved** 3001 KG of disinfection chemicals procured	**Achieved** 1000 Kg of disinfection chemicals procured	105000	0	0 Spent under consumables vote	None	None	Old	1000 KG of disinfection chemicals procured

Business Unit							**Infrastructure Department -Vote 7**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved after the Adjustment)**	**Actual Performance in the 2021/22 financial year (Achieved at the Adjustment)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Shortfall**	**Challenges**	**Corrective measures**	**Justification for the new KPI**	**Performance Monitoring & Quality Assurance**
		obiological of drinking water supply systems to Blue Drop and 70%																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		compliance of wastewater treatment works effluent to Green Dro																

Business Unit							**Infrastructure Department -Vote 2**												
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome												
Key Strategic Organisational Objectives:							**To provide sustainable basic services and infrastructure development**												
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial Year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Responsible Person**	**Challenges**	**Corrective measures**	**Is it carried over from the previous year?**	**Portfolio evidence to be submitted (Proof of Delivery)**
		p Assessment requirement by 2021																	
INFR-10	Basic Serv	To achieve	Procurement of Water	Procurement of consuma	Percentage of all	100 percent of all	100 % of all	Target not	Letter to requ	**Achieved** 100 percent	**Achieved** 100% of all requested	375 000	932 000	816 061	None	None	Old	100% of all reque

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	ices delivery	95% compliance on chemical and 97% compliance on microbiological	and Wastewater consumables.	ble reagents to enable functioning of the Laboratory	requested water and wastewater consumables procured	requested water and wastewater consumables procured	requested water and wastewater consumables procured	revised	est consumables/ Delivery note Invoice	of all requested water and wastewater consumables procured	water and wastewater consumables procured							sted water and wastewater consumables procured

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Achieve expenditure on human settlements function											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baselin e**	**2021/22 Annual Targets**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance for the 2020/21 financial figures (Motivate where not Achieved)**	**Actual Performance for the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Revised 2022/23 Annual Budget**	**Budget Justification**	**Challenges**	**Corrective measures**	**Indicator owner**	**Performance Monitoring & Evaluation Report Period**
		of drinking water supply systems to Blue Drop and 70% compliance																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and Infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		of wastewater treatment works effluent to Green Drop Assess																

Business Unit							**Infrastructure Department - Area 2**												
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome												
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**												
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised annual 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Baseline for the 2021/22 financial year)**	**Actual Performance in the 2021/22 financial year (Reasons for deviations)**	**2021/22 Annual Target**	**Revised 2021/22 Annual Target**	**Expenditure**	**Challenges**	**Corrective measures**	**Is it an old or new project**	**Performance Level (refer to Annexure 1 for guidance)**
		ment requirement by 2021																	
INFR-11	Basic Services delivery	To achieve 95% compliance on chemic	Unit Process Audit	Assess the capacity and operational effectiveness of the Water Supply &	Number of Water Supply & Wastewater Systems Assessed	3 Water Supply & 3 Wastewater Systems Assessed	2 Water Supply & 1 Wastewater Syst	Target not revised	Approved TOR Appointment letter	**Achieved** 3 Water Supply & 3 Wastewater Systems	**Achieved** 2 Water Supply & 1 Wastewater Systems Assessed	182 500	182 000	170 000	None	None	Old	2 Water Supply & 1 Wastewater Systems

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		al and 97% compliance on microbiological of drinking water supply		Wastewater systems	Assessed/ audited		ems Assessed		Assessment reports	Assessed								Assessed

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Basis of work load on**	**Actual Performance in the 2020/21 financial year (Achieved after the Adjusted)**	**Actual Performance in the 2021/22 financial year (Achieved at the Adjusted)**	**2022/23 Annual for the dept**	**Revised 2022/23 Annual for the dept**	**Expenditure**	**Challenges**	**Corrective for the next year**	**Is it on track for the year end?**	**Performance Monitoring & Quality Assurance**
		systems to Blue Drop and 70% compliance of wastewater treatment																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		works effluent to Green Drop Assessment requirement by																

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to safe water • Implementation of the community water programme **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Is it an on-going project?**	**Performance Indicator for Annual Targets**
		2021																
INFR-12	Basic Services delivery	To achieve 95% compliance on chemical and 97% complia	Maintenance of Water Quality Laboratory accreditation status.	Maintain accreditation status of the Water Quality Laboratory	Percentage participation on SANAS, NLA and SABS by the Water Quality	100 percent participation on SANAS, NLA and SABS by the Water Quality Laboratory	100 % participation on SANAS, NLA and SABS by the Water	Target not revised	SANAS, NLA and SABS reports	**Achieved** 100 percent participation on SANAS, NLA and SABS by the Water Quality Laboratory	**Achieved** 100 percent participation on SANAS, NLA and SABS by the Water Quality Laboratory	200 000	Budget not revised	195 659	None	None	Old	100 percent participation on SANAS, NLA and SABS by the Water

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		nce on microbiological of drinking water supply systems to Blue Dro			Laboratory		Quality Laboratory											Quality Laboratory

Business Unit							**Infrastructure Department – Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Upgrading and extension of basic services • Implementation of the community work programme Actions supportive of human settlement outcome											
Key Strategic Organisational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Target**	**Revised of 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Actions on the achievement**	**Actual Performance in the 2021/22 financial year (Achievement on the achievement**	**2022/23 Annual Target**	**Revised of 2022/23 Annual Target**	**Reason for Variance**	**Challenges**	**Corrective measures**	**Impact of variance on the service delivery**	**Portfolio of Evidence (Source documents / Proof)**
		p and 70% compliance of wastewater treatment works effluent to																

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		Green Drop Assessment requirement by 2021																

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the expanded public works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Revised 2022/23 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Is this an ongoing or old project**	**Project linked to Ward/Cluster/Area**
INFR-13	Basic Services delivery	To achieve 95% compliance on chemical and 97% compliance on micr	Implementation of Wastewater Risk Abatement Plans	Implementation of Wastewater Risk Assessment outcomes	Number of interventions on green drop recommendations completed	40 interventions on Green Drop Interventions	20 interventions on green drop recommendations completed	Target not revised	Green Drop intervention reports and work order, payment certificate	**Achieved** 40 interventions on green drop recommendations completed	**Achieved** 29 interventions on green drop recommendations completed	15000 0	Budget not revised	30650	None	None	Old	29 interventions on green drop recommendations completed

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		obiological of drinking water supply systems to Blue Drop and 70%																

Business Unit							**Infrastructure Department: Area 2**											
Outcome 9:							**9. Improved access to quality basic services and responsive, accountable, effective and efficient local government system**											
Outputs:							• Improved access to quality basic services • Implementation of the community works programme Actions supportive of inclusive economic growth											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance for the 2020/21 financial year (Actual achievement for the financial year)**	**Actual Performance for the 2021/22 financial year (Actual achievement for the financial year)**	**2022/23 Annual Budget**	**Revised 2022/23 Annual Budget**	**Responsible**	**Challenges**	**Corrective measures**	**Status of service delivery**	**Public comment on Municipal Manager's Quality Certificate**
		compliance of wastewater treatment works effluent to Green Dro																

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
		p Assessment requirement by 2021																
INFR-14	Basic Services delivery	To achieve 95% compliance	Operations of wastewater treatment works	Operations of wastewater treatment works	Percentage of waste water treatment	89.04 percent of wastewater treatmen	80% wastewater treatment work	Target not revised	Wastewater treatment works	**Achieved** 89.04% wastewater treatmen	**Achieved** 84.4% wastewater treatment	1 166 000	Budget not revised	1 112 732	None	Old	84.4% wastewater	**Achieved** 84.4% wastewat

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Target**	**Nature of work load on**	**Actual Performance in the 2020/21 financial year (Achievement at the end of the year)**	**Actual Performance in the 2021/22 financial year (Achieved at the end of the quarter)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Responsible**	**Challenges**	**Corrective measures**	**Intervention required to achieve the annual target**	**Performance in relation to challenges experienced**
		on chemical and 97% compliance on microbiological of drinking wat			works operated	t works operated	s operated		reports	t works operated	works operated						treatment works operated	er treatment works operated

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		er supply systems to Blue Drop and 70% compliance of wastewater																

Business Unit							Infrastructure Department - Vote 2											
Outcome 9:							Responsive, accountable, effective and efficient Local Government system											
Outputs:							• Improving access to basic services • Implementation of the community works programme Achieve adaptive of human settlement challenges											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 annual Targets	Means of verification	Actual Performance in the 2020/21 financial year (Actual results for the previous financial year)	Actual Performance in the 2021/22 financial year (Achieved against Annual Targets)	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Explanation	Challenges	Corrective Measures	Is it on the SDBIP	Portfolio of Evidence (Means of verification e.g. Signed Reports, Minutes, Attendance Registers)
		treatment works effluent to Green Drop Assessment requirem																

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		ent by 2021																
INFR-15	Basic Services delivery	To achieve 95% compliance on chemical and	Operations of water treatment works	Operations of water treatment works	Percentage of water treatment works operated	67,16 percent of water treatment	70 percent of water treatment works operated	Target not revised	Water treatment works reports	**Not Achieved** 67,16 percent of water treatment works operated	**Achieved** 76,51 percent of water treatment works operated	1 600 000	1 322 000	1 261 123	None	None	Old	**Achieved** 76,51 percent of water treatment works

Business Unit							Infrastructure Department: Vote 3												
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:							• Improving access to safe water services • Implementation of the community water programme Actions supportive of human settlement outcome												
Key Strategic Organizational Objectives:							To provide sustainable and reliable water and sanitation services												
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achievement either Achieved or Not Achieved)	Actual Performance in the 2020/21 financial year (Achievement either Achieved or Not Achieved)	2021/22 Annual Target	Reasons for 2021/22 Annual Target	Target audited/Actuals	Challenges	Corrective measures	Is it on track to meet the annual target	Reasons on Actual Performance & Corrective Measures
		97% compliance on microbiological of drinking water supply systems																operated

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		to Blue Drop and 70% compliance of wastewater treatment works																

Business Unit							Infrastructure Department - Vote 2											
Outcome 9:							[illegible]											
Outputs:							• [illegible] • [illegible] Activity suggestions: [illegible]											
Key Strategic Organizational Objectives:							To provide [illegible]											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Quarter ago on decision	Actual Performance in the 2021/22 financial year (Achieved at this quarter	2021/22 Annual Target	Reviewed 2021/22 Annual Target	Responsible	Challenges	Corrective measures	Is all certificates attached	Reasons for slight variations if there is any
		effluent to Green Drop Assessment requirement by 2021																

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
INFR-16	Basic Services delivery	To ensure compliance on MIG Requirements	Management of the Municipal Infrastructure Programme	Establish and enforce project management standards	Percentage of MIG expenditure	100 % MIG Expenditure of 240 410 000	100 % MIG Expenditure of 244 646 000	Target not revised	Expenditure on MIG Report	**Achieved** 100 % MIG Expenditure of 240 410 000	**Achieved** 100% MIG Expenditure of 244 646 000	244 646 000	Budget not revised	244 646 000	None	None	Old	100% MIG Expenditure
INFR-17	Basic Services	To provide sanitatio	WSIG Scheme Lepelle Nkumpi	Sanitation	Number of households with	0 households with	515 households with	Target not	Completion Certificat	**Not Achieved** 0 households with	**Achieved** 515 households with access	3 814 000	5 114 000	5 084 247	None	None	Old	515 households with acce

Business Unit							**Infrastructure Department: Vote 2**											
Outcome 9:							**Responsive, accountable, effective and efficient Local Government System**											
Outputs:							• **Improved access to sanitation** • **Implementation of the community water programme** **Access to sanitation and water services**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and economic development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22**	**Source of verification**	**Actual performance achieved in the 2021/2022 financial year (Quarter 4)**	**Actual Performance against the Revised Annual Target**	**2022/23 Annual Target**	**Revised 2022/23 Annual Target**	**Expenditure**	**Challenges**	**Corrective measures**	**Is it an ongoing project?**	**Provide access to Basic Water, Sanitation and Hygiene**
	delivery	n service to 100 % of the population by 2030.	Sanitation		access to basic sanitation	sanitation access 359 pits excavated, 65 pits lined. 0 households with sanitation)	access to basic sanitation	revised	e /Progress reports	sanitation access 359 pits excavated, 65 pits lined. 0 households with sanitation	to basic sanitation							ss to basic sanitation

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
INFR-18	Basic Services delivery	To provide sanitation service to 100 % of the population by 2030.	Lepelle Nkumpi Sanitation	Lepelle Nkumpi Sanitation	Number of households with access to basic sanitation, number of technical reports developed,	240 households with sanitation access and 0 technical report	275 households with access to basic sanitation. 1 Technical report and 1	Target not revised	Appointment letter Completion Certificate /Progress report technical repo	**Not Achieved** 240 households with sanitation access and 0 technical report	**Achieved** 275 households with access to basic sanitation. 1 Technical report and 1 MIG business plan	8 696 000	12 786 000	12 783 040	None	None	Old	275 households with access to basic sanitation. 1 Technical report and 1 MIG busin

Business Unit																		
Outcome 9:																		
Outputs:																		
Key Strategic Organizational Objectives:																		
Project Number	**Key performance Area**	**Strategic Objective**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Actual performance as at 2021 /22 annual target**	**Variance of work Hours**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Variance of 2021/22 Annual Budget**	**Source of Data**	**Challenges**	**Corrective measures**	**Is all or part of the project old or new**	**Photo report (Insert dates of photos and attach photos)**
					number of MIG business plans developed		MIG business plan		rt and MIG Business plan,									ess plan
INFR-19	Basic Services delivery	To provide sanitation serv	Molemole Sanitation	Molemole Sanitation	Number of households with access to	256 households with sanitation access and 1	515 households with access to	259 households with access to	Completion Certificate /Pro	**Not Achieved** 256 households with sanitation access	**Achieved** 259 households with access to basic sanitation, 1 Technical	8 695 000	14 687 000	14 684 984	None	None	Old	259 households with access to basic

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		ice to 100 % of the population by 2030.			basic sanitation, number of technical reports developed, number of MIG business plans	technical report	basic sanitation	basic sanitation, 1 Technical report and 1 MIG business plan	gress report technical report and MIG Business plan,	and 1 technical report	report and 1 MIG business plan							sanitation, 1 Technical report and 1 MIG business plan

Business Unit	**Infrastructure Department, Vote 2**
Outcome 5:	**Responsive, Accountable, Effective and Efficient Local Government System**
Outputs:	• Improving access to basic services • Implementation of the community works programme Actions supportive of Outputs contributing to outcome
Key Strategic Organizational Objectives:	To provide sustainable basic services and infrastructure development

Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 annual Target	Mean of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Constraints	Is it an old or new project	Performance Model (Input, Output, Outcome, Impact)
					developed													
INFR-20	Basic Services delivery	To provide sanitation service to 100% of the population by	Blouberg Sanitation	Blouberg Sanitation	Number of households with access to basic sanitation	0 households with sanitation access, 100 pits excavate, 100 pits lined, 100 top structures delivered and 0	515 households with access to basic sanitation	Target not revised	Completion Certificate /Progress report	**Not Achieved** 0 households with sanitation on access, 100 pits excavated, 100 pits lined, and 100 top structure	**Achieved** 515 households with access to basic sanitation	86 96 000	11 256 000	11 247 220	None	None	Old	515 households with access to basic sanitation

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		2030.				technical report				s delivered and 0 technical report								
INFR-21	Basic Services delivery	To provide affordable, clean and	Planning and development of technical reports	Development of technical reports	Number of technical reports developed	14 technical reports developed	10 technical reports developed	14 technical reports developed	Technical reports	**Achieved** 14 technical reports developed	**Achieved** 14 technical reports developed	16 203 000	28 703 000	28 675 324	None	None	Old	14 technical reports developed

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							**1. Improving access to basic services** **2. Implementation of the operation and maintenance programme** **Achieve completion of Kongor additional outputs**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objective**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance against the 2020/21 financial year**	**Actual Performance up to the 2021/22 financial year (Actual cumulative)**	**2022/23 Annual Target**	**Revised 2022/23 Annual Target**	**Explanation for variance**	**Objective**	**Corrective measures**	**Is it on track to meet the objective?**	**Performance Indicator**
		potable water according to 100 percent of the population by																

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		2030																
INFR-22	Basic Services delivery	To provide affordable, clean, and potable water according	Water Service Infrastructure Grant (WSIG) Schemes	Planning and Implementation of WSIG Schemes	Percentage Planning and Implementation of Water Infrastructure Grant (WSIG)	100 percent Implementation of WSIG as per business plan	100 percent Planning and Implementation of WSIG as per busi	Target not revised	WSIG reports	Achieved 100 percent Planning and Implementation of WSIG as per business plan	Achieved 100 percent Planning and Implementation of WSIG as per business plan	95 000 000	120 000 000	120 00 0 000	None	None	Old	100 percent Planning and Implementation of WSIG as per busin

Business Unit							**Infrastructure Development Grade 2**										
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**										
Outputs:							• Improving access to basic services • Implementation of the community works programme Achieve completion of basic settlement outcome										
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**										
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Actual after the Adjustment)**	**Actual Performance in the 2021/22 financial year (Actual after the Adjustment)**	**2022/23 Annual target**	**Revised 2022/23 Annual target**	**Expenditure for**	**Challenges**	**Corrective measures**	**Is part of the Work Plan**	**Portfolio of Evidence (POE) to be submitted**
		to yard connections standards to 100% of the population by 2030			projects as per Business Plan.		ness plan											ess plan

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizationai Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actuai Performance in the 2020//21 financiai year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
INFR-23	Basic Services delivery	To provide sanitation service to 100% of the population by 2030	Wastewater Treatment Works	Planning and Design of wastewater treatment works	Number of Wastewater Treatment Works/oxidation ponds planned	New Indicator	1 wastewater treatment works/oxidation ponds planned	Target not revised	Design reports and drawings	New Indicator	**Achieved** 1 wastewater treatment works/oxidation ponds planned	50 000 000	26 776 000	26 775 418	None	None	New	1 wastewater treatment works/oxidation ponds planned

Business Unit							**Infrastructure Department - Vote 5**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improved access to basic services • Improvement of the road infrastructure Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reasons of 2021/22 annual Targets**	**Measure of work load on**	**Annual Performance in the 2020/21 financial year (Achievement for the Activities)**	**Annual Performance for the 2021/22 financial year (Achievement for the Activities)**	**2022/23 Annual Budget**	**Service level 2022/23 Annual Budget**	**Responsible Officer**	**Challenges**	**Corrective measures**	**Is it an on-going activity?**	**Performance on Right to Water & Sanitation**
INFR-24	Basic Services delivery	To provide affordable, clean and potable water according to	Grootpan, Sias, Longden, Ramaswikana Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	20% planning of water supply project	100% planning of water supply project	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	10435000	Budget not revised	0 Spent on other MIG projects	None	None	New	100% planning of water supply project

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		100 percent of the population by 2030																
INFR-26	Basic Services delivery	To provide affordable, clea	Kromhoek/ Makgato, Devrede, Taaibos	Planning and construction of Water	Percentage planning of water supply	New Indicator	100% planning of water	Target not revised	Technical report/design	New Indicator	**Achieved** 100% planning of water supply project	1 739 000	1 899 000	1 898 781	None	None	New	100% planning of water supply

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, accountable, coastal and developmental Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Achieve integrated and sustainable human settlements outcomes											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Reasons for variations if any**	**Measures taken to improve performance**	**Actual Performance in the 2020/21 financial year**	**Actual Performance as at the end of the 2nd quarter**	**2021/22 Adjusted Budget**	**Reasons for variations if any**	**Budget year 2022/23**	**Budget year 2023/24**	**Budget year 2024/25**	**Is it an annual or multi-year project**	**Multi-year project budget (if applicable)**
		n and potable water according to 100 percent of the population	ch New Stand Water Supply	supply project	project		supply project		report									project

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		by 2030																
INFR-27	Basic Services delivery	To provide affordable, clean and potable water accordi	Milbank East, Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	2 609 000	3 903 000	1 314 680	None	None	New	100% planning of water supply project

Business Unit							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Budget 2022/23 Annual Target**	**Budget Expenditure**	**Challenges**	**Corrective Measures**	**Total cost for the project**	**Performance Monitoring & Evaluation**
		ng to 100 percent of the population by 2030																
INFR-28	Basic Services	To provide affordabl	Bosehla Water Supply	Planning and construction of Water	Percentage planning of water	New Indicator	100% planning of	Target not	Technical report/design	New Indicator	**Achieved** 100% planning of water	17 739 000	17 850 00	1 692 754	None	None	New	100% planning of water suppl

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	delivery	e, clean and potable water according to 100 percent of the pop		supply project	supply project		water supply project	revised	report		supply project							y project

Business Unit							Infrastructure Department: Vote 2												
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:							• Improved access to basic services • Implementation of the community work programme Actions supportive of human settlement outcome												
Key Strategic Organizational Objectives:							To provide sustainable, cost efficient and transparent services												
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2022/23 Annual Budget	Revised 2022/23 Annual Budget	Budget year	Challenges	Corrective Measures	Is it an on-going or new project	Remarks on Municipal wide Outputs (Quarterly Progress Report)
		ulation by 2030																	
INFR-29	Basic Services delivery	To provide affordable, clean and potable water	Thalane Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	2 609 000	17 16 000	1 715 512	None	None	New	100% planning of water supply project

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		according to 100 percent of the population by 2030																

Business Unit:							**Infrastructure Department Area 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Sustainable services at local level • Implementation of Community Work Programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Planned 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 Financial Year (Achieved or not achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or not achieved)**	**2022/23 Annual Budget**	**Revised 2022/23 Annual Budget**	**Budget year**	**Q1st Quarter**	**Q2nd Quarter**	**Q3rd Quarter**	**Reasons for deviations & Corrective measures to improve performance**
INFR-30	Basic Services delivery	To provide affordable, clean and potable water according to 100	Nairin (Ga-Molefe, Sifihlampsana & Ga-Tshabalala) Village Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	1 739 000	1 2 74 000	1 273 407	None	None	New	100% planning of water supply project

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		percent of the population by 2030																
INFR-31	Basic Services delivery	To provide affordable, clean,	Inveraan Water Supply	Planning and construction of Water supply project	Percentage planning of water supply	New Indicator	100% planning of water supp	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	1 739 000 0	1 706 000	1 705 919	None	None	New	100% planning of water supply

Business Unit							**Infrastructure Department: Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Total spend 2021/22**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Validated by the Auditor-General)**	**Actual Performance in the 2021/22 financial year (Validated by the Auditor-General)**	**2022/23 Annual Target**	**Variance 2022/23 Annual Target**	**Explanation**	**Challenges**	**Corrective measures**	**Alignment to the IDP**	**Performance Alignment to the Budget per project**
		and potable water according to 100 percent of the population by			project		ly project											project

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance In the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		2030																
INFR-32	Basic Services delivery	To provide affordable, clean, and potable water according	Nailana Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	17 39 000	19 46 000	794 163	None	None	New	100% planning of water supply project

Business Unit							**Infrastructure Department - Vote 8**												
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome												
Key Strategic Organizational Objectives:							**To provide sustainable basic infrastructure and infrastructure development**												
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Reasons for variation**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective measures for the underperformance**	**Is the project on track (Yes/No)**	**Performance on Municipal Guide to Human Settlement**
		to 100 percent of the population by 2030																	
INFR-33	Basic Services	To provide affordable,	Grootho ek (Lebow akgomo Zone B)	Construction of Water supply project	Percentage of construction of	70 percent construction of water	100 % construction of wate	Target not revised	Completion Certificate	**Achieved** 70 percent construc	**Not Achieved** 92% constructio n of water	11 937 000	48 356 600	48 355 124	Section C of the project	Matter was resolved	Old	Target not achieved

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	delivery	clean and potable water according to 100 percent of the population	Water Supply		water supply project Number of households with water access	supply project 0 household with water access	r supply project. 8342 households with water access		/Progress report	tion of water supply project 0 households with water access	supply project. 0 households with water				was stopped for more than 12 months due to community conflicts this	through office of the executive mayor and contractor on-site fast trac		

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improved access to basic services • Implementation of the community works programme Actions supportive of human settlement outcomes											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual Target	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective measures	Is it a carry over project	Progress per Ward (Ward number & Project name)
		on by 2030													moved the project duration by more than 12 months	king the completion of the project		
INFR-34	Basic Services	To provide affor	Mphahlele (Bolatjane,	Construction of Water	Percentage of constr	71,36 percent construction of	100% constructi	Target not	Completion Certi	**Achieved**	**Not Achieved** 91% constructio	80 212 000	82 191 000	82 189 691	One poor perf	The newly app	Old	Target not

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	delivery	dable, clean and potable water according to 100 percent of the	Phalakwane, Makurung and Dithabaneng) RWS	supply project	uction of water supply project. Number of households with water access	water supply project. 0 households with water access	on of water supply project 4564 households with water access	revised	ficate /Progress report	71,36 percent construction of water supply project 0 households with water access	n of water supply project 0 households with water				orming contractor was terminated, the project was advertised, and a	ointed contractor has commenced with the works with project exp		achieved

Business Unit							**Infrastructure Department - Year 2**												
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs:							**4. Improving access to basic services** **5. Implementation of the community work programme** **Achieve integrated human settlements and economic development**												
Key Strategic Organizational Objectives:							**To provide democratic, local governance that is sustainable, equitable and promotes social and economic development**												
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual target**	**Means of verification**	**Actual Performance for the 2020/21 financial year**	**Actual Performance for the 2021/22 financial year (Achieved or not achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 annual budget**	**Budget Variance**	**Challenges**	**Corrective measures**	**Is it an ongoing project?**	**Portfolio of Evidence**
		population by 2030													new contractor was appointed	ected completion of June 2023		
INFR-35	Basic Services delivery	To provide affordable,	Mphahlele RWS Maijane, Sefalaol	Planning and construction of Water	Percentage of detailed desig	100% planning of water supply projects	100 % of detailed designs	Target not revised	Detailed design and tend	**Achieved** 100% planning of water supply	**Achieved** 100% of detailed designs and developme	2 783 000	6 6 83 000	6 0 98 995	None	None	Old	100% of detailed designs

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		clean and potable water according to 100 percent of the populati	o, Makaepea, Sedimonthole, Moshate & Mashite	supply project	ns and development of tender documents	completed	and development of tender documents		er document	projects completed	nt of tender documents							and development of tender documents

Business Unit							**Infrastructure Department: Vote 7**												
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs:							• Improved access to basic services • Improved infrastructure and economic development Achieve sustainable natural and economic resources												
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**												
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective measures**	**Is it on target (Yes/No)**	**Performance Work Done & Quality Assurance**
		on by 2030																	
INFR-36	Basic Services delivery	To provide affordable, clean, and potable water acc	Stocks RWS (Hwelereng, Makotse, Motantanyane)	Planning and construction of Water supply project	Percentage planning and construction of water supply project	New Indicator	100% planning of water supply project	100% planning of water supply project and 1 tend	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project and 1 tender document developed	4 000 000	9 900 000	9 428 116	None	None	New	100% planning of water supply project and 1 tender document

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		ordi ng to 100 perc ent of the pop ulati on by 203 0			Numb er of tende r docu ments devel oped			er docu ment deve lope d										devel oped
INFR -37	Basi c Serv ices	To prov ide affor	Grootho ek Regiona l Water	Planning and constructi on of	Perce ntage planni ng of	New Indicator	100 % plan ning	100 % plan ning	Tech nical repo rt/de	New Indicator	**Achieved** 100% planning of water	2 348 000	11 115	10 466 273	Non e	Non e	Ne w	100% plann ing of water

Business Unit							**Infrastructure Department-Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective, and Efficient Local Government System**											
Outputs:							**3. Improved access to basic services** **4. Implementation of the community service programme** **Access to adequate and reliable water supply**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual Targets**	**Mid-term (30th Sept) Actual Performance**	**Actual Performance for the 2020/21 financial year (Achievement of the Annual Target)**	**Actual Performance available 2020/21 financial year (Achievement of the Annual Target)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Key and Buy-in**	**Checklist**	**Correction for the next mid-year**	**Is all on track?**	**Risks mitigation measures (Actions to be taken)**
	delivery	dable, clean and potable water according to 100 percent of the	Scheme (Madisha-Ditoro, Madisha-Leolo, Motsereng, Mamogwasha & Mapatjakeng)	Water supply project	water supply project Number of tender documents developed		of water supply project	of water supply project and 1 tender document developed	sign report		supply project and 1 tender document developed		000					supply project and 1 tender document developed

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		population by 2030																
INFR-38	Basic Services delivery	To provide affordable, clean and potable wat	(Budutolo) Mathabatha/Tongwane RWS	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	1 739 000	50 71 000	50 70 928	None	None	New	100% planning of water supply project

Business Unit	Infrastructure Department - Vote 2
Outcome 9:	Responsive, accountable, effective and efficient Local Government system
Outputs:	1. Municipal support to ensure municipal functionality and improved audit outcomes 2. Sustainable infrastructure development and service delivery 3. Public participation and good governance with municipal stakeholders
Key Strategic Organizational Objectives:	To provide sustainable infrastructure and improved service delivery

Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Remained 2021/22 annual target	Reasons for not meeting the annual target	Corrective measure to be taken 2021/22 financial year	Annual Performance as at 30 June 2022/23 financial year	Corrective measures to be taken	2022/23 Quarter 1 Target	Reasons for not meeting the 2022/23 Quarter 1 Annual Target	Corrective measures	Quarter 2 Target	Reasons for not meeting the Quarter 2 Target	Corrective measures to be taken	Portfolio of Evidence
		er according to 100 percent of the population by 2030																	

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
INFR-39	Basic Services delivery	To provide affordable, clean and potable water according to 100	Sephala, Mokopu, Thoka, Makwetja RWS	Construction of Water supply project	Percentage construction of water supply project Number of households with water	97,5 percent construction of water supply project 0 households with water access	100 % construction of water supply project 5 499 households with wate	Target not revised	Completion Certificate /Progress report	**Not Achieved** 97.5% construction of water supply project 0 households with water access	**Achieved** 100% construction of water supply project 5 499 households with water access	40 819 000	34 102 000	6 7 17 880	None	None	Old	100% construction of water supply project. 5 499 households with water access

Business Unit							**Infrastructure Department - Vote 7**											
Outcome 9:							**Response, Accountable, Effective and Efficient Local Government System**											
Outputs:							**1. Maintained access to municipal roads** **2. Implementation of the maintenance and bulk infrastructure programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achievement for the previous year)**	**Actual Performance in the 2021/22 financial year (Achievement for the current year)**	**2022/23 Annual Target**	**Target 2022/23 Annual Target**	**Budget Year**	**Challenges**	**Corrective measures to improve performance**	**Is an amendment to the IDP required?**	**Performance Management tools (Quarterly Reports, Annual Performance Report, Annual Report)**
		percent of the population by 2030			access		r access											
INFR-40	Basic Services delivery	To provide affordable, clean	Phasha Water Supply	Planning and construction of Water supply project	Percentage planning of water supply	New Indicator	100% planning of water supp	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	1 739 000	1 4 04 000	1 403 825	None	None	New	100% planning of water supply

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		and potable water according to 100 percent of the population by			project		ly project											project

Business Unit																		
Outcome 9:																		
Outputs:																		
Key Strategic Organizational Objectives:																		
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual target	Means of verification	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year	2021/22 Annual budget for the project	Revised 2021/22 annual budget for the project	Expenditure	Challenges	Corrective measures	Is it on track	Status report on Measures taken to address challenges
		2030																
INFR-41	Basic Services delivery	To provide affordable, clean and potable water according	Sefene Water Supply	Planning and construction of Water supply project	Percentage of detailed designs and development of tender documents	100% planning of water supply project	100% Detailed designs and developm ent of tender docu	Target not revised	Detailed designs/tender document	**Achieved** 100% planning of water supply project	**Achieved** 100% Detailed designs and development of tender documents	1 739 000	Budget not revised	1 739 000	None	None	Old	100% Detailed designs and development of tender documents

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		to 100 percent of the population by 2030					ments											
INFR-42	Basic Services	To provide affordable,	Ratsaka Water Supply	Planning and construction of Water	Percentage planning of water suppl	New Indicator	100% planning of water	Target not revised	Technical report/design	New Indicator	**Achieved** 100% planning of water	1 739 000	1 020 000	1 019 766	None	None	New	100% planning of water supply

Business Unit							**Infrastructure Department (Vote)**											
Outcome 9:							**Decentralize, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community roads programme Address implementation of environmental concerns											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Reviewed 2021/22 Q2 cumulative Target**	**Means of verification**	**Actual Performance in the 2020/21 Financial Year (Before the 2nd addition)**	**Actual Performance 2020/21 Financial Year (Addressed after addition)**	**2021/22 Annual Target**	**Revised 2021/22 Q2 cumulative Target**	**Expenditure**	**Objectives**	**Corrective actions**	**Indicators not achieved**	**Performance Challenges**
	delivery	clean and potable water according to 100 percent of the population		supply project	y project		r supply project		report		supply project							project

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		on by 2030																
INFR-43	Basic Services delivery	To provide affordable, clean and potable water acc	Rosenkrantz Water Supply	Planning and construction of Water supply project	Percentage planning of water supply project	New Indicator	100% planning of water supply project	Target not revised	Technical report/design report	New Indicator	**Achieved** 100% planning of water supply project	2 609 000	607 000	606 444	None	None	New	100% planning of water supply project

Business Unit							Infrastructure Development - Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Basic Services • Deepening Democracy Access to Basic Services											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual Target	Number of work Location	Annual Performance in the 2020/21 Financial Year	Actual Performance for the 2020/21 financial year (Achieved or Not Achieved)	2022/23 Annual Target	Revised 2022/23 Annual Target	Expenditure	Challenges	Corrective measures	Is this an Annual Target or Cumulative for the term	Baseline value as at 30 June 2021
		ording to 100 percent of the population by 2030																
INFR-44	Basic Services	To provide mun	Blouberg Offices	Construction of Blouberg	Percentage of Bloub	New Indicator	100 % approval	Target not	Appointment of	New Indicator	**Achieved** 100% approval of Blouberg	400 000	2 400 000	2 387 340	None	None	New	100% approval of Bloub

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	delivery	icipal facilities		satellite office	erg Water offices constructed		of Blouberg water office building plans approved	revised	service provider/draft plans Approved building plans/		water office building plans							erg water office building plans
INFR-45	Local Economi	To ensure that	Refurbishment of Motumo	Refurbishment of Motumo	Number of sites	4 Monitoring reports	1 site refur	Target not	Progress report/	**Achieved**	**Achieved** 1 Site refurbished	50 000	2 1 74 000	OPEX	None	None	Old	1 Site refur

Business Unit							**Infrastructure Department Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 annual targets**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual budget**	**Revised 2022/23 Annual budget**	**Expenditure year to date**	**Challenges**	**Corrective measures**	**Is it an old or new KPI?**	**Performance Model Used for Assessment (Balanced Scorecard, Key Performance Areas, Outputs, Outcomes)**
	c Development	municipal facilities are maintained	Trading Post	Trading Post	refurbished	developed	bished	revised	Completion certificate	4 Monitoring reports developed								bished
INFR-46	Basic Services delivery	To promote and sustain an inte	Construction of TT Cholo	Percentage of construction of TT Cholo	Percentage of construction of TT Cholo fire station	76% establishment of TT Cholo fire station	100% of TT Cholo constructed	Target not revised	Progress report/ Completion	**Not Achieved** 76% establishment of TT Cholo	**Not Achieved 88% of TT Cholo constructed**	50 000	14 050 000	4 725 887	**Delay caused by unavailability**	**Contractor appointed and revi**	Old	Target not achieved

Business Unit							Infrastructure Department -Vote 2										
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System										
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development										
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		graded approach to disaster management continuum in CDM							certificate	fire station					of plans due to termination of contractor and engineer	sed completion date is end August 2022		

Business Unit							Information Department: Vote 2												
Outcome 9:							Empowering citizens to be socially and economically productive												
Outputs:							• Improving access to basic services • Implementation of the community works programme Achieve compliance to human settlement outcome											
Key Strategic Organizational Objectives:							To provide quality, efficient and effective service delivery												
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual target	Reasons for variance	Actual Performance in the 2020/21 financial year	Actual Performance for the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Budget	Expenditure	Challenges	Corrective measures	Indicator for the year old	Performance Status (Green, Yellow, Red)
FD-02	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA time	Financial reporting	Budget Treasury	Number of Unqualified audit opinion	1 Unqualified audit opinion report	1 Unqualified audit opinion	Target not revised	Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	OPEX	Budget not revised	OPEX	None	None	Old	1 Unqualified audit opinion report

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
		lines																
FD-06	Financial viability and Management	To ensure that the resources required to fulfil the needs iden	Demand management	Development and implement the procurement plan	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed	Target not revised	Municipal procurement plan	**Achieved 1** municipal procurement plan developed and implemented	**Achieved** 1 municipal procurement plan developed and implemented	OPEX	Budget not revised	OPEX	None	None	Old	1 Municipal procurement plan

Business Unit							**Infrastructure Department - Vote: 2**											
Outcome 5:							**Responsive, inclusive, [illegible] and [illegible] environmental systems**											
Outputs:							• **[illegible]** • **[illegible]** **Reduce congestion on [illegible]**											
Key Strategic Organizational Objectives:							**To provide [illegible] [illegible] and [illegible]**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Planned for 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020/2021 financial year**	**Actual Performance up to the 2021/2022 financial year (Achieved or Not Achieved)**	**2022 Q3 Annual Target**	**Reasons for Q3, 2022 Annual Target**	**Explanation for**	**Corrective measures**	**Cost of the Annual Target**	**Source of the information**	**Portfolio responsible for Annual Target**
		tified in the strategic plan of the institution are efficient and effective (at																

Business Unit							Infrastructure Department -Vote 2											
Outcome 9:							Responsive, Accountable, Effective and Efficient Local Government System											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							To provide sustainable basic services and infrastructure development											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 annual Target	Means of verification	Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		the correct time, price and place and that the quantity and quality																

Business Unit:							**Infrastructure Department: Vote 7**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							**1. Improving access to basic services** **2. Implementation of the community works programme** **Achieve a higher rate of municipal cost recovery**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and promote socio-economic development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Approved Targets**	**Revised 2021/22 approved Targets**	**Reasons for variations if any**	**Actual Performance in the 2020/21 Financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2022/23 Annual Budget**	**Revised 2022/23 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**If old or new indicator**	**Backlogs on Maintenance & Upgrade of Assets**
		will satisfy those needs)																
FD-07	Financial Viability and management	To monitor department expenditure	Acquisition management	Compliance to the SCM regulations	Percent of compliance to the SCM regulations that result in R	100 percent of compliance to the SCM regulations that result in R nil irregular	100 percent of compliance to the SCM regulation	Target not revised	Zero irregular expenditure; Fruitless and wasteful	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil	OPEX	Budget not revised	OPEX	None	None	Old	100% of compliance to the SCM regulations that result

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
					nil irregular expenditure	expenditure	s that result in R nil irregular expenditure		and Unathorised expenditure/Payment Vouchers	irregular expenditure	irregular expenditure							in R nil irregular expenditure
DPEMS-23	Local Economic Develop	To address unemployment	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities	New Indicator	1245 EPWP work opportunities	Target not revised	Certified ID and Proof of pay	New indicator	**Not Achieved** 826 EPWP work	OPEX	Budget not revised	None	Projects implemented in mult	Align projects from pla	New	826 EPWP work opportunities

Business Unit							**Infrastructure Department: Table 2**											
Outcome 6:							**Responsive, [illegible] and [illegible] Local Government System**											
Outputs:							• [illegible] • [illegible] **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Target**	**Reasons of 2021/22 annual Target**	**Measurement of verification**	**Actual Performance in the 2020/21 financial Year (Number of EPWP job opportunities created)**	**Actual Performance in the 2021/22 financial year (Number of EPWP job opportunities created)**	**2021/22 Annual Target**	**Reasons of 2021/22 Annual Target**	**Explanation**	**Challenges**	**Corrective measures**	**Is it an annual Target?**	**Portfolio of evidence (Proof to be submitted)**
	men t	through EPWP			s created		created		ment and Attendance Registers and Signed contracts		opportunities created				i financial years and no new projects to register work opportu	nning stage to labour intensive methods and appointment		created

Business Unit							**Infrastructure Department -Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• **Improving access to basic services** • **Implementation of the community works programme** **Actions supportive of human settlement outcome**											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	**Key performance Area**	**Strategic Objectives**	**Project Name**	**Project Description**	**Key Performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 annual Target**	**Means of verification**	**Actual Performance in the 2020//21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Revised 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
															nities targeted and some labourers were employed for full proj	of labourers to be on rotational contract		

Business Unit:							**Infrastructure Department - Vote 2**											
Outcome 9:							**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs:							• Improving access to basic services • Implementation of the community works programme Actions supportive of human settlement outcome											
Key Strategic Organizational Objectives:							**To provide sustainable basic services and infrastructure development**											
Project Number	Key performance Area	Strategic Objectives	Project Name	Project Description	Key Performance Indicator	Baseline	2021/22 Annual Target	Revised 2021/22 annual Target	Mix of work load on	Actual Performance in the 2020/21 financial year	Actual Performance in the 2021/22 financial year (Reflected on the annual report)	2022/23 Annual Budget	Revised 2022/23 annual Budget	Expenditure	Check Risk gaps	Corrective measures	Key risk mitigation	Risk response
															ect duration			

3.32. CORPORATE SERVICES- VOTE 3

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Base line**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-01	Municipal Transformation and Organizational Development	To provide legal services	Litigation Management	Attendance and management of effective litigation	Percentage attendance and management of all litigation cases	100 percent of all cases defended and instituted by June 2021	100% attendance and management of all cases instituted or defended by June 2022	Target not revised	Litigation Management Report/ Register	**Achieved** 100 percent of all cases defended and instituted by June 2021	**Achieved** 100% attendance and management of all cases instituted or defended by	3 989 000	7 924 000	7 803 194	None	None	Old	100% attendance and management of all cases instituted or defended by June 2022

Business Unit	[illegible]
Outcome 9:	[illegible]
Output: 12.7	[illegible]
Key Strategic Organizational objectives	[illegible]

Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Baseline 2021/22 Annual Target	Source of verification	Q1 Performance in 2021/22	Q2 Performance in 2021/22	2021/22 Annual Budget	2021/22 Budget per	Budget variance	Variance explanation	Corrective measures	Key output of the unit	Means of verification
											June 2022							
CPSD-02	Municipal Transformation and Organizational Development	To provide legal services	Advisory Services	Provision of legal advice and support	Percentage of requested legal advice and support provided	100 percent of requested legal advice and support provided by	100% of requested legal advice and support provided by June 2022	Target not revised	Advisory Services Report/ Register	**Achieved** 100 percent of requested legal advice and support provided by	**Achieved** 100% of requested legal advice and support provided by June 2022	OPEX	Budget not revised	OPEX	None	None	Old	100% of requested legal advice and support provided by June 2022

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
						June 2021				June 2021	June 2022							
CPSD-03	Municipal Transformation and Orga	To provide legal services	Contracts development	Development and or editing of contracts	Percentage of requested contracts	100 percent of requested Contracts	100% of requested contracts develo	Target not revised	Contract Register Report/ Register	**Achieved** 100 percent of requested	**Achieved** 100% of requested contra	OPEX	Budget not revised	OPEX	None	None	Old	100% of requested contracts devel

Business Unit						Corporate Services - Vote 1												
Outcome 6:						Responsive, Accountable, Effective and Efficient Local Government System												
Output: 12.1						Improved, efficient and sustainable administration, governance and management												
Key Strategic Organizational objectives						To provide effective and efficient administration												
Project No.	Key Performance Area	Strategic Objective	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2020/21 Annual Target	2021/22 Annual Target	Means of verification	Q1 Progress made as at 30 September 2021 (Status quo, brief description of progress made, challenges encountered and remedial action taken)	Progress made as at 31 December 2021 (Status quo, brief description of progress made, challenges encountered and remedial action taken)	Q3 Progress made as at 31 March 2022	Budget 2021/22	Budget variance	Variance explanation	Corrective measure	Q4 Progress made as at 30 June 2022	Portfolio of Evidence
	nizational Development				developed or edited and signed	developed or edited and signed by June 2021	developed or edited and signed by June 2022			Contracts developed or edited and signed by June 2021	cts developed or edited and signed by June 2022							oped or edited and signed by June 2022
CPSD-04	Spatial Rationale	To provide legal services	Development or review of by laws	By-law development or review	Percentage of requested By-Laws developed	100 percent of requested By-Laws developed	100% of requested by-laws developed or reviewed by	Target not revised	By-law development or review Report	**Achieved** 100 percent of requested By-	**Achieved** 100% of requested by-laws	50000	Budget not revised	0.00 (There were no by-laws	None	None	Old	100% of requested by-laws developed or

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
					or reviewed	or reviewed by June 2021	June 2022			Laws developed or reviewed by June 2021	developed or reviewed by June 2022			gazetted)				reviewed by June 2022
CPSD-05	Local Economic Development	To effectively and efficiently recruit and	Recruitment and selection processes	Recruit and select suitable candidates for positions	Percentage Coordination of recruitment and	90% filling of all funded vacancies	90% coordination of recruitment and selection	Target not revised	Approved recruitment plan Recruitment and	**Achieved** 90% filling of all funded	**Achieved** 90% coordination of recruit	569000	169000	122439	None	None	Old	90% coordination of recruitment and select

Business Unit						Corporate Services -Vote 3													
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning and support													
Key Strategic Organizational objectives						To promote the development of human capacity													
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Budget 2021/22 Annual Targets	Means of verification	Status of Budget expenditure as at 30 June 2021	Actual Budget expenditure as at 30 June 2022	Annual Budget as at 30 June 2022	Budget 2021/22 Budget	Expenditure to date	Challenges	Corrective Measures	Budget Adjustment	Responsible person, Budget adjustment, Budget transfer, Other comments
		retain competent Human Capital and sound labour relations			selection processes		processes		Selection reports	vacancies	ment and selection processes							ion processes

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-06	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labo	Performance Management Capacity building	Coordination of Capacity Building Activities	Number of Performance Management support sessions conducted	4 Performance Management support sessions conducted	4 Performance Management support sessions conducted	Target not revised	Attendance registers	**Achieved** 4 Performance Management support sessions conducted	**Achieved** 4 Performance Management support sessions conducted	OPEX	Budget not revised	OPEX	None	None	Old	4 Performance Management support sessions conducted

Business Unit						Corporate Services – Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 4 & 7						Implement a differentiated approach to municipal financing, planning and support Improved access to sanitation and water services												
Key Strategic Organisational Objectives						Type of Plan												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Source of verification	Actual Performance in 2020/21 (Previous year Not Audited)	Actual Performance in 2021/22 (Current year Not Audited)	2021/22 Annual Budget	Budget Adjustments (Nov 22 Budget)	Budget expenditure	Challenges	Corrective measures	Evidence of achievement	Portfolio of Evidence (POE)
		ur relations																
CPSD-07	Municipal Transformation and Organizational Development	To recruit and retain competent Human Capital and soun	Performance reviews	Performance Reviews	Number of Performance reviews conducted	7 Performance reviews conducted	8 Performance reviews conducted	Target not revised	Performance review Report	**Achieved** 8 Performance reviews conducted	**Achieved** 8 Performance reviews conducted	7 134 000	Budget not revised	7 134 000	None	None	Old	8 Performance reviews conducted

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		d labour relation effectively and efficiently																
CPSD-08	Municipal Transformation and Orga	To recruit and retain compete	Medical surveillance	Conduct medical surveillance	Number of employees underwent medic	60 employees underwent medi	50 employees underwent medical	Target not revised	Attendance Register/ Assessment report/ list of	**Achieved** 60 employees under	**Achieved** 89 employees under	OPEX	Budget not revised	OPEX	None	None	Old	89 employees underwent medical

Business Unit						Corporate Services - Vote 1												
Outcome 9:						Responsive, Accountable, Ethical and Efficient Local Government System												
Outputs: 1,2,7						Improved administrative support to municipal functionality, ethics and good governance												
Key Strategic Organizational objectives						To promote a culture of performance within the municipality												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Actual Performance in 2020/21 (Audited/actual performance)	Actual Performance in 2021/22 (Quarter 2nd Quarter Actual performance)	2021/22 Annual Target	Actual Performance 2021/22 (Quarter 2nd Quarter Actual performance)	Corrective measures	Challenges	Corrective Measures	Budget for the year	Portfolio of evidence (Quarter 2nd Quarter Actual performance)
	nizational Development	nt Human Capital and sound labour relation effectively and efficiently			al surveillance	cal surveillance	surveillance		employees underwent medical surveillance	went medical surveillance	went medical surveillance							surveillance

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-09	Municipal Transformation and Organizational Development	To recruit and retain competent Human Capital and sound labour relation effectively	Hazard Identification and Risk Assessment	Conduct HIRA	Number of HIRA activities conducted	1 Hira activity conducted	1 HIRA activity conducted	Target not revised	Attendance Register/ Agenda/ HIRA report	**Achieved** 1 HIRA activity conducted	**Achieved** 1 HIRA activity conducted	OPEX	Budget not revised	OPEX	None	None	None	1 HIRA activity conducted

Business Unit						Corporate Services - Vote 1												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Institutional, Administrative Systems, Policies, Regulations, Standards, Planning, and Support												
Key Strategic Organizational objectives						To provide the environment within the District												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2023/24 Annual Targets	Revised 2023/24 Annual Targets	Means of verification	Quarter 1 Performance in 2023/24 (Field activities not conducted)	Quarter 2 Performance in 2023/24 (Field activities not conducted)	2023/24 Annual Budget	Total spent as at 30th /09/ 2023 Budget	Budget variance	Challenges	Corrective Measures	Lessons learnt	Planned corrective measures for improvement
		and efficiently																
CPSD-10	Municipal Transformation and Organizational Development	To recruit and retain competent Human Capital and soun	OHS Capacity Building	Capacity building on OHS activities	Number of OHS capacity building and awareness campaigns conducted	4 OHS capacity-building activities conducted.	2 OHS capacity buildin g and awareness campaigns conducted	Target not revised	Attendance Register/ Agenda / Minutes	**Achieved** 4 OHS capacity building activities conducted	**Achieved** 4 OHS capacity building and awareness campaigns	247000	497000	369799 virement was done	None	None	Old	4 OHS capacity building and awareness campaigns conducted

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		d labour relation effectively and efficiently			conducted						conducted							
CPSD-11	Municipal Transformation and Orga	To recruit and retain competent	Personnel protective Clothing	Supply of protective clothing to requesti	Percentage provision of personnel protec	45% provision of personnel protective	100% provision of personnel protective	Target not revised	Personnel protective Clothing report/	**Not Achieved** 45 percent	**Achieved** 100% provision of perso	2 650 000	3 900 000	3 3232 904	None	None	Old	100% provision of personnel protective

Business Unit						Corporate Services -Vote 3													
Outcome 2:						Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: 12.7						Implement a differentiated approach to municipal planning, budgeting, performance management													
Key Strategic Organizational objectives						To protect the environment and natural resources													
Proj ect No.	Key Perfo rman ce Area	Strat egic Obje ctive s	Proje ct Name	Project Descript ion (major activitie s)	Key perfo rman ce indic ator	Base line	2021/22 Annual Target s	Revis ed 2021/22 Annual Target s	Means of verificati on	Cost of Perfo rman ce in 2021/ 22	Actua l Perfo rman ce for 2021/ 22	Actual Expe nditu re in 2021/ 22	Revis ed 2021/ 22 Budg et	Reas ons for vari ance s	Corr ecti ve actio ns	Use r of the Info rma tion	Perf orm ance Indic ator Owne r
	nizati onal Devel opme nt	nt Hum an Capit al and soun d labo ur relati on effec tively and effici ently		ng departm ents	tive equip ment to qualif ying emplo yees in line with the availa ble budge t	ctive equip ment to qualif ying empl oyee s	equipm ent to qualifyi ng employ ees in line with the availabl e budget		Invoice/A ssessme nt report/ Delivery note	provis ion of perso nnel prote ctive equip ment to qualif ying emplo yees	nnel protec tive equip ment to qualif ying emplo yees in line with the availa ble budge t							equip ment to qualif ying emplo yees in line with the availa ble budge t

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-12	Municipal Transformation and Organizational Development	To recruit and retain competent Human Capital and sound labour relation effectively	Employee Wellness Program	Implementation of Employee Wellness Programme	Percentage of implementation of employee wellness interventions	100 percent implementation of employee wellness interventions	100 percent implementation of employee wellness interventions	Target not revised	Employee wellness interventions Report/ Register	**Achieved** 100 percent implementation of employee wellness interventions	**Achieved** 100 percent implementation of employee wellness interventions	2 550 000	1 050 000	1 048 088	None	None	Old	100 percent implementation of employee wellness interventions

Business Unit						**Corporate Services –Vote 3**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Output: 1& 7						**Improved [illegible] Sustainable [illegible]**												
Key Strategic Organizational Objectives						**To [illegible]**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Revised 2021/22 Annual Targets**	**Reasons for variance/deviation**	**Actual Performance in 2020/21 (Note: Draft AFS 2020/21 Annual Report)**	**Actual Performance in 2021/22 (Note: Draft AFS 2021/22 Annual Report)**	**2021/22 Annual Budget**	**Revised 2021/22 Budget**	**Capex Value**	**Opex value**	**Cost centre Responsible**	**Total number of employees**	**Risk rating and Treatment measures**
		and efficiently																
CPSD-13	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Hum	Submission Return of Earnings (Workman compensation)	Submission of Return of Earnings to Compensation Commissioner	Number of return of earnings submitted	1 return of earnings submitted to the Compensation Commissioner	1 return of earnings submitted to the Compensation Commissioner by	Target not revised	Compensation Commission Invoice/Proof of Payment	**Achieved** 1 return of earnings submitted to the Compensation	**Achieved** 1 return of earnings submitted to the Compensation	360 1000	Budget not revised	1 331 775	None	None	New	1 return of earnings submitted to the Compensation Com

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		an Capital and sound labour relations				by June 2021	June 2022			Commissioner by June 2021	Commissioner by June 2022							missioner
CPSD-14	Municipal Transformation and Orga	To effectively and efficiently recru	Employee (Labour) Relations	Effective Management of Labour cases	Percentage of referred cases attend	100 percent of referred cases	100 percent of referred cases attended to	Target not revised	Employee (Labour) Relations Report	**Achieved** 100 percent of referred	**Achieved** 100 percent of referr	360 000	Budget not revised	24 760	None	None	Old	100 percent of referred cases attend

Business Unit						Corporate Services - Vote 3													
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: 1& 7						Implement a differentiated approach to municipal planning, budgeting and implementation													
Key Strategic Organisational objectives						To protect the environment, build the economy													
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Actual Performance to 30th June 2021 (Actual should state cases attended to within the required time frame)	Actual Performance to 30th June 2022 (Actual should state cases attended to within the required time frame)	2021/22 Actual as at the 30th of June	Reasons for deviation from 2021/22 Budget	Corrective measures	Challenges	Source of evidence	Budget	Baseline as at 30th June 2022 (Baseline should be the number of cases attended to within the required time frame)
	nizational Development	it and retain competent Human Capital and sound labour relations			ed to within the required time frame	attended to within the required time frame	within the required time frame			cases attended to within the required time frame	ed cases attended to within the required time frame							ed to within the required time frame

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-15	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labo	Induction sessions	Induction of new and current employees	Number of induction sessions conducted	3 induction sessions conducted	2 induction sessions conducted	Target not revised	Attendance Register/ Agenda/ Minutes	**Achieved** 3 induction sessions conducted	**Achieved** 4 induction sessions conducted	50000	Budget not revised	0.00 (Services to cater induction were done internally)	None	None	Old	4 induction sessions conducted

Business Unit				Corporate Services - Vote 1															
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System															
Outputs: 1& 7				Implement a differentiated approach to municipal planning, budgeting and reporting															
Key Strategic Objectives/Annual objectives				To provide the administrative support															
Project No.	Key Performance Area	Strategic Objective	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Quarter 1 Performance as in terms of the Action plan	Quarter 1 Performance as in terms of the Action plan	2nd Quarter 2021/22 Performance	Reasons for deviations	Challenges	Corrective Measures	Budget as per IDP	Budget for each activity
		ur relations																	
CPSD-16	Municipal Transformation and Organizational Development	To recruit and retain competent Human Capital and sound labour	Submission of WSP.	Submission of the WSP to LGSETA	Number of Work place Skills Plan and Annual Training Report (WSP and ATR) submi	1 Work place skills plan and Annual Training report (WSP and ATR submitted	1 Workplace skills plan and Annual Training report (WSP and ATR submitted to LGSETA by	Target not revised	Proof of submission	**Achieved** 1 Work place skills plan and Annual Training report (WSP and ATR	**Achieved** 1 Work place skills plan and Annual Training report (WSP and ATR	OPEX	Budget not revised	OPEX	None	None	Old	1 Work place skills plan and Annual Training report (WSP and ATR submitted to

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		relation effectively and efficiently			tted to LGSETA	to LGSETA by April 2020	April 2022			submitted to LGSETA by April 2020	submitted to LGSETA by April 2022							LGSETA
CPSD-17	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent	Training of employees	Training of employees	Percentage of the training budget spent on training of	99 percent of the training budget spent on training of empl	98 percent of the training budget spent on training of employees	Target not revised	Expenditure Report/Training Report/Training plan	**Achieved** 98 percent of the training budget spent on	**Achieved** 98 percent of the training budget spent on	1 250 000	Budget not revised	1 226 758	None	None	Old	98 percent of the training budget spent on training of

Business Unit						Co-operate Services - Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Output: 9.7						Improved administrative systems, processes and human capacity												
Key Activity/ Operational activities						To provide human resource services												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Budget 2021/22 Annual Targets	Source of verification	Actual Performance in 2020/21 (Past year)	Planned Performance in 2021/22 (Current year)	2021/22 Annual Budget	Actual expenditure of 2021/22 Budget	Variance	Corrective measures	Challenges	Mitigation measures	Budget committed (Yes/No)	Remarks on Quarterly Performance
		Human Capital and sound labour relations			employees.	oyees				training of employee	training of employee								employee
CPSD-18	Municipal Transformation and Organizational	To recruit and retain competent Hum	Training of councillors and traditional	Training of Councillors and Traditional Leaders	Percentage implementation of identified training	100 percent of the training budget spent	90% implementation of identified training programmes	Target not revised	Approved training plan/ Expenditure Report/ Training plan/Trai	**Achieved** 100 percent of the training	**Achieved** 90% implementation of identified trainin	150 000	Budget not revised	1 132 174	None	None	Old	90% implementation of identified training progr

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	Development	an Capital and sound labour relation effectively and efficiently	leaders		programmes for Councillors and Traditional Leaders	on training of councillors and traditional leaders	for Councillors and Traditional Leaders		ning reports	budget spent on training of Counsellors and traditional leader	g programmes for Councillors and Traditional Leaders							ammes for Councillors and Traditional Leaders
CPSD-19	Municipal Transformation	To recruit and retain	Bursary fund	Awarding of bursaries to internal	Percentage of eligible	100 percent of eligible	100 percent of eligible employ	Target not revised	Bursary fund Report	**Achieved** 100% of eligibl	**Achieved** 100 perce	1000	Budget not	600 717	None	None	Old	100 percent of eligible

Business Unit						Corporate Services - Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Sub-outputs: Improved Performance and Professionalism in Municipalities												
Key Strategic Organizational objectives						To promote a culture of performance management in the municipality												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Revised 2021/22 Annual Target	Means of verification	Quarter 1 Performance in 2021/22 (Date must not be later than 30 September 2021)	Actual performance in 2021/22 (Date must not be later than 30 September 2021)	2021/22 Actual Expenditure	Brief reasons for 2021/22 Budget variance	Corrective measures	Quarter 2 Performance in 2021/22	Quarter 3 Performance in 2021/22	Quarter 4 Performance in 2021/22	Portfolio of Evidence (POE)
	and Organizational Development	competent Human Capital and sound labour relation effectively and efficiently	Internal	employees	employees awarded with bursaries in line with available budget	employees awarded bursaries in line with available budget	employees awarded with bursaries in line with available budget			employees awarded with bursaries in line with available budget	employees awarded with bursaries in line with available budget	000	revised					employees awarded with bursaries in line with available budget

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-20	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labo	Bursary fund external	Awarding and monitoring of bursary to external people	Percentage monitoring of external bursary	100% monitoring of external bursary	100% monitoring of external bursary	Target not revised	Bursary fund Report	**Achieved** 100% monitoring of external bursary	**Achieved** 100% monitoring of external bursary	400000	200 000	33 927	None	None	Old	100% monitoring of external bursary

Business Unit					**C[illegible]ports Services –Vote 3**													
Outcome 8:					**Responsive, Accountable, Effective and Efficient Local Government System**													
Output: 4&7					**Improved service delivery and administrative processes, Sustainable and resilient**													
Key Strategic Organisational Activities					**To produce fully compliant Annual Financial Statements**													
Project No.	**Key Performance Area**	**Strategic Objective**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Target**	**Revised 2021/22 Annual Target**	**Reasons for revision**	**Actual Performance in 2021/22 (Each quarter)**	**Actual Performance in 2021/22 (Each quarter)**	**As at 30/06/22 Annual % of the approved budget**	**Actual expenditure as at 30/06/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Not Yet Started or on going**	**Work done on Ghost Projects (Progress made)**
		ur relations																
CPSD-21	Local Economic Development	To effectively and efficiently recruit and retain competent Human Capital	Learnership, Internships and experiential training	Capacitate young people in the district with regard to Learnership, internship and experiential training	Number of programs put in place to capacitate young people in the district	1 program put in place to capacitate young people in the district (learnershi	1 program put in place to capacitate young people in the district (internships or experiential	Target not revised	Programmes/Contracts/reports	**Achieved** 1 program put in place to capacitate young people in the district	**Achieved** 1 program put in place to capacitate young people in the district	400000	350000	273948	None	None	Old	1 program put in place to capacitate young people in the district (internships or

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						Te protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance In 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		and sound labour relations			(Internships, or experiential training)	ps, internships or experientia l training)	training)			(Learnerships, internships or experiential training)	(internships or experiential training)							experiential training)
CPSD-22	Municipal Transformation and Organizational Devel	To effectively and efficiently recruit and retain	Employment Equity report	Submission of the employment Equity report to Department of Labour	Number of submissions of the Employment Equity Repor	1 employment equity report submitted	1 Submission of the Employment Equity Reports to DoL by	Target not revised	1 Submission of the Employment Equity Reports to DoL	**Achieved** 1 employment equity report submitted	**Achieved** 1 Submission of the Employment Equity	OPEX	Budget not revised	OPEX	None	None	Old	1 Submission of the Employment Equity Repor

Business Unit						Corporate Services – Vote 3													
Outcome 9:						Responsive, accountable, effective and efficient Local Government System													
Outputs: 1& 7						Sound Financial and Supply Chain Management and Improved Governance and Administration													
Key Strategic Corporate objectives						To ensure the maximization of operational efficiency													
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Baseline 2021/22 Annual Target	Means of verification	Quarter 2 Performance as at 30 September 2021 (Reasons for deviations, corrective measures, proof of evidence)	Quarter 3 Performance as at 31 December 2021 (Reasons for deviations, corrective measures, proof of evidence)	2021/22 Amount of Budget	Cost centre & WBS Element	Responsible Person	Project Phase	Risk Factors & Mitigations	Project Budget	Project Budget 2021/22 (Reasons for deviations, corrective measures, proof of evidence)
	opment	competent Human Capital and sound labour relations			ts to DoL	to DoL by January 2021 2021	January 2022			to DoL by January 2021	Reports to DoL by January 2022								ts to DoL
CPSD-23	Municipal Transformation and	To effectively and efficiently	Employment Equity Plan	Implementation of employment	Percentage of filled positions	97 % of filled positions occu	95 % of filled positions occupied by	Target not revised	Employment Equity Report in the four highest	**Achieved** 97 % of filled	**Achieved** 97 % of filled	OPEX	Budget not revised	OPEX	None	None	Old	97 % of filled positions occup

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
	Organizational Development	recruit and retain competent Human Capital and sound labour relations		equity plan	occupied by employees from Employment Equity target groups employed in the four highest levels of manage	pied by employees from Employment Equity target groups employed in the four highest of mana	employees from Employment Equity target groups employed in the four highest of management in compliance with the Employment		levels of management	positions occupied by employees from Employment Equity target groups employed in the four highest of	positions occupied by employees from Employment Equity target groups employed in the four highest of mana geme							ied by employees from Employment Equity target groups employed in the four highest of management in compl

Business Unit						Corporate Services – Vote 8												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Output: 10.7						Improved administrative support to Council, Committees and Traditional Councils												
Key Activity: Shared Services						To provide effective and efficient shared services												
Project No.	Key Performance Area	Municipal Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Target	Baseline 2021/22 Annual Target	Source of evidence	Unit of measurement (Actual output that will indicate that the activity has been completed)	Annual Performance Target 2021/22 (Total output that will indicate that the activity has been completed)	2021/22 Annual Budget	Budget spent as at 30 June 2022 Budget	Reasons for variance	Corrective measure	Key performance indicator	Baseline	Means of verification
					nt in compliance with the Employment Equity Act	gement in compliance with the Employment Equity Act	Equity Act			management in compliance with the Employment Equity Act	nt in compliance with the Employment Equity Act							iance with the Employment Equity Act
CPSD-24	Municipal Transformation and Organizati	To provide effective and efficient	Employee Shared Network	Implementation of Employee Shared Network	Number of sites implemented with Community	New Indicator	5 sites with Community Shared Network	Target not revised	Delivery note/ invoice/Report/ TOR's/Proof of	New Indicator	**Not Achieved** 0 site with Community	0	190 000	0.00(To be implemented through	**Non responsive bids**	**Bid re-advertised**	New	Target not achieved

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	onal Development	ICT services within the Municipality			y Shared Network				submission		Shared Network			phonix system)				
CPSD-24	Municipal Transformation and Orga	To provide effective and effici	Procurement and implementation of comp	Procurement Internal software, network, switches	Number of computer hardware equip	5 Computer Hardware and 9 netw	54 computer hardware, software and	Target not revised	Delivery note/ Invoice/Correspondence	**Not Achieved** 5 Computer	**Not Achieved** **5 Computer**	55000	193000 Budget revised to	0	**Nationwide challenges on avail**	**Fast track delivery with the**	Old	Target not achieved

	nizational Development	ent ICT services within the Municipality	uter hardware, software and networks	, tablets and computers	ment, software and networks procured and implemented	ork switched procured	networks procured and implemented			Hardware and 9 network switched procured	**Hardware and 9 network switched procured**		cover additional computer requirements		**ability of computer components**	**service provider**		
CPSD-25	Municipal Transformation and Orga	To provide effective and effici	Server room monitoring system	Implementation of Server room monitori	Number of sites with Server room monit	New Indicator	1 site with Server room monitoring system	Target not revised	Monitoring system Report	New Indicator	**Achieved** 1 site with Server room	OPEX	Budget not revised	OPEX	None	None	New	1 site with Server room monitoring

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
	nizational Development	ent ICT services within the Municipality		ng system	oring system implemented.		implemented				monitoring system implemented							system implemented

[illegible]																	
[illegible]																	
[illegible]																	
[illegible]																	
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CPSD-26	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Computer equipment and software and networks	Procurement of Internal software, network, switches, tablets, and computers	Percentage of computer hardware equipment, software, networks procured and implemented	100% of computer hardware, software, networks procured and implemented	100% of computer hardware, software and networks procured and implemented	Target not revised	Delivery Note/Invoice TOR	**Achieved** 100% of computer hardware, software, networks procured and implemented	**Achieved** 100% of computer hardware, software, networks procured and implemented	450000	1 809 000	1 798 400 (Including roll over)	None	None	Old	100% of computer hardware, software, networks procured and implemented

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-27	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	ICT systems, computer equipment and licences	Maintenance of ICT systems, computer, and licences.	Percentage of ICT systems, computer equipment and licencing maintained	100% maintenance of ICT systems, computer equipment and licencing maintained	100% maintenance of ICT systems, computer equipment and licencing	Target not revised	Maintenance report	**Achieved** 100% maintenance of ICT systems, computer equipment and licencing	**Achieved** 100% maintenance of ICT systems, computer equipment and licencing	4 800 000	4 900 000	4 353 065	None	None	Old	100% maintenance of ICT systems, computer equipment and licencing

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Revieved 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-28	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Financial Systems	Upgrade, enhancement support and maintenance and support of financial systems	Percentage Upgrade, enhancement support and maintenance and support of financial systems	100 percent upgrade, enhancement, maintenance, and support of Phoenix system	100% support and maintenance of financial systems	Target not revised	Financial system Support Report	Achieved 100% Upgrade, enhancement support and maintenance and support of Financial Systems	Achieved 100% support and maintenance of financial systems	3 637 000	7 637 000	1 298 67518 (Including rollover)	None	None	Old	100% support and maintenance of financial systems

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Base line**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-29	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Access Control Systems and Camera system	Access Control and camera System at the remote office	Number of offices installed with access control and/ or camera	3 CDM offices installed with access control and camera	2 offices installed with access control and/ or camera	Target not revised	Report/invoice	**Achieved** 3 CDM offices installed with access control and/or camera systems	**Achieved** 2 offices installed with access control and/ or camera	50000	200000	41608	None	None	Old	2 offices installed with access control and/ or camera

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-30	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Procurement of network access storage devices	Back – up storage procurement of network access storage devices	Number of network access storage devices procured and installation of network cabling at satellit	New Indicator	1 Network access storage devices procured and 3 sites with improved network cabling	Target not revised	Report/invoice	New Indicator	**Achieved** 1 Network access storage devices procured and 3 sites with improved network	24500 0	9 330 000	801 799 (including Roll over)	None	None	New	1 Network access storage devices procured and 3 sites with improved network cabling

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					e offices						cabling							
CPSD-31	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Disaster Management software	Maintenance of the Disaster Management software	Percentage of Disaster Management software maintained	New Indicator	100% maintenance of Disaster Management software installed	Target not revised	Disaster Management software report	**Achieved** 100% maintenance of Disaster Management software	**Achieved** 100% maintenance of Disaster Management software installed	240 000	320 000	285 617	None	None	New	100% maintenance of Disaster Management software

Business Unit				Corporate Services –Vote 3														
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1& 7				Implement a differentiated approach to municipal financing, planning, and support														
Key Strategic Organizational objectives				To protect the environment within the district.														
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Revieved 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-32	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Integrated ICT network	Provision of integrated ICT network within the municipality	Percentage of integrated ICT network implementation	100% implementation integrated ICT network	100% implementation integrated ICT network	Target not revised	Report/invoice/proof of payment/ TOR's/Proof of submission	**Achieved** 100% implementation integrated ICT network	**Not Achieved** **0% implementation integrated ICT network**	2000000	Budget not revised	0.00	**Nonresponsive bids**	**bid re-advertised**	Old	Target not achieved
CPSD	Municipal Transforma	To provide effec	Integrated Wide Area	Installation of Integrated wide	Number of Integrated	New Indicator	1 Integrated Area	Target not revised	Report/ invoice/ TOR's/Proof of	New indicator	**Achieved** 1 Integr	830	Budget not	526077	None	None	New	1 Integrated Area

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
-33	tion and Organizational Development	tive and efficient ICT services within the Municipality	Network	area network	Area Network installed		Network installed		submission		ated Area Network installed	000	revised					Network installed
CPSD-34	Municipal Transformation and Organizati	To provide effective and efficient	Offsite records Management	Management of offsite records solutions	Number of offsite records management	New Indicator	1 offsite records management solutions	Project discontinued	Report/ TOR's/invoice	New Indicator	**Project discontinued**	OPEX	Budget not revised	OPEX	None	New	**The project will be imple**	Project discontinued

Business Unit						**Corporate Services –Vote 3**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organizational objectives						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	onal Development	ICT services within the Municipality	Solutions		solutions												mented via phoenix system	
CPSD-35	Municipal Transformation and Organizational Devel	To provide effective and efficient ICT servi	Computer equipment maintenance	Maintenance of computer equipment	Percentage of computer equipment maintained	New Indicator	100% Maintenance of computer equipment	Target not revised	Maintenance Report	New indicator	**Achieved** 100% Maintenance of computer	OPEX	Budget not revised	OPEX	None	None	None	100% Maintenance of computer equipment

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Base line**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	opment	ces within the Municipality									equipment							
CPSD-36	Municipal Transformation and Organizational Development	To provide auxiliary support services to all depa	Office Furniture	Procurement of office furniture	Percentage of requested office furniture procured	100 percent of requested office furniture procured in line with	100% of requested office furniture procured in line with available	Target not revised	Invoice/ Proof of payment/ Office furniture/ TOR's/Proof of submission	**Achieved** 100% of requested office furniture procured in line	**Not achieved 41% of requested office furniture procured in**	900 000	Budget not revised	1 899.00	**The supplier did not deliver all the require furniture**	**To push the supplier to deliver the remaining**	Old	Target not achieved

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Revised 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Revised 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		rtments				available budget by June 2021	budget by June 2022			with available budget by June 2021	**line with available budget by June 2022**				**(96 required, 39 delivered)**	**furnishers**		
CPSD-37	Municipal Transformation and Organizational Devel	To provide auxiliary support services to all depa	Air-Conditioners	Procurement and replacement of air conditioners	Percentage of obsolete air conditioners replaced.	Project Discontinued due to duplication	100% obsolete air conditioners replaced.	Target not revised	Air-conditioners/delivery note/ Proof of payment	Project Discontinued due to duplication	**Achieved** 100% obsolete air conditioners replaced	225 000	Budget not revised	202 211	None	None	Old	100% obsolete air conditioners replaced

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	opment	rtments																
CPSD-38	Basic Service delivery	To provide auxiliary support services to all departments	Refurbishment of Fire Stations	Refurbishment of Fire Stations	Number of fire stations refurbished	0 fire station refurbished	2 fire station refurbished	Target not revised	Needs analysis report TORs Invoices Completion certificate	**Not Achieved** 0 fire station refurbished	**Achieved** 2 fire station refurbished	1 000 000	2 000 000	1 629 312	None	None	Old	2 fire station refurbished

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-39	Municipal Transformation and Organizational Development	To provide auxiliary support services to all departments	Plant and equipment	Procurement of plant and equipment	Number of vehicles purchased	3 vehicle purchased	2 vehicles purchased	Target not revised	Report/Proof of payment/ TOR's/Proof of submission	Not Achieved 3 vehicles purchased	Not Achieved 0 vehicles purchased	675000	Budget not revised	0.00	Target moved to next financial year	Target moved to next financial year due to moratorium on tender advert	Old	Target not achieved

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Base line**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-40	Municipal Transformation and Organizational Development	To provide auxiliary support services to all departments	Rapid Response vehicles	Procurement of Rapid Response vehicles	Number of Rapid Response vehicle procured	0 Rapid Response vehicle procured	1 Rapid Response vehicle procured	Target not revised	Report and proof of payment/ TOR's/Proof of submission	**Not Achieved** 0 Rapid Response vehicle procured	**Not Achieved 0 Rapid Response vehicle procured**	1 000 000	4 900 000 roll over	0.00	**Target moved to next financial year**	**Target moved to next financial year due to moratorium on tender advert**	Old	Target not achieved

Business Unit						**Corporate Services –Vote 3**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organizational objectives						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-41	Basic Services Delivery	To provide auxiliary support services to all departments	Fire vehicles	Procurement of fire vehicles	Number of fire vehicle procured	0 Fire vehicle procured	1 Fire vehicle procured	Target not revised	Report /Proof of payment/ TOR's/Proof of submission	**Not Achieved** 0 Fire vehicle procured	**Not Achieved 0 Fire vehicle procured**	8000000	1 655 000 roll over	0.00	**Target moved to next financial year**	**Target moved to next financial year due to moratorium on tender advert**	Old	Target not achieved

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-42	Basic Services Delivery	To provide auxiliary support services to all departments	Refurbishment of Fire vehicles	Refurbishment of Fire vehicles	Number of fire vehicles refurbished	0 fire vehicle refurbished	1 fire vehicle refurbished	Target not revised	Report /Proof of payment/ TOR's/Proof of submission	**Not Achieved** 0 vehicles refurbished	**Not Achieved 0 vehicles refurbished**	550 000	1 700 000	630 000	**Target moved to next financial year**	**Target moved to next financial year due to moratorium on tender advert**	Old	Target not achieved

Business Unit						Co..,orate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CPSD-43	Basic Services Delivery	To provide auxiliary support services to all departments	Water Vehicles	Procurement of water vehicles	Number of water vehicle procured	10 water vehicles procured	2 water vehicles procured	Target not revised	Progress and proof of payment	**Achieved** 10 water vehicles procured	**Not Achieved** **0 water vehicles procured**	1500000	Budget not revised	0.00	**Target moved to next financial year**	**Target moved to next financial year due to moratorium on tender advert**	Old	Target not achieved

Business Unit						**Corporate Services –Vote 3**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs: 1& 7						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organizational objectives						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CPSD-44	Municipal Transformation and Organizational Development	To provide sustainable record management services	PAIA Compliance	Annual PAIA report submitted to South African Human Rights Commission	Number of PAIA reports compiled and submitted to Human rights Commission and Dept. of Justice	1 PAIA reports compiled and submitted to Human rights Commission and Dept. of	1 PAIA report compiled and submitted to Human rights Commission and Dept. of Justice	Target not revised	PAIA reports/ Proof of submission	**Achieved** 1 PAIA reports compiled and submitted to Human Right Commission and Dept.	**Achieved** 1 PAIA reports compiled and submitted to Human Right Commission and Dept. of	OPEX	Budget not revised	OPEX	None	None	Old	1 PAIA reports compiled and submitted to Human Right Commission and Dept. of Justice

Business Unit				Co..porate Services –Vote 3														
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1& 7				Implement a differentiated approach to municipal financing, planning, and support														
Key Strategic Organizational objectives				To protect the environment within the district.														
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
						Justice				of Justice	Justice							
CPSD-45	Municipal Transformation and Organizational Development	To provide sustainable record management services	Records Management	Implementation of records management	Number of compliance reports compiled and submitted on file plan	4 compliance reports submitted on file plan	4 compliance reports compiled and submitted on file plan	Target not revised	Record Management compliance report	**Achieved** 4 compliance reports submitted on file plan	**Achieved** 4 compliance reports submitted on file plan	OPEX	Budget not revised	OPEX	None	None	Old	4 compliance reports submitted on file plan
FD-02	Financial viabili	To prepare a	Financial	Budget Treasury	Number of Unqu	1 Unqualifie	1 Unqualified	Target not revised	1 Unqualified audit	**Achieved**	**Achieved**	OPEX	Budget not	OPEX	None	None	Old	1 Unqualified

Business Unit						Corporate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	ty and management	credible and realistic budget in line with MFMA timelines	reporting		alified audit opinion	d audit opinion report	audit opinion		opinion report	1 Unqualified audit opinion report	1 Unqualified audit opinion report		revised					audit opinion report
FD-06	Financial viability and Mana	To ensure that the resource	Demand management	Development and implement the procure	Number of municipal procurement plan	1 municipal procurement plan	1 municipal procurement plan develo	Target not revised	Municipal procurement plan	**Achieved** 1 municipal procurement	**Achieved** 1 municipal procur	OPEX	Budget not revised	OPEX	None	None	Old	1 municipal procurement plan

Business Unit						Co..,orate Services –Vote 3											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organizational objectives						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
	gement	s required to fulfil the needs identified in the strategic plan of the institution are efficient		ment plan	developed and implemented	developed and implemented	ped and implemented.			plan developed and implemented	ement plan developed and implemented							developed and implemented

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		and effective (at the correct time, price and place and that the quantity and quality will satisf																

Business Unit				Corporate Services –Vote 3														
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1& 7				Implement a differentiated approach to municipal financing, planning, and support														
Key Strategic Organizational objectives				To protect the environment within the district.														
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		y those needs)																
FD-07	Financial viability and Management	To monitor departments expenditure	Acquisition management	Compliance to the SCM regulations	Percent of compliance to the SCM regulations that result in R nil irregular	100 percent of compliance to the SCM regulations that result in R nil irregu	100 percent of compliance to the SCM regulations that result in R nil irregular	Target not revised	Zero irregular expenditure, Fruitless and wasteful, and unauthorised/Payment Vouchers	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil	**Achieved** 100 percent of compliance to the SCM regulations that result in R	OPEX	Budget not revised	OPEX	None	None	Old	100% of compliance to the SCM regulations that result in R nil irregular

Business Unit						Corporate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/ Not Achieved)**	**Actual Performance in 2021/22 (Achieved/ Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					expenditure	lar expenditure	expenditure			irregular expenditure	nil irregular expenditure							expenditure
DPEMS-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities created	New indicator	25 EPWP work opportunities created (Water meter repairs & Public facility cleaning)	Target not revised	Certified ID and Proof of payment and Attendance Registers and Signed contracts	New indicator	**Achieved** 37 EPWP work opportunities created (Water meter repair	OPEX	Budget not revised	OPEX	None	None	New	37 EPWP work opportunities created

Business Unit						Co.,orate Services –Vote 3												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1& 7						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organizational objectives						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Base line	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/ Not Achieved)	Actual Performance in 2021/22 (Achieved/ Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
											s& Public facility cleaning)							

3.33. FINANCE DEPARTMENT- VOTE 4

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
FD-01	Financial Viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Budget Compliance	Budget Treasury	Number of approved credible adjustment budget as per Municipal Finance Management Act	1 approved credible adjustment budget as per Municipal Finance Management Act (MFM	1 approved credible adjustment budget as per Municipal Finance Management Act (MFM	Target not revised	Approved credible adjustment budget	**Achieved** 1 approved credible adjustment budget as per Municipal Finance Management	**Achieved** 1 approved credible adjustment budget as per Municipal Finance Management	OPEX	Budget not revised	OPEX	None	None	Old	1 approved credible adjustment budget as per Municipal Finance Management Act

Business Unit						**Finance –Vote 4**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					(MFMA) by 28 February	A) by 28 February	A) by 28 February			Act (MFMA) by 28 February	Act (MFMA) by 28 February							(MFMA)
FD-01.1	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA	Budget Compliance	Budget Treasury	Number of draft credible annual budgets tabled as per Municipal	1 draft credible annual budget tabled as per Municipal Finance	1 draft credible annual budget tabled as per Municipal Finance	Target not revised	Draft credible annual budget table	**Achieved** 1 draft credible annual budget tabled as per Municipal Finance	**Achieved** 1 draft credible annual budget tabled as per Municipal Finance	OPEX	Budget not revised	OPEX	None	None	Old	1 draft credible annual budget tabled as per Municipal Finance

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		timelines			Finance Management Act (MFMA) by 31 March	Management Act (MFMA) by 31 March	Management Act (MFMA) by 31 March			Management Act (MFMA) by 31 March	Management Act (MFMA) by 31 March							Management Act
FD-01.2	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA	Budget Compliance	Budget Treasury	Number of credible annual budgets adopted as per Municipal	1 credible annual budget adopted as per Municipal	1 credible annual budget adopted as per Municipal	Target not revised	Credible annual budget adopted as per Municipal Finance	**Achieved** 1 credible annual budget adopted as per Municipal	**Achieved** 1 credible annual budget adopted as per Municipal	OPEX	Budget not revised	OPEX	None	None	Old	1 credible annual budget adopted as per Municipal

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		timelines			pal Finance Management Act (MFMA) by 30 May	Finance Management Act (MFMA) by 30 May	Finance Management Act (MFMA) by 30 May		Management Act	pal Finance Management Act (MFMA) by 30 May	pal Finance Management Act (MFMA) by 30 May							Finance Management Act (MFMA)
FD-02	Financial viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of quarterly financial statements submitted to stakeholder	4 quarterly financial statements submitted to stakeholders	4 quarterly financial statements submitted to stakeholders	Target not revised	Quarterly financial statements	**Achieved** 4 Quarterly financial statements submitted to stakeh	**Achieved** 4 Quarterly financial statements submitted to stakeh	OPEX	Budget not revised	OPEX	None	None	Old	4 Quarterly financial statements submitted to stakeholders

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					s within 60 working days after the end of the quarter	within 60 working days after the end of the quarter	within 60 working days after the end of the quarter			olders within 60 working days after the end of the quarter	olders within 60 working days after the end of the quarter							within 60 working days after the end of the quarter
FD-02.1	Financial Viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of Unqualified audit opinion	1 Unqualified audit opinion	1 Unqualified audit opinion	Target not revised	Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	OPEX	Budget not revised	OPEX	None	None	Old	1 Unqualified audit opinion report

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
FD-02.2	Financial Viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of annual financial statements and performance reports submitted to the Auditor Gener	1 annual financial statement and performance reports submitted to the Auditor General by	1 annual financial statement and performance reports submitted to the Auditor General by	Target not revised	Annual financial statement and performance reports	**Achieved** 1 annual financial statement and performance reports submitted to the Auditor General by	**Achieved** 1 annual financial statement and performance reports submitted to the Auditor General by	OPEX	Budget not revised	OPEX	None	None	Old	Annual financial statement and performance reports submitted to the Auditor General

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					al by 31st August	31st August	31st August			31st August	31st August							
FD-02.3	Financial Viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of draft budgets submitted to Treasury within 10 working	1 draft budget submitted to Treasury within 10 working days after	1 draft budget submitted to Treasury within 10 working days after	Target not revised	Draft budget submitted to Treasury	**Achieved** 1 draft budget submitted to Treasury within10 workin	**Achieved** 1 draft budget submitted to Treasury within10 workin	OPEX	Budget not revised	OPEX	None	None	Old	1 draft budget submitted to Treasury within 10 working days after

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5: Key Strategic Organizational Objectives:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					g days after tabling	tabling	tabling			g days after tabling	g days after tabling							tabling
FD-02.4	Financial Viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of final budgets submitted to Treasury within 10 working days after approval	1 final budget submitted to Treasury within 10 working days after approval	1 final budget submitted to Treasury within 10 working days after approval	Target not revised	Approved budget submitted to Treasury	**Achieved** 1 final budget submitted to Treasury within 10 working days after approval	**Achieved** 1 final budget submitted to Treasury within 10 working days after approval	OPEX	Budget not revised	OPEX	None	None	Old	1 final budget submitted to Treasury within 10 working days after approval

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
FD-02.5	Financial viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of mSCOA budget strings return submitted to Treasury by 20 July	New Indicator	1 set of mSCOA budget strings submitted to Treasury by 20 July	Target not revised	mSCOA budget strings submitted to Treasury	New Indicator	**Achieved** 1 set of mSCOA budget strings submitted to Treasury by 20 July	OPEX	Budget not revised	OPEX	None	None	New	1 set of mSCOA budget strings submitted to Treasury by 20 July
FD-02.6	Financial viability and Mana	To prepare and submit credibl	Financial reporting	Budget Treasury	Number of quarterly mSC	New Indicator	4 quarterly mSCOA	Target not revised	Quarterly mSCOA budge	New Indicator	**Achieved** 4 quarterly	OPEX	Budget not revised	OPEX	None	None	New	4 quarterly mSCOA

Business Unit						Finance –Vote 4												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	gement	e financial information			OA data strings submitted to Treasury within 30 working days		data strings submitted to Treasury within 30 working days		t strings submitted to Treasury		mSCOA data strings submitted to Treasury within 30 working days							data strings submitted to Treasury within 30 working days
FD-02.7	Financial viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of monthly budget statements submitted to Treas	12 monthly budget statements submitted to Treas	12 monthly budget statements submitted to Treas	Target not revised	Approved budget statements submitted to Treasury	**Achieved** 12 monthly budget statements submitted	**Achieved** 12 monthly budget statements submitted	OPEX	Budget not revised	OPEX	None	None	Old	12 monthly budget statements submitted within

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					Treasury within 10 working days after month-end	ury within 10 working days after month-end	ury within 10 working days after month-end			within 10 working days after month-end to treasury	within 10 working days after month-end to treasury							10 working days after month-end to treasury
FD-02.8	Financial viability and Management	To prepare and submit credible financial information	Financial reporting	Budget Treasury	Number of monthly mSCOA data strings submitted to Treas	12 monthly mSCOA data strings submitted to treasury	Target not revised	12 monthly mSCOA data strings submitted to treas	Monthly mSCOA data strings submitted to treasury within 10 workin	New Indicator	**Achieved** 12 monthly mSCOA data strings submitted to treasury	OPEX	Budget not revised	OPEX	None	None	New	12 Monthly mSCOA data strings submitted to treasury

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
					ury within 10 working days afrter month-end	within 10 working days after month-end		ury within 10 working days after month-end	g days after month-end		within 10 working days after month-end							within 10 working days after month-end
FD-02.9	Financial viability and Management	To prepare and submit credible financial information	Treasury management	Monthly monitoring over the financial processes regar	Number of VAT 201 submitted within 30 days after month-end	New Indicator	12 monthly VAT 201 submitted within 30 days after end-month	Target not revised	Submitted VAT 201	New Indicator	**Achieved** 12 monthly VAT 201 submitted within 30 days after	OPEX	Budget not revised	OPEX	None	None	New	12 monthly VAT 201 submitted within 30 days after end-month

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
				ding VAT							end-mon							
FD-03	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Treasury management	Monthly monitoring over the financial processes regarding cash flow management	Number of monthly cash flow projections, bank and investment reconciliations prepared	12 cash flow projections bank and investment reconciliations prepared	12 cash flow projections bank and investment reconciliations prepared	Target not revised	Cash flow projections bank and investment reconciliations report	**Achieved** 12 cash flow projections bank and investment reconciliations prepared	**Achieved** 12 cash flow projections bank and investment reconciliations prepared	OPEX	Budget not revised	OPEX	None	None	Old	12 cash flow projections bank and investment reconciliations prepared
FD-04	Financial viability	To ensure	Payables	Adhere to servic	Percentage credit	100 percent	100% creditors	Target not	Creditors reconc	**Achieved** 100%	**Achieved** 100%	OPEX	Budget not	OPEX	None	None	Old	100% creditors

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance Indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	y and Management	effective and efficient payment of liabilities within set time frame and in compliance with MFMA		e standards and MFMA for payment of liabilities	ors paid within 30 days of receipts of an invoice by finance	creditors reconciled and paid within 30 days	paid within 30 days of receipts of an invoice by finance.	revised	iled report	creditors paid within 30 days of receipts of an invoice by finance.	creditors paid within 30 days of receipts of an invoice by finance.		revised					paid within 30 days of receipts of an invoice by finance.
FD-05	Financial viability and Mana	To ensure effective and	Employee benefits	Accurate payment of salari	Number of payrolls runs,	12 payroll runs and recon	12 payroll runs and recon	Target not revised	Payroll runs and reconciliation	**Achieved** 12 payroll runs	**Achieved** 12 payroll runs	OPEX	Budget not revised	OPEX	None	None	Old	12 payroll runs and recon

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	gement	effective payment of salaries and related costs		es and related costs monthly	and reconciliations performed	ciliations performed	ciliations performed		s report	and reconciliations performed	and reconciliations performed							ciliations performed
FD-05.1	Financial viability and Management	To ensure effective and effective payment of salaries and relate	Employee benefits	Accurate payment of salaries and related costs monthly	Percentage of submission of EMP 201	New Indicator	100% Submission of EMP 201 within 7 days after month-end	Target not revised	Submitted EMP201	New Indicator	**Achieved** 100% Submission of EMP 201 within 7 days after month-end	OPEX	Budget not revised	OPEX	None	None	New	100% Submission of EMP 201 within 7 days after month-end

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		d costs																
FD-05.2	Financial viability and Management	To ensure effective and effective payment of salaries and related costs	Employee benefits	Accurate payment of salaries and related costs monthly	Percentage of submission of EMP 501	New Indicator	100% Submission of EMP 501 by 31 May and 31 October	Target not revised	Submitted EMP501/Proof of submission	New Indicator	**Achieved** 100% Submission of EMP 501 by 31 May and 31 October	OPEX	Budget not revised	OPEX	None	None	New	100% Submission of EMP 501 by 31 May and 31 October
FD-05.3	Financial viability and Mana	To ensure effective and effecti	Employee benefits	Accurate Employee cost benefi	Number of employee cost benefi	1 Employee cost benefit	1 Employee cost benefit	Target not revised	Employee cost benefit evalua	**Achieved** 1 Employee	**Achieved** 1 Employee	50 000	Budget not revised	43 000	None	None	Old	1 Employee cost benefit

Business Unit						Finance –Vote 4												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
	gement	ve payment of salaries and related costs		t evaluated	t evaluations performed	evaluation performed	evaluation performed		tion report	cost benefit evaluation performed	cost benefit evaluation performed							evaluation performed
FD-06	Financial viability and Management	To ensure that the resources required to fulfil the needs identified in the	Demand management	Development and implement the procurement plan	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed	Target not revised	Municipal procurement plan	**Achieved** 1 municipal procurement plan developed	**Achieved** 1 municipal procurement plan developed	OPEX	Budget not revised	OPEX	None	None	Old	1 municipal procurement plan developed

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		strategic plan of the institution are efficient and effective (at the correct time, price and place and that the quantity and quality will															

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		satisfy those needs)																
FD-06.1	Financial viability and Management	To ensure that the resources required to fulfil the needs identified in the strategic plan of the	Demand management	Development and implement the procurement plan	100% Supply Chain Management (SCM) requirements that are linked to the budget	100 % of Supply Chain Management (SCM) requirements that are linked to the budget	100 % of Supply Chain Management (SCM) requirements that are linked to the budget	Target not revised	Payment vouchers	**Achieved** 100 % of Supply Chain Management (SCM) requirements that are linked to the budget	**Achieved** 100 % of Supply Chain Management (SCM) requirements that are linked to the budget	OPEX	Budget not revised	OPEX	None	None	Old	100 % of Supply Chain Management (SCM) requirements that are linked to the budget

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5: Key Strategic Organizational Objectives:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		institution are efficient and effective (at the correct time, price and place and that the quantity and quality will satisfy those															

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		needs)																
FD-07	Financial viability and Management	To ensure that resources required to fulfil the needs identified in the strategic plan of the institution are efficie	Acquisition management	Compliance to the SCM regulations	Percentage of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	Target not revised	SCM compliance report	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	OPEX	Budget not revised	OPEX	None	None	Old	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure

Business Unit						Finance –Vote 4												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		nt and effective																
FD-07.1	Financial viability and Management	To ensure that resources required to fulfil the needs identified in the strategic plan of the institution are	Acquisition management	Prepare and submit bid documents for evaluation, adjudication award and contracting	Number of days taken to appoint service providers since advertising of goods and services	Number of days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and	Report on appoint service providers	**Achieved** 90 days taken to appoint service providers since closing of advert	**Achieved** 90 days taken to appoint service providers since advertising of goods and services	OPEX	Budget not revised	OPEX	None	None	Old	90 days taken to appoint service providers since advertising of goods and services.

Business Unit						**Finance –Vote 4**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		efficient and effective						services										
FD-08	Financial viability and Management	To ensure that resources required to fulfil the needs identified in the strategic plan of the institut	Assets and logistics management	Periodic asset counting	Number of asset verifications performed	1 asset verification performed	2 asset verifications performed	Target not revised	Asset verification report	**Achieved** 1 asset verification performed	**Achieved** 2 asset verification performed	OPEX	Budget not revised	OPEX	None	None	Old	2 Asset verification performed

Business Unit						Finance –Vote 4												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		ion are efficient and effective																
FD-08.1	Financial viability and Management	To ensure proper valuation, safeguarding, optimisation and disposal of municipal assets	Assets and logistics management	Regular update and/or maintenance of asset register	Number of inventory and asset registers compiled and updated	1 inventory and one asset register compiled and updated	1 inventory and 1 asset register compiled and updated	Target not revised	Inventory and one asset register report	**Achieved** 1 inventory and one asset register compiled and updated	**Achieved** 1 inventory and one asset register compiled and updated	OPEX	Budget not revised	OPEX	None	None	Old	1 inventory and one asset register compiled and updated

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		in compliance with relevant legislation																
FD-09	Financial viability and Management	To ensure that resources required to fulfil the needs identified in the strate	Assets management (Unbundling of infrastructure assets)	Unbundling of infrastructure assets	Percentage of completed infrastructure assets unbundled in accordance	100 percent of infrastructure assets unbundled in accordance with the accou	100 percent of infrastructure assets unbundled in accordance with the	Target not revised	Infrastructure assets unbundled report	**Achieved** 100 percent of infrastructure assets unbundled in accordance with the	**Achieved** 100 Percent of completed infrastructure assets unbundled in accordance	3 000 000	4 000 000	3 774 344	None	None	Old	100 Percent of completed infrastructure assets unbundled in accordance

Business Unit						**Finance --Vote 4**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**												
Key Strategic Organizational Objectives:																		
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		gic plan of the institution are efficient and effective			with the accounting frame work	nting frame work	accounting frame work			accounting frame work	with the accounting frame work							with the accounting frame work
FD-10	Financial viability and Management	To ensure revenue of the municipality is collected	Water revenue collection	Collect revenue billed and VAT due to municipality.	Percentage of water collection from service charges billed	17.37 percent of water collection from service charges billed	20 percent of water collection from service charges billed	Target not revised	Water collection from service charges billed report	**Not achieved** 17.37 percent of water collection from service	**Achieved** 21.24 percent of water collection from service charges billed	4 000 000	26 5 99 0 00 roll over	0.00	None	None	Old	21.24 percent of water collection from service charges billed

Business Unit						**Finance –Vote 4**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 5:						• **Deepen democracy through a refined ward committee model** • **Administrative and financial capability**											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
										charges billed								
FD-11	Financial viability and Management	To ensure revenue of the municipality is collected	Prepaid Smart meters	Installation of Prepaid Smart meters	Number of Prepaid Smart meters installed in Local Municipalities	New indicator	2 000 prepaid smart meters installed in Lepelle-Nkumpi Municipality	Target not revised	Prepaid meters installed report	New indicator	**Not Achieved 0 prepaid smart meters installed in Lepelle-Nkumpi**	4 000 000	32 299	0.00	**Delays in Public participation meetings with stakeholders**	**Engagement with the office of the EM to assist in arranging of public participations**	New	Target not achieved

Business Unit						Finance –Vote 4											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 5:						• Deepen democracy through a refined ward committee model • Administrative and financial capability											
Key Strategic Organizational Objectives:																	
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
DPEMS-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities created	New indicator	50 EPWP work opportunities created (Water meter repairs& Public facility cleaning)	Target not revised	Certified ID and Proof of payment and Attendance Registers and Signed contracts	New indicator	**Achieved** 50 EPWP work opportunities created (Water meter repairs & Public facility cleaning)	OPEX	Budget not revised	OPEX	None	None	New	50 EPWP work opportunities created (Water meter repairs& Public facility cleaning)

3.34. DEVELOPMENT, PLANNING AND ENVIRONMENTAL MANAGEMENT SERVICES DEPARTMENT- VOTE 5

Business Unit						**Development Planning and Environmental Management–Vote 5**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achleved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-01	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, acce	Rural Roads Assets Management System (Public Transport Rural Infras	Rural Roads Assets Management Systems (Traffic data, bridge condit	Number of Rural Roads Asset Managment Ement Systems updated	1 Rural Roads Assets Management System implemented and	1 Rural Roads Asset Management Systems updated	Target not revised	Rural Roads Asset Management Systems report	**Achieved** 1 Rural Roads Assets Management System implemented and updated	**Achieved** 1 Rural Roads Asset Management Systems updated	1 457 000	Budget not revised	501 375	None	None	Old	1 Rural Roads Asset Management Systems updated

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		ssible and affordable transport services	tructure Planning)	ion survey, mapping of visual conditions, Extended visual condition assessment		updated												
DPEM	Basic service	To coordinate	Monitoring of public	Monitoring of public	Number of Public Trans	20 public trans	16 public transport facilities monitore	Target not	Monitoring Reports	**Achieved** 20 public transport	**Achieved** 25 public transport	OP	Budget not	OPEX	None	None	Old	25 public transport facilities monitore

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
S-02	delivery	and promote reliable, safe road network, efficient, accessible and affordable transport	transport facilities	transport facilities	port Facilities monitored	port facilities monitored in all the municipalities (Blouberg, Molemole, Lepelle-Nkumpi and Polo	d in all the municipality (Blouberg,Molemole,Lepelle Nkumpi and Polokwane)	revised		facilities monitored in all the municipality (Blouberg,Molemole,Lepelle Nkumpi and Polokwane)	facilities monitored in all the municipality (Blouberg,Molemole,Lepelle Nkumpi and Polokwane)	EX	revised					d in all the municipality (Blouberg,Molemole,Lepelle Nkumpi and Polokwane)

Business Unit						Development Planning and Environmental Management - Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		services				kwane												
DPEMS-03	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, acce	Road safety awareness campaign	Conduct Road safety awareness campaign to promote road safety in the district.	Number of road safety awareness campaign coordinated	13 road safety awareness campaign conducted	16 Road Safety Awareness campaign coordinated	Target not revised	Programmes/Attendance register	**Achieved** 13 Road Safety Awareness campaign coordinated	**Achieved** 35 Road Safety Awareness campaign coordinated	25000	Budget not revised	22183	None	None	Old	35 Road Safety Awareness campaign coordinated

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
		ssible and affordable transport services															
DPEMS-04	Basic service delivery	To coordinate and promote reliable, safe	Transport Forum Engagement	Conduct Transport Forum Engagement	Number of Transport Forum engagement coordinated	5 Transport Forum engagement coor	4 Transport Forum engagements coordinated	Target not revised	Minutes/ Attendance register	**Achieved** 5 Transport Forum engagement	**Achieved** 4 Transport Forum engagements coordinated	OPEX	Budget not revised	OPEX	None	None	Old	4 Transport Forum engagements coordinated

Business Unit						Development Planning and Environmental Management - Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		road network, efficient, accessible and affordable transport services				dinated				coordinated								

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-05	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, accessible, and afford dabl	Integrated Transport Plan	Development of a draft Integrated Transport Plan	Number of draft Integrated Transport Plan developed	New Indicator	1 draft Integrated Transport Plan developed	Target not revised	ToR/Draft Integrated transport plan	New Indicator	**Achieved** 1 draft Integrated Transport Plan developed	1 200 000	Budget not revised	347 500	None	None	New	1 draft Integrated Transport Plan developed

Business Unit						Development Planning and Environmental Management – Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		e transport services																
DPEMS-06	Spatial Planning and Rational e	To protect the environment	Procurement of miscellaneous tools & equipment	Purchase of tools and equipment for operational use	Number of tools & equipment purchased	New Indicator	200 Litter waste picker tools & 2 Brush cutters with accessories purchased	Target not revised	Terms of Reference / Memo submission to SCM / Order / Invoice	New Indicator	**Achieved** 200 Litter waste picker tools & 2 Brush cutters with accessories purchased	250 000	Budget not revised	122 839	None	None	New	200 Litter waste picker tools & 2 Brush cutters with accessories purchased

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-07	Spatial planning and Rational e	To protect the environment	Operation & maintenance of a continuous ambient air quality monitoring station	Operation and maintenance of a continuous air quality monitoring station	Number of continuous air quality monitoring reports compiled	12 continuous air quality monitoring reports compiled	12 continuous air quality monitoring reports compiled	Target not revised	Air quality monitoring reports	**Achieved** 12 continuous air quality monitoring reports compiled	**Achieved** 12 continuous air quality monitoring reports compiled	1 700 000	Budget not revised	36 000	None	None	Old	12 continuous air quality monitoring reports compiled

Business Unit			Development Planning and Environmental Management–Vote 5														
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System														
Outputs 1 & 7:			Implement a differentiated approach to municipal financing, planning, and support														
Key Strategic Organisational Objectives:			To protect the environment within the district.														
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
DPEMS-08	Spatial planning and Rationale	To protect the environment	Undertake compliance, monitoring, inspections, and enforcement action s.	Environmental compliance, inspections, and enforcement)	Number of environmental compliances, monitoring, inspection & enforcement reports compiled	Number of environmental compliances, monitoring, inspection & enforcement reports	58 Environmental compliance inspection monitoring reports	60 Environmental compliances, monitoring inspection reports compiled	Environmental compliance monitoring inspection reports	**Achieved** 58 Environmental compliance inspection monitoring reports	**Achieved** 73 Environmental compliances, monitoring inspection reports compiled	20000	Budget not revised	0.00 (The budget is for the emergency insistences not for day to day activities)	None	None	Old	73 Environmental compliances, monitoring inspection reports compiled

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
						compiled												
DPEMS-09	Spatial planning and Rationale	To protect the environment	Planting of trees	Greening and beautifying the district	Number of trees planted	1211 trees planted	800 trees planted	Target not revised	Tree Planting reports/invoice	**Achieved** 1211 trees planted	**Achieved** 800 trees planted	535000	Budget not revised	535000	None	None	Old	800 trees planted
DPEMS-10	Spatial planning and Rati	To protect the envir	Alien plant eradication	Eradication of alien plants	Number of EPWP jobs	130 EPWP jobs	50 EPWP jobs created	Target not revised	EPWP jobs create Report	**Achieved** 130 EPWP	**Achieved** 50 EPWP jobs created	1288	Budget not	987185	None	None	Old	50 EPWP jobs created

Business Unit						Development Planning and Environmental Management--Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
	onal e	onm ent	proje ct		create d	creat ed				jobs created		00 0	revi sed					
DPEMS-11	Spatial planning and Rational e	To protect the environment	Support to Wildlife and Environmental Society of South Africa (WESSA) Eco Scho	Support provided to WESSA Eco Schools Environmental Education	Number of signed MoUs for transfer of funds to WESSA	1 Signed MoU and 4 progress reports on Eco-School	1 signed MoU and 4 progress reports on eco-School activities	Target not revised	Signed MoU/Proof of transfer of funds/ progress reports	**Achieved** 1 signed MoU and 4 progress reports on eco-School activities	**Achieved** 1 signed MoU and 4 progress reports on eco-School activities	250 000	Budget not revised	217 391	None	None	Old	1 signed MoU and 4 progress reports on eco-School activities

Business Unit						**Development Planning and Environmental Management–Vote 5**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
			ols Environmental Education awareness campaign	campaign		activities												
DPEMS-14	Good Governance and Public Parti	To manage and coordinate the development	Review of IDP/Budget	Review of Integrated Development Plan	Number of IDP/Budget reviewed	1 IDP/Budget developed	1 IDP/Budget developed	Target not revised	IDP/Budget	**Achieved** 1 IDP/Budget developed	**Achieved** 1 IDP/Budget developed	374000	Budget not revised	229241	None	None	Old	1 IDP/Budget developed

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	cipation	and review of IDP/ Budget within the District																
DPEMS-15	Good Governance and Public Parti	To manage and co-ordinate the developm	Strategic Planning Sessions	Coordination of strategic planning sessions	Number of strategic planning sessions	8 strategic planning sessions coor	8 strategic planning sessions coordinated	Target not revised	Strategic planning session packages/ Attendance register/ Strat	**Achieved** 8 strategic planning sessions coordinated	**Achieved** 8 strategic planning sessions coordinated	275000	1016000	595522	None	None	Old	8 strategic planning sessions coordinated

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
	cipation	ent and review of IDP/ Budget			coordinated	dinated			Plan reports									
DPEMS-16	Good Governance and Public Participation	To manage and co-ordinate the development and revie	Implementation of 2040 GDS	Implementation of 2040 GDS	Number of reports on implementation of 2040 GDS developed.	4 reports on implementation of 2040 GDS	4 reports on implementation of 2040 GDS	Target not revised	Reports on implementation of 2040 GDS	**Achieved** 4 reports on implementation of 2040 GDS	**Achieved** 4 reports on implementation of 2040 GDS	OPEX	Budget not revised	OPEX	None	None	Old	4 reports on implementation of 2040 GDS

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance In the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		w of IDP/ Budget within the district																
DPEMS-17	Good Governance and	To manage and co-ordin	IDP awareness	Coordination of IDP	Number of IDP awareness coord	4 awareness sessions	1 IDP awareness coordinated	Target not revised	IDP awareness report/Attendanc	**Achieved** 4 awareness	**Achieved** 2 awareness session	35000	0.00	**0 (The funds were**	None	None	Old	2 awareness sessions

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
	Public Participation	ate the development and review of the District long-term development plans and IDP/		awareness	inated	coordinated			e register	sessions co-ordinated	co-ordinated			**transferred to cater organisational strategic planning sessions)**				co-ordinated

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		Budget																
DPEMS-18	Good Govemance and Public Participation	To manage and coordinate spatial planning within the district	Implementation of SPLUMA (District Municipal Planning Tribunal)	Coordination of District Municipal Planning Tribunal	Percentage attendance of applications received for the District Municipal Planning Tribunal	4 reports on the District Municipal Planning Tribunal	100% attendance of applications received for the District Municipal Planning Tribunal coordinated	Target not revised	Progress Reports / Attendance Registers	**Achieved** 4 Reports on the District Municipal Tribunal meetings coordinated	**Achieved** 100% attendance of applications received for the District Municipal Planning Tribunal coordinated	750 000	200 000	144 030	None	None	Old	100% attendance of applications received for the District Municipal Planning Tribunal coordinated

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
					coordinated													
DPEMS-19	Good Governance and Public Participation	To manage and coordinate spatial planning within the district	Spatial awareness	Coordination of Spatial awareness coordinated	Number of Spatial awareness coordinated	4 spatial planning awareness sessions co-ordinated	1 Spatial awareness coordinated	Target not revised	Attendance register/ agenda	**Achieved** 4 spatial planning awareness sessions co-ordinated	**Achieved** 5 Spatial awareness coordinated	25000	Budget not revised	19200	None	None	Old	5 spatial planning awareness sessions co-ordinated

Business Unit						Development Planning and Environmental Management–Vote 5												
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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
DPEMS-20	Spatial planning and Rationale	To manage and coordinate spatial planning within the district	Implementation of SDF	Implementation of the Spatial Development Framework	Number of SDF projects implemented	1 SDF projects implemented	1 SDF project implemented	Target not revised	Progress report/ Attendance register	**Achieved** 1 SDF project implemented	**Achieved** 1 SDF project implemented	250 000	480 000	229 322	None	None	Old	1 SDF project implemented

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-21	Good Governance and Public participation	To capture the implemented CDM Departments and projects data into CDM GIS System	Management of CDM GIS Systems	Integration of GIS system with CDM departmental and relevant stakeholder's data.	Number of reports on GIS coordination	4 reports on GIS coordination	4 reports on GIS coordination	Target not revised	Reports/ Attendance registers / Maps	**Achieved** 4 reports on GIS coordination	**Achieved** 4 reports on GIS coordination	50000	20000	20000	None	None	Old	4 reports on GIS coordination

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-22	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP Forums	Number of EPWP Forums coordinated	4 EPWP Forums coordinated	4 EPWP Forums coordinated	Target not revised	EPWP Report/ Attendance Register	**Achieved** 4 EPWP Forums coordinated	**Achieved** 4 EPWP Forums coordinated	OPEX	Budget not revised	OPEX	None	None	Old	4 EPWP Forums coordinated
DPEMS-23	Local Economic Development	To address unemployment through	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities created	2 465 EPWP work opportunities	1 959 EPWP work opportunities created (Infrastructure	Target not revised	EPWP Reports	**Not Achieved** 2465 EPWP work opportuni	**Achieved** 5060 EPWP work opportunities created	OPEX	Budget not revised	OPEX	None	None	Old	5060 EPWP work opportunities created

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
		EPWP				created	Sector – 1245 Social Sector – 211 Environment & Culture Sector - 503)			ties created							
DPEMS-24	Local Economic Develop	To address unemployment through	Implementation of EPWP grant	Implementation of EPWP grant	Number of EPWP grant work opportunities	8 Expanded Works Programmes proje	247 EPWP grant work opportunities created	Target not revised	EPWP RS Reports/ EPWP projects reports	**Achieved** 08 EPWP grant projects implemented	**Achieved** 398 EPWP grant work opportuni	3 866 000	Budget not revised	3 866 000	None	None	Old	398 EPWP grant work opportunities created

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	ment	EPWP	projects	projects	created.	cts implemented					ties created							
DPEMS-25	Local Economic Development	To create a conducive environment and ensure support to key economic	LED stakeholder engagement	Hosting of LED forum meetings to integrate plans	Number of LED Forum Meetings held.	4 LED Forum Meetings held.	4 LED Forum Meetings held.	Target not revised	Attendance registers and LED forum minutes	**Achieved** 4 LED Forum Meetings held.	**Achieved** 4 LED Forum Meetings held.	OPEX	Budget not revised	OPEX	None	None	Old	4 LED Forum Meetings held

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		sectors Agriculture, tourism, manufacturing and mining																
DPEMS-26	Local Economic Dev	To create a conducive envir	CDM Economic Profile	Compilation of district econ	Number of district Economic Profile	1 district economic profil	1 economic profile produced	Target not revised	Data collection report/Draft District	Achieved 1 district economic	Achieved 1 district economic	OPEX	Budget not	OPEX	None	None	Old	1 district economic profile produced

Business Unit						Development Planning and Environmental Management – Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
	elopment	onment and ensure support to key economic sectors Agriculture, tourism, manufacturing and		omic profile	s produced.	e produced			economic profile/District Economic profile	profile produced	profile produced		revised					

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
		mining																
DPEMS-27	Local Economic Development	To create a conducive environment and ensure support to key economic	Job creation monitoring	Monitor and report on the number of jobs created in the district.	Number of job creation reports developed	4 job creation reports developed	4 job creation reports developed	Target not revised	Job creation reports	**Achieved** 4 job creation reports developed	**Achieved** 4 job creation reports developed	OPEX	Budget not revised	OPEX	None	None	Old	4 job creation reports developed

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
DPEMS-28	Local Economic Development	sectors Agriculture, tourism, manufacturing and mining	Entrepreneurship Support (farmers)	Supporting farmers with linkages and information	Number of SMMEs supported in farming	17 farmers supported with linkage to markets and information	10 farmers supported with linkage to markets and information	Target not revised	Reports on markets and information	Achieved 17 farmers supported with linkage to markets and information	Achieved 17 farmers supported with linkage to markets and information	100 000	Budget not revised	72 620	None	None	Old	17 farmers supported with linkage to markets and information
DPEMS-29	Local Economic Dev	To create a conducive envir	Entrepreneurship support	Entrepreneurship Support	Number of SMMEs	15 SMMEs supported with	15 SMMEs supported with	Target not revised	Project charter/ List of farmer/i	Achieved	Achieved 15 SMMEs supporte	230 000	Budget not	230 000	None	None	Old	15 SMMEs supported with

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
	elopment	onment and ensure support to key economic sectors Agriculture, tourism, manufacturing and	(SMMEs) incubation	(SMMEs) incubation	incubated.	Incubated	Incubation		ncubation report	15 SMMEs incubated	d with Incubation		revised					Incubation

Business Unit			Development Planning and Environmental Management–Vote 5															
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System															
Outputs 1 & 7:			Implement a differentiated approach to municipal financing, planning, and support															
Key Strategic Organisational Objectives:			To protect the environment within the district.															
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance In the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		mining																
DPEMS-30	Local Economic Development	To create a conducive environment and ensure support to key economic	Entrepreneurship support (SMMEs exhibitions)	Coordination of SMME exhibitions	Number of SMME exhibitions coordinated	4 exhibitions coordinated	5 exhibitions coordinated	Target not revised	SMME exhibition report	**Not Achieved** 4 exhibitions coordinated	**Achieved** 8 exhibitions coordinated	307000	Budget not revised	239311	None	None	Old	8 exhibitions coordinated
DPEMS-31	Local Economic		Support to Hawkers	Planning, designs and	Number of progress report	4 progress report	4 progress reports on Boyne Hawkers	Target not revised	Monitoring report	**Achieved** 4 progress report	**Achieved** 4 progress reports	OPEX	Budget not	OPEX	None	None	New	4 progress reports on Boyne Hawkers

Business Unit						**Development Planning and Environmental Management–Vote 5**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organisational Objectives:						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
	Development	sectors Agriculture, tourism, manufacturing, and mining		construction of hawker's stalls	s on Boyne Hawkers stalls developed.	developed	stalls developed			developed	on Boyne Hawkers stalls developed		revised					stalls developed.
DPEMS-32	Local Economic Development		Motumo Trading Post	Development of Motumo Trading Post	Number of monitoring reports developed	4 Monitoring Reports developed	4 Motumo Trading Monitoring Reports developed	Target not revised	Monitoring report	**Achieved** 4 Monitoring Reports developed	**Achieved** 4 Motumo Trading Monitoring Reports developed	OPEX	Budget not revised	OPEX	None	None	Old	4 Motumo Trading Monitoring Reports developed

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-33	Local Economic Development		Agri-Parks	Development of an Agri-Park in the District	Number of monitoring reports developed	4 monitoring reports developed	4 monitoring reports developed	Target not revised	Monitoring report	**Not Achieved** 3 monitoring reports developed	**Achieved** 4 monitoring reports developed	OPEX	Budget not revised	OPEX	None	None	Old	4 monitoring reports developed
DPEMS-34	Local Economic Development	To create a conducive environment and	Monitoring of SETAS initiatives in the	Monitoring of SETAS initiatives in the	Number of monitoring reports developed	4 monitoring reports developed	4 monitoring reports developed	Target not revised	Monitoring reports	**Achieved** 4 monitoring reports developed	**Achieved** 4 monitoring reports developed	OPEX	Budget not revised	OPEX	None	None	Old	4 monitoring reports developed

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		ensure support to key economic sectors Agriculture, tourism, manufacturing and mining	district	district														

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New /Old**	**Performance Monitoring Quality Assurance Comment**
DPEMS-35	Local Economic Development	To create a conducive environment and ensure support to key economic sectors Agriculture,	Investment Attraction	Marketing of Investment Opportunities	Number of Investment initiatives undertaken	1 Investment initiative undertaken	1 Investment initiative undertaken	Target not revised	Published investment handbook/List of identified potential Investors/Marking Strategy Report/report on the investment initiative	**Achieved** 1 Investment initiative undertaken	**Achieved** 3 Investment initiative undertaken	800 000	Budget not revised	0.00 (Virtual investment initiative attentat)	None	None	Old	3 Investment initiative undertaken

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
		tourism, manufacturing and mining																
DPEMS-36	Local Economic Development	To create a conducive environment and ensure	Capacity building of 1000 youth in technology	Youth capacitated in Information Technology	Number of youths capacitated in Information Technology	New Indicator	200 youth capacitated in Information Technology	Target not revised	Recruitment form/Training report/Report on technology co-ops/ Report on 200	New Indicator	**Not achieved** Still waiting for the funding MOU to be signed	OPEX	Budget not revised	OPEX	**Funding MOU from BANKSETA not yet**	**Request BANKSETA to transfer the funds**	New	Target not achieved

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		support to key economic sectors (agriculture tourism, manufacturing and mining) in the							youth capacitated						signed.	directly to SADICO as per clause 10 of the signed MOU		

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		district																
DPEMS-37	Local Economic Development	To create a conducive environment and ensure support to key econ	Facilitation of employment of 100 youth in the district call center	Youth employed in the business call centres	Number of youths employed in the call center	New Indicator	100 youth employed in the business call centres	Target not revised	BP/Skills Strategy /V Marketing Strategy / Roadshow Report	New Indicator	**Project discontinued**	OPEX	Budget not revised	OPEX	**Project discontinued**	**Project discontinued**	New	**Project discontinued**

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New /Old	Performance Monitoring Quality Assurance Comment
		omic sectors (agriculture tourism, manufacturing, and mining) in the district																

Business Unit						Development Planning and Environmental Management–Vote 5											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
FD-02	Financial viability and management	To prepare a credible and realistic budget in line with MFMA timelines	Financial reporting	Budget Treasury	Number of Unqualified audit opinion	1 Unqualified audit opinion	1 Unqualified audit opinion	Target not revised	1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	OPEX	Budget not revised	OPEX	None	None	Old	1 Unqualified audit opinion report
FD-06	Financial viability	To ensure that	Demand mana	Development and	Number of municipal	1 municipal proc	1 municipal procurement plan	Target not	Municipal procure	**Achieved** 1 municipal procurem	**Achieved** 1 municipal	OP	Budget not	OPEX	None	None	Old	1 Municipal procurement plan

Business Unit						Development Planning and Environmental Management - Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
	and management	the resources required to fulfil the needs identified in the strategic plan of the instit	gement	implement the procurement plan	procurement plan developed	urement plan developed and implemented	developed	revised	ment plan	ent plan developed and implemented	procurement plan developed and implemented	EX	revised					

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		ution are efficient and effective (at the correct time, price and place and that the quantity																

Business Unit						Development Planning and Environmental Management – Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Target	Means of verification	Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)	Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Annual Budget	Expenditure	Challenges	Corrective Measures	Indicator New/Old	Performance Monitoring Quality Assurance Comment
		and quality will satisfy those needs)																
FD-07	Financial Viability and management	To monitor departments expenditure	Acquisition management	Compliance to the SCM regulations	Percentage of compliance to the SCM regulations	100 percent of compliance to the SCM regul	100 percent of compliance to the SCM regulations that result in R nil	Target not revised	Zero irregular expenditure, Fruitless and wasteful, and unauthorised/Pa	**Achieved** 100 percent of compliance to the SCM regulations that result in	**Achieved** 100 percent of compliance to the SCM regulations that	OPEX	Budget not revised	OPEX	None	None	Old	100% of compliance to the SCM regulations that result in R nil irregular

Business Unit						Development Planning and Environmental Management–Vote 5												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Target**	**Means of verification**	**Actual Performance in the 2020/21 financial year (Achieved or Not Achieved)**	**Actual Performance in the 2021/22 financial year (Achieved or Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Annual Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator New/Old**	**Performance Monitoring Quality Assurance Comment**
					that result in R nil irregular expenditure	ations that result in R nil irregular expenditure	irregular expenditure		yment Vouchers	R nil irregular expenditure	result in R nil irregular expenditure							expenditure

3.35. COMMUNITY SERVICES- VOTE 6

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
CMSD-01	Basic Services Delivery	To ensure provision of effective fire-fighting and rescue services in the	Extrication Equipment	Procurement of extrication equipment	Number of sets of extrication equipment procured.	0 set of extrication equipment procured	1 set of extrication equipment procured	Target not revised	Invoice/ quotation/ delivery note/Appointment letter	**Not Achieved** 0 set of extrication equipment procured	**Not Achieved** **0 set of extrication equipment procured**	350000	1450000	0	**Delays to deliver on time**	**Delivery expected in the first quarter of 2022/23 fy**	New	Target not achieved

Business Unit						Community Services –Vote 6											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		district																
CMSD-02	Basic Services Delivery	To ensure provision of effective fire-fighting and rescue services	Fire safety awareness programme	Fire safety week	Number of Fire safety awareness events held.	1 fire safety awareness event held	1 fire safety awareness event held	Target not revised	Agenda and Attendance Register/ concept document	**Achieved** 1 fire safety awareness event held	**Achieved** 1 fire safety awareness event held	112 500	113 000	113 000	None	None	Old	1 fire safety awareness event held

Business Unit						**Community Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		in the district																
CMSD-03	Basic Services Delivery	To ensure provision of effective fire-fighting and	Miscellaneous equipment	Procurement of small gear equipment and tools	Number of sets of miscellaneous equipment and tools procured	3 sets of small gear equipment and tools	1 set of miscellaneous equipment and tools procured	Target not revised	Invoices/ TOR's developed/Bid advert. Delivery note/Appointment letter	**Achieved** 3 sets of small gear equipment and tools procured	**Achieved** 4 set of miscellaneous equipment and tools procured	100 000	2 280 000	2 257 113	None	None	Old	4 set of miscellaneous equipment and tools procured

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		rescue services in the district																
CMSD-04	Basic Services Delivery	To ensure provision of effective fire-fighting and resc	Complete Breathing Apparatus sets	Procurement of complete Breathing Apparatus sets	Number sets of complete Breathing Apparatus sets procured	0 set of complete Breathing Apparatus sets procured	1 set of complete Breathing Apparatus sets procured	Target not revised	TOR Developed Invoice/ Bid advert. Delivery note/Appointment letter	**Not Achieved** 0 set of complete Breathing Apparatus sets	**Achieved** 12 sets of complete Breathing Apparatus sets and 34 SCBA	400 000	800 000	668 844	None	None	Old	**Achieved** 12 sets of complete Breathing Apparatus sets and 34 SCBA

Business Unit						**Community Services –Vote 6**											
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**											
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**											
Key Strategic Organisational Objectives:						**To protect the environment within the district.**											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		ue services in the district								procured	face masks procured							face masks procured
CMSD-06	Basic Services Delivery	To ensure provision of effective fire-fighting and rescue	Office Machinery/Equipment and cascade system	Maintenance of Office Machinery/Equipment and cascade system	Number of set of Office Machinery/Equipment and cascade system maintained	1 set of Office Machinery/Equipment and cascade system	1 set of Office Machinery/Equipment and cascade system maintained	1 set of Office Machinery/Equipment and cascade system maintained	Maintenance contract /Bid advert. Invoice /Appointment letter	**Achieved** 1 set of Office Machinery/Equipment and cascade system	**Achieved** 3 sets of Office Machinery/Equipment and cascade system	300 000	200 000	94 399	None	None	Old	3 se of Office Machinery/Equipment and cascade system maintained

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		services in the district									maintained							
CMSD-07	Basic Services Delivery	To ensure provision of effective firefighting and rescue servi	Library and training materials	Library and training material procured	Number of sets of library and training material procured	1 set of library and training material procured	1 set of library and training material procured	Target not revised	Developed TOR Delivery note/Invoice/Bid advert/ Appointment letter	**Achieved** 1 set of library and training material procured	**Achieved** 1 set of library and training material procured	12500	Budget not revised	10111	None	None	Old	1 set of library and training material procured

Business Unit						Community Services –Vote 6											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		ces in the district																
CMSD-08	Local Economic Development	To promote and sustain an integrated approach to disaster management volunteers	Recruitment, engagement, and registration of disaster management volunteers	Recruitment, engagement, and registration of disaster management volunteers	Number of Disaster management volunteers engaged and monitored	71 Disaster management volunteers, engaged and registered	50 Disaster management volunteers engaged and monitored	Target not revised	List of volunteers engaged (per quarter)	**Achieved** 71 Disaster management volunteers engaged and monitored	**Achieved** 81 Disaster management volunteers engaged and monitored	125 000	150 000 (Rollover from previous financial	274 439	None	None	Old	81 Disaster management volunteers engaged and monitored

Business Unit						Community Services –Vote 6											
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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		ment continuum in CDM											year)					
CMSD-09	Basic Service delivery	To promote and sustain an integrated approach to disaster management	Procurement of Disaster relief materials and shelters	Procurement of disaster relief material (tents, sleeping mattress, blankets, lamps, salvage sheets,	Number of Disaster relief material and shelters procured	Procurement of 60, tents, 260 sleeping mattress,1700 blankets, 300 lamps, and 300 salvage sheets,	Procurement of 10, tents, 100 sleeping mattress,500 blankets, 50 lamps, and 100 salvage sheets,	Target not revised	Delivery notes and invoice/	**Not Achieved** Procurement of 60 tents, 260 sleeping mattress,1700 blankets,300 lamps, and	**Achieved** Procurement of 10, tents, 100 sleeping mattress,500 blankets, 50 lamps, and 100	700000	740000	737989	None	None	Old	Procurement of disaster relief material

Business Unit						**Community Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
		ment continuum in CDM		foldable shacks)		5 single burner canister, 45 canister burner, 10 foldable shacks and 10 Solar lighting system	5 single burner canister, 5 canister burner, 5 foldable shacks and 5 Solar lighting system			300 salvage sheets, 45 single burner canister, 45 canister burner, 10 foldable shacks and 10 Solar lighting	salvage sheets, 5 single burner canister, 5 canister burner, 5 foldable shacks and 5 Solar lighting system							

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
										COVID-19 protective material: 0-layer face Masks, 0 X Face shields, 0 Hand Sanitizers, 0 Hand Soaps, 0 Refill bottles								

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Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
										for sanitizers (flip caps), 0 Refill bottles for sanitizers (mist spray), 0 Food pedal sanitizer stands. **Hygiene Pack:**								

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
										Antibacterial hygiene bath Soap 0 Tooth Paste General Herbal /all in One 0, Toothbrush general / (multi-care x 0; Washing Cloth/T								

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Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
										owel, (Size 0), Washing/Powder Soap, (0. Roll-On, 48h x Antiperspirant (0). Body Lotion, Natural Moisturizer (0);								

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
										Vaseline Blue Seal (Pure Petroleum Jelly (0 x Single-Ply Tissue Rolls 0. 0 x 6packs Female sanitary pads.								

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
CMSD-10	Basic Service delivery	To promote and sustain an integrated approach to in disaster management continuum in CDM	Disaster management awareness services	Commemoration of International day for disaster risk reduction (IDDR)	Number of International Day for Disaster Risk Reduction (IDDR) awareness held	1 IDDRR awareness held	1 IDDRR awareness event held	Target not revised	Attendance register/ Agenda/ Report	Achieved 1 IDDRR awareness event held	Achieved 5 IDDRR awareness event held	100 000	133 000	66 360	None	None	Old	5 IDDRR awareness event held

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
CMSD-11	Basic Service delivery	To promote and sustain an integrated approach to disaster management continuum in CDM	Disaster Risk Management Support Schools Competition for Learners	Disaster Risk Management Support Schools Competition for Learners	Number of Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management Support Schools Competition for Learners coordinated	1 Disaster Risk Management school competitions for learners coordinated	Target not revised	Disaster Risk Management Support Schools Competition Report	**Achieved** 1 Disaster Risk Management Support Schools Competition for Learners coordinated	**Achieved** 1 Disaster Risk Management Support Schools Competition for Learners coordinated	100 000	187 000 (Virement was done)	181 053	None	None	Old	1 Disaster Risk Management Support Schools Competition for Learners coordinated

Business Unit						Community Services –Vote 6												
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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
CMSD-12	Basic Service delivery	To promote and sustain an integrated approach to disaster management continuum in CDM	School support programs	Disaster Management safety and resilience programs implemented at schools	Number of schools assisted to implement disaster risk reduction programs	24 schools (primary and secondary) Schools supported on implementation of disaster risk reduction programs	8 Schools (primary and secondary) supported on implementation of disaster risk reduction programs	Target not revised	Attendance Register/ Correspondence	**Achieved** 24 Schools (Primary and secondary) supported on implementation of disaster risk reduction programs	**Achieved** 8 Schools (primary and secondary) supported on implementation of disaster risk reduction program	40000	Budget not revised	39860	None	None	Old	8 Schools (Primary and secondary) supported on implementation of disaster risk reduction programs

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
CMSD-13	Basic Service delivery	To promote and sustain an integrated approach to disaster management continuum in CDM	Disaster Management coordination	Disaster management co-ordination services (advisory forums)	Number of disaster management advisory forums coordinated.	10 disaster management advisory forum coordinated and 6 COVID 19 JOC meetings and operations coordinated	16 disaster management advisory forum coordinated	Target not revised	Attendance Register and Minutes	**Achieved** 10 disaster management advisory forum forum and 6 Covid19 JOC Meetings and Operations coordinated	**Achieved** 16 disaster management advisory forum coordinated	35000	21000	20 035	None	None	Old	16 disaster management advisory forum coordinated

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
CMSD-14	Basic Service delivery	To promote and sustain an integrated approach to disaster management continuu	Internal workshops on disaster management for Traditional Authorities and Ward Committees	Internal workshops on disaster management for Traditional Authorities and Ward committees	Number of workshops on disaster management for Traditional Authorities	New Indicator	4 workshops on disaster management for Traditional Authorities	Target not revised	Attendance register/ Agenda/ Report	**New Indicator**	**Achieved** 11 workshop on disaster management for Traditional Authorities	3000	66000 (Virement was done)	65 686	None	None	New	11 workshop on disaster management for Traditional Authorities

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		m in CDM																
CMSD-15	Basic service delivery	To ensure provision of effective Municipal Health Services in the	Food handling facilities monitoring for	Food handling facilities monitoring	Number of reports on monitored food handling facilities	12 reports on monitored food handling facilities	12 reports on monitored food handling facilities	Target not revised	Food handling facilities monitoring report	**Achieved** 12 reports on monitored food handling facilities	**Achieved** 12 reports on monitored food handling facilities	OPEX	Budget not revised	OPEX	None	None	None	12 reports on monitored

Business Unit						**Community Services –Vote 6**												
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Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		District that efficiently address all the felt needs and aspirations of local communities																

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
CMSD-16	Basic service delivery	To ensure provision of effective Municipal Health Services in the District that effici	Cleanest school competition	Cleanest school competition	Number of Cleanest school competition coordinated	1 Cleanest school competition coordinated	1 Cleanest school competition coordinated	Target not revised	Agenda/ Attendance register/ Concept document	**Achieved** 4 Cleanest school competition coordinated	**Achieved** 4 Cleanest school competitions coordinated	100 000	Budget not revised	999 927	None	None	Old	4 Cleanest school competitions coordinated

Business Unit						**C .mmunity Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		ently address all the felt needs and aspirations of local communities																

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CMSD-17	Basic service delivery	To ensure provision of effective Municipal Health Services in the District that efficiently	Health awareness campaign	Health awareness campaign	Number of health awareness campaign conducted	9 health awareness campaign conducted	1 health awareness campaign conducted	Target not revised	Agendas, Attendance registers	**Achieved** 9 health awareness campaign conducted	**Achieved** 10 health awareness campaign conducted	75000	125000	116080	None	None	Old	10 health awareness campaign conducted

Business Unit						C. .mmunity Services –Vote 6												
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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		address all the felt needs and aspirations of local communities																
CMSD	Basic service	To ensure provi	Water quality inspected/test	Monitoring of water	Number of reports on	12 reports on water	12 reports on water	Target not revised	Water source	Achieved	Achieved	OP	Budget not	None	OPEX	None	Old	12 reports on water

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Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual - Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
-18	delivery	sion of effective Municipal Health Services in the District that efficiently address all the	ed at sources	sources	water sources inspected	sources inspected	sources inspected		inspected reports	12 reports on water sources inspected	12 reports on water sources inspected	EX	revised					sources inspected

Business Unit						C. .mmunity Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		felt needs and aspirations of local communities																
CMSD-19	Basic service delivery	To ensure provision of effective	Food and Water quality monitoring	Procurement of Food and Water quality monitoring	Percentage of food and water quality monitoring	18 Chlorine meters. 18 oil test kit, 40 boxes	100 Percent of food and water quality monitoring	Target not revised	Delivery note, Invoice/ TOR's developed	**Achieved** 18 Chlorine meters. 18 oil test kit,	**Achieved** 100 Percent of food and water quality	42000	Budget not revised	0.00	None	None	Old	100 Percent of food and water quality monitoring

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		Municipal Health Services in the District that efficiently address all the felt needs and	accessories	accessories	accessories procured	gauze swabs, 25 butane gas cartridges, 36 boxes latex gloves, 36 twine cotton strings, 05 Digital Infrared (Food) Thermometer, 50	accessories procured			40 boxes gauze swabs, 25 butane gas cartridges, 36 boxes latex gloves, 36 twine cotton strings, 05 Digital Infrared (Food) Thermo	monitoring accessories procured							accessories procured

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance Indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance In 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		aspirations of local communities				Food and water sampling bottles, 6 Cooler box 12Lt and 6 Cooler Box 30 LT procured				meter, 50 Food and water sampling bottles, 6 Cooler box 12Lt and 6 Cooler Box 30 LT procured								

Business Unit						Community Services –Vote 6											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
CMSD-20	Basic service delivery	To ensure provision of effective Municipal Health Services in the District that efficiently	Food and water quality monitoring equipment	Procurement of Food and water quality monitoring equipment	Number of food and water quality monitoring equipment procured	10 food and water quality monitoring equipment procured	5 food and water quality monitoring equipment procured	Target not revised	Delivery note, Invoice/ TOR's developed	**Achieved** 10 food and water quality monitoring equipment procured	**Achieved** 20 food and water quality monitoring equipment procured	50000	Budget not revised	19000	None	None	Old	20 food and water quality monitoring equipment procured

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		address all the felt needs and aspirations of local communities																
CMSD	Basic service	To ensure provi	Water quality	Water sampling	Number of reports on	12 reports on food	12 reports on water	Target not revised	Water sampling report	Achieved	Achieved	2500	Budget not	0 (Pol okw	None	None	Old	12 reports on water

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/ old**	**Performance Monitoring quality assurance**
-21	delivery	sion of effective Municipal Health Services in the District that efficiently address all the	sampling		water sampling	and water sampling	sampling			12 reports on water sampling	12 reports on water sampling		revised	ane assisted with the Laboratory services for water sampling for without charges)				sampling

Business Unit						C. .mmunity Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name.	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		felt needs and aspirations of local communities																
CMSD-22	Basic service delivery	To ensure provision of effective Municipal	Food sampling and of Moore pads planting	Planting of Moore pads for cholera surveillance	Number of food sampling and analysis reports on Moore	12 analysis reports on Moore pads planted	12 food sampling and analysis reports on Moore	Target not revised	Food sampling /Moore pads planted report	**Achieved** 12 analysis reports on Moore	**Achieved** 12 food sampling and analysis reports on	77000	127000	122315	None	None	Old	12 food sampling and analysis reports on Moore

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
		Health Services in the District that efficiently address all the felt needs and aspiration			pads planted		pads planted			pads planted	Moore pads planted							pads planted

Business Unit						**Community Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		s of local communities																
CMSD-23	Basic service delivery	To ensure provision of effective Municipal Health Services	Communicable disease monitoring and control	Follow-up of reported communicable diseases	Number of reports on reported communicable diseases cases followed up	12 reports on reported communicable diseases followed up	12 reports on reported communicable diseases followed up	Target not revised	Communicable diseases followed up report	**Achieved** 12 reports on reported communicable diseases followed up	**Achieved** 12 reports on reported communicable diseases followed up	OPEX	Budget not revised	OPEX	None	None	Old	12 reports on reported communicable diseases followed up

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
		in the District that efficiently address all the felt needs and aspirations of local com																

Business Unit						C..mmunity Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		munities																
CMSD-24	Basic service delivery	To ensure provision of effective Municipal Health Services in the Distri	Monitoring compliance with health legislation of non-food handling premises	Monitoring of non-food handling premises	Number of reports on non-food handling premises monitored	12 reports on non-food handling premises monitored	12 reports on non-food handling premises monitored	Target not revised	Non-food handling premises monitored report	**Not Achieved** 12 reports on non-food handling premises monitored	**Achieved** 12 reports on non-food handling premises monitored	OPEX	Budget not revised	OPEX	None	None	Old	12 reports on non-food handling premises monitored

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Impiement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		ct that efficiently address all the felt needs and aspirations of local communities																

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
CMSD-25	Good Governance and Public Participation	To ensure co-ordination and promotion of sports and recreation, arts and culture in Capricorn	Coordination of Community Safety Forums	Coordination of four community safety forums	Number of Community safety forums coordinated	2 Community safety forums coordinated	2 Community safety forums coordinated	Target not revised	Agenda Attendance register/ Correspondence	**Achieved** 2 Community safety forums coordinated	**Achieved** 11 Community safety forums coordinated	500 000	1000000	81730	None	None	Old	11 Community safety forums coordinated

Business Unit						Community Services –Vote 6											
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System											
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support											
Key Strategic Organisational Objectives:						To protect the environment within the district.											
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		District Municipality															
CMSD-26	Good governance and Public Participation	To ensure co-ordination and promotion of sports and recre	Heritage event celebration	Celebration of one heritage event	Number of heritage events celebrated	1 heritage event celebrated	1 heritage event celebrated	Target not revised	Agenda Attendance register	**Achieved** 1 heritage event celebrated	**Achieved** 4 heritage event celebrated	113000	137000	84 630	None	None	Old	4 heritage event celebrated

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
		ation, arts and culture in Capricorn District Municipality																
CMSD-27	Municipal Transformation and	To ensure co-ordination and	Sports and Recreation Development	Sports and Recreation Development	Number of Sports and Recreation outreac	New indicator	1 Sports & Recreation outreach	Target not revised	Agenda and Attendance Register	New indicator	**Achieved** 1 Sports & Recreation	100 000	154 000	123 469	None	None	New	1 Sports & Recreation outreach

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/old	Performance Monitoring quality assurance
	Institutional Development	promotion of sports and recreation, arts and culture in Capricorn District Municipality			h programmes coordinated.		programme coordinated				outreach programme coordinated							programme coordinated

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
FD-02	Financial viability and management	Financial reporting	Financial reporting	Budget Treasury	Number of Unqualified audit opinion	1 Unqualified audit opinion	1 Unqualified audit opinion	Target not revised	1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	**Achieved** 1 Unqualified audit opinion report	OPEX	Budget not revised	OPEX	None	None	Old	1 Unqualified audit opinion report
FD-06	Financial viability and management	To ensure that the resources required to	Demand management	Development and implement the procurement plan	Number of municipal procurement plan developed and	1 municipal procurement plan developed and	1 municipal procurement plan developed	Target not revised	Municipal procurement plan	**Achieved** 1 municipal procurement plan developed and	**Achieved** 1 municipal procurement plan developed	OPEX	Budget not revised	OPEX	None	None	Old	1 municipal procurement plan developed and

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance
		fulfil the needs identified in the strategic plan of the institution are efficient and effective				implemented				implemented	and implemented							implemented

Business Unit						**Community Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		(at the correct time, price and place and that the quantity and quality will satisfy thos																

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
		e needs)																
FD-07	Financial Viability and Management	To monitor departmental expenditure	Acquisition management	Compliance to the SCM regulations	Percentage of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	Target not revised	Zero irregular, fruitless and wasteful, and unauthorised expenditure	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	**Achieved** 100 percent of compliance to the SCM regulations that result in R nil irregular	OPEX	Budget not revised	OPEX	None	None	Old	100% of compliance to the SCM regulations that result in R nil irregular expenditure

Business Unit						**C..nmunity Services –Vote 6**												
Outcome 9:						**Responsive, Accountable, Effective and Efficient Local Government System**												
Outputs 1 & 7:						**Implement a differentiated approach to municipal financing, planning, and support**												
Key Strategic Organisational Objectives:						**To protect the environment within the district.**												
Project No.	**Key Performance Area**	**Strategic Objectives**	**Project Name**	**Project Description (major activities)**	**Key performance indicator**	**Baseline**	**2021/22 Annual Targets**	**Reviewed 2021/22 Annual Targets**	**Means of verification**	**Actual Performance in 2020/21 (Achieved/Not Achieved)**	**Actual Performance in 2021/22 (Achieved/Not Achieved)**	**2021/22 Annual Budget**	**Reviewed 2021/22 Budget**	**Expenditure**	**Challenges**	**Corrective Measures**	**Indicator new/old**	**Performance Monitoring quality assurance**
											expenditure							
DPEMS-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	Number of EPWP work opportunities created (Disaster Management nteers)	New Indicator	50 EPWP work opportunities created (Disaster Management Volunteers)	Target not revised	Certified ID and Proof of payment and Attendance Registers and Signed contracts	New Indicator	**Achieved** 80 EPWP work opportunities created (Disaster Management Volunteers)	OPEX	Budget not revised	OPEX	None	None	New	80 EPWP work opportunities created (Disaster Management Volunteers)

Business Unit						Community Services –Vote 6												
Outcome 9:						Responsive, Accountable, Effective and Efficient Local Government System												
Outputs 1 & 7:						Implement a differentiated approach to municipal financing, planning, and support												
Key Strategic Organisational Objectives:						To protect the environment within the district.												
Project No.	Key Performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Key performance indicator	Baseline	2021/22 Annual Targets	Reviewed 2021/22 Annual Targets	Means of verification	Actual Performance in 2020/21 (Achieved/Not Achieved)	Actual Performance in 2021/22 (Achieved/Not Achieved)	2021/22 Annual Budget	Reviewed 2021/22 Budget	Expenditure	Challenges	Corrective Measures	Indicator new/ old	Performance Monitoring quality assurance

CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL

The Municipality operated on the 2021/22 Organisational Structure that was approved by Council on the 21 May 2021 (Resolution No. OC 06/2020 - 2021/6.1.4). The Organisational Structure defines a hierarchy of jobs within an organization. It identifies each job, its function and where it reports to within the organization. It is developed to establish how an organization operates and assists an organization in obtaining its goals.

4. EMPLOYEES TOTAL TURNOVER AND VACANCIES

EMPLOYEES					
DESCRIPTION	YEAR 1(Previous year)		Year -0 Current year)		
	No. of Employees	Approved Posts No.	No. of Employees	Vacancies No.	Vacancies %
STRATEGIC EXECUTIVE MANAGEMENT SERVICES	59	86	60	21	26%
DEVELOPMENT PLANNING AND ENVIRONMENTAL MANAGEMENT SERVICES	19	34	20	12	38%
FINANCE	78	59	77	31	46%
INFRASTRUCTURE SERVICES	490	186	490	75	58%
CORPORATE SERVICES	67	56	66	22	27%
COMMUNITY SERVICES	81	81	81	37	35%

TURN OVER RATE			
DETAILS	TOTAL APPOINTMENTS AS OF BEGINNING OF FINANCIAL YEAR No.	TERMINATIONS DURING THE FINANCIAL YEAR No.	TURN OVER RATE
Year 2 (2019/2020)	548	34	6%
Year 1 (2020/2021)	553	26	5%
Year 0 (2021/2022)	545	26	5%

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.1. POLICIES

Council has approved the following key workforce management policies, which were effectively implemented throughout the year:

Policy	Purpose
Employee Wellness Policy	To assist in early identification and resolution of productivity problems associated with employees/councillors' personal concerns which include, but not limited to health, marital, substance, financial, emotional, stress, work-related and other personal concerns that may adversely affect job performance.
Experiential Training Policy	To regulate the Municipality's training programme to assist members of the community to acquire experience in their area of work, and assist in acquiring specific qualifications that require students to submit proof of on-the-job training before they can be awarded their qualifications.
Induction Policy and procedure	To regulate how new employees are introduced to their work environment, colleagues and the Municipality as a whole.
Job Evaluation Policy	To establish a process that will assess the relative worth of jobs in the Municipality using an objective and reliable rating system.
Management of Injuries on duty Policy and Procedure	To ensure a uniform implementation of the procedure in handling injuries on duty within the Municipality in line with the Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993)
Management of Medically Incapacitated Employees	To regulate the management of medically incapacitated employees within the Municipality and ensure adherence to relevant legislations.
Occupational Health and Safety (OHS) Policy	To provide for implementation of OHS programmes; promote and maintain the highest degree of physical, mental and social wellbeing of workers; prevent ill-health caused by working conditions; place and maintain workers in a working environment that is adapted to their individual physiological and psychological conditions; and protect workers from factors adverse to their health.
PMS Framework	Details the implementation of the Performance Management System (PMS), as well as the procedures and processes of maintaining the PMS.
Probation Policy and Procedure	Sets out the process to be followed to establish that newly appointed employees satisfy the requirements of the post to which they have been appointed
Recruitment Policy and Procedure	To regulate the employment procedures and practices and to create an appropriate framework to recruit, appoint and manage employees.
Retention Policy and Plan	To ensure that the Municipality attracts, develops and retains a flexible workforce of quality that will be capable of delivering its vision.
Succession Plan	Ensures that the organisation has a steady and reliable pipeline of talent for it to meet its future needs in leadership and other essential roles.
Workplace Skills Development Plan	Identifies long term goals and outline a detailed approach for developing workplace skills.

Policy	Purpose
Work from Home Policy	To regulate work process for employees working from home
Covid-19 policy	To regulate procedures and processes to be followed when employees are exposed to Covid-19 to stop the spread of the virus.
Danger allowance policy	To regulate classification of positions eligible for danger allowance and determine applicable rates for employees exposed to danger

4.2. INJURIES, SICKNESS AND SUSPENSIONS

NUMBER AND COST OF INJURIES ON DUTY					
Type of injury	**Injury leave taken**	**Employees using injury leave**	**Proportion employees using sick leave %**	**Average injury leave per employee Days**	**Total Estimated Cost R**
Required basic medical attention only	14	1	N/A	N/A	N/A
Temporary totals disablement	01	14	1%	80	N/A
Permanent disablement	0	N/A	N/A	N/A	N/A
Fatal	0	N/A	N/A	N/A	N/A
Total	0	15	1%	80%	N/A

4.3. PERFORMANCE REWARDS

Designation	**Beneficiary Profile**				
	Gender	**Total number of employees in group**	**Number of beneficiaries**	**Expenditure on rewards 2020/21**	**Proportion of beneficiaries within group %**
Lower skilled (levels 13-15)	Females	65	62	R 358 629,20	95%
	Males	164	160	R 1 017 054,90	96%
Skilled (levels 9-10)	Females	33	32	R 2 570 063,29	97%
	Males	23	22	R 218 006,94	96%
Highly skilled production (levels 7-8)	Females	62	55	R 765 454,05	89%
	Males	78	70	R 935 124,63	90%
Highly skilled supervision (levels 4-6)	Females	49	41	R 948 954,27	84%
	Males	38	36	R 739 930,26	95%
Senior Management (levels 1-2)	Females	7	7	R 217 150,09	100%
	Males	17	17	R 442 970,71	100%

Skills matrix														
Management level	**Gender**	**Employees in post as at 30 June**	**Number of skilled employees required and actual as at 30 June**											
		No.	**Learner ships**			**Skills programmes & other short courses**			**Other forms training**			**Total**		
			Actual end of year 1	**Actual End of year 0**	**Year 0 Target**	**Actual end of year 1 (20-21)**	**Actual End of year 0 21-22**	**Year 0 Target Plan**	**Actual end of year 1**	**Actual End of year 0**	**Year 0 Target**	**Actual end ef year 1**	**Actual End of year 0**	**Year 0 Target**
MM & s57	Female	2				0	0							
	Male	3				0	1							
Councillors, Senior officials, and managers	Female	40				32	30							
	Male	48				31	38							
Technicians and associate professionals (Registered with bodies like CA(SA)	Female	47				3	13							
	Male	51				4	20							
Sub totals	Female	89				35	43							
	Male	102				35	47							
Totals		191				70	90							

MM and S57	Females	3	2	R 90 736,44	66%
	Males	3	3	R 119 111,25	100%
Total		**557**	**522**	**R6 110 186,82**	**93%**

COMPONENT C: CAPACITATING MUNICIPAL WORKFORCE

4.4. SKILLS DEVELOPMENT AND TRAINING

Management level	Gender	Employees as at the beginning of the financial year	Original budget and actual expenditure on skills development year 1							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
Subtotal					R2 750 000	R2 358 933				
Total					R2 750 000	R2 358 933				

4.4.1. MINIMUM COMPETENCY OF THE EMPLOYEES

EMPLOYEE	DESIGNATION	HIGHER EDUCATION LEVEL
Pilusa Tiro	SCM Manager	NQF Level 8 - Post Graduate Degree (min 120 credits)
Nemugumoni Thuso	Senior Manager (MSA S56)	NQF Level 8 - Post Graduate Degree (min 120 credits)
Mashego Molatelo	Senior Manager (MSA S56)	NQF Level 7 - Bachelor Degree (min 360 credits)
Nonyane Thabo Vusi	CFO Municipality	NQF Level 8 - Post Graduate Degree (min 120 credits)
Sikhauli	Senior Manager (MSA S56)	NQF Level 6 - National Diploma (min 240 credits)
Carelse Nokuthula Prosperity - (Resigned 11/08/2021)	Accounting Officer	NQF Level 9 - Masters Degree or higher
Sekole Margaret	Middle Manager: Finance	NQF Level 7 - Bachelor Degree (min 360 credits)
Venter Mariette	Senior Manager (MSA S56)	NQF Level 8 - Post Graduate Degree (min 120 credits)
Bopape Hilda	Middle Manager: Finance	NQF Level 7 - Bachelor Degree (min 360 credits)

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.5. EMPLOYEE EXPENDITURE

The Municipality has spent **R1 132 173.09** and **R1 226 758.26** on capacity building and skills development for municipal employees and Councillors respectively.

Number of employees whose salaries were increased due to their positions being upgraded		
Beneficiaries	**Gender**	**Total**
Lower level	Female	0
	Male	0
Skilled	Female	0
	Male	0
Highly skilled	Female	0
	Male	0

Highly skilled supervision	Female	0
	Male	0
Executive Management	Female	0
	Male	0
MM	Female	0
	Male	0

Employee whose salary levels exceed the grade determined by job evaluation				
Occupation	**Number of employees**	**Job evaluation level**	**Remuneration level**	**Reason for deviation**
Not applicable				

Employee appointed to posts not approved			
Level	**Date of appointment**	**No. appointed**	**Reason for appointment when no established post exista**
Not applicable.			

CHAPTER 5: FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.1. STATEMENTS OF FINANCIAL PERFOMANCE

DC35 Capricorn - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M12 June

Description	Ref	2020/21	Budget Year 2021/22							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Service charges - water revenue		70 908	64 971	66 471	6 385	69 039	66 471	2 568	4%	66 471
Service charges - sanitation revenue		10 189	11 465	10 465	969	10 092	10 465	(373)	-4%	10 465
Interest earned - external investments		23 740	21 235	26 235	4 766	26 831	26 235	596	2%	26 235
Interest earned - outstanding debtors		31 011	–	20 000	–	–	20 000	(20 000)	-100%	20 000
Fines, penalties and forfeits		61	–	–	0	0	–	0	#DIV/0!	–
Transfers and subsidies		709 153	720 186	707 498	2 866	710 973	707 498	3 475	0%	707 498
Other revenue		1 623	843	1 108	10	1 132	1 108	24	2%	1 108
Gains		–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)		**846 685**	**818 700**	**831 777**	**15 016**	**818 067**	**831 777**	**(13 710)**	**-2%**	**831 777**
Expenditure By Type										
Employee related costs		338 860	364 796	387 332	32 606	326 075	367 332	(41 257)	-11%	387 332
Remuneration of councillors		15 213	17 343	17 343	1 331	14 701	17 343	(2 642)	-15%	17 343
Debt impairment		57 506	43 614	63 614	–	–	63 614	(63 614)	-100%	63 614
Depreciation & asset impairment		84 623	80 997	101 797	6 223	74 907	101 797	(26 890)	-26%	101 797
Finance charges		115	470	470	44	211	470	(259)	-55%	470
Bulk purchases - electricity		73 047	–	–	–	–	–	–		–
Inventory consumed		7 291	86 720	93 401	7 907	65 103	93 401	(28 298)	-30%	93 401
Contracted services		127 364	132 153	195 486	10 155	140 580	195 486	(54 906)	-28%	195 486
Transfers and subsidies		337	–	–	–	–	–	–		–
Other expenditure		94 313	146 619	161 039	10 046	130 855	161 039	(30 184)	-19%	161 039
Losses		25 917	4 506	4 506	(10)	92	4 506	(4 414)	-98%	4 506
Total Expenditure		**824 587**	**877 217**	**1 004 988**	**68 303**	**752 524**	**1 004 988**	**(252 464)**	**-25%**	**1 004 988**
Surplus/(Deficit)		**22 098**	**(58 517)**	**(173 211)**	**(53 287)**	**65 543**	**(173 211)**	**238 754**	**(0)**	**(173 211)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		334 669	296 941	331 173	10 228	293 051	331 173	(38 122)	(0)	331 173
Surplus/ (Deficit) for the year		**356 768**	**238 424**	**157 962**	**(43 059)**	**358 594**	**157 962**			**157 962**

DC35 Capricorn - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M12 June

Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Revenue - Functional										
Governance and administration		**446 968**	**417 991**	**445 607**	**11 547**	**452 316**	**445 607**	6 709	2%	**445 607**
Executive and council		59 821	56 417	56 077	–	56 242	56 077	165	0%	56 077
Finance and administration		379 776	354 766	382 080	11 547	389 287	382 080	7 207	2%	382 080
Internal audit		7 371	6 808	7 450	–	6 787	7 450	(663)	-9%	7 450
Community and public safety		**98 476**	**85 009**	**85 604**	–	**84 272**	**85 604**	(1 332)	-2%	**85 604**
Community and social services		15 641	13 262	13 778	–	13 221	13 778	(557)	-4%	13 778
Sport and recreation		4 697	4 447	4 307	–	4 433	4 307	126	3%	4 307
Public safety		58 632	45 349	46 559	–	44 735	46 559	(1 824)	-4%	46 559
Health		19 505	21 951	20 960	–	21 883	20 960	923	4%	20 960
Economic and environmental services		**39 725**	**47 787**	**31 791**	**2 738**	**38 046**	**31 791**	6 255	20%	**31 791**
Planning and development		21 463	32 925	17 388	442	20 215	17 388	2 827	16%	17 388
Road transport		1 950	5 769	6 460	2 296	8 766	6 460	2 306	36%	6 460
Environmental protection		16 312	9 093	7 943	–	9 065	7 943	1 122	14%	7 943
Trading services		**596 185**	**564 854**	**599 948**	**10 959**	**536 483**	**599 948**	(63 465)	-11%	**599 948**
Water management		596 185	529 953	593 109	10 959	531 498	593 109	(61 611)	-10%	593 109
Waste water management		–	34 901	6 839	–	4 985	6 839	(1 854)	-27%	6 839
Total Revenue - Functional	2	**1 181 354**	**1 115 641**	**1 162 950**	**25 244**	**1 111 118**	**1 162 950**	**(51 832)**	**-4%**	**1 162 950**
Expenditure - Functional										
Governance and administration		**384 507**	**429 356**	**495 819**	**29 905**	**322 262**	**495 819**	(173 557)	-35%	**495 819**
Executive and council		47 417	56 417	56 401	5 150	46 881	56 401	(9 520)	-17%	56 401
Finance and administration		330 761	366 131	431 968	23 935	267 709	431 968	(164 259)	-38%	431 968
Internal audit		6 328	6 808	7 450	820	7 672	7 450	222	3%	7 450
Community and public safety		**79 068**	**84 534**	**88 445**	**8 356**	**81 769**	**88 445**	(6 676)	-8%	**88 445**
Community and social services		14 954	13 262	15 011	1 329	13 502	15 011	(1 509)	-10%	15 011
Sport and recreation		2 371	4 447	4 365	314	3 150	4 365	(1 215)	-28%	4 365
Public safety		41 655	44 874	47 989	4 587	45 756	47 989	(2 233)	-5%	47 989
Health		20 088	21 951	21 080	2 125	19 362	21 080	(1 718)	-8%	21 080
Economic and environmental services		**30 152**	**47 787**	**48 908**	**2 937**	**30 283**	**48 908**	(18 625)	-38%	**48 908**
Planning and development		14 620	32 925	30 462	1 735	17 433	30 462	(13 029)	-43%	30 462
Road transport		3 363	5 769	7 703	547	6 422	7 703	(1 281)	-17%	7 703
Environmental protection		12 169	9 093	10 743	655	6 428	10 743	(4 315)	-40%	10 743
Trading services		**330 861**	**315 540**	**371 816**	**27 105**	**318 209**	**371 816**	(53 607)	-14%	**371 816**
Water management		309 410	277 083	308 424	26 289	245 203	308 424	(63 221)	-20%	308 424
Waste water management		21 451	38 457	63 392	816	73 006	63 392	9 614	15%	63 392
Total Expenditure - Functional	3	**1 587**	**877 217**	**1 004 988**	**68 303**	**752 5**	**1 004 988**	**(252 464)**	**-25%**	**1 004 988**
Surplus/ (Deficit) for the year		**356 768**	**238 424**	**157 962**	**(43 059)**	**358 594**	**157 962**	**200 632**	**127%**	**157 962**

5.2. GRANTS

DC35 Capricorn - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M12 June

Description	Ref	2020/21	Budget Year 2021/22							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		**641 414**	**662 717**	**749 804**	**56 738**	**600 580**	**749 804**	**(149 224)**	**-19.9%**	**749 804**
Equitable Shere		623 015	629 237	695 560	55 144	546 356	695 560	(149 204)	-21.5%	695 560
Expanded Public Works Programme Integrated Grant		3 845	600	3 824	442	3 440	3 824	(384)	-10.0%	3 824
Local Government Financial Management Grant		1 000	1 000	909	25	907	909	(2)	-0.2%	909
Municipal Disaster Relief Grant		219	–	–	–	–	–	–		–
Rural Road Asset Management Systems Grant		1 028	2 257	3 587	233	3 286	3 587	(301)	-8.4%	3 587
Municipal Infrastructure Grant		10 988	29 623	40 810	894	41 505	40 810	695	1.7%	40 810
Water Services Infrastructure Grant		1 319	–	5 114	–	5 084	5 114	(30)	-0.6%	5 114
Total operating expenditure of Transfers and Grants:		**641 414**	**662 717**	**749 804**	**56 738**	**600 580**	**749 804**	**(149 224)**	**-19.9%**	**749 804**
Capital expenditure of Transfers and Grants										
Municipal Infrastructure Grant		188 969	176 012	176 112	7 279	175 248	176 112	(864)	-0.5%	176 112
Water Services Infrastructure Grant		94 994	78 795	106 334	2 105	106 124	106 334	(210)	-0.2%	106 334
Total capital expenditure of Transfers and Grants		**283 963**	**254 807**	**282 446**	**9 384**	**281 372**	**282 446**	**(1 074)**	**-0.4%**	**282 446**

5.3. ASSET MANAGEMENT

An asset management unit is established at Capricorn District Municipality consisting of the Asset Manager and two Asset Accountants. An Annual asset verification is conducted to ensure that all assets are accounted for. Missing assets must be explained by the responsible person the asset is allocated to and the reasons why the assets are missing.

When assets are transferred, an asset transfer form must be completed and submitted to the asset section to update their records. Every personnel member to whom assets are allocated are responsible for the safeguarding of those assets.

There is an approved Asset Management Policy approved by Council on 21 May 2021(Resolution No. OC 06/2020 - 2021/6.1.3). This Policy is reviewed annually to ensure that it is aligned with the GRAP requirements.

The key objectives of the Asset Management Policy are:

- The accurate recording of essential asset information.
- The accurate recording of asset movements.
- Exercising strict physical controls over all assets.
- Treating the assets correctly in the Municipality's Financial Statements.
- Providing accurate and meaningful management information.
- Compliance with the Council's accounting policies and GRAP.
- Adequate insuring of assets.
- Maintenance of Council's assets.
- Ensuring that managers are aware of their responsibilities with regard to the assets; and
- Setting out the standards of management, recording and internal controls so as to safeguard the assets against inappropriate utilization or loss.

5.4. FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

A. Asset Management/Utilisation							
	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%	Total Operating Expenditure	752 523	*Please refer to page 2 of MFMA Circular No.71*
					Taxation Expense	-	
					Total Capital Expenditure	364 439	
	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	Statement of Financial Position, Notes to the AFS and AR	0%	PPE, Investment Property and Intangible Impairment		*Please refer to page 3 of MFMA Circular No. 71*
					PPE at carrying value	3 446 588	
					Investment at carrying value		
					Intangible Assets at carrying value	3 627	
	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%	Total Repairs and Maintenance Expenditure	19 277	*Please refer to page 4 of MFMA Circular No. 71*
					PPE at carrying value	3 446 588	
					Investment Property at Carrying value	-	
	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%	Gross Debtors closing balance	494 221	*Please refer to page 5 of MFMA Circular No. 71*
					Gross Debtors opening balance	422 486	
					Bad debts written Off	-	
					Billed Revenue	79 130	
	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%	Consumer Debtors Bad debts written off	-	*Please refer to page 5 of MFMA Circular No. 71*
					Consumer Debtors Current bad debt Provision	331 564	
	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days	Gross debtors	494 221	*Please refer to page 6 of MFMA Circular No. 71*
					Bad debts Provision	331 564	
					Billed Revenue	79 130	

C. Liquidity Management						
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months	Cash and cash equivalents	1 337	*Please refer to page 7 of MFMA Circular No. 71*
				Unspent Conditional Grants	36 662	
				Overdraft	-	
				Short Term Investments	425 928	
				Total Annual Operational Expenditure	752 523	
Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1	Current Assets	657 719	*Please refer to page 7 of MFMA Circular No. 71*
				Current Liabilities	271 408	
D. Liability Management						
Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%	Interest Paid	211	*Please refer to page 8 of MFMA Circular No. 71*
				Redemption	-	
				Total Operating Expenditure	752 523	
				Taxation Expense	-	
Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%	Total Debt	2 499	*Please refer to page 9 of MFMA Circular No. 71*
				Total Operating Revenue	752 523	
				Operational Conditional Grants	710 972	
E. Sustainability						
Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%	Cash and cash Equivalents	1 337	*Please refer to page 9 of MFMA Circular No. 71*
				Bank Overdraft	-	
				Short Term Investment	425 928	
				Long Term Investment	-	
				Unspent Grants	36 662	
				Net Assets	3 857	
				Share Premium	-	
				Share Capital	-	
				Revaluation Reserve	-	
				Accumulated Surplus	3 771 367	

A. Efficiency							
	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%	Total Operating Revenue	818 066	*Please refer to page 10 of MFMA Circular No. 71*
					Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)*	-	
					Total Operating Expenditure	752 523	
					Taxation Expense	-	
	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%	Total Water Revenue	536 482	*Please refer to page 11 of MFMA Circular No. 71*
					Total Water Expenditure	320 999	
	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%	Total Sanitation and Water Waste Revenue	11	*Please refer to page 12 of MFMA Circular No. 71*
					Total Sanitation and Water Waste Expenditure	11	
B. Distribution Losses							
	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%	Number of kilolitres purchased and/or purified	6 333	*Please refer to page 13 of MFMA Circular No. 71*
					Number of kilolitres sold	3 579	
C. Revenue Management							
	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI	CPI	4%	*Please refer to page 15 of MFMA Circular No. 71*
					Total Revenue (Previous)	1 181 354	
					Total Revenue (Current)	1 111 117	
	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI	CPI	4%	*Please refer to page 15 of MFMA Circular No. 71*
					Total Revenue Exl.Capital (Previous)	846 685	
					Total Revenue Exl.Capital (Current)	818 066	

C. Expenditure Management						
Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days	Trade Creditors	51 955	*Please refer to page 16 of MFMA Circular No.71*
				Contracted Services	140 580	
				Repairs and Maintenance	19 277	
				General expenses	130 855	
				Bulk Purchases	65 103	
				Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)*	364 739	
Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%	Irregular, Fruitless and Wasteful and Unauthorised Expenditure	561	*Please refer to page 16 of MFMA Circular No. 71*
				Total Operating Expenditure	752 523	
				Taxation Expense	-	
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%	Employee/personnel related cost	239 201	*Please refer to page 17 of MFMA Circular No. 71*
				Councillors Remuneration	14 700	
				Total Operating Expenditure	752 523	
				Taxation Expense	-	
Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%	Contracted Services	140 580	*Please refer to page 17 of MFMA Circular No. 71*
				Total Operating Expenditure	752 523	
				Taxation Expense	-	

2. Grant Dependancy							
	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		23%	*Please refer to page 18 of MFMA Circular No. 71*
					Internally generated funds	83 067	
					Borrowings	2 499	
					Total Capital Expenditure	364 439	
	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		23%	*Please refer to page 18 of MFMA Circular No. 71*
					Internally generated funds	83 067	
					Total Capital Expenditure	364 439	
	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		49%	*Please refer to page 18 of MFMA Circular No. 71*
					Total Revenue	1 111 117	
					Government grant and subsidies	710 972	
					Public contributions and Donations	-	
					Capital Grants	293 050	
3. BUDGET IMPLEMENTATION							
	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%			*Please refer to page 19 of MFMA Circular No. 71*
					Actual Capital Expenditure	364 439	
					Budget Capital Expenditure	390 081	
	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%			*Please refer to page 20 of MFMA Circular No. 71*
					Actual Operating Expenditure	752 523	
					Budget Operating Expenditure	1 004 988	
	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%			*Please refer to page 20 of MFMA Circular No. 71*
					Actual Operating Revenue	818 066	
					Budget Operating Revenue	831 777	
	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%			*Please refer to page 21 of MFMA Circular No. 71*
					Actual Service Charges and Property Rates Revenue	79 130	
					Budget Service Charges and Property Rates Revenue	76 936	

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5. CAPITAL EXPENDITURE

The Municipality is more than 95% dependant on grants and subsidies and is aiming to be less dependent on grants and to generate more own funds. Capital expenditure for the 2021/22 Financial Year is as follows:

DC35 Capricorn - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 June

Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Capital Expenditure - Functional Classification										
Governance and administration		**(1 699)**	**8 967**	**23 479**	**593**	**3 260**	**23 479**	(20 219)	-86%	**23 479**
Finance and administration		(1 699)	8 967	23 479	593	3 260	23 479	(20 219)	-86%	23 479
Community and public safety		**2 236**	**475**	**16 062**	**–**	**4 850**	**16 062**	(11 212)	-70%	**16 062**
Community and social services		–	–	29	–	–	29	(29)	-100%	29
Public safety		2 236	475	16 033	–	4 821	16 033	(11 212)	-70%	16 033
Health		–	–	–	–	29	–	29	#DIV/0!	–
Trading services		**376 053**	**314 485**	**350 540**	**14 948**	**356 330**	**350 540**	5 790	2%	**350 540**
Water management		366 647	309 485	350 540	14 948	356 330	350 540	5 790	2%	350 540
Waste water management		9 406	5 000	–	–	–	–	–		–
Total Capital Expenditure - Functional Classification	3	**376 589**	**323 927**	**390 081**	**15 541**	**364 439**	**390 081**	**(25 642)**	**-7%**	**390 081**
Funded by:										
National Government		283 963	254 807	282 446	9 384	281 372	282 446	(1 074)	0%	282 446
Transfers recognised - capital		**283 963**	**254 807**	**282 446**	**9 384**	**281 372**	**282 446**	**(1 074)**	**0%**	**282 446**
Borrowing	6							–		
Internally generated funds		92 626	69 120	107 635	6 157	83 067	107 635	(24 568)	-23%	107 635
Total Capital Funding		**376 589**	**323 927**	**390 081**	**15 541**	**364 439**	**390 081**	**(25 642)**	**-7%**	**390 081**

DC35 Capricorn - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M12 June

Description R thousands	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		**708 610**	**720 166**	**707 083**	**2 886**	**710 355**	**707 083**	**3 272**	**0.5%**	**707 083**
Local Government Equitable Share		690 848	666 269	666 269	1 469	666 269	666 269	–		666 269
Expanded Public Works Programme Integrated Grant		3 845	3 866	3 866	442	3 440	3 866	(426)	-11.0%	3 866
Local Government Financial Management Grant		1 000	1 000	1 000	12	1 000	1 000	–		1 000
Municipal Disaster Relief Grant		223	–	–	–	–	–	–		–
Municipal Systems Improvement Grant		–	3 871	–	–	–	–	–		–
Municipal Infrastructure Grant		10 429	38 319	28 587	730	35 197	28 587	6 610	23.1%	28 587
Water Services Infrastructure Grant		1 412	4 386	4 886	–	1 030	4 886	(3 856)	-78.9%	4 886
Rural Road Asset Management Systems Grant		1 054	2 475	2 475	232	3 419	2 475	944	38.1%	2 475
Other grant providers:		**343**	–	**415**	–	**618**	**415**	203	48.8%	**415**
Other Grants Received		**343**	–	**415**	–	**618**	**415**	203	48.8%	**415**
								–		
Total Operating Transfers and Grants	5	**709 153**	**720 166**	**707 498**	**2 886**	**710 973**	**707 498**	**3 475**	**0.5%**	**707 498**
Capital Transfers and Grants										
National Government:		334 669	296 941	331 173	10 228	293 051	331 173	(38 122)	**-11.5%**	331 173
Municipal Infrastructure Grant		229 981	206 327	216 059	7 724	184 557	216 059	(31 502)	-14.6%	216 059
Water Services Infrastructure Grant		104 688	90 614	115 114	2 505	108 494	115 114	(6 620)	-5.8%	115 114
Total Capital Transfers and Grants	5	**334 669**	**296 941**	**331 173**	**10 228**	**293 051**	**331 173**	**(38 122)**	**-11.5%**	**331 173**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	1 043 822	1 017 127	1 038 671	13 114	1 004 023	1 038 671	(34 648)	-3.3%	1 038 671

5.7. SOURCE OF FINANCE ON 5 LARGEST PROJECTS

DESCRIPTION	SOURCE OF FUNDING
Mphahlele (Bolatjane, Phalakoane, Makurung)	MIG
Groothoek Lebowakgomo Zone	MIG
Mathabatha Tongwane BWS Makgoba Madikeleng Lekgwareng Matatanyane	EQS
GROOTHOEK REGIONAL WATER SCHEME (Madisha-Ditoro, Madisha-Leolo, Motserereng, Mamogwasha, Mapatjakeng & Motserereng)	MIG
Stocks RWS (Hwelereng, Makotse)	MIG

5.8. BASIC SERVICE AND INFRASTRUCTURE BACKLOGS- OVERVIEW

CAPRICORN DM WATER BACKLOGS

LM Name	WSA	Number of House Holds	Population	Number of Household with a Water Need (Below RDP standards)	% Of House Hold with a Water Need (Below RDP standards)
Blouberg	Capricorn	34 133	172 601	14 333	42%
Lepelle-Nkumpi	Capricorn	61 305	235 380	25 424	41%
Molemole	Capricorn	43 747	125 327	15 689	36%
Polokwane	Polokwane	239 116	797 127	47 852	20%
		378 301	**1 330 435**	**103 299**	**27%**

CDM Water Master Plan

CAPRICORN DM SANITATION BACKLOGS

LM Name	WSA	Number of House Holds	Population	Number of Household with a Sanitation Need (Below RDP standards)	% Of House Hold with a Sanitation Need (Below RDP standards)
Blouberg	Capricorn	34 133	172 601	26 837	79%
Lepelle-Nkumpi	Capricorn	61 305	235 380	41 700	68%
Molemole	Capricorn	43 747	125 327	32 653	75%
Polokwane	Polokwane	239 116	797 127	122 798	51%
		378 301	**1 330 435**	**223 988**	**59%**

CDM Water Master Plan

COMPONENT C: CASHFLOW MANAGEMENT AND INVESTMENTS

Council approved an appropriate and effective Cash Management and Investment Policy on 21 May 2021 (Council Resolution No. OC 06/2020 - 2021/6.1.3) within which the Municipality conducts its cash management and investments. Money not immediately required is invested in accordance with Section 13(1) and (2) of the Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003). The importance of cash flow management is to ensure that the liquidity needs of the Municipality are properly addressed

5.9. CASH FLOW

DC35 Capricorn - Table B7 Adjustments Budget Cash Flows - 15/06/2020

Description	Ref	Budget Year 2019/20									Budget Year +1 2020/21	Budget Year +2 2021/22
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands		A	3 A1	4 B	5 C	6 D	7 E	8 F	9 G	10 H		
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates												
Service charges		6 803						(680)	(680)	6 122	7 211	7 644
Other revenue		1 344							–	1 344	1 149	1 206
Government - operating	1	596 839	641 033					582	582	641 615	637 981	687 624
Government - capital	1	335 788	335 788					115 912	115 912	451 700	355 191	380 888
Interest		27 542								27 542	29 470	31 533
Dividends												
Payments												
Suppliers and employees		(707 833)	(800 558)					107 942	107 942	(692 616)	(754 557)	(824 351)
Finance charges		(470)	(470)					–	–	(470)	(470)	(470)
Transfers and Grants	1	(3 000)	(3 269)					269	269	(3 000)	1 900	1 900
NET CASH FROM/(USED) OPERATING ACTIVITIES		257 013	172 524	–	–	–	–	224 025	224 025	432 237	277 875	285 974
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE												
Decrease (Increase) in non-current debtors									–	–		
Decrease (increase) other non-current receivables												
Decrease (increase) in non-current investments												
Payments												
Capital assets		(309 134)	(341 952)					(109 748)	(109 748)	(451 700)	(329 324)	(340 738)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(309 134)	(341 952)	–	–	–	–	(109 748)	(109 748)	(451 700)	(329 324)	(340 738)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans									–	–		
Borrowing long term/refinancing									–	–		
Increase (decrease) in consumer deposits												
Payments												
Repayment of borrowing									–	–		
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	–	–	–	–	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		(52 121)	(169 428)	–	–	–	–	114 277	114 277	(19 463)	(51 449)	(54 764)
Cash/cash equivalents at the year begin:	2	180 328							–	180 328	131 207	77 858
Cash/cash equivalents at the year end:	2	128 207	(169 428)	–	–	–	–	114 277	114 277	160 865	79 758	23 093

5.10. BORROWING AND INVESTMENTS

The Municipality has no borrowings. The investments made by the Municipality are short-term and are made from grants received from National Treasury.

Municipal and Entity Investments			R'000
Investment* type	Year -2	Year -1	Year 0
	Actual	Actual	Actual
Municipality			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	103 666	108 666	123 666
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers' Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Application of cash and investment	75 681	88 774	111 004
Municipal Entities			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers' Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	–	–	–
Surplus/Shortfall	**27 985**	**19 893**	**12 633**

Consolidated total:	**198 503**	**243 656**	**256 567**

COMMENT ON BORROWING AND INVESTMENTS:

No investments, whether in the form of loans (in cash or kind), made by the Municipality were not to one or more of the organisations set out above.

5.11. PUBLIC PRIVATE PARTNERSHIPS

The Municipality did not enter into any Public Private Partnerships.

COMPONENT D: OTHER FINANCIAL MATTERS

5.12. SUPPLY CHAIN MANAGEMENT

Supply Chain Management is in line with Municipal Finance Management Act, Supply Chain Regulations, and the Municipality's Supply Chain Management Policy (approved by Council on 21 May 2021 in terms of Resolution No. OC 06/2020 - 2021/6.1.3).

5.13. GRAP COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice, and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance is required to maintain financial accounts and will ensure that municipal accounts are comparable and more informative for the Municipality. It will also ensure that the Municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications. The Municipality is GRAP compliant.

Report of the auditor-general 2021 – 2022 to Limpopo Provincial Legislature and the Council on Capricorn District Municipality

Report on the audit of the financial statements 2021 - 2022

OPINION

1. I have audited the financial statements of the Capricorn District Municipality set out on pages **532 - 603** to which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, and cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Capricorn District Municipality as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), and the Division of Revenue Act, 2021 (Act No. 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 municipality in accordance with the International Ethics Standards Board 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 matters below. My opinion is not modified in respect of these matters.

MATERIAL IMPAIRMENTS - TRADE DEBTORS

7. As disclosed in **notes 31** to the financial statements, material impairments of R57 011 291 was incurred as a result of debt impairment due to irrecoverable trade debtors.

MATERIAL LOSSES – WATER

8. As disclosed in **note 47** to the financial statements, material water losses to the amount of R33 197 973 (2021: R35 070 452) was incurred which represents 38,86% (2021: 41,77%) of total water purchased due to aging infrastructure and illegal connections.

SIGNIFICANT UNCERTAINTY RELATING TO THE OUTCOME OF EXCEPTIONAL LITIGATION

9. With reference to **note 42** to the financial statements, the municipality is the defendant in various claims, which it is opposing. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

OTHER MATTERS

10. I draw attention to the matters below. My opinion is not modified in respect of these matters.

UNAUDITED SUPPLEMENTARY SCHEDULES

11. The supplementary information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

UNAUDITED DISCLOSURE NOTES

12. 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 disclosure 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

13. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and DoRA, and for such internal control as the accounting officer determines is necessary to enab' the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

14. In preparing the financial statements, the accounting officer is responsible for assessing the 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 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

15. My objectives are to obtain reasonable assurance about whether the financial statements 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 decisions of users taken on the basis of these financial statements.

16. 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 report

INTRODUCTION AND SCOPE

17. In accordance with the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected development priorities presented in the annual report. I performed procedures to identify material findings but not to gather evidence to express assurance.

18. My procedures address the usefulness and reliability of the reported performance information, which must be based on the 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 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 may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

19. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the municipality's annual report for the year ended 30 June 2022:

Development priorities	**Pages in the annual report**
Basic service and infrastructure development	**145-245**

20. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the 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.

21. I did not identify any material findings on the usefulness and reliability of the reported performance information for the development priority:

BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT.

OTHER MATTERS

22. I draw attention to the matters below.

ACHIEVEMENT OF PLANNED TARGETS

23. Refer to the annual report on pages **105 to 423** for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets.

Report on the audit of compliance with legislation

INTRODUCTION AND SCOPE

24. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislatior I performed procedures to identify findings but not to gather evidence to express assurance.

25. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

OTHER INFORMATION

26. The accounting officer 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 development priorities presented in the annual report that have been specifically reported in this auditor's report.

27. 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.

28. In connection with my audit, my responsibility is to read the other information and, in doing s consider whether the other information is materially inconsistent with the financial statements anu the selected development priorities presented in the annual report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

29. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, 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

30. I considered 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.

31. I did not identify any significant deficiencies in internal control.

OTHER REPORTS

32. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

33. An independent consultant investigated an allegation of the supply and delivery of protective clothing of the municipality which was not delivered at the request of the municipality, which covered the period 1 July 2017 to 30 June 2018. The investigation was concluded on 23 April 2021 and resulted in disciplinary action to be instituted to six employees. These proceedings were in progress at the date of this auditor's report.

Auditor - General

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Polokwane

30 November 2022

ANNEXURE - AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected development priorities and on the municipality's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements 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 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 conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Capricorn District Municipality to continue as a 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 the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern
   - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Report of the auditor-general 2020 - 2021 to Limpopo provincial legislature and council on Capricorn district municipality

Report on the audit of the financial statements 2020 - 2021

OPINION

1. I have audited the financial statements of the Capricorn District Municipality, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets and cash flow statement and statement of comparison of budget and with actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Capricorn District Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2020 (Act No. 4 of 2020) (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 municipality in accordance with the International Ethics Standards Board 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 matters below. My opinion is not modified in respect of these matters.

RESTATEMENT OF CORRESPONDING FIGURES

7. As disclosed in **note 36** to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2021.

MATERIAL IMPAIRMENT – TRADE DEBTORS

8. As disclosed in **note 41** to the financial statements, material impairments to the amount of R57 505 933 were incurred as a result of debt impairment due to irrecoverable trade debtors.

MATERIAL LOSSES

9. As disclosed in note 37 to the financial statements, material water losses to the amount of R4 356 578 (2020: R1 996 674) was incurred which represents 42% (2020: 19%) of total water purchased due to aging infrastructure and illegal connections.

UNCERTAINTY RELATING TO THE FUTURE OUTCOME OF EXCEPTIONAL LITIGATION

10. With reference to **note 30** to the financial statements, the municipality is the defendant in claims. The municipality is opposing these claims. The ultimate outcome of the matters could not presently be determined and no provision for any liability that may result has been made in the financial statements.

OTHER MATTERS

11. I draw attention to the matters below. My opinion is not modified in respect of these matters.

UNAUDITED SUPPLEMENTARY INFORMATION

12. The supplementary information set out does not form part of the financial statements and is presented as additional information. I have not audited this schedule and, accordingly, I do not express an opinion thereon

UNAUDITED DISCLOSURE NOTES

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

Responsibilities of the party for the financial statements

14. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP, the requirements of the MFMA and the DoRA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

15. In preparing the financial statements, the accounting officer is responsible for assessing the 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 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

16. My objectives are to obtain reasonable assurance about whether the financial statements 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 decisions of users taken on the basis of these financial statements.

17. 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

INTRODUCTION AND SCOPE

18. In accordance with the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected development priorities presented in the annual report. I performed procedures to identify material findings but not to gather evidence to express assurance.

19. My procedures address the usefulness and reliability of the reported performance information, which must be based on the 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 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 may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the municipality's annual report for the year ended 30 June 2021:

Development priority	**Pages in the annual report**
KPA1 - Basic services and infrastructure	**165-206**

21. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the 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.

22. I did not identify any material findings on the usefulness and reliability of the reported performance information for this development priority:

- KPA 1- Basic services and infrastructure

OTHER MATTERS

23. I draw attention to the matters below.

ACHIEVEMENT OF PLANNED TARGETS

24. Refer to the annual report on pages **119 to 355** for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets.

Report on the audit of compliance with legislation

INTRODUCTION AND SCOPE

25. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility ' report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

26. The material findings on compliance with specific matters in key legislation are as follows:

Financial statements, performance and annual reports

27. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.

28. Material misstatements of Net cash flows from operating activities and Net cash flows from investing activities identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

OTHER INFORMATION

29. The accounting officer is responsible for the other information. The other information comprises th information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected development priority presented in the annual report that have been specifically reported in this auditor's report.

30. 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.

31. 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 selected development priority presented in the annual report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. I did not receive the other information prior to the date of this auditor's report. After I receive and read this information, and if I conclude that there is a material misstatement, 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

33. I considered 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. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

34. The accounting officer did not exercise adequate oversight responsibility over the preparation of the financial statements. The review and monitoring of the financial reporting by the accounting officer is inadequate. This resulted in the annual financial statements containing material misstatements.

AUDITOR - GENERAL

AUDITOR-GENERAL SOUTH AFRICA

Auditing to build public confidence

Polokwane

20 December 2021

ANNEXURE – AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected development priorities and on the municipality's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements 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 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 conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Capricorn district municipality to continue as a 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 the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting officer regarding, among other matters, the planned scope ar timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships
5. and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

APPENDIX 1 (A) – COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

COUNCILLORS (Pre 2021 LGE) 30 SEPTEMBER 2021

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
1.	Baloyi, Rasemate Abram	M	ANC	LC Rep – Polokwane	Part Time	0797428563	Ordinary Member
2.	Boloka, Mushaisane Phineas	M	ANC	PR/DC40%	Full Time	0783901090	MMC: Finance
3.	Botha, Androe Hendrina	F	DA	LC Rep – Polokwane	Part Time	0826024536	Ordinary Member
4.	Chidi, Doraine Ramathabatha Tiny	F	DA	LC Rep – Polokwane	Part Time	0813631942	Ordinary Member
5.	Dikgale, Sewela Julia	F	ANC	LC Rep – Polokwane	Part Time	0730906178	Ordinary Member
6.	Hopane, Madimetja Edward	M	EFF	PR/DC40%	Part Time	0726149804	Ordinary Member
7.	Hopane, Thandi Engelina	F	EFF	LC Rep – Polokwane	Part Time	0711429972	Ordinary Member
8.	Kgare, Makwena Betty	F	ANC	PR/DC40%	Full Time	0823037304	MMC: Community Services
9.	Kgatla, Kwena Elizabeth	F	ANC	PR/DC40%	Part Time	0823091164	MMC: Sport, Arts & Culture

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
10.	Kgokolo, Raesetja Diana	F	EFF	LC Rep – Lepelle Nkumpi	Part Time	0797169742	Ordinary Member
11.	Khan, Najma	F	EFF	LC Rep – Polokwane	Part Time	0827262599	Ordinary Member
12.	Kubheka, Dumisani Oupa	M	DA	PR/DC40%	Part Time	0732914835 0711753997	Ordinary Member
13.	Ledwaba, Letshela Jack	M	ANC	LC Rep – Lepelle Nkumpi	Part Time	0762733483	Ordinary Member
14.	Ledwaba, Prankie Eva	F	ANC	LC Rep – Lepelle Nkumpi	Part Time	0720641857	Chairperson: Corporate Services
15.	Legodi, Nare Jackson	M	ANC	LC Rep – Polokwane	Part Time	0839808359	Ordinary Member
16.	Lehong, Mathekga Violet	F	ANC	LC Rep – Blouberg	Part Time	0713607589	Ordinary Member
17.	Mabena, Khomotjo Linah	F	EFF	PR/DC40%	Part Time	0766621232	Ordinary Member
18.	Mabote, Makhasane Gloria	F	ANC	LC Rep – Polokwane	Part Time	0721521591	Ordinary Member
19.	Makgato, Moyagabo Paulina	F	ANC	LC Rep – Molemole	Full Time	0721488306	Chairperson: MPAC

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
						0832793715	
20.	Makola, Joseph	M	EFF	LC Rep – Lepelle Nkumpi	Part Time	0723135737	Ordinary Member
21.	Malebana, Chuene William Disagree	M	ANC	PR/DC40%	Part Time	0825220388 0817857279	MMC: Corporate Services
22.	Maleka, Makhwela Edgar	M	ANC	LC Rep – Polokwane	Part Time	0622499198	Ordinary Member
23.	Malema, Ramotsa Ronny	M	EFF	LC Rep – Polokwane	Part Time	0765070610 0790929567	Ordinary Member
24.	Mapakela, Matlase Marion	F	EFF	PR/DC40%	Part Time	0721409618	Ordinary Member
25.	Masekwameng, Mapeu Rahab	F	ANC	LC Rep – Blouberg	Part Time	0824930605	Chairperson: DPEMS
26.	Mashangoane, Puleng Roseline	F	ANC	PR/DC40%	Part Time	079 514 - 6357	Ordinary Member
27.	Masoga, Matome Calvin	M	ANC	PR/DC40%	Full Time	0827786582 0823043036	Council Chief Whip
28.	Masoga, Phuti Stanford	M	ANC	LC Rep – Molemole	Part Time	0711119791	Chairperson: Committee of Chairpersons
29.	Masubelele, Jara Alfred	M	ANC	PR/DC40%	Full Time	0636879452	MMC: SEMS

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
30.	Mathabatha, Tlouyatiba Peter	M	ANC	LC Rep – Lepelle Nkumpi	Part Time	0721841693	Ordinary Member
31.	Mathye, Makgabo Veronica	F	ANC	LC Rep – Polokwane	Part Time	0769514222	Ordinary Member
32.	Moabelo, Moloko Letta	F	ANC	LC Rep – Molemole	Part Time	0766205514	Ordinary Member
33.	Modiba, Maisaka Sarah	F	DA	LC Rep – Polokwane	Part Time	0724298521	Ordinary Member
34.	Modiba, Mmatlou Thabitha	F	EFF	LC Rep – Polokwane	Part Time	0713765064	Ordinary Member
35.	Mogashoa, Moetliseng Edward	M	ANC	PR/DC40%	Part Time	0824646135	Ordinary Member
36.	Mogale, Tshoudi Justice	M	ANC	LC Rep – Polokwane	Part Time	072 517 7483	Ordinary Member
37.	Mohale, Maite Monicah	F	ANC	PR/DC40%	Full time	0781264976	Speaker
38.	Mokobodi, Molahlwa Maria	F	ANC	PR/DC40%	Full time	082 309 1162	MMC: Infrastructure Services
39.	Molatjana, Mmasefala Lilly	F	ANC	LC Rep – Lepelle Nkumpi	Part time	0818984672	Ordinary Member
40.	Molepo, Fokisi James	M	ANC	LC Rep – Polokwane	Part Time	0790799064	Chairperson: Infrastructure Services
41.	Molokomme, Malehu Martha	F	ANC	LC Rep – Blouberg	Part Time	0721369450	Ordinary Member

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
42.	Mothiba, Mabotse Lorraine	F	ANC	PR/DC40%	Part Time	079 070 7518	Ordinary Member
43.	Mosena, Dipou Daniel	M	ANC	PR/DC40%	Part Time	0785703267	Ordinary Member
44.	Mothata, Lesiba Samuel	M	EFF	LC Rep – Polokwane	Part Time	0765422420	Ordinary Member
45.	Motolla, Matome Oscar	M	EFF	PR/DC40%	Part Time	0796011043 0812643027	Ordinary Member
46.	Motjopi, Sewela	F	ANC	PR/DC40%	Part Time	0722679747	Chairperson: Ethics, Rules & Integrity Committee
47.	Phoshoko, Ngwako Charles	M	EFF	LC Rep – Blouberg	Part Time	0737228011	Ordinary Member
48.	Phoshoko, Mapula Salome	F	ANC	LC Rep – Polokwane	Part Time	0769533013	Chairperson: Finance
49.	Rakimana, Phetola Thomas	M	EFF	LC Rep – Molemole	Part Time	0784388054	Ordinary Member
50.	Ramaloko, Sonti Elizabeth	F	EFF	PR/DC40%	Part Time	0725148356	Ordinary Member
51.	Sekgobela, Matshediso	F	EFF	PR/DC40%	Part Time	0826353468	Ordinary Member
52.	Selamolela, Molatja Samson	M	ANC	LC Rep – Blouberg	Full Time	0630871351	MMC: DPEMS

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	FULL/PART TIME	CONTACT No.	PORTFOLIO
53.	Sesera, Mashapa Cedric	M	EFF	LC Rep – Polokwane	Part Time	0763192490	Ordinary Member
54.	Setjie, Ngako David	M	DA	PR/DC40%	Part Time	0827583517	Ordinary Member
55.	Sivhabu, Nomonde Alberthinia	F	ANC	LC Rep – Polokwane	Part Time	082 457 4018	Ordinary Member
56.	Teffo, Mamedupi Kirsty	F	ANC	PR/DC40%	Full Time	0762939147	Executive Mayor

COUNCILLORS (Post 2021 LGE)

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE	PORTFOLIO
1.	Botha Androe Hendrina	DA	F	LC Rep – Polokwane	Member (Part time)
2.	Chidi Doraine Ramathabatha Tiny	DA	F	LC Rep – Polokwane	Member (Part time)
3.	Chula Mokgadi Ida	EFF	F	PR/DC40%	Member (Part time)
4.	Clarke Susan Elizabeth	VF+	F	LC Rep – Polokwane	Member (Part time)
5.	Dikgale Sewela Julia	ANC	F	LC Rep – Polokwane	Member (Part time)
6.	Hamise Lebeko Harry	ANC	M	LC Rep – Polokwane	Member (Part time)
7.	Hiine Phologo Jerriel	ABC	M	LC Rep – Polokwane	Member (Part time)
8.	Kekana Mmasekgokgothi Sandra	ANC	F	LC Rep – Lepelle-Nkumpi	Member (Part time)
9.	Lebese Mpho Japhter	ANC	M	LC Rep – Lepelle-Nkumpi	Chairperson: Community Services (Part time)

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE	PORTFOLIO
10.	Lehong Mathekga Violet	ANC	F	LC Rep – Blouberg	Member (Part time)
11.	Mabote Makhasane Gloria	ANC	F	LC Rep – Polokwane	Member (Part time)
12.	Machaba Makgato Joseph	ANC	M	PR/DC40%	Chairperson: Sport, Arts & Culture (Part time)
13.	Madiope Terecia Matlou	EFF	F	PR/DC40%	Member (Part time)
14.	Mahlatji Mashego Solomon	ANC	M	LC Rep – Polokwane	MMC: Strategic Executive Management Services (Part time)
15.	Makhura Makgalemela Hilda	ANC	F	LC Rep – Blouberg	MMC: Sport, Arts & Culture (Part time)
16.	Malebana Chuene William Disagree	ANC	M	PR/DC40%	Whip of the Council (Full time)
17.	Malebana Tlou Granny	ANC	F	LC Rep – Molemole	Member (Part time)
18.	Maleka Pheladi Ingrid	DoP	F	LC Rep – Lepelle-Nkumpi	Member (Part time)
19.	Mamabolo Caroline Modikwa	ANC	F	PR/DC40%	MMC: Local Economic Development (Part time)
20.	Mampuru Moshiane Thabiso	ANC	F	PR/DC40%	Member (Part time)
21.	Masekwameng Mapeu Rahab	ANC	F	PR/DC40%	Member (Part time)
22.	Masemola Sebolaishi Granny	ANC	F	PR/DC40%	Chairperson: Infrastructure Services (Part time)
23.	Masoga Matome Calvin	ANC	M	PR/DC40%	MMC: Development Planning and Environmental Management Services (Full time)
24.	Masoga Phuti Stanford	ANC	M	LC Rep – Molemole	Chairperson: Committee of Chairpersons (Part time)

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE	PORTFOLIO
25.	Masubelele Jara Alfred	ANC	M	PR/DC40%	Chairperson: Ethics, Rules & Integrity Committee (Part time)
26.	Matlabane Kholofelo Ntina Julius	EFF	M	PR/DC40%	Member (Part time)
27.	Matonzi Thomas	ANC	M	LC Rep – Polokwane	Member (Part time)
28.	Mocke Bianca	DA	F	PR/DC40%	Member (Part time)
29.	Mogale Kidox Kwadu	DoP	M	PR/DC40%	Member (Part time)
30.	Mohale Maite Monicah	ANC	F	PR/DC40%	MMC: Infrastructure Services (Full time)
31.	Mohlabeng Dinah Mokgadi	EFF	F	LC Rep – Polokwane	Member (Part time)
32.	Mokome Mmajoala Sarah	EFF	F	LC Rep – Polokwane	Member (Part time)
33.	Molokomme Malehu Martha	ANC	F	LC Rep – Blouberg	Member (Part time)
34.	Moloto Mmakwena Hazel	ANC	F	LC Rep – Polokwane	Member (Part time)
35.	Mothata Lesiba Samuel	EFF	M	PR/DC40%	Member (Part time)
36.	Mothata Maphuti Lisbeth	ANC	F	PR/DC40%	Chairperson: MPAC (Full time)
37.	Mothiba Tumudi Piet	EFF	M	LC Rep – Polokwane	Member (Part time)
38.	Motolla Matome Oscar	EFF	M	LC Rep – Molemole	Member (Part time)
39.	Murwa Phaka	ANC	M	LC Rep – Polokwane	Member (Part time)
40.	Muthabine Mmaphuti Rufus	ANC	M	LC Rep – Polokwane	Chairperson: Corporate Services (Part time)
41.	Ntjana Motshekwa Isaiah	EFF	M	LC Rep - Blouberg	Member (Part time)
42.	Pheedi Maseka Solomon	ANC	M	LC Rep – Blouberg	Speaker (Full time)
43.	Pheedi Mmatlala Rekiel	ANC	F	LC Rep – Polokwane	Member (Part time)

NO.	COUNCILLOR	PARTY	GENDER	SEAT TYPE	PORTFOLIO
44.	Phogole Mogome Lipson	ANC	M	LC Rep - Lepelle-Nkumpi	Member (Part time)
45.	Phukubye Dorothy	ANC	F	LC Rep – Polokwane	Chairperson: Strategic Executive Management Services (Part time)
46.	Rababalela Shirley Malebo	EFF	F	LC Rep - Lepelle-Nkumpi	Member (Part time)
47.	Rahlana Mokgadi Elizabeth	ANC	F	LC Rep – Molemole	MMC: Community Services (Full time)
48.	Ralefatane Mariri Johannes	ANC	M	LC Rep – Polokwane	Chairperson: Development Planning and Environmental Management Services (Part time)
49.	Ramaphoko Mongatane Michael	EFF	M	PR/DC40%	Member (Part time)
50.	Ramokolo Mokgaetsi Maria	ANC	F	PR/DC40%	MMC: Finance (Full time)
51.	Raphela Thokwana Richard	EFF	M	LC Rep – Polokwane	Member (Part time)
52.	Selamolela Molatja Samson	ANC	M	PR/DC40%	MMC: Corporate Services (Full time)
53.	Takalo Maite Eveline	ANC	F	LC Rep Lepelle-Nkumpi	Member (Part time)
54.	Teffo Mamedupi Kirsty	ANC	F	PR/DC40%	Executive Mayor (Full time)
55.	Themane Moraka David	ANC	M	PR/DC40%	Member (Part time)
56.	Tshoshi Manare Martin	ANC	M	PR/DC40%	Chairperson: Finance (Part time)

APPENDIX 1 (B) COMMITTEE ALLOCATION

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	oral	S	MS	munity	orate	nce	structure	t, Arts & Culture	AC	s, Rules & Integrity	mittee of Chairpersons	- Party Whipperry		AL
1.	**Botha** Androe Hendrina	F	DA	Rep-PLM					X	X		X						03
2.	**Chidi** Ramathabatha Doraine	F	DA	Rep-PLM		X	X	X								X		04
3.	**Chula** Mokgadi Idah	F	EFF	PR		X		X										02
4.	**Clarke** Susan Elizabeth	F	VF+	Rep-PLM			X	X								X		03
5.	**Dikgale** Sewela Julia	F	ANC	Rep-PLM		X		X	X	X	X	X						06
6.	**Hamise** Lebeko Harry	M	ANC	Rep - PLM									X	X				02
7.	**Hiine** Phologo Jeriel	M	ABC	Rep-PLM												X		01
8.	**Kekana** Mmasekgokgothi Sandra	F	ANC	Rep-LNLM		X	X	X	X	X	X	X						07
9.	**Lebese** Mpho Japhter	M	ANC	Rep-LNLM				X							X			02
10	**Lehong** Mathekga Violet	F	ANC	Rep - BLM		X	X	X	X	X	X	X						07
11	**Mabote** Makhasane Gloria	F	ANC	Rep-PLM									X	X				02
12	**Machaba** Makgato Joseph	M	ANC	PR								X			X			02

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	...ay oral	SEMS	DPEMS	Community	Corporate	Finance	Infrastructure	Sport, Arts & Culture	MPAC	Ethics, Rules & Integrity	Committee of Chairpersons	Multi-Party Whipperry	PMT	TOTAL
13.	**Madiope** Matlou Terecia	F	EFF	PR		X	X			X								03
14.	**Mahlatji** Mashego Solomon	M	ANC	Rep - PLM	X													01
15.	**Makhura** Makgalemela Hilda	F	ANC	Rep - BLM	X													01
16.	**Malebana** Chuene William Disagree	M	ANC	PR												X	X	02
17.	**Malebana** Tlou Granny	F	ANC	Rep-MLM		X	X	X	X	X	X	X						07
18.	**Maleka** Pheladi Ingrid	F	DoP	Rep-LNLM				X										01
19.	**Mamabolo** Caroline Modikwa	F	ANC	PR	X													01
20.	**Mampuru** Moshiane Thabiso	F	ANC	PR		X	X	X	X	X	X	X						07
21.	**Masekwameng**, Mapeu Rahab	F	ANC	PR									X	X				02
22.	**Masemola** Sebolaishi Granny	F	ANC	PR							X				X			02
23.	**Masoga** Matome Calvin	M	ANC	PR	X													01
24.	**Masoga** Phuti Stanford	M	ANC	Rep-MLM											X			01

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	Mayoral	SEMS	DPEMS	Community	Corporate	Finance	Infrastructure	Sport, Arts & Culture	MPAC	Ethics, Rules & Integrity	Committee of Chairpersons	Multi-Party Whippery	PMT	TOTAL
25	**Masubelele** Jara Alfred	M	ANC	PR										X	X			02
26	**Matlabane** Kholofelo Ntina Julius	M	EFF	PR					X		X					X		03
27	**Matonzi** Thomas	M	ANC	Rep-PLM		X	X	X		X	X							05
28	**Moche Bianca**	F	DA	PR									X	X				02
29	**Mogale** Kwadu Kidox	M	DoP	PR							X					X		02
30	**Mohale** Maite Monicah	F	ANC	PR	X													01
31	**Mohlabeng** Mokgadi Dinah	F	EFF	Rep-PLM			X				X							02
32	**Mokome** Mmajoala Sarah	F	EFF	Rep - PLM				X				X						02
33	**Molokomme** Malehu Martha	F	ANC	Rep - BLM		X	X	X	X		X	X						06
34	**Moloto** Mmakwena Hazel	F	ANC	Rep-PLM									X	X				02
35	**Mothata** Lesiba Samuel	M	EFF	PR									X	X		X		03
36	**Mothata** Maphuti Lisbeth	F	ANC	PR									X		X			02

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	...ay oral	SEMS	DPEMS	Community	Corporate	Finance	Infrastructure	Sport, Arts & Culture	MPAC	Ethics, Rules & Integrity	Committee of Chairpersons	Multi-Party Whippery	PMT	TOTAL
37	**Mothiba** Tumudi Piet	M	EFF	Rep - PLM		X		X										02
38	**Motolla** Matome Oscar	M	EFF	Rep-MLM									X	X				02
39	**Murwa** Thosetse Phaka Kgolane	M	ANC	Rep-PLM									X	X				02
40	**Muthabine** Rufus	M	ANC	Rep-PLM					X						X			02
41	**Ntjana** Motshekwa Isaiah	M	EFF	Rep BLM						X		X						02
42	**Pheedi** Maseka Solomon	M	ANC	Rep BLM													X	01
43	**Pheedi** Mmatlala Rekiel	F	ANC	Rep-PLM									X	X				02
44	**Phogole** Mogome Lipson	M	ANC	Rep-LNLM		X	X		X	X	X	X						06
45	**Phukubje** Dorothy	F	ANC	PLM		X									X			02
46	**Rababalela** Malebo Shirley	F	EFF	Rep-LNLM					X		X							02
47	**Rahlana** Mokgadi Elizabeth	F	ANC	Rep-MLM	X													01

NO.	COUNCILLOR	GENDER	PARTY	SEAT TYPE	Mayoral	SEMS	DPEMS	Community	Corporate	Finance	Infrastructure	Sport, Arts & Culture	MPAC	Ethics, Rules & Integrity	Committee of Chairpersons	Multi-Party Whippery	PMT	TOTAL
48.	**Ralefatane** Mariri Johannes	M	ANC	Rep - PLM			X								X			02
49.	**Ramaphoko** Mongatane Michael	M	EFF	PR					X			X						02
50.	**Ramokolo** Mokgaetsi Maria	F	ANC	Rep-LNLM	X													01
51.	**Raphela** Thokwane Richard	M	EFF	Rep - PLM			X			X								02
52.	**Selamolela** Molatja Samson	M	ANC	PR	X													01
53.	**Takalo** Maite Evelyn	F	ANC	Rep-LNLM			X	X	X	X		X						05
54.	**Teffo** Mamedupi Kirsty	F	ANC	PR	X												X	02
55.	**Themane** Moraka David	M	ANC	PR		X	X	X	X	X	X	X						07
56.	**Tshoshi** Manare Martin	M	ANC	PR						X					X			02

APPENDIX 1(C)

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
1	**Botha** Androe Hendrina	PT	DA	09	09	100%	N/a	100%	**100% attendance**
1.	**Chidi** Ramathabatha Doraine Tiny	PT	DA	09	09	100%	N/a	100%	**100% attendance**
2.	**Chula** Mokgadi Ida	PT	EFF	09	08	89%	100%	100%	Meeting **not attended** 1. 25/02/2022 – Apology
3.	**Clarke** Susan Elizabeth	PT	VF+	09	08	89%	100%	100%	Meetings **not attended** 1. 20/05/2022 - Apology
4.	**Dikgale** Sewela Juliah	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 20/12/2021 – No Apology
5.	**Hamise** Lebeko Harry	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
6.	**Hiine** Phologo Jerriel	PT	ABC	04	04	100%	N/a	100%	**100% attendance**
7.	**Kekana** Mmasekgokgothi Sandra	PT	ANC	09	07	78%	50%	100%	Meetings **not attended** 1. 18/01/2022 - No Apology 2. 22/03/2022 – Apology
8.	**Lebese** Mpho Japhter	PT	ANC	09	08	89%	0%	100%	Meeting **not attended**

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
									1. 18/01/2022 – No Apology
9.	**Lehong** Mathekga Violet	PT	ANC	09	06	67%	0%	100%	Meetings **not attended** 1. 26/04/2022 - No Apology 2. 18/01/2022 – No Apology 3. 25/02/2022 – No Apology
10.	**Makhasane** Mabote Gloria	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
11.	**Machaba** Makgato Joseph	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
12.	**Madiope** Terecia Matlou	PT	EFF	09	05	56%	25%	100%	Meetings **not attended** 1. 18/01/2022 – No Apology 2. 25/02/2022 – No Apology 3. 22/03/2022 - No Apology 4. 26/04/2022 - Apology
13.	**Mahlatji** Mashego Solomon	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
14.	**Makhura** Makgalemela Hilda	PT	ANC	09	09	100%	N/a	100%	**100% attendance**

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
15.	**Malebana** Chuene William	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
16.	**Malebana** Tlou Granny	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 25/02/2022 – No Apology
17.	**Maleka** Pheladi Ingrid	PT	DOP	09	05	56%	0%	100%	Meetings **not attended** 1. 18/01/2022 – No Apology 2. 28/01/2022 – No Apology 3. 25/02/2022 – No Apology 4. 22/03/2022 – No Apology
18.	**Mamabolo** Caroline Modikwa	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
19.	**Mampuru** Moshiane Thabiso	PT	ANC	09	08	89%	100%	100%	Meeting **not attended** 1. 20/05/2022 – Apology
20.	**Masekwameng** Rahab Mapeu	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
21.	**Masemola** Sebolaishi Granny	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
22.	**Masoga** Matome Calvin	FT	ANC	09	09	100%	N/a	100%	**100% attendance**

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
23.	**Masoga** Phuti Standford	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
24.	**Masubelele** Jara Alfred	PT	ANC	09	05	56%	25%	100%	Meetings **not attended** 1. 28/01/2022 - Apology 2. 25/02/2022 - No Apology 3. 22/03/2022 – No Apology 4. 20/12/2021 – No Apology
25.	**Matlabane** Kholofelo Ntina Julius	PT	EFF	09	08	89%	0%	100%	Meeting **not attended** 1. 25/02/2022 – No Apology
26.	**Matonzi** Thomas	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 18/01/2022 – No Apology
27.	**Mocke** Bianca	PT	DA	09	09	100%	N/a	100%	**100% attendance**
28.	**Mogale** Kidox Kwadu	PT	DOP	09	07	78%	50%	100%	Meetings **not attended** 1. 22/03/2022 – Apology 2. 26/04/2022 – No Apology
29.	**Mohale** Maite Moniccah	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
30.	**Mohlabeng** Dinah Mokgadi	PT	EFF	09	07	78%	50%	100%	Meetings **not attended** 1. 18/01/2022 – No Apology 2. 20/05/2022 – Apology

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
31.	**Mokome** Mmajoala Sarah	PT	EFF	09	08	89%	0%	100%	Meeting **not attended** 1. 20/ 05/2022- No Apology
32.	**Molokomme** Malehu Martha	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 18/01/2022 – No Apology
33.	**Moloto** Mmakwena Hazel	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
34.	**Mothata** Lesiba Samuel	PT	EFF	09	08	89%	100%	100%	Meeting **not attended** 1. 28/01/2022 – Apology
35.	**Mothata** Maphuti Lisbeth	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
36.	**Mothiba** Tumudi Piet	PT	EFF	09	08	89%	0%	100%	Meeting **not attended** 1. 30/05/2022 – No Apology
37.	**Motolla** Matome Oscar	PT	EFF	09	08	89%	100%	100%	Meeting(s) **not attended** 1. 25/02/2022 – Apology
38.	**Murwa** Thosetse Phaka Kgolane	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
39.	**Muthabine** Rufus	PT	ANC	09	07	78%	50%	100%	Meetings **not attended** 1. 26/04/2022 – No Apology 2. 20/05/2022 – Apology
40.	**Ntjana** Motshekwa Isaiah	PT	EFF	09	07	78%	0%	100%	Meetings **not attended** 1. 18/01/2022 – No Apology

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
									2. 22/03/2022 – No Apology
41.	**Pheedi** Maseka Solomon	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
42.	**Pheedi** Mmatlala Rekiel	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 26/04/2022 - No Apology
43.	**Phogole** Mogome Lipson	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 18/01/2022 – No Apology
44.	**Phukubje** Dorothy	PT	ANC	09	08	89%	0%	100%	Meeting **not attended** 1. 20/05/2022 - No Apology
45.	**Rababalela** Shirley Malebo	PT	EFF	09	05	56%	0%	100%	Meetings **not attended** 1. 25/02/2022 – No Apology 2. 26/04/2022 – No Apology 3. 20/05/2022- No Apology 4. 30/05/2022 – No Apology
46.	**Rahlana** Mokgadi Elizabeth	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
47.	**Ralefatane** Mariri Johannes	PT	ANC	09	09	100%	N/a	100%	**100% attendance**

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
48.	**Ramaphoko** Mongatane Michael	PT	EFF	09	03	33%	17%	100%	Meetings **not attended** 1. 18/01/2022 – No Apology 2. 25/02/2022 – No Apology 3. 22/03/2022 – No Apology 4. 26/04/2022 – No Apology 5. 20/05/2022 – Apology 6. 30/05/2022 – No Apology
49.	**Ramokolo** Mokgaetsi Maria	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
50.	**Raphela** Thokwana Richard	PT	EFF	09	08	89%	0%	100%	Meeting **not attended** 1. 25/02/2022 - No Apology
51.	**Selamolela** Samson	FT	ANC	09	09	100%	N/a	100%	**100% attendance**
52.	**Takalo** Maite Evelyn	PT	ANC	09	07	78%	50%	100%	Meetings **not attended** 1. 20/05/2022 – Apology 2. 30/05/2022 - No Apology
54.	**Teffo** Mamedupi Kirsty	FT	ANC	09	09	100%	N/a	100%	**100% attendance**

	Council Members	Full Time/Part Time FT/PT	Ward and/ or Party Represented	Number of Meetings for the Quarter	Number of Meetings Attended	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Meeting completion rate (Start – Finish. Attended meetings only)	Notes
						%	%	%	
55.	**Themane** Moraka David	PT	ANC	09	09	100%	N/a	100%	**100% attendance**
56.	**Tshoshi** Manare Martin	PT	ANC	09	07	78%	50%	100%	Meetings **not attended** 1. 28/01/2022 – No Apology 2. 22/03/2022 – Apology

APPENDIX B (2): MUNICIPAL COMMITTEES & PURPOSES

B(2) 1 COUNCIL COMMITTEES' STATUTORY POWERS

In terms of Section 79 of the Structures Act a municipal council may establish one or more committees necessary for the effective and efficient performance of any of its functions or exercise of any of its powers (as delegated). The Committees of the Council of Capricorn District Municipality were delegated the following powers and functions:

B(2) 1.1 PORTFOLIO COMMITTEES

There are seven Portfolio Committees aligned to the six Administrative Departments of the Municipality, delegated the following powers:

(1) To provide oversight on the activities of the different administrative departments that fall in their area of responsibility.
(2) To deal with policies and by-laws emanating from the department.
(3) To scrutinise departmental budgets, expenditure, and service delivery performance to ensure that the lives of the citizens in the district are improved.
(4) To undertake on-site inspection on various departmental projects and facilities.
(5) May request departments and relevant Members of the Mayoral Committee to account on the exercise of their functions.
(6) May call for evidence or summon persons to appear and to produce any document required.
(7) To submit to Council quarterly oversight reports written according to a prescribed format and guidelines.
(8) To review recommendations from the Executive arm and may consult independent researchers to finalise their recommendations to Council.
(9) To consider and make recommendations on issues in their terms of reference to Council for final decision making.

B(2) 1.2 COMMITTEE OF CHAIRPERSONS

The Committee of Chairpersons comprises chairpersons of the Portfolio Committees and standing committees of the council presided over by the Chairperson of the Committee of Chairpersons, commonly called the Chair of Chairs, delegated powers to:

(1) Ensure committees are functioning effectively.
(2) Prepare guidelines to enable chairpersons to effectively fulfil their roles.
(3) Discuss the coordination, supervision and monitoring of the activities and functioning of the various ad hoc committees affecting the scheduling or functioning of any committee of the legislature or other forum of the legislature.
(4) Ensure the smooth running of the committees.

B(2) 1.3 MULTI-PARTY WHIPPERY

Multi-Party Whippery is composed of Chief Whips of all the political parties represented in the Council, chaired by the Council Chief Whip, and is delegated powers to:

(1) Coordinate matters for which whips are responsible.
(2) Ensure political liaison and consultation amongst the parties of the Council.
(3) Share ideas and seek solutions on issues that may cause conflict in the Council.
(4) Agree on the approach to avoid unnecessary debates in Council.
(5) Develop guidelines for speaking time in Council.

B(2) 1.4 ETHICS, RULES AND INTEGRITY COMMITTEE

The Committee is delegated powers to:

(1) Monitor and evaluate councillors Compliance with the Code of Conduct for Councillors.
(2) Monitor and evaluate compliance with the Council Rules of Order.
(3) Review and recommend amendments of the Council Rules of Order at intervals determined by Council.
(4) Determine the financial interests of Councillors that must be made public in terms of Item 7(4) of the code of Conduct for Councillors.

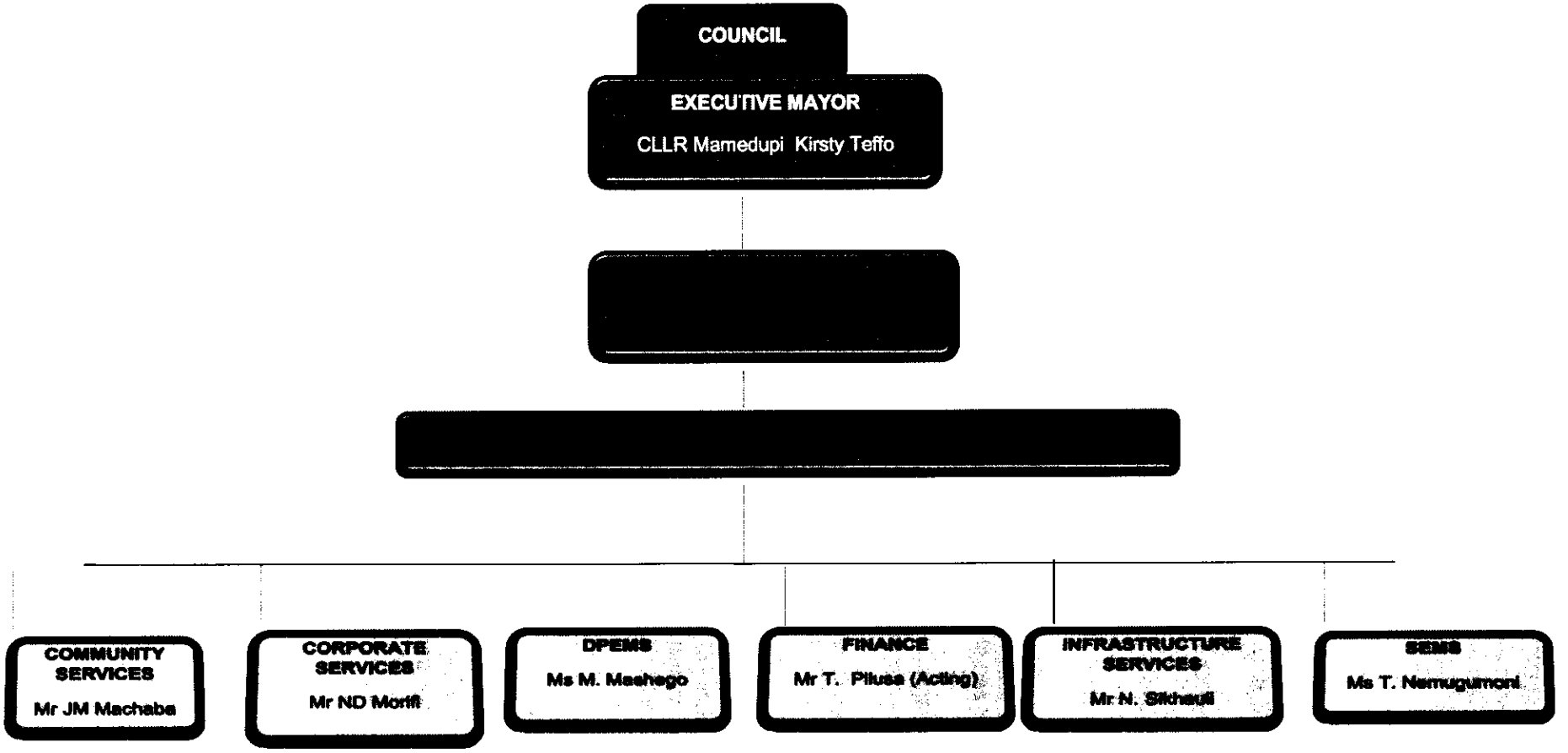
(5) Recommend the Uniform Standing Procedure for Proceedings for the Imposition of a Fine or the Removal of a Councillor for not Attending Meetings (USP) as prescribed in Schedule 1 of the Local Government: Municipal Systems Act, No 32 of 2000.
(6) Investigate and report to Council on contraventions of Item 4 (3) of the Code of Conduct for Councillors by any councillor.

B(2) 1.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The statutory powers and functions of the Municipal Public Accounts Committees are as follows in terms of section 79A of the Municipal Structures Act:

(1) To review the Auditor-General's reports and comments of the management committee and the audit committee and make recommendations to the Council.
(2) To review internal audit reports together with comments from the management committee and the audit committee and make recommendations to the Council.
(3) To initiate and develop the oversight report on annual reports contemplated in section 129 of the Local Government: Municipal Finance Management Act.
(4) To attend to and make recommendations to the Council on any matter referred to it by the Council, Mayoral Committee, a committee of the Council, a member of this committee, a Councillor and the Municipal Manager.
(5) On its own initiative, subject to the direction of the Council, to investigate and report to the Council on ar matter affecting the Municipality.

APPENDIX C: THIRD TIER ADMINISTRATIVE STRUCTURE



APPENDIX D: FUNCTIONS OF MUNICIPALITY/ENTITY

A municipality has all the powers and functions assigned to it in terms of sections 156 and 229 of the Constitution and must exercise them subject to Chapter 5 of the Municipal Structures Act. The Municipal Structures Act of 1998 makes provision for the division of powers and functions between district and local municipalities. It assigns district-wide functions to district municipalities and most day-to-day service delivery functions to local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of municipalities to deliver services.

The powers and functions of a district municipality are as follows:

- Integrated development planning for the district municipality, including a framework for integrated development plans of all municipalities in the district municipality.
- Potable water supply systems.
- Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- Domestic wastewater and sewage disposal systems.
- Solid waste disposal sites, in so far as it relates to-
    - the determination of a waste disposal strategy.
    - the regulation of 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.
- Municipal roads which form an integral part of a road transport system for the area of the district municipality.
- Air quality management.
- Regulation of passenger transport services.
- Municipal airports serving the area of the district municipality.
- Municipal health services.
- Firefighting services serving the area of the district municipality, this includes-
    - planning, co-ordination, and regulation of fire services.
    - specialised firefighting services such as mountain, veld, and chemical fire services.
    - co-ordination of the standardisation of infrastructure, vehicles, equipment, and procedures.
    - training of fire officers.
- The establishment conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- Promotion of local tourism for the area of the district municipality.
- Municipal public works relating to any of the above functions, or any other functions assigned to the district municipality.
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality; and
- 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; and
- District municipal powers and function transferred to local municipalities:
    - Municipal roads which form an integral part of a road transport system of the municipal area.
    - The establishment conduct and control of cemeteries and crematoria serving the municipal area.
    - Municipal public works relating to any of the above functions, or any other functions assigned to the district municipality.

APPENDIX E: WARD REPORTING

See Appendix N.

APPENDIX F: WARD INFORMATION

See Appendix N.

APPENDIX G: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

REPORT OF THE AUDIT COMMITTEE ON CAPRICORN DISTRICT MUNICIPALITY (CDM)

We are pleased to present our report for the financial year ended 30 June 2022.

Audit Committee Structure

Capricorn District Municipality has an Audit Committee which is composed of six independent members and reports directly to Council

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 166 and 165 of the Municipal Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein and the related code of conduct, policies and practices.

Stakeholder Engagement/s

The committee has been able to engage with the following stakeholders:

- Limpopo Provincial Treasury
- Limpopo Department of Corporate Governance, Human Settlement and Traditional Affairs (COGHSTA)
- Limpopo SALGA
- Limpopo Provincial Auditor (AGSA)

The Effectiveness of Internal Control

Based on the results of the formal documented review of the design, implementation and effectiveness of the municipality's system of internal controls conducted by the internal audit and AGSA during the financial year ended 30 June 2022, and in addition, considering information and explanations given by management plus discussions held with the external auditor on the results of their audit, the Audit Committee concluded that the municipality's system of internal financial controls is effective and no material internal control breaches came to the Committee's attention.

Risk Management

The Audit committee reviewed the municipality's policies on risk management and strategy (including IT Governance) and monitored the implementation of risk management policy and strategy and concluded that municipality's risk management maturity level is satisfactorily, which is commendable.

In-Year Management and Monthly/Quarterly Report

Based on the quarterly review of in-year monitoring systems and reports, the Audit Committee is satisfied with the quality, accuracy, uselessness, reliability, appropriateness and adequacy of the municipality in-year reporting systems and would like to commend the municipality for that.

Internal Audit

The Internal Audit Unit has discharged its mandate in terms of its charter and managed to execute all the audit projects planned for 2021/22 financial year.

In the year under reporting, the Audit committee:

- Reviewed and approved the annual Internal Audit plans and evaluated the independence, effectiveness and performance of the internal audit function;
- Considered the reports of the Internal Auditors on the municipality's systems of internal control; and
- Reviewed issues raised by internal audit and the adequacy of corrective action taken by management in response thereto.

The Audit Committee 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.

Combined assurance

The Audit committee reviewed the plans and reports of the external and internal auditors and other assurance providers including management and concluded that these were adequate to address all significant risks facing the municipality. This was also confirmed by the Auditor General, as all the levels of the combined assurance were rated as Providing Assurance in the report for 2021/22 financial year.

Compliance with the relevant laws and regulations

The Audit Committee considered the reports provided by management, internal assurance providers and the independent auditors regarding compliance with legal and regulatory requirements and concluded that the municipality materially complied with the enabling laws and regulations as well as its municipality policies and standard operating procedures.

Evaluation of Annual Financial Statements

Following the review by the Audit Committee of the draft annual financial statements for the year ended 30 June 2022 before the audit, the committee is of the view that, Annual Financial Statements fairly present the financial performance of the municipality for the year under review and can be incorporated into the Annual Report.

Evaluation of Annual Performance Report

Following the review by the Audit Committee of the annual performance report for the year ended 30 June 2022 and after the audit, the committee is of the view that, draft Annual Performance Report fairly presents the non-financial performance of the municipality for the year under review and can be incorporated into the Annual Report.

Consideration of the Final Audit report

The Audit Committee considered final audit report and concurred with the AGSA's unqualified audit opinion with no findings (i.e., Clean Audit). Furthermore, the Audit Committee commended the municipality for the improved audit opinion.

Closing Remarks

The Audit Committee acknowledges and appreciates the commitment of Management in strengthening corporate governance and attaining the Clean Audit. We further acknowledge the commitment into good governance as shown by the Executive Mayor, the good working relationship between the Audit Committee and the Municipal Public Accounts Committee (MPAC) as well as the support that the Audit Committee receives from Council. Lastly, we express our gratitude to the Internal Audit for its support and commitment to the work of the Audit Committee.

As the Audit Committee we remain confident and committed to fully execute our responsibilities, assurance and oversight function to strengthening corporate governance and clean administration within Capricorn District Municipality.



SAB Ngobeni

Chairperson of the Audit Committee

Date 30 November 2022

APPENDIX H: LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIP

The Municipality does not have any long-term contracts or public private partnerships.

APPENDIX I: MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

The Municipality does not have municipal entities.

APPENDIX I (1): EXTERNAL SERVICE PROVIDER ASSESSMENT REPORT (CAPITAL, WATER AND SANITATION PROJECTS)

Service Providers Performance

Section 46 of Municipal Systems Act requires reflection on the performance of service providers.

Assessment of service provider ratings in a scale of 1-5 = 1- Poor 2-Fair 3- Average 4-Good 5-Excellent

PROJECTS TO BE IMPLEMENTED

No.	Project Name	Name of Service Provider	Project Amount	Overall Project Expenditure	Start Date	Completion Date	Progress to Date	Challenges	Intervention	Quarter 1	Quarter 2	Quarter 3	Quarter 4
LEPELLE NKUMPI LOCAL MUNICIPALITY													
1	Groothoek (Lebowakgomo Zone B) Water	Sweet dreams Trading	22 609 050.00	1 681 082	23-Mar-18	30 -Oct-22	Construction	Community disputes regarding appointment of labourers, borrow pits, sub-contracting and appointment of CLO	Engagements with community through ward councillor and PSC	N/A	N/A	3	3

	Supply Phase 1							delayed the project during inception stages and construction stage Several groups stopping the projects on several occasions.					
		Beten Constructi on	35 012 731.65	3 894 178	23-Mar-18	30-Sep-22	Construc tion	Community disputes regarding appointment of labourers, borrow pits, sub-contracting and appointment of CLO delayed the project during inception stages and construction stage Several groups stopping the projects on several occasions. Theft of material on-site and delay in delivery of specialised material.	Engagements with community through ward councillor and PSC	3	3	3	3
2	Groothoek (Lebowakgom o Zone B) Water Supply Phase 2	October Integrated Tech	28 642 218,50	1 333 469,16	13-Sep-19	30-Oct-22	Construc tion	Community disputes stopped the project from January 2021 up to December 2021	The matter resolved through the office of the Executive Mayor and contractor fast tracking the completion of the project	3	3	3	3
		Zacks Business Enterprise	30 308 227,35	9 947 490,00	13-Sep-19	30-Sep-22	Construc tion	Rainfalls experienced during the November and December months delayed the project. Continuous community and labours unrest	Community and labour unrest attended to as and when they arise.	3	3	3	3

								Local business labour forum project stoppages delayed the project					
		Stonefound Engineering	28 139 577.13	28 129 037.16	19-Sep-19	25-Oct-21	Completed	None	None	3	3	N/A	N/A
4	Mphahlele (Bolatjane, Phalakwane, Makurung and Dithabaneng) RWS Phase 2	Lehlotha Management Services	31 366 117,80	4 780 762,44	18-Oct-19	31-Aug-22	Construction	Continuous stoppage of the project by local business forum.	Continuous engagement with local business forum and sub-contracting in some project activities	3	3	3	3
		Eternity Star Investment 231	34 297 662,42	2 439 293,75	17-Oct-19	31-Aug-22	Construction	Continuous stoppage of the project by local business forum.	Continuous engagement with local business forum and sub-contracting if some project activities	3	3	3	3

Shwings Construction	33 801 682,52	2 168 424,44	22-Oct-19	22-Oct-21	Construction	Stoppage of the project by local business forum for more than 5 months	The project has resumed after agreement with local business forum	3	3	3	3
Bo-Mamohlala Projects	31 605 571,18	9 625 211,00	22-Oct-19	22-Aug-21	Construction	Continuous stoppage of the project by local business forum.	Continuous engagement with local business forum and sub-contracting in some project activities	4	3	3	4
Tshau/Ngwako A Molao Jv	28 133 008,47	10 314 578,52	04-Oct-19	04-Sep-21	Construction	Delay in redelivery of materials from overseas.	Material delivered during the month of June and construction will resume mid July 2022	3	N/A	N/A	N/A

		Zenobia Trading 242 Jv Nashie	32 662 434,96	7 748 263,93	02-Oct-19	31-Oct-22	Construction	Delay cause by the position of the steel elevated tank the initial identified site by tribal authority belongs to someone	New position identified by tribal authority	3	3	3	3
		Zabracraft Jv Lance Management Services	33 748 123,74	5 505 568,27	22-Oct-19	31-Jul-22	Construction	Continuous stoppage of the project by local business forum.	Continuous engagement with local business forum and sub-contracting in some project activities	3	3	3	3
		Lehlotha Management Services	23 170 590.89	789 000	15-Feb-22	30-June-23	5%	None	None	N/A	N/A	N/A	3
MOLEMOLE LOCAL MUNICIPALITY													

1	Sephala, Mokopu, Thoka, Makwetja Water Supply	Capotex Trading Enterprise	31 030 876,83	9 583 091,30	10-Sep-19	30-Jun-22	Completed	None	None	3	3	3	3
SANITATION													
1	Blouberg Sanitation	Tshau Civils & Ngwakona JV	6 883769,48	800 300	16-Apr-21	30 -Jun-22	Completed	Poor performance by contractor	Contractor penalised for late completion	1	1	1	1
2	Molemole Sanitation	Mberes Trading	6465446, 62	4101265, 7	16-Apr-21	15-Dec-21	Completed	None	None	5	5	N/A	N/A
3	Lepelle Nkumpi Sanitation (MIG)	Chisa Multi Projects	6968451, 77	3387402, 11	16-Apr-21	15-Dec-21	Completed	None	None	4	4	N/A	N/A
4	Lepelle Nkumpi Sanitation (WSIG)	Lance / Uyamazi JV	7096014, 63	718000	16-Apr-21	15 -Dec-22	Completed	Community unrest, stopped the project due to allocation of units	Matter referred to being attended	3	4	N/A	N/A

APPENDIX J: DISCLOSURE OF FINANCIAL INTERESTS

APPENDIX J1: DISCLOSURE OF FINANCIAL INTERESTS

NO.	COUNCILLOR	GENDER	PARTY	STATUS
1.	Botha Androe Hendrina	F	DA	Declared
2.	Chidi Ramathabatha Doraine Tiny	F	DA	Declared
3.	Chula Mokgadi Ida	F	EFF	Declared
4.	Clarke Susan Elizabeth	F	VF+	Declared
5.	Dikgale Sewela Juliah	F	ANC	Declared
6.	Hamise Lebeko Harry	M	ANC	Declared
7.	Hiine Phologo Jerriel	M	ABC	Declared
8.	Kekana Mmasekgokgothi Sandra	F	ANC	Declared
9.	Lebese Mpho Japhter	M	ANC	Declared
10.	Lehong Mathekga Violet	F	ANC	Declared
11.	Makhasane Mabote Gloria	F	ANC	Declared
12.	Machaba Makgato Joseph	M	ANC	Declared
13.	Madiope Terecia Matlou	F	EFF	Declared
14.	Mahlatji Mashego Solomon	M	ANC	Declared
15.	Makhura Makgalemela Hilda	F	ANC	Declared
16.	Malebana Chuene William	M	ANC	Declared
17.	Malebana Tlou Granny	F	ANC	Declared
18.	Maleka Pheladi Ingrid	F	DOP	Declared
19.	Mamabolo Caroline Modikwa	F	ANC	Declared
20.	Mampuru Moshiane Thabiso	F	ANC	Declared
21.	Masekwameng Rahab Mapeu	F	ANC	Declared
22.	Masemola Sebolaishi Granny	F	ANC	Declared
23.	Masoga Matome Calvin	M	ANC	Declared
24.	Masoga Phuti Standford	M	ANC	Declared
25.	Masubelele Jara Alfred	M	ANC	Declared
26.	Matlabane Kholofelo Ntina Julius	M	EFF	Declared
27.	Matonzi Thomas	M	ANC	Declared
28.	Mocke Bianca	F	DA	Declared
29.	Mogale Kidox Kwadu	M	DOP	Declared
30.	Mohale Maite Moniccah	F	ANC	Declared
31.	Mohlabeng Dinah Mokgadi	F	EFF	Declared
32.	Mokome Mmajoala Sarah	F	EFF	Declared
33.	Molokomme Malehu Martha	F	ANC	Declared
34.	Moloto Mmakwena Hazel	F	ANC	Declared
35.	Mothata Lesiba Samuel	M	EFF	Declared
36.	Mothata Maphuti Lisbeth	F	ANC	Declared
37.	Mothiba Tumudi Piet	M	EFF	Declared
38.	Motolla Matome Oscar	M	EFF	Declared
39.	Murwa Thosetse Phaka Kgolane	M	ANC	Declared
40.	Muthabine Rufus	M	ANC	Declared
41.	Ntjana Motshekwa Isaiah	M	EFF	Declared
42.	Pheedi Maseka Solomon	M	ANC	Declared
43.	Pheedi Mmatlala Rekiel	F	ANC	Declared
44.	Phogole Mogome Lipson	M	ANC	Declared
45.	Phukubje Dorothy	F	ANC	Declared
46.	Rababalela Shirley Malebo	F	EFF	Declared
47.	Rahlana Mokgadi Elizabeth	F	ANC	Declared
48.	Ralefatane Mariri Johannes	M	ANC	Declared
49.	Ramaphoko Mongatane Michael	M	EFF	Declared

NO.	COUNCILLOR	GENDER	PARTY	STATUS
50.	Ramokolo Mokgaetsi Maria	F	ANC	Declared
51.	Raphela Thokwana Richard	M	EFF	Declared
52.	Selamolela Samson	M	ANC	Declared
53.	Takalo Maite Evelyn	F	ANC	Declared
54.	Teffo Mamedupi Kirsty	F	ANC	Declared
55.	Themane Moraka David	M	ANC	Declared
56.	Tshoshi Manare Martin	M	ANC	Declared

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K(i): REVENUE COLLECTION PERFORMANCE BY VOTE

DC35 Capricorn - Table B3 Adjustments Budget Financial Performance (revenue and expenditure by municipal vote) -

Vote Description	Ref	Budget Year 2021/22									Budget Year +1 2022/23	Budget Year +2 2023/24
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
[Insert departmental structure etc]			3	4	5	6	7	8	9	10		
R thousands		A	A1	8	C	D	E	F	G	H		
Revenue by Vote	1											
Vote 1 - Office of the Municipal Manager		64 144	64 144	–	–	–	64 144	64 144	128 288	192 432	139 160	149 550
Vote 2 - Office of the Executive Mayor		40 006		–	–	–	40 006	40 006	80 012	120 018	86 406	91 860
Vote 3 - Corporate Services		146 512	146 512	–	–	–	137 545	137 545	275 090	421 602	322 474	340 504
Vote 4 - Chief Financial Officer		167 329	167 329	–	–	–	103 977	103 977	207 954	375 283	358 528	382 530
Vote 5 - Community and Social Services		85 009	85 009	–	–	–	84 534	84 534	169 068	254 077	185 106	195 088
Vote 6 - Health		–	–	–	–	–	–	–	–	–	–	–
Vote 7 - DPEMS		35 555	35 555	–	–	–	35 555	35 555	71 110	106 665	67 952	66 040
Vote 8 - Public Transport		–	–	–	–	–	–	–	–	–	–	–
Vote 9 - Infrastructure		577 086	577 086	–	–	–	551 366	551 366	1 102 732	1 679 818	1 170 102	1 200 306
Vote 10 - Other		–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1 115 641**	**1 075 635**	–	–	–	**1 017 127**	**1 017 127**	**2 034 254**	**3 149 895**	**2 329 728**	**2 425 878**
Expenditure by Vote	1											
Vote 1 - Office of the Municipal Manager		64 144	64 144	–	–	–	64 144	–	64 144	128 288	139 160	149 550
Vote 2 - Office of the Executive Mayor		40 006	40 006	–	–	–	40 006	–	40 006	80 012	86 406	91 860
Vote 3 - Corporate Services		157 877	157 877	–	–	–	137 545	3 586	141 131	299 008	340 306	362 810
Vote 4 - Chief Financial Officer		167 329	167 329	–	–	–	52 842	43 614	96 456	263 785	358 528	382 530
Vote 5 - Community and Social Services		84 534	84 534	–	–	805	84 534	–	85 339	169 873	182 606	195 088
Vote 6 - Health		–	–	–	–	–	–	–	–	–	–	–
Vote 7 - DPEMS		35 555	35 555	–	–	–	35 555	–	35 555	71 110	67 952	66 040

Vote 8 - Public Transport		–	–	–	–	–	–	–	–	–	–	–
Vote 9 - Infrastructure		327 772	327 772	–	–	–	260 601	7 826	268 427	596 199	655 228	696 338
Vote 10 - Other		–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**877 217**	**877 217**	–	–	**805**	**675 227**	**55 026**	**731 058**	**1 608 275**	**1 830 186**	**1 944 216**
Surplus/ (Deficit) for the year	2	**238 424**	**198 418**	–	–	**(805)**	**341 900**	**962 101**	**1 303 196**	**1 541 620**	**499 542**	**481 662**

APPENDIX K(ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

DC35 Capricorn - Table B4 Adjustments Budget Financial Performance (revenue and expenditure) -

Description	Ref	Budget Year 2021/22									Budget Year +1 2022/23	Budget Year +2 2023/24
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
			3	4	5	6	7	8	9	10		
R thousands	1	A	A1	B	C	D	E	F	G	H		
Revenue By Source												
Property rates	2	–	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	64 971	66 471	–	–	–	–			66 471	68 219	71 508
Service charges - sanitation revenue	2	11 465	9 965	–	–	–	–	500	500	10 465	12 039	12 763
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		–	–	–	–	–	–	–	–	–	–	–
Interest earned - external investments		21 235	21 235	–	–	–	–	5 000	5 000	26 235	21 652	22 084
Interest earned - outstanding debtors		–	–	–	–	–	–	20 000	20 000	20 000		
Dividends received		–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		–	–	–	–	–	–	–	–	–	–	–

Licences and permits		–	–	–	–	–	–	–	–	–	–	–
Agency services		–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		720 186	711 281	–	–	–	(3 871)	88	(3 783)	707 498	734 218	768 448
Other revenue	2	843	843	–	–	–	–	265	265	1 108	851	851
Gains		–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**818 700**	**809 795**	**–**	**–**	**–**	**(3 871)**	**25 853**	**21 982**	**831 777**	**836 979**	**875 654**
Expenditure By Type	-											
Employee related costs		364 796	367 397	–	–	–	(65)		(65)	367 332	394 188	421 775
Remuneration of councillors		17 343	17 343	–	–	–		–	–	17 343	18 905	20 229
Debt impairment		43 614	43 614	–	–	–	–	20 000	20 000	63 614	47 975	52 773
Depreciation & asset impairment		80 997	101 797	–	–	–	–		–	101 797	85 884	91 101
Finance charges		470	470	–	–	–		–	–	470	470	470
Bulk purchases - electricity		–	–	–	–	–	–	–	–	–	–	–
Inventory consumed		86 720	91 515	–	–	–	–	1 886	1 886	93 401	97 553	109 844
Contracted services		132 153	178 455	–	–	(46)	16 797	281	17 032	195 487	110 404	107 582
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–
Other expenditure		146 619	159 890	–	–	–	(151)	1 300	1 149	161 039	154 804	162 982
Losses		4 506	4 506	–	–	–	–		–	4 506	4 911	5 353
Total Expenditure		**877 217**	**964 986**	**–**	**–**	**(46)**	**16 581**	**23 467**	**40 002**	**1 004 988**	**915 094**	**972 108**
Surplus/(Deficit)		**(58 517)**	**(155 191)**	**–**	**–**	**46**	**(20 452)**	**2 386**	**(18 020)**	**(173 211)**	**(78 114)**	**(96 454)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		296 941	306 173	–	–	–	25 000		25 000	331 173	327 885	337 285
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–	–

Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) before taxation		**238 424**	**150 982**	–	–	**46**	**4 548**	**2 386**	**6 980**	**157 962**	**249 771**	**240 831**
Taxation		–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		**238 424**	**150 982**	–	–	**46**	**4 548**	**2 386**	**6 980**	**157 962**	**249 771**	**240 831**
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**238 424**	**150 982**	–	–	**46**	**4 548**	**2 386**	**6 980**	**157 962**	**249 771**	**240 831**
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year		**238 424**	**150 982**	–	–	**46**	**4 548**	**2 386**	**6 980**	**157 962**	**249 771**	**240 831**

APPENDIX L: CONDITIONAL GRANTS

Details	**Budget (R'000)**	**Actual(R'000)**	**Variance**
RRAMS	2,475,000.00	3,418,633.93	93%
Equitable Share	664,205,000.00	664,205,000.00	100%
Finance Management Grant	1,000,000.00	1,000,000.00	100%
MIG	244,646,000.00	219,754,264.98	90%
EPWP	3,866,000.00	3,440,197.84	89%
WSIG	120,000,000.00	109,523,388.52	91%
LG SETA	617,612.32	617,612.32	100%

APPENDIX M

APPENDIX M(i): CAPITAL EXPENDITURE- NEW & UPGRADE/RENEWAL PROGRAMMES

Municipality	FUNDER	Allocation	Expenditure	%EXP of Allocation
Capricorn	MIG	244 646 000	219 754 264.98	90%
Capricorn	WSIG	120 000 000	109 523 388.52	91%%

APPENDIX M(ii): CAPITAL EXPENDITURE- NEW ASSETS PROGRAMMES

DC35 Capricorn - Table B9 Asset Management -

Description	Ref	Budget Year 2021/22									Budget Year +1 2022/23	Budget Year +2 2023/24
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands		A	7 A1	8 B	9 C	10 D	11 E	12 F	13 G	14 H		
CAPITAL EXPENDITURE												
Total New Assets *to be adjusted*	1	**292 235**	**331 481**	–	**11 781**	–		**(837)**	**10 944**	**342 425**	**323 511**	**330 230**
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		284 485	297 430	–	10 981	–		–	10 981	308 411	310 866	318 835
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Infrastructure		284 485	297 430	–	10 981	–	–	–	10 981	308 411	310 866	318 835
Community Facilities		1 050	19 950	–		–	–	–		19 950	2 500	2 500
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–	–	–
Community Assets		1 050	19 950	–	–	–	–	–	–	19 950	2 500	2 500
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Operational Buildings		400	2 859	–	–	–	–	(7)	(7)	2 852	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–

Other Assets	6	400	2 859	–	–	–	–	(7)	(7)	2 852	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–	–	–
Licences and Rights		830	830	–	–	–	–	(830)	(830)	–	–	–
Intangible Assets		830	830	–	–	–	–	(830)	(830)	–	–	–
Computer Equipment		945	3 117	–	250	–	–	–	250	3 367	1 145	1 145
Furniture and Office Equipment		1 125	1 125	–		–	–	–		1 125	2 250	2 250
Machinery and Equipment		1 900	4 670	–	550	–	–	–	550	5 220	4 750	3 500
Transport Assets		1 500	1 500	–	1 500	–	–	–		1 500	2 000	2 000
Land		–	–	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–	–	–
Total Renewal of Existing Assets *to be adjusfed*	2	**31 692**	**38 020**	**–**	**57**	**–**	**–**	**9 579**	**9 636**	**47 656**	**17 055**	**7 055**
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		25 000	26 450	–	57	–	–	14 455	14 512	40 962	15 000	5 000
Sanitation Infrastructure		5 000	5 740	–	–	–	–	(4 876)	(4 876)	864	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Infrastructure		30 000	32 190	–	57	–	–	9 579	9 636	41 826	15 000	5 000
Community Facilities		–	–	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	–	–	–	–	–	–	–
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–

Revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Operational Buildings		–	–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–
Other Assets	6	–	–	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–	–	–
Licences and Rights		1 692	5 830	–		–	–	–		5 830	2 055	2 055
Intangible Assets		1 692	5 830	–	–	–	–	–		5 830	2 055	2 055
Computer Equipment		–	–	–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–	–	–
Total Upgrading of Existing Assets *to be adjusted*	2a	–	–	–	–	–	–	–	–	–	–	–
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–

Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Community Facilities		–	–	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	–	–	–	–	–	–	–
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Operational Buildings		–	–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–
Other Assets	6	–	–	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure *to be adjusted*	4	323 927	369 501	–	11 838	–	–	8 742	20 580	390 081	340 566	337 285
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		309 485	323 880	–	11 038	–	–	14 455	25 493	349 373	325 866	323 835

Sanitation Infrastructure		5 000	5 740	–	–	–	–	(4 876)	(4 876)	864	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Infrastructure		314 485	329 620	–	11 038	–	–	9 579	20 617	350 237	325 866	323 835
Community Facilities		1 050	19 950	–	–	–	–	–	–	19 950	2 500	2 500
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–	–	–
Community Assets		1 050	19 950	–	–	–	–	–	–	19 950	2 500	2 500
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Operational Buildings		400	2 859	–	–	–	–	(7)	(7)	2 852	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–
Other Assets		400	2 859	–	–	–	–	(7)	(7)	2 852	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–	–	–
Licences and Rights		2 522	6 660	–	–	–	–	(830)	(830)	5 830	2 055	2 055
Intangible Assets		2 522	6 660	–	–	–	–	(830)	(830)	5 830	2 055	2 055
Computer Equipment		945	3 117	–	250	–	–	–	250	3 367	1 145	1 145
Furniture and Office Equipment		1 125	1 125	–	–	–	–	–	–	1 125	2 250	2 250
Machinery and Equipment		1 900	4 670	–	550	–	–	–	550	5 220	4 750	3 500
Transport Assets		1 500	1 500	–	500	–	–	–	–	1 500	2 000	2 000
Land		–	–	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE *to be adjusted*	4	**323 927**	**369 501**	–	**11 838**	–	–	**8 742**	**20 580**	**390 081**	**340 566**	**337 285**

1

ASSET REGISTER SUMMARY - PPE (WDV)	5	2 030 795	2 177 468	–	(5 841)	–	–	13 232	7 391	2 184 859	1 975 331	1 903 480
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		1 817 928	1 958 246	–	7 007	–		8 625	15 632	1 973 878	1 769 730	1 708 415
Sanitation Infrastructure		36 966	38 825	–	–	–	–	124	124	38 949	33 421	29 699
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Infrastructure		1 854 894	1 997 071	–	7 007	–	–	8 749	15 756	2 012 827	1 803 151	1 738 114
Community Assets		65 542	72 527	–	(14 050)	–	–	(7)	(14 057)	58 470	63 474	60 099
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Other Assets		1 000	–	–	–	–	–	–	–	–	1 000	1 000
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Intangible Assets		9 097	3 704					4 490	4 490	8 194	8 806	8 280
Computer Equipment		7 566	8 809		250				250	9 059	4 323	641
Furniture and Office Equipment		6 253	12 265						–	12 265	7 084	7 773
Machinery and Equipment		16 855	12 403		832				832	13 235	18 449	18 577
Transport Assets		56 180	58 282		120				120	58 402	56 636	56 588

Land		12 408	12 408						–	12 408	12 408	12 408
Zoo's, Marine and Non-biological Animals									–	–		
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**2 030 795**	**2 177 468**	–	**(5 841)**	–	–	**13 232**	7 391	**2 184 859**	**1 975 331**	**1 903 480**
EXPENDITURE OTHER ITEMS												
Depreciation & asset impairment		74 091	74 891	–	–	–	–	–	–	74 891	78 633	83 487
Repairs and Maintenance by asset class	3	**29 037**	**38 037**	–	–	–	**(7 365)**	**(299)**	**(7 664)**	**30 373**	**30 991**	**32 650**
Roads Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		6 178	8 639	–	–	–	768	(1 430)	(662)	7 977	6 178	6 178
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–	–	–
Infrastructure		6 178	8 639	–	–	–	768	(1 430)	(662)	7 977	6 178	6 178
Community Facilities		–	–	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	–	–	–	–	–	–	–
Heritage Assets		–	–	–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–	–	–
Operational Buildings		2 948	4 805	–	–	–		–		4 805	3 143	3 357
Housing		–	–	–	–	–	–	–	–	–	–	–
Other Assets		2 948	4 805	–	–	–	–	–	–	4 805	3 143	3 357

Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–	–	–
Licences and Rights		8 949	8 949	–	–	–	(8 949)	–	(8 949)		9 728	10 126
Intangible Assets		8 949	8 949	–	–	–	(8 949)	–	(8 949)	–	9 728	10 126
Computer Equipment		513	713	–	–	–		–		713	513	549
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–	–	–
Machinery and Equipment		1 114	8 754	–	–	–	816	1 131	1 947	10 701	1 251	1 260
Transport Assets		9 335	6 177	–	–	–		–		6 177	10 214	11 180
Land		–	–	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	6	–	–	–	–	–	–	–	–	–	–	–
TOTAL EXPENDITURE OTHER ITEMS to be adjusted		**103 128**	**112 928**	–	–	–	**(7 365)**	**(299)**	**(7 664)**	**105 264**	**109 624**	**116 137**
Renewal and upgrading of Existing Assets as % of total capex		*9,8%*	*10,3%*							*12,2%*	*5,0%*	*2,1%*
Renewal and upgrading of Existing Assets as % of deprecn"		*42,8%*	*50,8%*							*63,6%*	*21,7%*	*8,5%*
R&M as a % of PPE		*1,4%*	*1,7%*							*1,4%*	*1,6%*	*1,7%*
Renewal and upgrading and R&M as a % of PPE		*3,0%*	*3,5%*							*3,6%*	*2,4%*	*2,1%*

ROGRAMMES BY PROJECT YEAR 0

Project No.	Project Name	Project Description	Location (Ward No.	Key Performance Indicator	MTERF Targets			MTERF Budget (R)			Source of Funding	Implementing Agent	EIA/BAR/EMP
					2021/22	2022/23	2023/24	2021/22	2022/23	2023/24			
TRANSPORT PLANNING													
DPEMS-01	Development of Rural Roads Assets Management System (Public Transport Rural Infrastructure Planning)	Rural Roads Assets Management Systems (Traffic data, bridge condition survey, mapping of visual conditions, Extended visual condition assessment.	CDM	Number of Rural Roads Asset Management Systems implemented and updated	None	1 Rural Roads Assets Management System implemented and updated.	1 Rural Roads Assets Management System implemented and updated.	1 457 000	1 560 000	1 566 000	RRAMS Grant	CDM	N/A
DPEMS-02	Monitoring of public transport facilities	Monitoring of public transport facilities	Blouberg, Lepelle-Nkumpi, Molemole and Polokwane	Number of Public Transport Facilities monitored	16 public transport facilities monitored, 4 in each municipality (Blouberg, Molemole, Lepelle-Nkumpi and	16 public transport facilities monitored, 4 in each municipality (Blouberg, Molemole, Lepelle-Nkumpi and	16 public transport facilities monitored, 4 in each municipality (Blouberg, Molemole, Lepelle-Nkumpi and	OPEX	OPEX	OPEX	Equitable Shares	CDM	N/A

Project No.	Project Name	Project Description	Location (Ward No.	Key Performance Indicator	MTERF Targets			MTERF Budget (R)			Source of Funding	Implementing Agent	EIA/BAR/EMP
					2021/22	2022/23	2023/24	2021/22	2022/23	2023/24			
					Polokwane)	Polokwane)	Polokwane)						
DPEMS-03	Road safety awareness campaign	Conduct Road safety awareness campaign to promote road safety in the district.	CDM	Number of road safety awareness campaign coordinated	11 Road Safety Awareness campaign coordinated	15 Road Safety Awareness campaign coordinated	16 Road Safety Awareness campaign coordinated	25 000	50 000	50 000	Equitable Shares	CDM	N/A
DPEMS-04	Transport Forum Engagement	Conduct Transport Forum Engagement	CDM	Number of Transport Forum engagements coordinated	4 Transport Forum engagements coordinated	4 Transport Forum engagements	4 Transport Forum engagements	OPEX	OPEX	OPEX	Equitable Shares	CDM	N/A
DPEMS-05	Integrated Transport Plan	Development of an Integrated Transport Plan	CDM	Number of Integrated Transport Plan developed	1 Integrated Transport Plan under development	1 Integrated Transport Plan developed	None	1 200 000	0	0	Equitable Shares	CDM	No
TOTAL BUDGET TRANSPORT													

Project No.	Project Name	Project Description	Location (Ward No. & Coordinates)	Key Performance Indicator	MTERF Targets			MTERF Budget (R)			Source of Funding	Implementing Agent	EIA/BAR /EMP
					2021/22	2022/23	2023/24	2021 /22	2022 /23	2023 /24			
ENVIRONMENTAL MANAGEMENT													
DPEM S-06	Procurement of miscellaneous tools & equipment	Purchase of tools and equipment for operational use	CDM	Number of tools & equipment purchased	200 Litter waste picker tools & 2 Brush cutters with accessories purchased	None	None	250 000	0	0	Equitable Shares	CDM	N/A
DPEM S-07	Operation & maintenance of a continuous ambient air quality monitoring station	Operation and maintenance of a continuous air quality monitoring station	Polokwane LM	Number of continuous air quality monitoring reports compiled	12 continuous air quality monitoring reports compiled	12 continuous air quality monitoring reports compiled	12 continuous air quality monitoring reports compiled	1 500 000	1 500 000	950 000	Equitable shares	CDM	N/A
DPEM S-08	Environmental compliance, inspections and enforcement)	Undertake compliance, monitoring, inspections and enforcement actions.	CDM	Number of environmental compliance, monitoring, inspection & enforcement	60 Environmental compliance, monitoring inspection reports compiled	60 Environmental compliance, monitoring inspection reports compiled	60 Environmental compliance, monitoring inspection reports compiled	10 000	10 000	10 000	Equitable shares	CDM	N/A

				reports compiled									
DPEMS-09	Greening and beautifying the district	Planting of trees	All municipal areas	Number of trees planted	800 trees planted	400 trees planted	None	535 000	400 000	0	Equitable Shares	CDM	N/A
DPEMS-10	Alien plant eradication project	Eradication of alien plants	All municipal areas	Number of EPWP jobs created	50 EPWP jobs created	100 EPWP jobs created	None	1 288 000	1 873 000	0	Equitable Shares	CDM/ Local Municipality	N/A

DPEMS-11	Support to Wildlife and Environmental Society of South Africa (WESSA) Eco Schools Environmental Education awareness campaign	Support provided to WESSA Eco Schools Environmental Education campaign	CDM	Number of signed MoU's for transfer of funds to WESSA and number of progress reports on eco-school activities	1 Signed MoU and 4 progress reports on eco-school activities	1 Signed MoU and 4 progress reports on eco-school activities	1 Signed MoU and 4 progress reports on eco-school activities	125 000	125 000	125 000	Equitable Shares	CDM	N/A
DPEMS-12	Environmental awareness campaigns	Conduct environmental awareness campaigns	All municipal areas	Number of environmental awareness campaigns conducted	None	12 environmental awareness campaigns conducted	6 environmental awareness campaigns conducted	Nil	400 000	128 000	Equitable Shares	CDM	N/A
DPEMS-13	Capricorn Bioregional Plan	Implementation of the Capricorn Bioregional Plan	All municipal areas	Number of progress reports on the implementation of the	None	4 Progress reports on the implementation of the Capricorn	4 Progress reports on the implementation of the Capricorn	Nil	500 000	336 000	Equitable Shares	CDM	N/A

				Capricorn Bioregional Plan		Bioregional Plan	Bioregional Plan						
TOTAL BUDGET ENVIRONMENTAL MANAGEMENT								**4 043 000**	**5 243 000**	**2 534 000**	**5 243 000**		

	Project Name	Project Description	Location (Ward No. & Coordinates)	Key Performance Indicator	MTERF Targets			MTERF Budget (R)			Source of Funding	Implementing Agent	EIA/BAR/EMP
					2021/22	2022/23	2023/24	2021/22	2022/23	2023/24			
INTEGRATED DEVELOPMENT PLANNING (IDP)													
DPEMS-14	Review of IDP/Budget	Review of Integrated Development Plan	CDM	Number of IDP/Budget developed/reviewed	1 IDP/Budget reviewed.	1 IDP/Budget reviewed.	1 IDP/Budget reviewed.	374 000	374 000	374 000	Equitable Shares	CDM	N/A
DPEMS-15	Strategic Planning Sessions	Coordination of Strategic planning sessions	CDM	Number of Strategic planning sessions coordinated	8 Strategic planning sessions coordinated	8 Strategic planning sessions coordinated	8 Strategic planning sessions coordinated	275 000	275 000	275 000	Equitable Shares	CDM	N/A
DPEMS-16	Implementation of 2040 GDS	Implementation of 2040 GDS	CDM	Number of reports on implementation of 2040 GDS developed	4 reports on implementation of 2040 GDS	4 reports on implementation of 2040 GDS	4 reports on implementation of 2040 GDS	OPEX	OPEX	OPEX	Equitable Shares	CDM	N/A
SPATIAL PLANNING													
DPEMS-17	Implementation of SPLUMA (District Municipal Planning Tribunal)	Coordination of District Municipal Planning Tribunal	CDM	Number of reports on the District Municipal Planning Tribunal	4 reports on the District Municipal Planning Tribunal	4 reports on the District Municipal Planning Tribunal	4 reports on the District Municipal Planning Tribunal	75 000	75 000	75 000	Equitable Shares	CDM	N/A
DPEMS-18	Implementation of SDF		CDM	Number of SDF projects implemented	1 SDF project implemented	1 SDF project implemented	1 SDF project implemented	250 000	250 000	250 000	Equitable Shares	CDM	N/A
DPEMS-19	GIS Coordination	Coordination of GIS	CDM	Number of reports on GIS coordination.	4 reports on GIS Coordination.	4 reports on GIS Coordination.	4 reports on GIS Coordination.	50 000	50 000	50 000	Equitable Shares	CDM	N/A
EXPANDED PUBLIC WORKS PROGRAMME (EPWP)													
DPEMS-20	EPWP Coordination	EPWP Forums	CDM	Number of EPWP Forums coordinated	4 EPWP Forums coordinated	4 EPWP Forums coordinated	4 EPWP Forums coordinated	OPEX	OPEX	OPEX	Equitable Shares	CDM	N/A

DPE MS-21	EPWP Coordination	EPWP work opportunities created	CDM	Number of EPWP work opportunities created	1 959 EPWP work opportunities created	1 957 EPWP work opportunities created	1 959 EPWP work opportunities created	OPEX	OPEX	OPEX	Equitable Shares	CDM	N/A
DPE MS-22	Implementation of EPWP grant projects	Implementation of EPWP grant projects	CDM	Number of EPWP grant projects implemented	6 EPWP grant projects implemented	6 EPWP grant projects implemented	6 EPWP grant projects implemented	3 789 000	Nil	Nil	EPWP Grant	CDM	N/A
TOTAL BUDGET IDP AND SPATIAL PLANNING								**4 87 3 000**	**1 08 4 000**	**1 08 4 000**			

APPENDIX O: CAPITAL PROGRAMMES BY PROJECT PER WARD

Same as in Appendix N.

APPENDIX P: SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

PUBLIC ORDINARY SCHOOLS – NORMS AND STANDARDS BACKLOGS			
CAPRICORN DISTRICT (873 Schools)			
		YES	**NO**
Core educational infrastructure	Access to Sport Fields	422	451
	Access to Halls	137	736
	Access to Libraries	74	799
	Access to Laboratories	52	821
	Access to Electronic Connectivity	0 Schools have access to Wi-Fi for the	0 Schools have access to Wi-Fi for the
	Minimum Classroom Requirement	660	213
	Perimeter Fencing	849	24
	Access to Electricity	871	2
Health and Safety	Access to Water	865	8
	Access to Sanitation Facilities	All Schools in the Province have access to	

		some form of sanitation	
	Access to Appropriate Facilities - No Pit Toilets	217	-
	Access to inappropriate Sanitation Facilities (Pit Toilets Only)	162	-
	Access to both appropriate and inappropriate sanitation facilities	493	-
	Building Built with Inappropriate Construction Material	205	668

APPENDIX Q

SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Key focus area	Current situation	2015	2020	2025	2030
GDP growth Rate	2.2%	3.8%	5.4%	5.4%	5.4%
Unemployment	37.2%	35%	30%	24%	18%
Poverty	41.1%	40%	35%	27%	20%
Gini-coefficient	0.6	0.60	0.59	0.58	0.57
Education	People with Grade 12 are at 16.7%	20%	25%	30%	35%
	People with Tertiary qualifications are at 7.6%	8%	13%	18%	23%
Access to piped water	89.2%	90%	92%	95%	97%
Sanitation	Households with flush toilets are at 28.6%	30%	32%	35%	37%
	Households with Ventilated Improved Pit Latrine (VIP) are at 65%	67%	68%	65%	63%
Electricity	88.9% of households have access	90%	93%	95%	97%
Refuse disposal	Households with access to a municipal waste removal is at 30.4%	31%	35%	40%	40%

Road network backlog (district roads)	Tarred/paved is at 20.2%	20.6%	21%	22%	23%
Telecommunication	With access to cell phones is at 88. %	90%	92%	95%	97%
	With no access to internet is at 71.8%	70%	65%	60%	50%
	With no access to a computer is at 15.2% (to increase access)	17%	20%	30%	50%

APPENDIX R: DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

The Municipality has not taken any loans.

DECLARATION OF RETURNS NOT MADE IN TIME

None.

APPENDIX S: PRESIDENTIAL OUTCOME FOR LOCAL GOVERNMENT

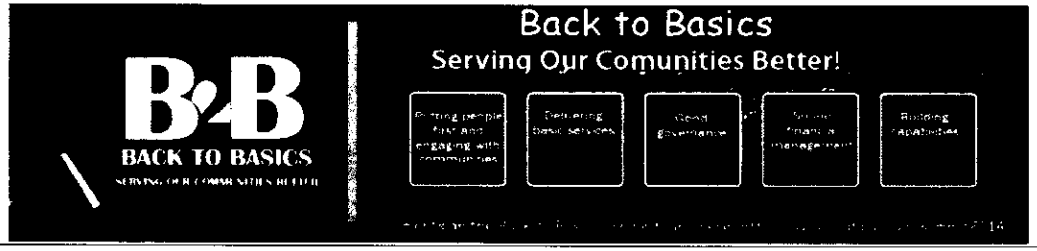
The Presidential Local Government Summit adopted the Back-to Basics approach in September 2014 as an urgent action plan to strengthen local government to better serve communities by getting the basics right. The Strategy sets out specifics that municipalities should do to this end. CDM developed and implemented the Back-to- Basics Plan to respond to the Presidential Strategy, which was achieved as detailed herein below:

LIMPOPO PROVINCE

MUNICIPAL BACK TO BASICS ANNUAL REPORT

2021/22

CAPRICORN DISTRICT MUNICIPALITY





NO	Key focus area	Baseline/ Status	Challenges/ Weaknes s	KPI for reporting	Annual Target	Annual Progress	Challenges	Correcti ve Measure	Timefram es	Responsibil ity
1	**PUTTING PEOPLE FIRST**									
1.1	Public Participation/ community engagement	4 public participation meetings held	None	Number of public participation meetings held	4 public participation meetings held (one per quarter)	4 public participation meetings held (one per quarter)	None	None	Annually	Executive manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
			None	Percentage of issued raised & resolved during public participation meetings	100% of issued raised & resolved during public participation meetings	100% of issued raised & resolved during public participation meetings	None	None	Annually	Executive manager SEMS
1.2	Communication	Communication strategy reviewed in 2018 and implemented	None	Number of monitoring report on communication strategy implemented (Communication strategy in place)	04 Monitoring report on communication strategy implemented	04 Monitoring report on communication strategy implemented	None	None	Annually	Executive manager SEMS
				Number of communication events held	4 communication events held (one per quarter)	4 communication events held (one per quarter)	None	None	Annually	Executive manager SEMS
1.3	Strengthening community representatives	113 Functional ward committees	None	Number of ward committees that are functional	113 Functional ward committees	113 Functional ward committees	None	None	Annually	Executive manager SEMS
1.4	Batho Pele Service Standards Framework for Local Government	01 Batho Pele committee in place and functional 01 Batho Pele service standards reviewed and	None	Number of Batho Pele committee in place and functional	01 Batho Pele committee in place and functional	01 Batho Pele committee in place and functional	None	None	Annually	Executive manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
		approved by Council 01 Batho Pele event held	None	Number of Batho Pele service standards reviewed and approved by Council	01 Batho Pele service standards reviewed and approved by Council	01 Batho Pele service standards reviewed and approved by Council	None	None	Annually	Executive manager SEMS
			None	Number of Batho Pele events held	01 Batho Pele event held	01 Batho Pele event held	None	None	Annually	Executive manager SEMS
1.5	Customer Care	1 Complaint management system developed 100% complaints received	None	Number of Complaint management system developed	1 Complaint management system developed	0 Complaint management system developed	The municipality is using manual complaint register	To consider having the system in place	As an when budget is available	Executive manager SEMS
			None	Percentage of complaints received	100% complaints received	100% complaints received	None	None	Annually	Executive manager SEMS
1.6	Community protest	0 community protests experienced	None	Number of community protests the municipality	0 community protests experienced	0 community protests experienced	None	None	On -going	Executive manager SEMS
				Percentage of Issues raised during protests resolved	100% Issues raised during protests resolved	No Issues, as there were no protests in place	None	None	On -going	Executive manager SEMS
1.7	Community protest	New	None	Number of areas where the protest has taken place and the	0 areas where the protest has taken place and the nature of protest	0 areas where the protest has taken place and the nature of protest	None	None	On -going	Executive manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknes s	KPI for reporting	Annual Target	Annual Progress	Challenges	Correcti ve Measure	Timefram es	Responsibil ity
				nature of protest						
2	**BASIC SERVICE DELIVERY**									
2.1	MIG Expenditure	100% of MIG expenditure	None	% MIG expenditure	100% of MIG expenditure	100% of MIG expenditure	None	None	Annually	Executive Manager Infrastructur e
				Number of MIG projects Implemented	20 MIG projects Implemented	20 MIG projects Implemented	None	None	Annually	Executive Manager Infrastructur e
2.2	Other conditional Grants	100% of WSIG expenditure	None	% WSIG expenditure reported.	100% of WSIG expenditure	100% of WSIG expenditure	None	None	Annually	Executive Manager Infrastructur e
				Number of WSIG projects completed.	13 WSIG projects implemented and progress report	13 WSIG projects implemented and progress report	None	None	Annually	Executive Manager Infrastructur e
2.3	Maintenance of Infrastructur e	100% operational and maintenance budget spent	None	Percentage Budget on Maintenance and operations spent	100% operational and maintenance budget spent	100% operational and maintenance budget spent	None	None	Annually	Executive Manager Infrastructur e
2.5	Free basics services	None	None	Updated indigent register in place Number of beneficiaries registered to	Updated indigent register in place	Indigent register not applicable at the district	None	None	Annually	Executive Manager Infrastructur e

NO	Key focus area	Baseline/ Status	Challenges/ Weaknes s	KPI for reporting	Annual Target	Annual Progress	Challenges	Correcti ve Measure	Timefram es	Responsibil ity
				receive Free Basics services						
				Number of beneficiaries received Free Basic water	1600 beneficiaries received Free Basic water	The water supply projects is still under Construction. 0 households with water	Section C of the project was stopped for more than 12 months due to community conflicts this moved the project duration by more than 12 months	Matter was resolved through office of the executiv e mayor and contracto r on-site fast tracking the completi on of the project	Annually	Executive Manager Infrastructur e
				Number of beneficiaries received Free Basic sanitation	1600 beneficiaries received Free Basic sanitation	4004 beneficiaries received Free Basic sanitation	None	None	Annually	Executive Manager Infrastructur e
2.8	Water Services management	New	None	Number of SLA with WSP signed and implemented	3 SLA with WSP signed and implemented	3 SLA with WSP signed and implemented	None	None	Annually	Executive Manager Infrastructur e
		New	None	Number of Households	18 405 Households	The water supply projects	None	None	Annually	Executive Manager

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
				with access to basic water	with access to water	is still under Construction. 0 households with water				Infrastructure
		New	None	Percentage of amount owed to district by locals in terms of water service provision	100% of amount owed to district by locals in terms of water service provision	100% of amount owed to district by locals in terms of water service provision	None	None	Annually	CFO
		97% of water treatment plants operated 58.3% completed on Green Drop interventions	None	Percentage of water facilities operated (compliant water treatment plants)	70% of water facilities operated	80% of water facilities operated	None	None	Annually	Executive Manager Infrastructure
			None	Five (5) intervention of water safety plan and green drop completed (Blue drop and green drop need indicators)	05 intervention of water safety plan and green drop completed	Ten (10) interventions on the Water Safety Plans recommendations completed	None	None	Annually	Executive Manager Infrastructure
3.	**SOUND FINANCIAL MANAGEMENT**									

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
3.1	Audit Outcome	1 Unqualified AG audit opinion 1 AFS and 1 APR submitted to AG 1 AG action plan developed and implemented	None	Number of Unqualified AG audit opinion	1 Unqualified AG audit opinion	1 Unqualified AG audit opinion	None	None	30 November 2022	CFO
			None	Number of AFS and APR submitted to AG within the legislated time frame	1 AFS and 1 APR submitted to AG within the legislated time frame	1 AFS and 1 APR submitted to AG within the legislated time frame	None	None	31 August 2022	CFO
			None	Number of AG action plan developed and implemented.	1 AG action plan developed and implemented.	1 AG action plan developed and implemented.	None	None	On-going	CFO
3.2	Irregular Expenditure	0 irregular expenditure incurred	None	Percentage of compliance with management of MFMA section 32	100% compliance with management of MFMA section 32	100% compliance with management of MFMA section 32	None	None	On-going	CFO
3.3	Spending on capital budget	75% spending on capital budget	None	Percentage spending on capital budget	100% spending on capital budget	98% spending on capital budget	None	None	Annually	CFO
3.4	Personnel budget	75% spending of budget spent on personnel	None	Percentage of budget spent on personnel	100% spending of budget spent on personnel	89% spending of budget spent on personnel	None	None	Annually	CFO
3.5	Revenue collection	15.13% of water collection from service charges billed	None	Percentage of own revenue collected	20% of own revenue collected against the billing	21.64 percent of water collection from service charges billed	None	None	Annually	CFO

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
				against the billing						
3.6	Payment of creditors	100% payment of creditors on all invoices within 30 days	None	Percentage of creditors paid within 30 days against all invoices	100% payment of creditors on all invoices within 30 days	100% payment of creditors on all invoices within 30 days	None	None	Annually	CFO
3.7	The extent to which debt is serviced.	14% of debt serviced	None	Percentage of debt serviced	100% of debt serviced	100% of debt serviced	None	None	Annually	CFO
3.9	Efficiency and functionality of supply chain management and political interference	03 functional supply chain committees	None	Number of functional supply chain committees	03 functional supply chain committees	03 functional supply chain committees	None	None	Annually	CFO
		0 bids above quotation threshold awarded within 90 days	None	Number of bids above quotation threshold awarded within 90 days	0 bids above quotation threshold awarded within 90 days	0 bids above quotation threshold awarded within 90 days	None	None	Ongoing	CFO
4.	**GOOD GOVERNANCE**									
4.1	Council Stability	06 held	None	Number of ordinary council meetings held	4 Ordinary council meetings held in accordance with the legislation	6 Ordinary council meetings held in accordance with the legislation	None	None	Annually	Executive Manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknes s	KPI for reporting	Annual Target	Annual Progress	Challenges	Correcti ve Measure	Timefram es	Responsibil ity
		04 held	None	Number of special council meetings held	0 special council meetings held	10 special council meetings held	None	None	Annually	Executive Manager SEMS
4.2	Audit/ Performance Audit Committee	1 Audit and 1 Performance Audit committee in place 13 Ordinary Audit Meetings held 02 Special Audit/Performa nce Audit committee meetings held	None	Number of Audit and Performance Audit committee in place	1 Audit and 1 Performance Audit committee in place	1 Audit and 1 Performance Audit committee in place	None	None	Annually	Executive Manager
				Number of ordinary audit and Performance committee meetings held	13 Ordinary Audit Meetings and Performance Audit committee meetings held	13 Ordinary Audit Meetings and Performance Audit committee meetings held	None	None	Annually	SEMS
				Number of special audit and Performance audit committee meetings held	02 Special Audit/Performa nce Audit committee meetings held	02 Special Audit/Performa nce Audit committee meetings held	None	None	Annually	Executive Manager SEMS
4.3	MPAC	5 MPAC meetings were held 04 MPAC reports compiled and served in the Council Meeting	None	Number of MPAC meetings held	6 MPAC meetings held	17 MPAC meetings held	None	None	Annually	Executive Manager SEMS
			None	Number of MPAC quarterly reports compiled and	4 MPAC quarterly reports compiled and	4 MPAC quarterly reports compiled and	None	None	Annually	Executive Manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
				served in the Council	served in the Council	served in the Council				
4.4	Anti-Fraud and Corruption policies and committee	New	None	Percentage of Cases of fraud and corruption dealt with on quarterly basis	100% of Cases of fraud and corruption dealt with on quarterly basis	100% of Cases of fraud and corruption dealt with on quarterly basis	None	None	Annually	Executive Manager SEMS
4.5	Forensic Investigations	100% of forensic investigations conducted	None	Percentage of forensic investigations conducted	100% of forensic investigations conducted	100% of forensic investigations conducted	None	None	Annually	Executive Manager SEMS
4.6	Disciplinary Cases	New	None	Percentage of disciplinary cases instituted and resolved	100% of disciplinary cases instituted and resolved	100% of disciplinary cases instituted and resolved	None	None	Annually	Executive Manager Corporate Services
4.7	Litigations	New	None	Percentage of litigation cases instituted against the municipality	100% of litigation cases instituted against the municipality	100% of litigation cases instituted against the municipality	None	None	Annually	Executive Manager Corporate Services
4.8	IGR structures	96 IGR meetings held	None	Number of IGR meetings held	100 IGR meetings held	115 IGR meetings held	None	None	Annually	Executive Manager SEMS
4.9	Traditional Council	10 traditional leaders participated in council activities in accordance with the legislation	Inconsistent participation by some traditional leaders in municipal council	Number of traditional leaders participated in council activities in accordance with the legislation	10 traditional leaders to participate in council activities in accordance with the legislation	10 traditional leaders participated in council activities in accordance with the legislation up to the 2021 Local Government Elections (LGE).	Delays by CoGHSTA to appoint traditional leader post 2021 LGE	CoGHSTA to appoint traditional leaders to serve in Council	Immediately.	Executive Manager SEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
4.10	Annual report	1 draft annual report tabled before council	None	Number of draft annual reports tabled before council in accordance with the legislation	1 draft annual report tabled before council	1 draft annual report tabled before Council on 28/01/2022 (Resolution No. OC 03/2021 - 2022/7.2.1)	None	None	Annually	Executive Manager SEMS
4.11	MPAC oversight report	1 oversight compiled, adopted, and submitted within the timeframe	None.	Number of oversights compiled, adopted, and submitted within the timeframe	1 oversight compiled, adopted, and submitted within the timeframe	1 oversight compiled, adopted by Council on 22/03/2022 (Resolution No. OC 04/2021 - 2022/5.2.1) and was submitted to relevant authorities within the timeframe	None	None	Annually	Executive Manager SEMS
5.	**BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATION**									
5.1	Vacancies	548 posts are filled in the organogram	None	Number of funded posts filled against the organogram	21 funded posts filled on the organogram	18 funded posts filled on the organogram	None (Why no challenges when it is a non-achievement?)	None	Annually	Executive Manager Corporate Services
		01 section 54A Manager appointed	None	Number of sections 57(MM) Manager post filled	01 section 57(MM) Manager post filled	0 section 57(MM) Manager post filled	None	None	Annually	Executive Manager Corporate Services

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
		04 section 56 filled and 02 Section 56 Managers vacant, recruitment in progress.	None	Number of sections 57 (Directors) Manager posts filled	02 section 57 (Directors) Manager posts filled	02 section 57 (Directors) Manager posts filled	None	None	Annually	Executive Manager Corporate Services
		New	None	Number of performance assessment conducted for Senior Managers	04 performance assessment conducted for Senior Managers	04 performance assessment conducted for Senior Managers	None	None	Annually	Executive Manager Corporate Services
5.2	Technical Capacity	238 employees with technical skills	None	Number of filling of posts in the technical department by personnel with technical skills appointed e.g., engineers, and technicians	03 filling of posts in the technical department by personnel with technical skills appointed e.g., engineers, and technicians	20 filling of posts in the technical department by personnel with technical skills appointed e.g., engineers, and technicians	None	None	Annually	Executive Manager Corporate Services
		51 Municipal officials trained in line with WSP	None	Number of municipal officials trained in line with WSP	75 Municipal officials trained in line with WSP	85 Municipal officials trained in line with WSP	None	None	Annually	Executive Manager Corporate Services

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
		39 Municipal councillors trained in accordance with WSP	None	Number municipal councillors trained in accordance with WSP	94 municipal councillors trained in accordance with WSP	150 municipal councillors trained in accordance with WSP	None	None	Annually	Executive Manager Corporate Services
		1 training reports submitted to LGSETA	None	Number of training reports submitted to LGSETA	1 training reports submitted to LGSETA	1 training reports submitted to LGSETA	None	None	Annually	Executive Manager Corporate Services
5.3	Local Labour Forum (LLF)	3 LLF meetings convened	None	Number of LLF meeting held	4 LLF meetings held	5 LLF meetings convened, and 1 Special meeting held	None	None	Annually	Executive Manager Corporate Services
5.4	Realistic and affordable municipal organograms	1 Organisational Structure was approved and adopted by the Municipal Council	None	Number of organizational structure approved by Council aligned with IDP/Budget	1 organizational structure approved by Council aligned with IDP/Budget	1 organizational structure approved by Council aligned with IDP/Budget	None	None	Annually	Executive Manager Corporate Services
6.	**LOCAL ECONOMIC DEVELOPMENT**									
6.1	LED strategy	New	None	Number of LED strategy approved by Council (01 Growth Development strategy	01 LED strategy approved by Council (01 Growth Development strategy	01 LED strategy approved by Council (01 Growth Development strategy	None	None	On-going	Executive Manager DPEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknesses	KPI for reporting	Annual Target	Annual Progress	Challenges	Corrective Measure	Timeframes	Responsibility
				approved by Council)	approved by Council)	approved by Council)				
6.2	LED strategy	New	None	Number of job opportunities created through LED initiatives	0 of job opportunities created through LED initiatives	Not applicable	None	None	On-going	Executive Manager DPEMS
6.3	EPWP	New	None	Number EPWP work opportunities created (job opportunities created through EPWP initiatives)	1 959 EPWP work opportunities created (Infrastructure Sector – 1245 Social Sector – 211 Environment & Culture Sector - 503)	4393 EPWP work opportunities created	None	None	Annually	Executive Manager DPEMS
7.	**SPATIAL PLANNING**									
7.1	SPLUMA		None	Number of established Municipal Tribunal in accordance with the legislation	01 established Municipal Tribunal in accordance with the legislation	01 established Municipal Tribunal in accordance with the legislation	None	None	Annually	Executive Manager DPEMS
7.2	SPLUMA	0 tribunal sitting held for the year	None	Number of tribunal sittings held	01 tribunal sitting held	04 tribunal sitting held	None	None	Annually	Executive Manager DPEMS
7.3	SPLUMA	0 land development applications received for the year	None	Number of land development applications adjudicated by the tribunal	01 land development applications adjudicated by the tribunal	03 land development applications adjudicated by the tribunal	None	None	Annually	Executive Manager DPEMS

NO	Key focus area	Baseline/ Status	Challenges/ Weaknes s	KPI for reporting	Annual Target	Annual Progress	Challenges	Correcti ve Measure	Timefram es	Responsibil ity
7.4	SPLUMA	New	None	Number of SPLUMA By-laws approved by council	01 SPLUMA By-laws approved by council	01 SPLUMA By-laws approved by council	None	None	Annually	Executive Manager DPEMS
7.5	SPLUMA	0 Municipal Planning Tribunal gazetted	None	Number of Municipal Planning Tribunal gazetted	01 Municipal Planning Tribunal gazetted	01 Municipal Planning Tribunal gazetted	None	None	Annually	Executive Manager DPEMS

General Information

Mayoral committee

Executive Mayor	Teffo MK Started 23/09/2021 as a member and appointed as Executive Mayor from 26/09/2021 to 03/11/2021 and re-elected on 26/11/2021 --- Mpe MJ Terminated 31/08/2021 --- Speaker Pheedi MS (post 2021 LGE) --- Chief Whip Malebana CWD (post 2021 LGE) ---
Councillors	Members of the Mayoral Committee: Mahlatji MS (Strategic Executive Management Services) Makhura MH (Sports, Arts and Culture) Mamabolo CM (Local Economic Development) Masoga MC (Development Planning and Environmental Management Portfolio Committee) Mohale MM (Infrastructure Services) Rahlana ME (Community Services) Ramokolo MM (Finance) Selamolela MS (Corporate Services) --- Chairperson of Committees: Lebese MJ (Community Services) Machaba MJ (Sport, Arts & Culture) Masemola SG (Infrastructure Services) Masoga PS (Committee of Chairpersons) Masubelele JA (Ethics, Rules and Integrity) Mothata ML (Municipal Public Accounts) Muthabine Rufus (Corporate Services) Phukubje D (Strategic Support) Ralefatane MJ (Development Planning and Environmental Management) Tshoshi MM (Finance) --- Members: Botha Chidi DRT Lehong MV Mabote MG Molokomme MM Mothata LS Motolla MO --- New members: Chula MI Clarke SE

Dikgale SJ
Hamise LH
Hiine PJ
Madiope TM
Malebana TG
Maleka PI
Mampuru MT
Masekwameng MR
Matlabane KNJ
Matonzi T
Mocke B
Mogale KK
Mohlabeng DM
Mokome MS
Moloto MH
Mothiba TP
Murwa TPK
Ntjana MI
Pheedi MR
Phogole ML
Rababalela SM
Ramaphoko MM
Raphela TR
Takalo MS
Themane MD

Terminated:

Masoga MC (Chief whip)
Mohale MM (Speaker)

Members of the Mayoral Committee:
Boloka MP(Finance)
Kgare MB (Community Services)
Malebana CWD (Corporate Services)
Masubelele JA (Strategic Executive Management Services)
Mokobodi MM (Infrastructure Services)
Mothiba ML (Local Economic Development)
Mothiba ML (Local Economic Development)
Phoshoko MS (Finance)
Selamolela MS (Planning)

Chairperson of Committees:
Ledwaba PE (Corporate Services)
Masekwameng MR (Development Planning and Environmental Management)
Molepo FJ (Infrastructure Services)
Morotoba NL (Community Services)
Motjopi S (Ethics, Rules and Integrity Committee)

General Information

	Members: Baloyi RA Hopane TE Kekana MS Khan N Kubheka DO Legodi NJ Mabena KL Maleka ME Malema RR Makgahlela MB Makola J Mapakela MM Mashangoane PR Mathabatha TP Mathye MV - Started 24/08/2021 Moabelo ML Modiba MS Modiba MT Mogale TJ Mogashoa ME Mosena DD Phoshoko NC Pretorious M Rakimana PT Ramaloko SE Sekgobela M Sesera MC Setjie ND Sivhabu NA
Grading of local authority	Category B - Grade 5
Chief Finance Officer (CFO)	Tiro Pilusa (Acting CFO)
Accounting Officer	Ramakuntwane Selepe
Registered office	41 Biccard Street Polokwane 0700
Business address	41 Biccard Street Polokwane 0700
Postal address	PO Box 4100 Polokwane 0700
Bankers	FNB (Primary bank account)
Auditors	Auditor - General

General Information

Telephone number	015 294 1000
Fax number	015 291 4297
Email address	info@cdm.org.za

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The reports and statements set out below comprise the annual financial statements presented to the council:

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Abbreviations used:

UIF	Unemployment insurance fund
GRAP	Generally Recognised Accounting Practice
IAS	International Accounting Standards
IPSAS	International Public Sector Accounting Standards
MFMA	Municipal Finance Management Act
mSCOA	Municipal Standard Chart of Accounts
WSIG	Water Services Infrastructure Grant
EPWP	Expanded Public Works Programme
FMG	Finance Management Grant

Accounting Officer's Responsibilities and Approval

I am responsible for the preparation of these annual financial statements for the year ended 30 June 2022, as set out in terms of Section 126(1) of the Municipal Finance Management Act (Act 56 of 2003) and which I have signed on behalf of the Municipality.

I certify that the salaries, allowances and benefits of Councillors as disclosed in note 19 of these annual financial statements are within the upper limits of the framework envisaged in Section 219 of the Constitution, read with the Remuneration of Public Officer Bearers Act (Act 20 of 1998) and the Minister of Provincial and Local Government's determination in accordance with this Act.

The accounting officer is required by the Municipal Finance Management Act (Act 56 of 2003), to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the accounting officer to ensure that the annual financial statements fairly present the state of affairs of the municipality as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and was given unrestricted access to all financial records and related data.

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

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The accounting officer acknowledges that he is ultimately responsible for the system of internal financial control established by the municipality and place considerable importance on maintaining a strong control environment. To enable the accounting officer to meet these responsibilities, the accounting officer sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the municipality and all employees are required to maintain the highest ethical standards in ensuring the municipality's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the municipality is on identifying, assessing, managing and monitoring all known forms of risk across the municipality. While operating risk cannot be fully eliminated, the municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The accounting officer is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The accounting officer has reviewed the municipality's cash flow forecast for the year to 30 June 2023 and, in the light of this review and the current financial position, he is satisfied that the municipality has or has access to adequate resources to continue in operational existence for the foreseeable future.

Ramakuntwane Selepe
Municipal Manager

Accounting Officer's Report

The accounting officer submits his report for the year ended 30 June 2022

1. **Review of activities**

Main business and operations

The municipality is engaged in local government activities and operates principally in South Africa and [state other countries]

Net surplus of the municipality was R 321 832 603 (2021: surplus R 355 166 300)

2. **Going concern**

We draw attention to the fact that at 30 June 2022, the municipality had an accumulated surplus of R 3 732 179 869 and that the municipality's total liabilities exceed its assets by R 3 732 179 869

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

3. **Subsequent events**

The accounting officer is not aware of any matter or circumstance arising since the end of the financial year. The Municipal Manager Ramakuntwane R Selepe was appointed on 1 July 2022

4. **Accounting policies**

The annual financial statements prepared in accordance with the South African Statements of Generally Accepted Accounting Practice (GAAP), including any interpretations of such Statements issued by the Accounting Practices Board, and in accordance with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board as the prescribed framework by National Treasury.

The annual financial statements set out on page 7, which have been prepared on the going concern basis, were approved by the accounting officer on 30 November 2022 and were signed on its behalf by:

Ramakuntwane Selepe
Municipal Manager

Statement of Financial Position as at 30 June 2022

Figures in Rand	Note(s)	2022	2021 Restated*
Assets			
Current Assets			
Cash and cash equivalents	2	427 265 913	353 903 970
Receivables from non-exchange transactions	3	27 319 380	31 417 964
Inventories	4	3 437 037	3 147 374
Prepayments	5	4 159 929	2 714 100
VAT receivable	6	24 439 148	29 418 922
Receivables from exchange transactions	7	55 938 850	52 917 917
		542 560 257	**473 520 247**
Non-Current Assets			
Property, plant and equipment	8	3 455 403 349	3 156 754 872
Intangible assets	10	3 508 874	4 496 616
Heritage assets	11	70 716	-
		3 458 982 939	**3 161 251 488**
Total Assets		**4 001 543 196**	**3 634 771 735**
Liabilities			
Current Liabilities			
Payables from exchange transactions	12	183 848 804	139 157 516
Unspent conditional grants and receipts	13	272 877	3 875 745
Operating lease liability	14	206 877	102 173
Finance lease obligation	15	1 418 170	1 322 561
Employee benefit obligation	16	15 190 496	14 695 447
		200 937 224	**159 153 442**
Non-Current Liabilities			
Finance lease obligation	15	874 146	2 292 316
Employee benefit obligation	16	67 551 957	62 937 898
		68 426 103	**65 230 214**
Total Liabilities		**269 363 327**	**224 383 656**
Net Assets		**3 732 179 869**	**3 410 388 079**
Accumulated surplus		3 732 179 869	3 410 388 079
Total Net Assets		**3 732 179 869**	**3 410 388 079**

Statement of Financial Performance

Figures in Rand	Note(s)	2022	2021 Restated*
Revenue			
Revenue from exchange transactions			
Service charges	17	81 787 624	81 097 388
Other income	18	1 139 777	1 622 846
Interest received - investment	19	26 831 331	23 739 979
Interest received - outstanding debtors	19	35 718 053	31 010 950
Total revenue from exchange transactions		**145 476 785**	**137 471 163**
Revenue from non-exchange transactions			
Transfer revenue			
Fines, Penalties and Forfeits	20	21	61 090
Government grants & subsidies	21	1 040 560 715	1 043 822 004
Total revenue from non-exchange transactions		**1 040 560 736**	**1 043 883 094**
Total revenue	22	**1 186 037 521**	**1 181 354 257**
Expenditure			
Employee related costs	23	(333 471 328)	(333 359 295)
Remuneration of councillors	24	(14 957 263)	(15 213 164)
Commission expense	25	(35 251 703)	(33 632 502)
Depreciation and amortisation	26	(75 513 255)	(70 646 144)
Derecognition of assets	27	(9 932 728)	(16 410 509)
Finance costs	28	(211 144)	(114 646)
Inventory consumed	29	(84 390 888)	(80 338 395)
Transfers and Subsidies	30	-	(336 842)
Debt Impairment	31	(57 011 291)	(57 505 933)
Contracted services	32	(135 598 450)	(113 033 924)
General Expenses	33	(79 685 506)	(54 210 061)
Loss on disposal of assets and liabilities	34	(831 877)	(9 506 771)
Impairment loss	35	(8 719 093)	(13 976 845)
Repairs and maintenance	36	(18 567 114)	(15 931 783)
Lease rentals on operating lease	14	(6 245 039)	(6 470 143)
Actuarial losses	16	(3 818 239)	(5 501 000)
Total expenditure		**(864 204 918)**	**(826 187 957)**
Surplus for the year		**321 832 603**	**355 166 300**

Statement of Changes in Net Assets

Figures in Rand	Accumulated surplus / deficit	Total net assets
Opening balance as previously reported	3 056 006 431	3 056 006 431
Adjustments		
Correction of errors 46	(784 652)	(784 652)
Balance at 1 July 2020	**3 055 221 779**	**3 055 221 779**
Changes in net assets		
Surplus for the year	355 166 300	355 166 300
Total changes	355 166 300	355 166 300
Restated* Balance at 01 July 2021	**3 410 347 266**	**3 410 347 266**
Changes in net assets		
Surplus for the year	321 832 603	321 832 603
Total changes	321 832 603	321 832 603
Balance at 30 June 2022	**3 732 179 869**	**3 732 179 869**

Cash Flow Statement

Figures in Rand	Note(s)	2022	2021 Restated*
Cash flows from operating activities			
Receipts			
Cash receipts from customers		128 984 536	81 660 388
Grants		1 036 957 848	1 018 840 881
Interest income		26 831 331	23 739 979
		1 192 773 715	1 124 241 248
Payments			
Employee costs		(345 635 698)	(342 023 348)
Suppliers		(379 513 963)	(379 014 124)
Finance costs		(211 144)	(114 646)
		(725 360 805)	(721 152 118)
Net cash flows from operating activities	37	**467 412 910**	**403 089 130**
Cash flows from investing activities			
Purchase of property, plant and equipment	8	(393 063 097)	(409 182 354)
Proceeds from sale of property, plant and equipment	8	405 407	1 125 412
Purchase of other intangible assets	10	-	(1 390 596)
Purchase of heritage assets	11	(70 716)	-
Net cash flows from investing activities		**(392 728 406)**	**(409 447 538)**
Cash flows from financing activities			
Finance lease payments		(1 322 561)	(524 398)
Net increase/(decrease) in cash and cash equivalents		**73 361 943**	**(6 882 806)**
Cash and cash equivalents at the beginning of the year		353 903 970	360 786 776
Cash and cash equivalents at the end of the year	2	**427 265 913**	**353 903 970**

The accounting policies on pages 15 to 35 and the notes on pages 36 to 74 form an integral part of the annual financial statements.

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Service charges	76 436 000	500 000	**76 936 000**	81 787 624	**4 851 624**	47
Other income	843 000	265 000	**1 108 000**	1 139 777	**31 777**	
Interest received - investment	21 235 000	5 000 000	**26 235 000**	26 831 331	**596 331**	
Interest received - outstanding debtors	-	20 000 000	**20 000 000**	35 718 053	**15 718 053**	
Total revenue from exchange transactions	**98 514 000**	**25 765 000**	**124 279 000**	**145 476 785**	**21 197 785**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	1 017 127 000	21 544 000	**1 038 671 000**	1 040 560 715	**1 889 715**	
Fines, Penalties and Forfeits	-	-	-	21	**21**	
Total revenue from non-exchange transactions	**1 017 127 000**	**21 544 000**	**1 038 671 000**	**1 040 560 736**	**1 889 736**	
Total revenue	**1 115 641 000**	**47 309 000**	**1 162 950 000**	**1 186 037 521**	**23 087 521**	
Expenditure						
Personnel	(364 796 000)	(1 771 600)	**(366 567 600)**	(333 471 325)	**33 096 275**	
Remuneration of councillors	(17 343 000)	(3 000)	**(17 346 000)**	(14 957 262)	**2 388 738**	
Depreciation and amortisation	(74 091 000)	(5 300 000)	**(79 391 000)**	(75 513 255)	**3 877 745**	
Finance costs	(470 000)	-	**(470 000)**	(211 144)	**258 856**	
Lease rentals on operating lease	(10 134 000)	3 441 000	**(6 693 000)**	(6 245 039)	**447 961**	
Debt Impairment	(43 614 000)	(13 400 000)	**(57 014 000)**	(57 011 291)	**2 709**	
Commission expense	(32 822 000)	(2 429 700)	**(35 251 700)**	(35 251 703)	**(3)**	
Bulk purchases	(86 720 000)	1 725 000	**(84 995 000)**	(84 390 888)	**604 112**	
Contracted Services	(124 660 500)	(43 367 800)	**(168 028 300)**	(135 598 450)	**32 429 850**	
Derecognition	-	(10 000 000)	**(10 000 000)**	(9 932 728)	**67 272**	
General Expenses	(111 154 500)	(12 034 300)	**(123 188 800)**	(113 413 726)	**9 775 074**	
Total expenditure	**(865 805 000)**	**(83 140 400)**	**(948 945 400)**	**(865 996 811)**	**82 948 589**	
Operating surplus	**249 836 000**	**(35 831 400)**	**214 004 600**	**320 040 710**	**106 036 110**	
Loss on disposal of assets and liabilities	(11 412 000)	4 500 000	**(6 912 000)**	(831 878)	**6 080 122**	
Assets Impairment	(6 906 000)	(10 000 000)	**(16 906 000)**	(8 719 093)	**8 186 907**	
Actuarial gains/losses	-	(3 820 000)	**(3 820 000)**	(3 818 239)	**1 761**	
Surrender of surpluses	(20 438 000)	(5 447 000)	**(25 885 000)**	(18 567 114)	**7 317 886**	
	(38 756 000)	**(14 767 000)**	**(53 523 000)**	**(31 936 324)**	**21 586 676**	
Surplus for the year	**211 080 000**	**(50 598 400)**	**160 481 600**	**288 104 386**	**127 622 786**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**211 080 000**	**(50 598 400)**	**160 481 600**	**288 104 386**	**127 622 786**	

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Position						
Assets						
Current Assets						
Inventories	3 272 887	(125 514)	**3 147 373**	3 437 037	**289 664**	
Receivables from non-exchange transactions	35 190 413	22 995 725	**58 186 138**	27 319 380	**(30 866 758)**	
VAT receivable	13 197 000	-	**13 197 000**	24 439 148	**11 242 148**	
Prepayments	2 714 100	-	**2 714 100**	4 159 929	**1 445 829**	
Receivables from exchange transaction	41 861 435	54 224 879	**96 086 314**	55 938 850	**(40 147 464)**	
Prepayment	-	4 500 000	**4 500 000**	4 159 929	**(340 071)**	
Cash and cash equivalents	214 826 569	207 698 600	**422 525 169**	427 265 913	**4 740 744**	
	311 062 404	**289 293 690**	**600 356 094**	**546 720 186**	**(53 635 908)**	
Non-Current Assets						
Property, plant and equipment	3 427 406 387	13 860 486	**3 441 266 873**	3 455 403 349	**14 136 476**	
Intangible assets	9 097 121	(903 505)	**8 193 616**	3 508 874	**(4 684 742)**	
Heritage assets	-	75 000	**75 000**	70 716	**(4 284)**	
	3 436 503 508	**13 031 981**	**3 449 535 489**	**3 458 982 939**	**9 447 450**	
Total Assets	**3 747 565 912**	**302 325 671**	**4 049 891 583**	**4 005 703 125**	**(44 188 458)**	
Liabilities						
Current Liabilities						
Finance lease obligation	283 206	994 844	**1 278 050**	1 418 170	**140 120**	
Operating lease liability	102 173	212 000	**314 173**	206 877	**(107 296)**	
Payables from exchange transactions	196 380 187	91 943 897	**288 324 084**	183 848 804	**(104 475 280)**	
Employee benefit obligation	14 305 186	140 260	**14 445 446**	15 190 496	**745 050**	
Unspent conditional grants and receipts	3 875 745	275 000	**4 150 745**	272 877	**(3 877 868)**	
	214 946 487	**93 566 001**	**308 512 488**	**200 937 224**	**(107 575 274)**	
Non-Current Liabilities						
Finance lease obligation	-	1 420 000	**1 420 000**	874 145	**(545 855)**	
Employee benefit obligation	52 773 048	11 414 850	**64 187 898**	67 551 957	**3 364 059**	
	52 773 048	**12 834 850**	**65 607 898**	**68 426 102**	**2 818 204**	
Total Liabilities	**267 719 645**	**106 400 851**	**374 120 396**	**289 363 326**	**(104 757 070)**	
Net Assets	**3 479 846 367**	**195 924 820**	**3 675 771 187**	**3 736 339 799**	**60 568 612**	
Net Assets						
Net Assets Attributable to Owners of Controlling Entity						
Reserves						
Accumulated surplus	3 479 846 367	195 924 820	**3 675 771 187**	3 736 339 799	**60 568 612**	

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Cash Flow Statement						
Cash flows from operating activities						
Receipts						
Cash receipts from customers	24 459 200	(700 000)	**23 759 200**	128 984 533	**105 225 333**	47
Grants	1 017 127 000	21 544 000	**1 038 671 000**	1 036 809 612	**(1 861 388)**	
Interest income	21 235 000	5 000 000	**26 235 000**	26 831 331	**596 331**	
Other receipts	843 000	265 000	**1 108 000**	-	**(1 108 000)**	
	1 063 664 200	**26 109 000**	**1 089 773 200**	**1 192 625 476**	**102 852 276**	
Payments						
Employee costs	(382 139 000)	(2 536 000)	**(384 675 000)**	(345 635 698)	**39 039 302**	
Suppliers	(352 583 000)	202 657 000	**(149 926 000)**	(379 513 962)	**(229 587 962)**	
Finance costs	(470 000)	-	**(470 000)**	(211 144)	**258 856**	
	(735 192 000)	**200 121 000**	**(535 071 000)**	**(725 360 804)**	**(190 289 804)**	
Net cash flows from operating activities	**328 472 200**	**226 230 000**	**554 702 200**	**467 264 672**	**(87 437 528)**	
Cash flows from investing activities						
Purchase of property, plant and equipment	(324 027 000)	(66 154 000)	**(390 181 000)**	(392 914 856)	**(2 733 856)**	
Proceeds from sale of property, plant and equipment	-	-	-	405 405	**405 405**	
Purchase of heritage assets	100 000	-	**100 000**	(70 716)	**(170 716)**	
Net cash flows from investing activities	**(323 927 000)**	**(66 154 000)**	**(390 081 000)**	**(392 580 167)**	**(2 499 167)**	
Cash flows from financing activities						
Finance lease payments	-	(1 300 000)	**(1 300 000)**	(1 322 562)	**(22 562)**	
Net increase/(decrease) in cash and cash equivalents	4 545 200	158 776 000	**163 321 200**	73 361 943	**(89 959 257)**	
Cash and cash equivalents at the beginning of the year	209 097 000	144 806 971	**353 903 971**	353 903 971	-	
Cash and cash equivalents at the end of the year	**213 642 200**	**303 582 971**	**517 225 171**	**427 265 914**	**(89 959 257)**	

Accounting Policies

Figures in Rand	Note(s)	2022	2021

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise.

These annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act (Act 56 of 2003).

The principal accounting policies adopted in the preparation of these annual financial statements are set out below.

Assets, liabilities, revenues and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP.

The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant policy.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the municipality.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the municipality will continue to operate as a going concern for at least the next 12 months.

1.3 Materiality

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

1.4 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

When the presentation or classification of items in the quarterly financial statements is amended, prior period comparative amounts are restated. The nature and reason for the reclassification is disclosed. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.5 Standards, amendments to standards and interpretations

The following GRAP standards have been approved but not yet effective.

No.	Title of Standard	Impact on GRAP Reporting Framework
GRAP 25	Employee benefits	No material impact
GRAP 103	Heritage assets	No material impact
GRAP 104	Financial instruments	No material impact

1.6 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one year. Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the municipality. Trade discounts and rebates are deducted in arriving at the cost. The cost also includes the necessary costs of dismantling and removing the asset and restoring the site on which it is located.

When significant components of an item of property, plan and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Depreciation
Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately. The annual depreciation rates are based on the following estimated average asset lives:

Item	Average useful life
Buildings	10-55
Furniture and fixtures	8-20
Motor vehicles	
• Specialised services	7-20
• Other vehicles	7-20
Machinery and equipment	8-20
IT equipment	8-23
Computer software	8-11
Infrastructure	
• Roads and paving	15-50
Community	
• Buildings	10-55
• Security	3-10
Other equipment	
• Copiers	3-6
• Telephones	3-6
• Emergency Equipment	5-8
Communication equipment	3-6
Leased Assets	
• Office Equipment	1-10
Wastewater network	
• Sewerage	15-50
Water network	
• Water maintenance and purification	15-55
• Water reservoir	30-55

The residual value, the useful life and depreciation method of each asset are reviewed at least at of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Reviewing the useful life of an asset on an annual basis does not require the entity to amend the previous estimate unless expectations differ from the previous estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use or disposal of the asset.

1.6 Property, plant and equipment (continued)

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Initial recognition

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one year. Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the municipality.

Trade discounts and rebates are deducted in arriving at the cost. The cost also includes the necessary costs of dismantling and removing the asset and restoring the site on which it is located.

When significant components of an item of property, plan and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Where an asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

Major spare parts and servicing equipment qualify as property, plant and equipment when the municipality expects to use them during more than one period. Similarly, if the major spare parts and servicing equipment can be used only in connection with an item of property, plant and equipment, they are accounted for as property, plant and equipment.

Subsequent measurement - cost

Subsequent to initial recognition, items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated as it is deemed to have an indefinite useful life.

Where the municipality replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component. Subsequent expenditure incurred on an asset is capitalised when it increases the capacity or future economic benefits associated with the asset.

Depreciation

Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately. The annual depreciation rates are based on the following estimated average asset lives:

Derecognition

Items of Property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Work in progress

Construction work in progress is recognised at cost and transferred to asset upon completion. Construction work in progress is not depreciable until after it is transferred to completed assets.

1.7 Impairment of non-cash-generating assets

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The municipality assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the municipality estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also test a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Reversal of an impairment loss

The municipality assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the municipality estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit. Any reversal of an impairment loss of a revalued non-cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

1.8 Intangible assets

Initial Recognition

An intangible asset is an identifiable non-monetary asset without physical substance. Examples include computer software, licences, and development costs. The municipality recognises an intangible asset in its Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the municipality and the cost or fair value of the asset can be measured reliably.

Internally generated intangible assets are subject to strict recognition criteria before they are capitalised. Research expenditure is never capitalised, while development expenditure is only capitalised to the extent that:

- the municipality intends to complete the intangible asset for use or sale
- it is technically feasible to complete the intangible asset
- the municipality has the resources to complete the project; and
- it is probable that the municipality will receive future economic benefits or service potential.

Intangible assets are initially recognised at cost.

Where an intangible asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired.

Where an intangible asset is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

1.8 Intangible assets (continued)

Subsequent measurement - cost model

Intangible assets are subsequently carried at cost less accumulated amortisation and impairments. The cost of an intangible asset is amortised over the useful life where that useful life is finite. Where the useful life is indefinite, the asset is not amortised but is subject to an annual impairment test.

Amortisation and impairment

Amortisation is charged so as to write off the cost or valuation of intangible assets over their estimated useful lives using the straight line method. The annual amortisation rates are based on the following estimated average asset lives:

Computer software	8-11

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at each reporting date and any changes are recognised as a change in accounting estimate in the Statement of Financial Performance.

The municipality tests intangible assets with finite useful lives for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of an intangible asset is greater than the estimated recoverable amount (or recoverable service amount), it is written down immediately to its recoverable amount (or recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

Derecognition

Intangible assets are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an intangible asset is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Website costs

The municipality has a website designed for internal and external access. The municipality is at the operating stage which comprises maintaining and enhancing applications, infrastructure, graphical design and the content of the file. The municipality incurs internally generated costs on the operation of the website and the costs are therefore expensed.

1.9 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the weighted average cost .

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories is assigned using the weighted average cost formula. The same cost formula is used for all inventories having a similar nature and use to the municipality.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.9 Inventories (continued)

Initial recognition

Inventories assets in the form of materials or supplies to be consumed or distributed in the rendering of service. Inventories are initially recognised at cost Cost generally refers to the purchase price, plus taxes, transport costs and any other costs in bringing the inventories to their current location and condition

Where inventory is acquired by the municipality for no or nominal consideration (i e a non-exchange transaction), the cost is deemed to be equal to the fair value of the item on the date

Consumable inventory is valued using the weighted average cost whilst water inventory is valued using the weighted average cost method

Subsequent measurement

Inventories, consisting of consumable stores and raw materials, are valued at the weighted average cost, unless they are to be distributed at no or nominal charge, in which case they are measured at the lower of cost and current replacement cost Redundant and slow-moving inventories are identified and written down in this way Differences arising on the valuation of inventory are recognised in the Statement of Financial Performance in the year in which they arose. The amount of any reversal of any write-down of inventories arising from an increase in weighted average cost or current replacement cost is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs

The carrying amount of inventories is recognised as an expense in the period that the inventory was distributed, written off or consumed unless that cost qualifies for capitalisation to the cost of another asset

1.10 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one municipality and a financial liability or a residual interest of another municipality

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectability

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation

Derecognition is the removal of a previously recognised financial asset or financial liability from an municipality's statement of financial position

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability When calculating the effective interest rate, an municipality shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions) transaction costs and all other premiums or discounts There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably

1.10 Financial Instruments (continued)

However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the municipality shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:
- cash;
- a residual interest of another municipality; or
- a contractual right to:
  - receive cash or another financial asset from another municipality; or
  - exchange financial assets or financial liabilities with another municipality under conditions that are potentially favourable to the municipality.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A financial liability is any liability that is a contractual obligation to:
- deliver cash or another financial asset to another municipality; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an municipality in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

A residual interest is any contract that manifests an interest in the assets of an municipality after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:
- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an municipality's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an municipality.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:
- the municipality designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Initial recognition

The municipality recognises a financial asset or a financial liability in its statement of financial position when the municipality becomes a party to the contractual provisions of the instrument.

The municipality recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The municipality measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

1.10 Financial instruments (continued)

The municipality measures a financial asset and financial liability initially at its fair value [if subsequently measured at fair value]

Subsequent measurement of financial assets and financial liabilities

The municipality measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.
- Financial instruments at amortised cost.
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the municipality does not offset the transferred asset and the associated liability.

1.11 Statutory receivables

Identification

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Recognition

The municipality recognises statutory receivables as follows:

- If the transaction is an exchange transaction, using the policy on Revenue from exchange transactions;
- If the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions (Taxes and transfers); or
- If the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the transaction amount can be measured reliably.

Initial measurement

The municipality initially measures statutory receivables at their transaction amount.

1.11 Statutory receivables (continued)

Subsequent measurement

The municipality measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

- interest or other charges that may have accrued on the receivable (where applicable);
- impairment losses; and
- amounts derecognised.

Impairment losses

The municipality assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, the municipality considers, as a minimum, the following indicators:

- Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.
- It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.
- A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).
- Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the municipality measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced, either directly or through the use of an allowance account. The amount of the losses is recognised in surplus or deficit.

In estimating the future cash flows, an municipality considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the entity discounts the estimated future cash flows using a rate that reflects the current risk-free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted either directly or by adjusting the allowance account. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable(s) would have been had the impairment loss not been recognised at the date the impairment is revised. The amount of any adjustment is recognised in surplus or deficit.

Derecognition

The municipality derecognises a statutory receivable, or a part thereof, when:

- the rights to the cash flows from the receivable are settled, expire or are waived;
- the municipality transfers to another party substantially all of the risks and rewards of ownership of the receivable; or
- the municipality, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
  - derecognise the receivable; and
  - recognise separately any rights and obligations created or retained in the transfer

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. The entity considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP. Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

1.12 Unauthorised expenditure

Unauthorised expenditure means:

- overspending of a vote or a main division within a vote, and
- expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division

Unauthorised expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

1.13 Irregular expenditure

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the Municipality's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance. The identified irregular expenditure is disclosed in the note to the annual financial statements in the year that it is incurred.

1.14 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance. The identified fruitless and wasteful expenditure is disclosed in the note to the annual financial statements in the year that it is incurred.

1.15 Provisions and Contingents

Provisions are recognised when the municipality has a present or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made. Provisions are reviewed at reporting date and adjusted to reflect the current best estimate. Where the effect is material, non-current provisions are discounted to their present value using a pre-tax discount rate that reflects the market's current assessment of the time value of money, adjusted for risks specific to the liability (for example in the case of obligations for the rehabilitation of land).

The municipality does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is disclosed where an inflow of economic benefits is probable.

Future events that may affect the amount required to settle an obligation are reflected in the amount of a provision where there is sufficient objective evidence that they will occur. Gains from the expected disposal of assets are not taken into account in measuring a provision. Provisions are not recognised for future operating losses. The present obligation under an onerous contract is recognised and measured as a provision.

A provision for restructuring costs is recognised only when the following criteria over and above the recognition criteria of a provision have been met.

a) The municipality has a detailed formal plan for the restructuring identifying at least:

- the location, function, and approximate number of employees who will be compensated for terminating their services.
- when the plan will be implemented, and

The municipality has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

1.16 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

1.16 Leases (continued)

Finance leases - lessee

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the municipality. Property, plant and equipment or intangible assets subject to finance lease agreements are initially recognised at the lower of the asset's fair value and the present value of the minimum lease payments. The corresponding liabilities are initially recognised at the inception of the lease and are measured as the sum of the minimum lease payments due in terms of the lease agreement, discounted for the effect of interest. In discounting the lease payments, the municipality uses the interest rate that exactly discounts the lease payments and unguaranteed residual value to the fair value of the asset plus any direct costs incurred.

Subsequent to initial recognition, the leased assets are accounted for in accordance with the stated accounting policies applicable to property, plant, equipment or intangibles. The lease liability is reduced by the lease payments, which are allocated between the lease finance cost and the capital repayment using the effective interest rate method. Lease finance costs are expensed when incurred. The accounting policies relating to derecognition of financial instruments are applied to lease payables. The lease asset is depreciated over the shorter of the asset's useful life or the lease term.

Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are accrued on a straight-line basis over the term of the relevant lease.

Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis.

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Income for leases is disclosed under revenue in statement of financial performance.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.17 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the municipality receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

1.17 Revenue from exchange transactions (continued)

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:
- the municipality has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:
- the municipality has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest Income

Revenue arising from the use by others of municipal assets yielding interest shall be recognised when:
- It is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- The amount of the revenue can be measured reliably. Interest shall be recognised on a time basis that takes into account the effective yield of interest.

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No.56 of 2003) and is recognised when the recovery thereof from the responsible councillors or officials is virtually certain.

1.18 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by a municipality, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

1.18 Revenue from non-exchange transactions (continued)

Control of an asset arise when the municipality can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

Fines are economic benefits or service potential received or receivable by entities, as determined by a court or other law enforcement body, as a consequence of the breach of laws or regulations.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an municipality either receives value from another municipality without directly giving approximately equal value in exchange, or gives value to another municipality without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting municipality.

Tax expenditures are preferential provisions of the tax law that provide certain taxpayers with concessions that are not available to others.

The taxable event is the event that the government, legislature or other authority has determined will be subject to taxation.

Taxes are economic benefits or service potential compulsorily paid or payable to entities, in accordance with laws and or regulations, established to provide revenue to government. Taxes do not include fines or other penalties imposed for breaches of the law.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the municipality satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the municipality.

When, as a result of a non-exchange transaction, the municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.19 Events after reporting date

Recognised amounts in the financial statements are adjusted to reflect events arising after the balance sheet date that provide evidence of conditions that existed at the Balance Sheet date Events after the Balance Sheet date that are indicative of conditions that arose after the Balance Sheet date are dealt with by way of a note to the Financial Statements

1.20 Commitments

A commitment arises when a decision is made to incur a liability e.g. purchase order, delivery schedules or contract for construction of infrastructure assets. A commitment becomes a liability when the intention to agree to an outflow of resources outflow of resources becomes a present obligation

The commitments are not recognised as a liability in the statement of financial position but are disclosed in the notes to the financial statements

Commitments are disclosed including value added tax

1.21 Employee benefits

Employee benefits are all forms of consideration given by an entity in exchange for service rendered by employees.

A qualifying insurance policy is an insurance policy issued by an insurer that is not a related party (as defined in the Standard of GRAP on Related Party Disclosures) of the reporting entity, if the proceeds of the policy can be used only to pay or fund employee benefits under a defined benefit plan and are not available to the reporting entity's own creditors (even in liquidation) and cannot be paid to the reporting entity, unless either.

- the proceeds represent surplus assets that are not needed for the policy to meet all the related employee benefit obligations; or
- the proceeds are returned to the reporting entity to reimburse it for employee benefits already paid.

Termination benefits are employee benefits payable as a result of either.

- an entity's decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service

Vested employee benefits are employee benefits that are not conditional on future employment.

Composite social security programmes are established by legislation and operate as multi-employer plans to provide post-employment benefits as well as to provide benefits that are not consideration in exchange for service rendered by employees

A constructive obligation is an obligation that derives from an entity's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, the entity has indicated to other parties that it will accept certain responsibilities and as a result the entity has created a valid expectation on the part of those other parties that it will discharge those responsibilities

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service

Short-term employee benefits include items such as

- wages, salaries and social security contributions,
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cell phones) for current employees

1.21 Employee benefits (continued)

When an employee has rendered service to the entity during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The entity measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognise the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which an entity provides post-employment benefits for one or more employees.

Multi-employer plans are defined contribution plans (other than state plans and composite social security programmes) or defined benefit plans (other than state plans) that pool the assets contributed by various entities that are not under common control and use those assets to provide benefits to employees of more than one entity, on the basis that contribution and benefit levels are determined without regard to the identity of the entity that employs the employees concerned.

Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

The rate used to discount post-employment benefit obligations (both funded and unfunded) reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases;
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
- those changes were enacted before the reporting date; or
- past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

Assumptions about medical costs take account of estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

Long term service awards and accumulated leave days

Long term service

Employees qualify for additional leave for various period of uninterrupted service in accordance with SALGBC condition of service. The long term service award measured in accordance with GRAP 25 through an actuarial valuation.

1.21 Employee benefits (continued)

Accumulated leave days
Accumulated leave benefit accrues to employees unto maximum of 48 leave days. The benefits are paid in the events of death, disability, retrenchment or/and retirement. Employees who have leave days in excess of the 48 days for periods, before the conditions of service came to effect, are measured in accordance with GRAP 25 through an actuarial valuation.

1.22 Change in accounting policy, accounting estimates and prior period errors

Change in accounting estimate
Change in accounting estimate is an adjustment of the carrying amount of an asset or a liability, or the amount of the periodic consumption of an asset that results from the assessment of the present status of, and expected future benefits and obligations associated with, assets and liabilities.

Changes in accounting estimates result from new information or new developments and, accordingly, are not corrections of errors. Any changes to the relevant financial items (associated with assets and liabilities) are made prospectively.

Change in accounting policy
Accounting policies are the specific principles, bases, conventions, rules and practices applied by an municipality in preparing and presenting financial statements. Any changes to these policies arising from new or amended GRAP standards will be applied either retrospectively or prospectively if transitional provisions exists.

Prior period errors
Prior period errors are omissions from, and misstatements in, the municipality's financial statements for one or more prior periods arising from a failure to use, or misuse of, reliable information that:
(a) was available when financial statements for those periods were authorised for issue; and
(b) could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements.

Such errors include the effects of mathematical mistakes, mistakes in applying accounting policies, oversights or misinterpretations of facts, and fraud.

A prior period error is corrected by retrospective restatement, except to the extent that it is impracticable to determine the period-specific or cumulative effect of the error.

When it is impracticable to determine the period-specific effects of an error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable (which may be the current period).

When it is impracticable to determine the cumulative effect, at the beginning of the current period, of an error on all prior periods, the entity shall restate the comparative information to correct the error prospectively from the earliest date practicable.

1.23 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the municipality, including those charged with the governance of the municipality in accordance with legislation, in instances where they are required to perform such functions.

1.23 Related parties (continued)

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with the municipality.

The municipality is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the municipality to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the municipality is exempt from the disclosures in accordance with the above, the municipality discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

1.24 Budget Information

The annual budget figures have been prepared in accordance with the GRAP standards, and are consistent with the accounting policies adopted by the Council for the preparation of these financial statements. The amounts are scheduled as a separate additional financial statement, called the statement of comparison of budget and actual amounts. Explanatory comments are provided in the notes to the annual financial statements.

The annual budget figures included in the financial statements are for the Municipality and these figures are those approved by the Council at the beginning and during the year.

The approved budget is prepared on an accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2021/07/01 to 2022/06/30.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

The Statement of comparative and actual information has been included in the annual financial statements as the recommended disclosure when the annual financial statements and the budget are on the same basis of accounting as determined by National Treasury and requirements of GRAP 24. Material variances are variances with a difference of more than 10%.

1.25 Value added tax

VAT is accounted for on an accrual basis and registered for on the cash basis.

1.26 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgements is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Trade receivables / Held to maturity investments and/or loans and receivables

The municipality assesses its trade receivables, held to maturity investments and loans and receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the surplus makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables, held to maturity investments and loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

1.26 Significant judgements and sources of estimation uncertainty (continued)

Available-for-sale financial assets

The municipality follows the guidance of IAS 39 to determine when an available-for-sale financial asset is impaired. This determination requires significant judgment. In making this judgment, the municipality evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and near-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

If all of the declines in fair value below cost were considered significant or prolonged, the municipality would suffer an additional deficit of - in its 2022 annual financial statements, being a reclassification adjustment of the fair value adjustments previously recognised in other comprehensive income and accumulated in equity on the impaired available-for-sale financial assets to surplus or deficit.

Allowance for slow moving, damaged and obsolete stock

An allowance for stock to write stock down to the lower of cost or net realisable value. Management have made estimates of the selling price and direct cost to sell on certain inventory items. The write down is included in the operation surplus note.

Fair value estimation

The fair value of financial instruments traded in active markets (such as trading and available-for-sale securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the municipality is the current bid price.

The fair value of financial instruments that are not traded in an active market (for example, over-the counter derivatives) is determined by using valuation techniques. The municipality uses a variety of methods and makes assumptions that are based on market conditions existing at the end of each reporting period. Quoted market prices or dealer quotes for similar instruments are used for long-term debt. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the end of the reporting period.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the municipality for similar financial instruments.

The carrying amount of available-for-sale financial assets would be an estimated - lower or - higher were the discounted rate used in the discount cash flow analysis to differ by 10% from management's estimates.

Impairment testing

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the [name a key assumption] assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of goodwill and tangible assets.

The municipality reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. In addition, goodwill is tested on an annual basis for impairment. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of goodwill and tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors including [list entity specific variables, i.e. production estimates, supply demand], together with economic factors such as [list economic factors such as exchange rates inflation interest].

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note - Provisions.

1.26 Significant judgements and sources of estimation uncertainty (continued)

Useful lives of waste and water network and other assets

The municipality's management determines the estimated useful lives and related depreciation charges for the waste water and water networks. This estimate is based on industry norm. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives.

Post retirement benefits

The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

The municipality determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the municipality considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Other key assumptions for pension obligations are based on current market conditions. Additional information is disclosed in Note 16.

Effective interest rate

The municipality used the prime interest rate to discount future cash flows.

Allowance for doubtful debts

On debtors an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

1.27 Heritage assets

Assets are resources controlled by an municipality as a result of past events and from which future economic benefits or service potential are expected to flow to the municipality.

Carrying amount is the amount at which an asset is recognised after deducting accumulated impairment losses.

Class of heritage assets means a grouping of heritage assets of a similar nature or function in an municipality's operations that is shown as a single item for the purpose of disclosure in the annual financial statements.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Standards of GRAP.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

An impairment loss of a non-cash-generating asset is the amount by which the carrying amount of an asset exceeds its recoverable service amount.

Recognition

The municipality recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the municipality, and the cost or fair value of the asset can be measured reliably.

1.27 Heritage assets (continued)

Initial measurement

Heritage assets are measured at cost

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses

After recognition as an asset, a class of heritage assets, whose fair value can be measured reliably, is carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent impairment losses.

If a heritage asset's carrying amount is increased as a result of a revaluation, the increase is credited directly to a revaluation surplus However, the increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same heritage asset previously recognised in surplus or deficit

If a heritage asset's carrying amount is decreased as a result of a revaluation, the decrease is recognised in surplus or deficit However, the decrease is debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that heritage asset

Impairment

The municipality assesses at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the municipality estimates the recoverable amount or the recoverable service amount of the heritage asset

1.28 Accounting by principals and agents

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal)

Identifying whether an entity is a principal or an agent

When the municipality is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement

The assessment of whether an municipality is a principal or an agent requires the municipality to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Binding arrangement

The municipality assesses whether it is an agent or a principal by assessing the rights and obligations of the various parties established in the binding arrangement

Where the terms of a binding arrangement are modified, the parties to the arrangement re-assess whether they act as a principal or an agent

1.28 Accounting by principals and agents (continued)

Assessing which entity benefits from the transactions with third parties

When the municipality in a principal-agent arrangement concludes that it undertakes transactions with third parties for the benefit of another entity, then it is the agent. If the municipality concludes that it is not the agent, then it is the principal in the transactions.

The municipality is an agent when, in relation to transactions with third parties, all three of the following criteria are present:

- It does not have the power to determine the significant terms and conditions of the transaction.
- It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit.
- It is not exposed to variability in the results of the transaction.

Where the municipality has been granted specific powers in terms of legislation to direct the terms and conditions of particular transactions, it is not required to consider the criteria of whether it does not have the power to determine the significant terms and conditions of the transaction, to conclude that is an agent. The municipality applies judgements in determining whether such powers exist and whether they are relevant in assessing whether the municipality is an agent.

Recognition

The municipality, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal-agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The municipality, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The municipality recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

1.29 Commission expense

Commission expense is accounted for on an accrual basis.

1.30 Distribution loss

Distribution losses are losses that result from differences between purchases and consumption's both billed and estimated.

Figures in Rand	2022	2021

2. Cash and cash equivalents

Cash and cash equivalents consist of

First National Bank (Primary Bank Account)	1 306 533	2 362 362
Investment Accounts	425 928 466	351 526 510
Cash on hand	30 914	15 098
	427 265 913	**353 903 970**

The municipality had the following bank accounts

Account number / description	Bank statement balances		Cash book balances	
	30 June 2022	30 June 2021	30 June 2022	30 June 2021
FNB BANK - Current Account - 620-055-56339	3 341 442	2 380 962	1 306 533	2 362 363

Summary of investments held

First National Bank - Call Account	297 422	303 223
Nedbank Deposit Account	257 797 795	236 676 763
ABSA	40 705 302	23 217 941
Standard Bank	127 127 947	91 328 581
	425 928 466	**351 526 508**

Included in FNB account is a guarantee to Eskom amounting to R294 600 plus interest of R2 196.

Guarantee	296 796	294 600

No cash and cash equivalents are held as collateral

3. Receivables from non-exchange transactions

Receivables from non-exchange revenue	28 607 838	33 709 289
Provision - Receivables from non-exchange revenue	(1 288 458)	(2 291 325)
	27 319 380	**31 417 964**

Reconciliation of provision for impairment of receivables from non-exchange transactions

Opening balance	2 291 325	2 303 325
Amounts written off as uncollectible	(998 867)	-
Reversal of impairment	(4 000)	(12 000)
	1 288 458	**2 291 325**

Included in receivables from non-exchange transactions

Local Municipalities-Unspent Grants	-	998 867
Blouberg Municipality - Refunds for water payments	2 539 827	1 693 118
Molemole Municipality - Refunds for water payments	806 794	360 244
Lepelle Nkumpi Municipality - Refunds for water payments	20 618 936	26 127 138
Other debtors	4 642 282	4 529 924
	28 607 839	**33 709 291**

Figures in Rand	2022	2021

4. Inventories

Consumable stores	801 900	774 465
Maintenance materials	2 386 164	2 143 877
Water for distribution	248 973	229 032
	3 437 037	**3 147 374**
Inventories recognised as an expense during the year	84 390 887	80 338 395

No inventories were pledged as collateral and no inventories were written off during the year and no inventories were written off during the year.

5. Prepayments

Prepaid expenses	4 159 929	2 714 100

2022
Advance payments made to SAGA for 2022/2023 membership fees, East and West Investment for rental payments and Alihlolege

2021
Advance payments made to SAGA for 2021/2022 membership fees, East and West Investment for rental payments and Alihlolege

Prepaid expenses include the following		
Opening balance	2 714 099	3 204 938
Amount expensed	(2 714 099)	(3 204 938)
Alihlolege	64 584	64 583
East and west Investment	448 011	426 914
SALGA	3 647 334	2 222 602
	4 159 929	**2 714 099**

6. VAT receivable

VAT	24 439 148	29 418 922

VAT is accounted for on an accrual basis and registered for on a cash basis. VAT refunds are due from March 2022 to June 2022.

7. Receivables from exchange transactions

Gross balances		
Water	447 593 666	380 844 832
Less: Allowance for impairment		
Water	(391 654 816)	(327 926 915)
Net balance		
Water	55 938 850	52 917 917
Water		
Current (0 -30 days)	7 280 998	7 775 003
31 - 60 days	4 663 053	8 670 865

Figures in Rand	2022	2021
7. Receivables from exchange transactions (continued)		
61 - 90 days	2 749 432	6 184 983
91 - 120 days	1 967 891	5 237 030
121 > 365 days	39 277 476	25 050 036
	55 938 850	**52 917 917**
Summary of debtors by customer classification		
Consumers		
Current (0 -30 days)	7 006 865	7 447 346
31 - 60 days	6 968 834	6 845 242
61 - 90 days	7 038 467	6 873 296
91 - 120 days	7 292 532	6 362 803
121 > 365 days	390 617 438	319 112 688
	418 924 136	346 641 375
Less Allowance for impairment	(378 921 623)	(315 986 506)
	40 002 513	**30 654 869**
Industrial/ commercial		
Current (0 -30 days)	1 070 151	483 477
31 - 60 days	505 986	2 784 525
61 - 90 days	369 503	445 569
91 - 120 days	388 085	318 197
121 > 365 days	18 681 997	15 696 302
	21 015 722	19 728 070
Less Allowance for impairment	(14 568 276)	(11 940 420)
	6 447 446	**7 787 650**
National and provincial government		
Current (0 -30 days)	636 855	451 986
31 - 60 days	241 543	460 560
61 - 90 days	148 440	423 173
91 - 120 days	197 160	380 473
121 > 365 days	6 429 810	13 074 880
	7 653 808	**14 791 072**
Total		
Current (0 -30 days)	8 713 872	8 382 810
31 - 60 days	7 716 362	10 090 328
61 - 90 days	7 556 410	7 742 038
91 - 120 days	7 877 777	7 061 473
121 > 365 days	415 729 245	347 568 184
	447 593 666	380 844 833
Less Allowance for impairment	(391 654 816)	(327 926 920)
	55 938 850	**52 917 913**
Less: Allowance for impairment		
Current (0 -30 days)	(1 432 872)	(607 807)
31 - 60 days	(3 053 309)	(1 419 463)
61 - 90 days	(4 806 978)	(1 557 055)
91 - 120 days	(5 909 886)	(1 824 444)
121 > 365 days	(376 451 771)	(322 518 146)
	(391 654 816)	**(327 926 915)**

Figures in Rand	2022	2021
7. Receivables from exchange transactions (continued)		
Reconciliation of allowance for impairment		
Balance at beginning of the year	(327 926 917)	(263 290 609)
Contributions to allowance	(57 011 290)	(56 205 483)
Debt impairment written off against allowance	1 835 085	-
Reversal of allowance	(8 551 694)	(8 430 823)
	(391 654 816)	**(327 926 916)**
Reconciliation of allowance for impairment of consumer debtors		
Opening balance	327 926 915	264 624 480
Allowance for impairment	63 727 901	64 636 306
Amounts written off as uncollectible	-	(1 333 871)
	391 654 816	**327 926 915**

8. Property, plant and equipment

	2022			2021		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	12 407 500	-	12 407 500	12 407 500	-	12 407 500
Plant and machinery	22 638 342	(9 729 592)	12 908 750	20 196 541	(8 048 489)	12 148 052
Furniture and fixtures	15 427 780	(8 113 239)	7 314 541	15 267 768	(6 976 773)	8 290 995
Motor vehicles	79 775 557	(30 810 453)	48 965 104	80 412 945	(26 601 111)	53 811 834
IT equipment	18 161 841	(7 023 822)	11 138 019	16 029 220	(5 785 428)	10 243 792
Infrastructure	2 876 148 872	(702 499 726)	2 173 649 146	2 641 749 407	(636 100 391)	2 005 649 016
Community	93 217 236	(35 551 239)	57 665 997	90 917 624	(32 510 933)	58 406 691
Assets under construction	1 130 390 155	(1 232 136)	1 129 158 019	992 220 961	-	992 220 961
Leased Assets	4 139 275	(1 943 002)	2 196 273	4 139 275	(563 244)	3 576 031
Total	**4 252 306 558**	**(796 903 209)**	**3 455 403 349**	**3 873 341 241**	**(716 586 369)**	**3 156 754 872**

8. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - June 2022

	Opening balance	Additions	Disposals	Transfers received	Transfers	Other changes, movements	Depreciation	Impairment loss	Total
Land	12 407 500	-	-	-	-	-	-	-	12 407 500
Plant and machinery	12 148 052	2 441 801	-	-	-	-	(1 681 103)	-	12 908 750
Furniture and fixtures	8 290 995	204 110	(14 001)	-	-	-	(1 166 563)	-	7 314 541
Motor vehicles	53 811 834	117 818	(389 101)	-	-	-	(4 575 447)	-	48 965 104
IT equipment	10 243 792	2 498 723	(283 843)	-	-	-	(1 320 653)	-	11 138 019
Infrastructure	2 005 649 016	41 324 579	(550 339)	206 007 259	-	(9 932 728)	(61 959 074)	(6 889 567)	2 173 649 146
Community	58 406 691	451 333	-	1 848 280	-	-	(2 442 916)	(597 391)	57 665 997
Assets under construction	992 220 961	346 024 733	-	-	(207 855 539)	-	-	(1 232 136)	1 129 158 019
Leased Assets	3 576 031	-	-	-	-	-	(1 379 757)	-	2 196 273
	3 156 754 872	**393 063 097**	**(1 237 284)**	**207 855 539**	**(207 855 539)**	**(9 932 728)**	**(74 525 513)**	**(8 719 094)**	**3 455 403 349**

Reconciliation of property, plant and equipment - June 2021

	Opening balance	Additions	Disposals	Transfers	Other changes, movements	Depreciation	Impairment loss	Total
Land	12 407 500	-	-	-	-	-	-	12 407 500
Plant and machinery	11 568 171	2 208 303	(184 333)	-	-	(1 444 089)	-	12 148 052
Furniture and fixtures	7 555 480	1 964 270	(135 836)	-	-	(1 092 919)	-	8 290 995
Motor vehicles	36 695 719	22 778 899	(2 096 177)	-	-	(3 566 607)	-	53 811 834
IT equipment	11 603 821	497 611	(693 599)	-	-	(1 164 041)	-	10 243 792
Infrastructure	1 919 555 198	38 177 189	(7 386 370)	140 813 306	(12 119 930)	(59 535 074)	(13 855 303)	2 005 649 016
Community	57 865 697	611 311	(6 565)	2 494 035	-	(2 436 246)	(121 541)	58 406 691
Assets under construction	796 874 109	342 944 772	-	(143 307 341)	(4 290 579)	-	-	992 220 961
Leased Assets	-	4 139 275	-	-	-	(563 244)	-	3 576 031
	2 854 125 695	**413 321 630**	**(10 502 880)**	**-**	**(16 410 509)**	**(69 802 220)**	**(13 976 844)**	**3 156 754 872**

Figures in Rand	2022	2021

8. Property, plant and equipment (continued)

Pledged as security

No property, plant and equipments are pledged as collaterals

Assets subject to finance lease (Net carrying amount)

Other leased Assets # 1	2 196 273	3 576 031

Property, plant and equipment taking longer to complete than expected

Cumulative expenditure recognised in the carrying value of property, plant and equipment

Infrastructure - Projects are on planning stage	95 248 539	93 318 136
Community - Projects are on planning stage	2 026 521	2 026 521
	97 275 060	**95 344 657**

The district relies mainly on groundwater for potable water supply. The distnct has been championing forward planning for infrastructure projects and to achieve this, projects planning activities/ milestones takes time before a project can be considered feasible for implementation due to the magnitude of the regional water schemes, and to ensure sustainability and efficiency of water resource to meet current and future water demand of the area. Groundwater development and exploration of wellfields/aquifers place a critical role during planning of water supply projects. Grootpan, Sias and Londen Regional Water Scheme is now at evaluation stage for appointment of contractors.

Carrying value of property, plant and equipment that is taking a significantly longer period of time to complete than expected

Projects at planning stage, the source development were completed, technical report were developed and designs are to commence.	8 508 893	-
1 Project technical report developed and designs to commence	1 929 516	1 929 516
1 Project source development completed and development of technical report to commence	876 311	-
Blouberg Satellite, designs completed	2 026 520	2 026 520
	13 341 240	**3 956 036**

Carrying value of property, plant and equipment where construction or development has been halted either during the current or previous reporting period(s)

Construction stage:

2 Projects are awaiting electrification by Eskom	11 884 221	-
1 project was vandalised and impaired	22 310 399	-
1 project where the planning was completed, the EIA is in progress and the project is at tender advertisement stage	17 186 722	17 186 722
3 projects source development were completed, the technical reports were developed and designs are to commence	6 875 159	897 196
1 project scoping report is complete	1 488 125	1 488 125
1 projects source development, the topographical surveys and technical reports were developed. The project will go into design stage	17 568 092	14 434 896

Figures in Rand	2022	2021

8. Property, plant and equipment (continued)

1 Projects source development completed and the development of technical report is to commence.	872 627	872 627
1 project's technical report was developed and designs are to commence.	5 748 472	-
	83 933 817	**34 879 566**

Reconciliation of Work-in-Progress June 2022

	Included within Infrastructure	Included within Community	Total
Opening balance	946 001 546	46 219 415	992 220 961
Additions/capital expenditure	341 298 846	4 725 887	346 024 733
Impairment of assets	(1 232 136)	-	(1 232 136)
Transferred to completed items	(207 855 537)	-	(207 855 537)
	1 078 212 719	**50 945 302**	**1 129 158 021**

Reconciliation of Work-in-Progress June 2021

	Included within Infrastructure	Included within Community	Total
Opening balance	752 014 041	44 860 068	796 874 109
Reclassification	(4 290 579)	-	(4 290 579)
Additions/capital expenditure	341 585 425	1 359 347	342 944 772
Transferred to completed items	(140 813 306)	(2 494 035)	(143 307 341)
	948 495 581	**43 725 380**	**992 220 961**

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
Contracted services	24 618 422	10 110 295

9. Non-living resources

Entity as custodian

The municipality is responsible for the provision of water in terms of section 84(1)(b) of Municipal Structures Act 117 of 1998.

The municipality provide water services through water bought from Lepelle Northern Water as well as water from own drilled boreholes.

Nature and types of non-living resources for which the entity is responsible

Water not yet extracted from the boreholes.

Liabilities and/or contingent liabilities that arise from the non-living resources

No liabilities arised from non-living resources.

10. Intangible assets

	2022			2021		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software	8 301 128	(4 792 254)	3 508 874	8 301 128	(3 804 512)	4 496 616

Reconciliation of intangible assets - June 2022

	Opening balance	Amortisation	Total
Computer software	4 496 616	(987 742)	3 508 874

Reconciliation of intangible assets - June 2021

	Opening balance	Additions	Amortisation	Total
Computer software	3 949 944	1 390 596	(843 924)	4 496 616

Pledged as security

No intangible assets are pledged as collaterals.

11. Heritage assets

	2022			2021		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Stamp collections, military insignia, medals, coin	70 716	-	70 716	-	-	-

Reconciliation of heritage assets 2022

	Opening balance	Additions	Total
Stamp collections, military insignia, medals, coin	-	70 716	70 716

Age and/or condition of heritage assets

The following information relating to age and/or condition of heritage assets is provided for better appreciation:

The heritage assets relate to the Mayoral Chain bought by the municipality. The heritage assets was capitalised at the cost price paid for the Mayoral chain.

Pledged as security

No heritage assets were pledged as securities for liabilities.

Figures in Rand	2022	2021

12. Payables from exchange transactions

Trade payables	45 666 807	16 468 524
Retentions	124 629 635	111 959 952
Other creditors	13 552 362	10 729 040
	183 848 804	**139 157 516**

13. Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:

Disaster Relief Grant	-	595 234
Rural Road Asset Management Grant (RRAMS)	272 877	3 280 511
	272 877	**3 875 745**

Movement during the year

Balance at the beginning of the year	3 875 745	28 856 868
Additions during the year	371 987 000	328 095 000
Income recognition during the year	(373 525 868)	(352 650 819)
Funds returned to Treasury	(2 064 000)	(425 304)
	272 877	**3 875 745**
Non-current liabilities	-	-
Current liabilities	272 877	3 875 745
	272 877	**3 875 745**

Municipal infrastructure grant (MIG)

Current year receipts	244 646 000	240 410 000
Conditions met transferred to revenue	(244 646 000)	(240 410 000)
	-	-

Finance management grant (FMG)

Current year receipts	1 000 000	1 000 000
Conditions met transferred to revenue	(1 000 000)	(1 000 000)
	-	-

Expanded Public Works Programme Integrated Grant for Municipalities (EPWP)

Balance unspent at the beginning of the year	-	481 304
Current year receipts	3 866 000	3 789 000
Conditions met transferred to revenue	(3 866 000)	(3 845 000)
Funds returned to Treasury	-	(425 304)
	-	-

Rural Roads Asset Management Grant (RRAMS)

Balance unspent at the beginning of the year	3 280 511	1 891 169
Current year receipts	2 475 000	2 443 000
Conditions met transferred to revenue	(3 418 634)	(1 053 658)
Funds returned to Treasury	(2 064 000)	-
	272 877	**3 280 511**

Figures in Rand	2022	2021
13. Unspent conditional grants and receipts (continued)		
Water Services Infrastructure grant (WSIG)		
Balance unspent at the beginning of the year	-	26 119 275
Current year receipts	120 000 000	80 000 000
Conditions met transferred to revenue	(120 000 000)	(106 119 275)
	-	-
Disaster relief grant		
Balance unspent at the beginning of the year	595 234	365 120
Current year receipts	-	453 000
Conditions met transferred to revenue	-	(222 886)
Funds returned to Treasury	(595 234)	-
	-	**595 234**
14. Operating lease accrual		
Current liabilities	206 877	102 173
Future lease payments under non-cancelable operating lease:		
Rental of office buildings		
Payable within one year	4 055 242	1 393 851
Payable within two to five years	4 503 552	418 504
	8 558 794	**1 812 355**
Minimum lease payments recognised in statement of financial performance.		
Lease rentals on operating lease	6 245 039	6 470 143
15. Finance lease obligation		
Minimum lease payments due		
- within one year	1 533 706	1 533 706
- in second to fifth year inclusive	894 661	2 428 366
	2 428 367	3 962 072
less: future finance charges	(136 051)	(347 195)
Present value of minimum lease payments	**2 292 316**	**3 614 877**
Present value of minimum lease payments due		
- within one year	1 418 170	1 322 561
- in second to fifth year inclusive	874 146	2 292 316
	2 292 316	**3 614 877**
Non-current liabilities	874 146	2 292 316
Current liabilities	1 418 170	1 322 561
	2 292 316	**3 614 877**

The municipality leased computer equipments (printers) under finance leases.

The average lease term was 3 years and the average effective borrowing rate was 7% (2021: 7%).

Interest rates are fixed at the contract date. All leases have fixed repayments and include additional charges for contingent rent based on a percentage of sales.

Figures in Rand	2022	2021

15. Finance lease obligation (continued)

Contingent rents	545 019	314 009

16. Employee benefit obligations

Defined benefit plan

Post retirement medical aid plan

The accumulated defined benefit obligation in respect of the post-retirement medical contributions are provided, based on calculations of independent actuaries, using methods and assumptions consistent with GRAP 25 (Employee Benefits) as follows:

Movement in the employee health-care liability

Liability as at 1 July	5 883 000	5 744 000
Benefits paid	(595 307)	(507 000)
Interest	501 000	672 000
Actuarial losses/ (gain)	3 148 307	(26 000)
	8 937 000	**5 883 000**
Current portion of liability	1 011 000	501 000
Non-current portion of liability	7 926 000	5 382 000
	8 937 000	**5 883 000**

Amounts recognised in the annual financial statements

Interest cost	501 000	672 000
Actuarial losses/(gains)	3 148 307	(26 000)
	3 649 307	**646 000**

Sensitivity analysis

As mentioned in the introduction of this report, the valuation is only an estimate of the cost of providing post-employment medical aid benefits. The actual cost to the Municipality will be dependent on actual future levels of assumed variables.

In order to illustrate the sensitivity of our results to changes in certain key variables, we have recalculated the liabilities using the following assumptions:

-20% increase/decrease in the assumed level of mortality.
-1% increase/decrease in the Medical aid inflation

Mortality rate

Deviations from the assumed level of mortality experience of the current employees and the continuation members (pensioners) will have a large impact on the actual cost to the Municipality. If the actual rates of mortality turns out higher than the rates assumed in the valuation basis, the cost to the Municipality in the form of subsidies will reduce and vice versa.

We have illustrated the effect of higher and lower mortality rates by increasing and decreasing the mortality rates by 20%. The effect is as follows:

	-20% Mortality rate	Valuation Assumption	+20% Mortality rate
Total Accrued Liability	9 691 000	8 937 000	8 336 000
Interest Cost	1 100 000	1 011 000	940 000
	10 791 000	**9 948 000**	**9 276 000**

16. Employee benefit obligations (continued)

Medical aid inflation

The cost of the subsidy after retirement is dependent on the increase in the contributions to the medical aid scheme before and after retirement. The rate at which these contributions increase will thus have a direct effect on the liability of future retirees.

We have tested the effect of at 1% p.a. change in the medical aid inflation assumption. The effect is as follows:

	-1% Medical aid inflation	Valuation Assumption	+1% Medical aid inflation
Total Accrued Liability	8 266 000	8 937 000	9 700 000
Interest Cost	931 000	1 011 000	1 101 000
	9 197 000	**9 948 000**	**10 801 000**

Actuarial Loss/(Gain)

The combined Accrued Liability in respect of Post-employment medical aid liability is built-up as follows:

	Current Valuation date 30 June 2022	1 Year Following the Valuation Date	2 Years Following the Valuation Date	3 Years Following the Valuation Date
PV of the obligation as at the previous valuation date	5 883 000	8 937 000	9 152 000	9 366 000
Interest Cost	501 000	1 011 000	1 034 000	1 058 000
Benefits Paid	(595 307)	(796 000)	(820 000)	(833 000)
Actuarial Loss / (Gain)	3 148 307	-	-	-
	8 937 000	**9 152 000**	**9 366 000**	**9 591 000**

Membership Date

According to the information provided, the number of members entitled to receive post-employment medical aid subsidies from the Municipality were:

Category	30-06-2022 Valuation	30-06-2021 Valuation
Continuation Members (Pensioners)	12	7

Accrued Contractual Liability

The figures below reflect the total value of the accrued contractual liability of the Municipality in respect of post-employment medical aid benefits offered to employees:

Category	30-06-2022 Valuation	30-06-2021 Valuation
Continuation Members (Pensioners)	8 937 000	5 883 000

16. Employee benefit obligations (continued)

Category	30-06-2022 Valuation To be used in the 30 June 2022 Actuarial Loss/(Gain) calculation	30-06-2021 Valuation To be used in the 30 June 2021 Actuarial Loss/(Gain) calculation
Interest Cost	1 011 000	501 000

Valuation Method
The Projected Unit Credit funding method has been used to determine the past-service liabilities at the valuation date and the projected annual expense in the year following the valuation date

Post-employment Medical Aid Liabilities
The expected value of each employee and their spouse's future medical aid subsidies is projected by allowing for future medical inflation. The calculated values are then discounted at the assumed discount interest rate to the present date of valuation (calculation). We also allowed for mortality, retirements and withdrawals from service as set out below. The accrued liability is determined on the basis that each employee's medical aid benefit accrues uniformly over the working life of an employee up until retirement. Further it is assumed that the current policy for awarding medical aid subsidies remains unchanged in the future. We assumed that 100% of all active members on medical aid will remain on medical aid once they retire. We also assumed that all active members will remain on the same medical aid option at retirement

Valuation of Assets
As at the valuation date, the medical aid liability of the Municipality was unfunded, i.e. no dedicated assets have been set aside to meet this liability. We therefore did not consider any assets as part of our valuation

Valuation Assumptions
In estimating the liability for post-employment medical aid benefits a number of assumptions are required. GRAP 25 places the responsibility on management to set these assumptions, as guided by the principles set out in GRAP 25 and in discussion with the actuary.

APN 301 states that the assumptions should be realistic and mutually compatible. The difference between the assumptions drives the valuation and it is very important to monitor how this difference changes from one valuation to the next. The most relevant actuarial assumptions used in this valuation are discussed below.

Financial Variables
The two most important financial variables used in our valuation are the discount- and medical aid inflation rates. We have assumed the following values for these variables

Financial Variable	Assumed Value 30-06-2022(Current Valuation)	Assumed Value 30-06-2021(Preceding Valuation)
Discount Rate	Yield Curve	Yield Curve
CPI (Consumer Price Inflation)	Difference between nominal and yield curves	Difference between nominal and yield curves
Medical Aid Contribution Inflation	CPI+1%	CPI+1%
Net Effective Discount Rate	Yield curve based**	Yield curve based**

16. Employee benefit obligations (continued)

Discount Rate
GRAP 25 defines the determination of the Discount rate assumption to be used as follows:

"The discount rate that reflects the time value of money is best approximated by reference to market yields at the reporting date on government bonds. Where there is no deep market in government bonds with a sufficiently long maturity to match the estimated maturity of all the benefit payments, an entity uses current market rates of the appropriate term to discount shorter term payments, and estimates the discount rate for longer maturities by extrapolating current market rates along the yield curve."

"Statement of Financial Position (herein referred to as the "balance sheet").

We used the nominal and real zero curves as at **30 June 2022** as supplied by the JSE to determine our discount rates and CPI assumptions at each relevant time period

Medical Aid Inflation
The Medical Aid Contribution Inflation rate was set with reference to the past relationship between the (yield curve based) Discount Rate for each relevant time period and the (yield curve based) Medical Aid Contribution Inflation for each relevant time period.

South Africa has experienced high health care cost inflation in recent years. The annualised compound rates of increase for the last ten years show that registered medical aid schemes contribution inflation outstripped general CPI by almost 3% year on year. We do not consider these increases to be sustainable and have assumed that medical aid contribution increases would outstrip general inflation by 1% per annum over the foreseeable future.

Average Retirement Age
The average retirement age for all active employees was assumed to be **58** years. This assumption implicitly allows for ill-health and early retirements.

Normal Retirement Age
The normal retirement age (NRA) for all active employees was assumed to be **65** years.

Mortality Rates
Mortality before retirement has been based on the SA 85-90 mortality tables. These are the most commonly used tables in the industry. Mortality post-employment (for pensioners) has been based on the PA (90) ultimate mortality tables. No explicit assumption was made about additional mortality or health care costs due to AIDS.

Spouses and Dependents
We assumed that the marital status of members who are currently married will remain the same up to retirement. It was also assumed that **90%** of all single employees would be married at retirement with no dependent children. Where necessary it was assumed that female spouses would be **five** years younger than their male spouses at retirement and vice versa.

Long service award

The municipality provides long-service awards to its permanent employees. The benefit of long-service awards is provided in the form of annual leave and a gift to a certain monetary value.

In accordance with prevailing legislation, the defined benefits funds are actuarially valued at intervals of not more than two years. The Projected Unit Credit valuation method is used. The latest valuation was performed as at 30 June 2022 by ZAQ Consultants and Actuaries.

The municipality has no legal obligations to settle this liability with any immediate contributions or additional once-off contributions.

The accumulated defined benefit obligation in respect of the long-service awards are provided, based on calculations of independent actuaries, using methods and assumptions consistent with GRAP 25 (Employee Benefits) as follows:

Figures in Rand	2022	2021

16. Employee benefit obligations (continued)

Movement in the long-service award liability

Liability as at 1 July	18 422 000	12 756 000
Benefits paid	(1 396 932)	(2 509 000)
Current service cost	1 452 000	1 142 000
Interest	1 510 000	1 506 000
Actuarial losses/ (gains)	669 932	5 527 000
	20 657 000	**18 422 000**
Current portion of liability	3 692 000	2 962 000
Non-current portion of liability	16 965 000	15 460 000
	20 657 000	**18 422 000**

Expense recognised in Statement of Financial Performance

Current service cost	1 452 000	1 142 000
Interest cost	1 510 000	1 506 000
	2 962 000	**2 648 000**

Changes in the value of obligation	Current Valuation date 30 June 2022	1 Year following the Valuation Date	2 Years following the Valuation Date	3 Years following the Valuation Date
Liability recognised in the balance sheet	18 422 000	20 657 000	21 758 000	24 647 018
Current service cost	1 452 000	1 439 000	1 555 852	1 688 300
Interest cost	1 510 000	2 253 000	2 590 167	2 864 317
Benefits paid	(1 396 932)	(2 591 000)	(1 257 000)	(2 530 000)
Actuarial Loss/ (Gain)	669 932	-	-	-
	20 657 000	**21 758 000**	**24 647 019**	**26 669 635**

Membership data

According to the information provided the number of members entitled to receive long service leave awards from the municipality were:

Gender	Number of active employees	Salary weighted average age (Years)	Weighted average past service (Years)
Male	296	48.01	16.88
Female	206	44.66	15.33
	502		

Long Service Awards Liabilities

Category	30-06-2022 Valuation	30-06-2021 Valuation
Accrued liability	20 657 000	18 422 000

16. Employee benefit obligations (continued)

Category	30-06-2022 Valuation To be used in the 30 June 2022 Actuarial Loss/(Gain) calculation	30-06-2021 Valuation To be used in the 30 June 2021 Actuarial Loss/(Gain) calculation
Interest cost	2 253 000	1 510 000
Current service cost	1 439 000	1 452 000
	3 692 000	**2 962 000**

Valuation Method

The Projected Unit Credit funding method has been used to determine the past-service liabilities at the valuation date and the projected annual expense in the year following the valuation date.

Long Service Awards Liabilities

Long service benefits are awarded in the form of a number of leave days awarded once an employee has completed a certain number of years in service. We have converted the awarded leave days to a percentage of annual salary by assuming there are 250 working days per year. The expected value of each employee's long service award is projected to the next interval by allowing for future salary growth. The table below contains a summary of the benefit policy:

Completed Years of Service	Total Long Service Benefit Award (% of Annual Salary)	Formula used to calculate Total Long Service Benefit Award
10	4%	(10/250)* Annual Salary
15	8%	(20/250)* Annual Salary
20, 25, 30, 35, 40 and 45	12%	(30/250)* Annual Salary

The calculated award values are then discounted at the assumed discount interest rate to the date of calculation. We also allowed for mortality, retirements and withdrawals from service as set out in the next section of this report.

The accrued liability is determined on the basis that each employee's long service benefit accrues uniformly over the working life of an employee up to the end of the interval at which the benefit becomes payable. Further it is assumed that the current policy for awarding long service awards remains unchanged in the future.

Valuation of Assets

As at the valuation date, the long service leave award liability of the Municipality was unfunded, i.e. no dedicated assets have been set aside to meet this liability. We therefore did not value any assets as part of our valuation.

In estimating the liability for long service leave benefits a number of assumptions are required. GRAP 25 places the responsibility on management to set these assumptions, as guided by the principles set out in GRAP 25 and in discussion with the actuary.

16. Employee benefit obligations (continued)

The assumptions should be realistic and mutually compatible The difference between the assumptions drives the valuation and it is very important to monitor how this difference changes from one valuation to the next The most relevant actuarial assumptions used in this valuation are discussed below

Financial Variables
The two most important financial variables used in our valuation are the discount rate and salary inflation We have assumed the following values for these variables

Financial Variable	Assumed Value 30-06-2022 (Current Valuation)	Assumed Value at 30-06-2021 (Preceding Valuation)
Discount Rate	Yield Curve	Yield Curve
CPI (Consumer Price Inflation)	Difference between nominal and real yield curve	Difference between nominal and real yield curve
Normal Salary Increase Rate	Equal to CPI+1%	Equal to CPI+1%
Net Effective Discount Rate	Yield Curve Based**	Yield Curve Based**

Discount Rate
GRAP 25 defines the determination of the Discount rate assumption to be used as follows:

"The discount rate that reflects the time value of money is best approximated by reference to market yields at the reporting date on government bonds Where there is no deep market in government bonds with a sufficiently long maturity to match the estimated maturity of all the benefit payments, an entity uses current market rates of the appropriate term to discount shorter term payments, and estimates the discount rate for longer maturities by extrapolating current market rates along the yield curve "

"Statement of Financial Position (herein referred to as the "balance sheet")

We use the nominal and real zero curves as at **30 June 2022** supplied by the JSE to determine our discounted rates and CPI assumptions at each relevant time period For example, a liability which pays out in 1 year will be discounted at a different rate than a liability which pays out in 30 years Previously only one discount rate was used to value all the liabilities

* The Net Effective Discount Rate is different for each relevant time period of the yield curves' various durations and therefore the Net Effective Discount Rate is based on the relationship between the (yield curve based) Discount Rate for each relevant time period and the (yield curve based) Salary Inflation for each relevant time period

Normal Salary Inflation Rate
We have derived the underlying future rate of consumer price index inflation (CPI inflation) from the relationship between the (yield curve based) Conventional Bond Rate for each relevant time period and the (yield curve based) Inflation-linked Bond rate for each relevant time period Our assumed rate of salary inflation was set as the assumed value of CPI plus 1% The salaries used in the valuation include an assumed increase on 01 July 2022 of 4.9%. The next salary increase was assumed to take place on 01 July 2023

In addition to the normal salary inflation rate, we assumed the following promotional salary increases:

16. Employee benefit obligations (continued)

Promotional Salary Increase Rates

Age band	Promotional Increase
20-24	5 %
25-29	4 %
30-34	3 %
35-39	2 %
40-44	1 %
	15 %

Average Retirement Age
The average retirement age for all active employees was assumed to be **63** years. This assumption implicitly allows for ill-health and early retirements.

Normal Retirement Age
The normal retirement age (NRA) for all active employees was assumed to be **65** years.

Mortality Rates
Mortality before retirement has been based on the SA 85-90 mortality tables. These are the most commonly used tables in the industry.

Withdrawal Decrements
A table setting out the assumed rates of withdrawal from service is set out below:

Age Band	Withdrawal Rate Males	Withdrawal Rate Females
20 - 24	16 %	24 %
25 - 29	12 %	18 %
30 - 34	10 %	15 %
35 - 39	8 %	10 %
40 - 44	6 %	6 %
45 - 49	4 %	4 %
50 - 54	2 %	2 %
55 - 59	1 %	1 %
	59 %	**80 %**

Membership Data
The information below is based on the membership data received from the Municipality.

Eligible male employees

Age band	Number of employees	Average annual salary	Salary weighted average past service (Years)	Average accrued liability
30 - 39	71	348 036	9.39	32 561
40 - 49	72	395 588	14.29	54 603
50 - 59	121	317 647	21.28	35 419
60 +	32	307 479	26.04	7 778
	296	**342 796**		**36 412**

16. Employee benefit obligations (continued)

Eligible female employees

Age band	Number of employees	Average annual salary	Salary weighted average past service (Years)	Average accrued liability
30 - 39	58	387 644	10.74	38 912
40 - 49	89	429 076	14.10	60 339
50 - 59	48	353 641	21.87	45 526
60 +	11	272 702	28.48	6 041
	206	**391 483**		**47 955**

Total eligible employees

Age band	Number of employees	Average annual salary	Salary weighted average past service (Years)	Average accrued liability
30 - 39	129	365 844	10.03	35 416
40 - 49	161	414 100	14.18	57 774
50 - 59	169	327 870	21.46	38 290
60 +	43	298 583	26.61	7 334
	502	**362 775**		**41 149**

Interest Cost
The Interest Cost represents the accrual of interest on the Accrued Defined Benefit Obligation, allowing for benefit payments, over the corresponding year. This arises because the long service benefits are one year closer to payment. This item should be accounted for in the Statement of profit or loss and other comprehensive income (herein after referred to as the "income statement") according to GRAP 25

Current Service Cost
The Current Service Cost reflects the additional liability that is expected to accrue in respect of in service members' service over the corresponding year. This item should be accounted for in the income statement according to GRAP 25

Sensitivity Analysis
As mentioned in the introduction of this report, the valuation is only an estimate of the cost of providing Long service leave award benefits. The actual cost to the Municipality will be dependent on actual future levels of assumed variables and the demographic profile of the membership

In order to illustrate the sensitivity of our results to changes in certain key variables, we have recalculated the liabilities using the following assumptions

-20% increase/decrease in the assumed level of withdrawal rates.
-1% increase/decrease in the Normal Salary cost inflation

Withdrawal rate
Deviations from the assumed level of withdrawal experience of the eligible employees will have a large impact on the actual cost to the Municipality. If the actual rates of withdrawal turns out to be higher than the rates assumed in the valuation basis, then the cost to the Municipality in the form of benefits will reduce and vice versa

We have illustrated the effect of higher and lower withdrawal rates by increasing and decreasing the withdrawal rates by 20%. The effect is as follows

16. Employee benefit obligations (continued)

	-20% Withdrawal rate	Valuation Assumption	+20% Withdrawal rate
Total Accrued Liability	21 580 000	20 657 000	19 804 000
Current Service Cost	1 542 000	1 439 000	1 362 000
Interest Cost	2 367 000	2 253 000	2 148 000
	25 489 000	**24 349 000**	**23 314 000**

Normal salary inflation

The cost of the long service awards is dependent on the increase in the annual salaries paid to employees. The rate at which salaries increase will thus have a direct effect on the liability of future employees.

We have tested the effect of a 1% p.a. change in the Normal Salary inflation assumption. The effect is as follows:

	-1% Normal salary inflation	Valuation Assumption	+1% Normal salary inflation
Total Accrued Liability	19 433 000	20 657 000	21 996 000
Current Service Cost	1 341 000	1 439 000	1 548 000
Interest Cost	2 103 000	2 253 000	2 418 000
	22 877 000	**24 349 000**	**25 962 000**

Long-term leave

The municipality, in recognition of services rendered, grants employees 24 working days leave per year. This leave is cumulative up to a limit of 48 working days.

There is no discounting applied to the calculation of the provision and the amount is based on the estimated 1 July salaries after allowing for an estimated salary increase. The provision is split between that which is expected to be taken within 12 months of the valuation date and that which will be taken after the 12 months.

Movement in the leave provision		
Liability as at 1 July	46 434 373	40 445 266
Annual leave forfeited	-	(142 621)
Net accrued leave days over the years	1 542 645	7 658 882
Benefits paid	(2 189 545)	(1 527 154)
	45 787 473	**46 434 373**
Current portion of liability	3 126 525	4 338 476
Non-current portion of liability	42 660 949	42 095 898
	45 787 474	**46 434 374**

Leave Days Provisional Liabilities

There is no standard actuarial formula that prescribes the way in which the accrued leave days balance should be broken down between short term and long-term components. We recommend that the municipality follow an approach that is consistent with its past experience.

No discontinuing is applied to the calculation of the annual leave provisions. The leave provision is based on the estimated 1 July 2022 salaries after allowing for an estimated salary increase of 4.9%. The provision is split between that which is expected to be taken within 12 months of the valuation date (short-term portion) and that which will be taken after 30 June 2023 (long-term portion).

In order to calculate the short term and long-term components of the accrued leave days provisional liability we assumed that:

16. Employee benefit obligations (continued)

1 Employees reaching the expected retirement age of 63 over the coming year would cash-in their accrued leave balances in full;

2 Employees resigning from service would cash-in their accrued leave days balances in full;

3 Other employees remaining in service would take their full 24 leave days in the coming year.

We assume that all employees will take up leave to avoid forfeiture of leave days. Employees that resign or retire over the coming will have their leave balance cashed on resignation/ retirement. We assumed 250 working days per year for the purposes of calculating the value of the accrued benefit. The current portion of the accrued leave also takes into account withdrawals from service over the next 12 months according to the table below.

Withdrawal decrements

Age band	Withdrawal Rate Males	Withdrawal Rate Females
20-24	16 %	24 %
25-29	12 %	18 %
30-34	10 %	15 %
35-39	8 %	10 %
40-44	6 %	6 %
45-49	4 %	4 %
50-54	2 %	2 %
55-59	1 %	1 %
	59 %	**80 %**

Membership data
The information below is based on the membership data received from the municipality

According to the information provided, the number of members entitled to receive leave days from the municipality were

Gender	Number of active employees	Salary weighted average age (Years)	Weighted Average past service
Male	296	64.64	16.88
Female	206	45.10	15.33
	502		

Reconciliation for employee benefit obligations - June 2022	Opening balance	Addition	Utilised during the year	Total
Performance	6 893 971	7 134 000	(6 667 000)	7 360 971
Provision for leave	46 434 373	1 542 645	(2 189 546)	45 787 472
Post employment medical benefits	5 883 000	3 649 307	(595 307)	8 937 000
Long service awards	18 422 001	3 631 932	(1 396 932)	20 657 001
	77 633 345	**15 957 884**	**(10 848 785)**	**82 742 444**

Figures in Rand	2022	2021

16. Employee benefit obligations (continued)

Reconciliation for employee benefit obligations - June 2021	Opening balance	Addition	Utilised during the year	Total
Performance	6 637 970	6 667 000	(6 410 999)	6 893 971
Provision for leave	40 445 266	7 658 882	(1 669 775)	46 434 373
Post employment medical benefits	5 744 000	672 000	(533 000)	5 883 000
Long service awards	12 756 000	8 175 237	(2 509 235)	18 422 002
	65 583 236	**23 173 119**	**(11 123 009)**	**77 633 346**
Non-current liabilities			67 551 957	62 937 898
Current liabilities			15 190 496	14 695 447
			82 742 453	**77 633 345**
Surrender of surpluses - relating to current year			(18 567 114)	(15 931 783)

17. Service charges

Sale of water	81 787 624	81 097 388

18. Other income

Other income	1 139 777	1 622 846

19. Interest, dividends and Rent on Land

Interest received - outstanding debtors	35 718 053	31 010 950
Bank	26 831 331	23 739 979
	62 549 384	**54 750 929**

20. Fines, Penalties and Forfeits

Retentions Forfeits	21	61 090

21. Government grants & subsidies

Operating grants		
Equitable share	666 268 999	690 847 579
Finance management grant	1 000 000	1 000 000
LG Seta	617 612	342 881
Rural Roads Asset Management grant	3 418 634	1 053 658
Expanded Public Works Programme integrated grant	3 866 000	3 845 000
Municipal infrastructure grant	37 425 141	10 428 833
Water Services Infrastructure grant	1 551 277	1 412 011
Disaster relief grant	595 234	222 886
	714 742 897	**709 152 848**

Figures in Rand	2022	2021

21. Government grants & subsidies (continued)

Capital grants

Municipal infrastructure grant	207 220 859	229 981 167
Water Services Infrastructure grant	118 448 723	104 687 989
Public sector	148 236	-
	325 817 818	**334 669 166**
	1 040 560 715	**1 043 822 004**

Disaster Relief Grant

Balance unspent at beginning of year	595 234	365 120
Current-year receipts	-	453 000
Conditions met - transferred to revenue	(595 234)	(222 886)
	-	**595 234**

Rural Roads Asset Management Grant

Balance unspent at beginning of year	3 280 511	1 891 169
Current-year receipts	2 475 000	2 443 000
Conditions met - transferred to revenue	(3 418 634)	(1 053 658)
Funds returned to Treasury	(2 064 000)	-
	272 877	**3 280 511**

22. Revenue

Service charges	81 787 624	81 097 388
Other income 1	1 139 777	1 622 846
Interest received - investment	26 831 331	23 739 979
Dividends or similar distributions received	35 718 053	31 010 950
Government grants & subsidies	1 040 560 715	1 043 822 004
Fines, Penalties and Forfeits	21	61 090
	1 186 037 521	**1 181 354 257**

The amount included in revenue arising from exchanges of goods or services are as follows:

Service charges	81 787 624	81 097 388
Other income 1	1 139 777	1 622 846
Interest received - investment	26 831 331	23 739 979
Dividends or similar distributions received	35 718 053	31 010 950
	145 476 785	**137 471 163**

The amount included in revenue arising from non-exchange transactions is as follows:

Taxation revenue

Transfer revenue

Government grants & subsidies	1 040 560 715	1 043 822 004
Fines, Penalties and Forfeits	21	61 090
	1 040 560 736	**1 043 883 094**

Figures in Rand	2022	2021
23. Employee related costs		
Basic	224 042 626	223 472 740
Bonus	21 964 774	21 440 047
Medical aid - company contributions	16 976 872	16 732 657
UIF	1 159 216	1 044 256
Long-service awards	2 962 000	2 648 236
Car allowance	19 963 870	20 040 708
Housing benefits and allowances	2 194 136	2 297 871
Pension fund contribution	36 833 342	35 885 265
	326 096 836	**323 561 780**
Remuneration of Municipal Manager		
Annual Remuneration	458 067	1 670 852
Car allowance and other allowances	18 333	147 753
Contributions to UIF, Medical and Pension Funds	6 595	37 413
	482 995	**1 856 018**
Remuneration of Chief Finance Officer		
Annual Remuneration	1 033 965	1 214 477
Car allowance and other allowances	120 000	139 821
Contributions to UIF, Medical and Pension Funds	77 836	92 899
	1 231 801	**1 447 197**
Remuneration of Technical Services		
Annual Remuneration	880 846	882 655
Car allowance and other allowances	264 000	259 821
Contributions to UIF, Medical and Pension Funds	120 391	120 205
	1 265 237	**1 262 681**
Remuneration of Development, Economic and Planning Management Services		
Annual Remuneration	1 057 059	1 166 974
Car allowance and other allowances	276 000	271 820
Contributions to UIF, Medical and Pension Funds	118 268	117 489
	1 451 327	**1 556 283**
Remuneration of Strategic Support Services		
Annual Remuneration	1 118 502	1 112 516
Car allowance and other allowances	204 000	199 822
Contributions to UIF, Medical and Pension Funds	128 929	134 970
	1 451 431	**1 447 308**
Remuneration of Corporate Services		
Annual Remuneration	517 273	1 502 328
Car allowance and other allowances	136 000	205 254
Contributions to UIF, Medical and Pension Funds	119 041	315 011
	772 314	**2 022 593**

Figures in Rand	2022	2021

23. Employee related costs (continued)

Remuneration of Community Services

Annual Remuneration	458 542	205 434
Car allowance and other allowances	136 000	-
Contributions to UIF, Medical and Pension Funds	124 845	-
	719 387	**205 434**
Total employee related costs	**333 471 328**	**333 359 294**

Performance bonuses for Senior Management were paid as follows

Municipal Manager	-	49 654
Chief Financial Officer	38 951	49 893
Strategic Support Services	51 935	41 581
Development, Economic and Planning Management Services	38 951	41 581
Technical Services	28 225	-
	158 062	**182 709**

24. Remuneration of councillors

Executive Mayor	956 529	1 104 636
Chief Whip	775 806	829 648
Mayoral Committee Members	4 112 698	5 111 237
Speaker	640 500	881 997
Councillors	5 484 421	4 761 013
Councillors' pension contribution	396 582	429 375
Councillor's allowances	1 993 007	1 605 474
Section 79 Committee	597 720	489 784
	14 957 263	**15 213 164**

In-kind benefits

The Executive Mayor, Speaker and Mayoral Committee Members are full-time. Each is provided with an office and secretarial support at the cost of the Council.

The Executive Mayor has two full-time bodyguards.

Additional information

The salaries, allowances and benefits of political office-bearers and councillors of the municipality are within the upper limits of the framework envisaged in section 219 of the Constitution of South Africa read with the Remuneration of Public Office Bearers Act (Act 20 of 1998 and the Minister of Provincial and Local Government's determination in accordance with this Act.

25. Commission Expense

Commission is paid to local municipality for the management of water related services.

Collection costs	35 251 703	33 632 502

Figures in Rand	2022	2021
26. Depreciation and amortisation		
Property, plant and equipment	74 525 513	69 802 220
Intangible assets	987 742	843 924
	75 513 255	**70 646 144**
27. Derecognition of Assets		
Derecognition of assets	9 932 728	16 410 509
2021 The amount relate to donation of waste equipment to Molemole Local Municipality.		
2022 The amount relates to redundant operational and maintenance assets replaced.		
28. Finance costs		
Finance, other interest and penalties	211 144	114 646
29. Bulk purchases		
Water	74 316 512	73 047 440
Sewer purification	10 074 376	7 290 955
	84 390 888	**80 338 395**
30. Grants and subsidies paid		
Grants paid to local municipalities	-	336 842
31. Debt impairment		
Contributions to debt impairment provision	57 011 291	56 205 483
Bad debts written off	-	1 300 450
	57 011 291	**57 505 933**
32. Contracted services		
Information Technology Services	9 189 370	8 483 513
Fleet Services	17 674 929	1 678 729
Other Contractors	108 734 151	102 871 682
33. General expenses		
Advertising	1 525 921	1 671 133
Auditors remuneration	3 619 245	4 159 381
Bank charges	142 072	146 329
Conferences and seminars	3 301 829	2 680 705
IT expenses	5 937 357	5 213 455
Skills development levy	2 792 693	2 354 064
Protective clothing	3 323 904	-
Subscriptions and membership fees	2 391 808	3 380 075
Telephone and fax	1 662 647	1 893 560
Training	3 032 574	2 524 742
Travel - local	13 916 631	12 318 745

Figures in Rand	2022	2021
33. General expenses (continued)		
Bursaries	600 717	671 133
Other expenses	37 438 108	17 196 739
	79 685 506	**54 210 061**
34. Loss on disposal of assets		
Gain or loss on disposal of assets and liabilities	831 877	9 506 770
35. Impairment loss		
Property, plant and equipment	8 719 093	13 976 846
36. Repairs and maintenance		
Building	3 243 114	2 977 537
Equipment	841 336	931 502
Transport assets	1 294 216	2 788 441
Infrastructure	13 188 448	9 234 308
	18 567 114	**15 931 788**
37. Cash generated from operations		
Surplus	321 832 603	355 166 300
Adjustments for:		
Depreciation and amortisation	75 513 255	70 646 144
Interest received Consumer debtors	(35 718 053)	(31 010 950)
Service charges	(81 787 624)	(81 097 388)
Fines, Penalties and Forfeits	(21)	(61 090)
Debt impairment	57 011 291	57 505 933
Derecognition of assets	9 932 728	16 410 509
Inventory consumed	84 390 888	80 338 395
Gain or loss on disposal of assets and liabilities	831 877	9 506 771
Impairment loss on assets	8 719 093	13 976 845
Actuarial gains/losses	3 818 239	5 501 000
Net accrued leave days over the years	1 542 645	7 658 882
Non-cash long services benefits, Interest and current service cost	2 962 000	2 648 000
Non-cash medical benefit Interest cost	501 000	672 000
Performance bonus	7 134 000	6 667 000
Commission expense	35 251 703	33 632 502
Movements in operating lease assets and accruals	104 704	(181 034)
Prepayments	2 714 100	3 204 938
Changes in working capital:		
Inventories	(84 680 549)	(80 212 880)
Consumer debtors	127 844 757	80 037 543
Prepayments	(4 159 929)	(2 714 100)
Payables from exchange transactions	(53 396 179)	(109 128 290)
Unspent conditional grants and receipts	(3 602 868)	(24 981 123)
Employee benefit obligation	(9 346 750)	(11 096 777)
	467 412 910	**403 089 130**

Figures in Rand	2022	2021

38. Commitments

Authorised capital expenditure

Already contracted for but not provided for

• Property, plant and equipment	69 653 088	193 434 243

Total capital commitments

Already contracted for but not provided for	69 653 088	193 434 243

This expenditure will be financed from

Government grants - conditional	69 653 088	193 434 243
Own funding	14 674 215	4 311 142
	84 327 303	**197 745 385**

Authorised operational expenditure

Already contracted for but not provided for

• Infrastructure	2 396 748	19 561 015
• Other Assets	858 479	7 151 759
	3 255 227	**26 712 774**

Total operational commitments

Already contracted for but not provided for	3 255 227	26 712 774

This expenditure will be financed from

Government grants - conditional	2 396 748	19 561 015
Own funding	858 479	7 151 759
	3 255 227	**26 712 774**

Total commitments

Total commitments

Authorised capital expenditure	84 327 303	197 745 385
Authorised operational expenditure	3 255 227	26 712 774
	87 582 530	**224 458 159**

This expenditure will be financed from

Government grants - conditional	72 049 835	212 995 258
Own funding	15 532 694	11 462 901
	87 582 529	**224 458 159**

Commitments disclosed are inclusive of value added tax where applicable.

Figures in Rand	2022	2021

39. Fruitless and wasteful expenditure

Opening balance as previously reported	1 373 511	1 057 943
Correction of prior period error	-	709 756
Opening balance	**1 373 511**	**1 767 699**
Add: Expenditure identified - current	29 068	700 552
Less: Amounts recoverable	-	(102 756)
Less: Amount written off by Council	-	(991 984)
Closing balance	**1 402 579**	**1 373 511**

2022
Penalties on late renewal of licenses

2021
Penalties paid to Polokwane Traffic department, payment for furniture not delivered at TT Cholo Fire Station and payment for back-up generator not delivered at TT Cholo Fire Station

The expenditure incurred has been referred to financial misconduct board for investigation

40. Irregular expenditure

Opening balance as previously reported	1 388	627 258
Opening balance	**1 388**	**627 258**
Add: Expenditure identified - current	71 888	2 476 130
Less: Amount transferred to debtor	-	(15 225)
Less: Amounts reversed	-	(2 905)
Less: Amount written off by council	-	(3 083 870)
Closing balance	**73 276**	**1 388**

2022
No contract in place for Amasondo

2021
No contract in place for Amasondo and Household Sanitation-Lepelle Nkumpi Local Municipality bid was advertised on the municipality s website for less than 30 days

The expenditure incurred has been referred to financial misconduct board for investigation

41. Additional disclosure in terms of Municipal Finance Management Act

Contributions to organised local government

Opening balance	2 222 601	3 204 938
Current year subscription	(2 222 601)	(3 204 939)
Amount paid - current year	4 159 929	2 222 602
	4 159 929	**2 222 601**

2022
The amount of R4 159 929 was paid in advance as a result of discounts given for early payment

2021
The amount of R2 222 601 was paid in advance as a result of discounts given for early payment

41. Additional disclosure in terms of Municipal Finance Management Act (continued)

Audit fees payable

Opening balance	(57 672)	13 325
Current year fee	3 619 245	4 159 381
Amount paid - current year	(3 549 867)	(4 230 378)
	11 706	**(57 672)**

PAYE, UIF and SDL payable

Opening balance	-	-
Current year fee	64 790 986	64 367 529
Amount paid - current year	(64 790 986)	(64 367 529)

Pension, UIF and medical aid deductions payable

Opening balance	-	-
Current year subscription	55 971 118	53 582 294
Amount paid - current year	(55 971 118)	(53 582 294)

Arrear consumer account: Councillors

During the year the following Councillors' had arrear accounts outstanding for more than 90 days:

30 June 2022		
Councillor Kgweedi MM	-	1 857
Councillor Doubada NM	-	84 170
Councillor Ramokolo MM	-	2 000
Councillor Choung CM	-	3 543
Councillor Mollo MI	381	758
Councillor Ramalebana L.M	-	38 888
Councillor Morotoba	-	1 271
	381	**132 487**

Supply chain management regulations

In terms of section 36 of the Municipal Supply Chain Management Regulations any deviation from the Supply Chain Management Policy needs to be approved by the Municipal Manager and noted by Council. The expenses incurred as listed hereunder have been condoned.

Incident		
2022 Africa's Travel Indaba Market - Sole Provider	30 328	-
Licensing and use of the National Fire Protection Association Fire codes of practice - Sole Provider	73 069	-
Educational Support Management Pax College - Impractical to follow procurement process.	300 000	180 000
Service and maintenance of Lukas Hydraulic Motors - Sole provider	48 701	-
SANAS accredited Proficiency Testing Scheme - Sole Provider	-	30 402
SANAS accredited Proficiency Testing Scheme - Sole provider	-	33 579
Repairing and maintenance of meter reading scanners - Impractical to follow the SCM processes	-	16 100
Mimecast Mai Archiving System - Sole provider	-	270 116
GRAP Training for finance officials	167 500	-
Repairing damaged E Samplers - Sole provider	-	87 887
Repairing Speaker's vehicle - Impractical to follow the SCM processes	-	27 297
Licensing, maintenance and support of the current integrated emergency and disaster management communication system - Impractical to follow procurement process.	-	414 000

Figures in Rand	2022	2021
41. Additional disclosure in terms of Municipal Finance Management Act (continued)		
Annual renewal of Caseware Licence fees - Impractical to follow the normal SCM process because the payment is for Caseware licence fee	111 932	133 030
Procurement of 10 X 16500 litres water tankers through RT57 process - Impractical to follow procurement process	-	21 996 758
Repairing Mayors vehicle - Impractical to follow the SCM processes	-	5 639
Performing Artist -Special work of art	-	-
Licensing and of SANS codes of Practice - Sole Provider	-	41 263
SANAS Accredited Proficiency testing Scheme (NLA)- Sole Provider	-	20 470
Repairing E Samplers- Sole Provider	-	40 802
Servicing and maintenance of the breathing air apparatus compressor cascade system - Sole Provider	-	43 751
Competency Assessment for section 56 Positions -Impractical to follow the normal SCM process	-	35 700
Purchasing of speakers vehicle through RT57 process - Impractical to follow the SCM processes	-	534 996
Additional Microsoft F3 Licences - Sole Provider	-	139 303
World Travel Market - Sole Provider	65 628	-
Servicing and Maintenance contract of cascade systems - Sole Provider	181 415	-
Licence renewal for meter reading system-Impractical to follow the SCM processes because this is the company we procured the scanners for the meter readers	-	72 336
Training for Fire Fighters - Ekurhuleni Metropolitan	27 576	-
Training for SCM Bid Committees members	104 500	-
	1 110 649	**24 123 429**

The following deviations were made on rate basis
Training for Fire Fighters - Impractical to follow the SCM processes
Radio and Television Broadcasting and Print Media - Special works of art

42. Contingent Liability

Claim for damages
The Municipality has a contingent liability of R 33 448 998 due to it being sued by service providers.

In Sithu Consulting Engineers	258 051	258 051
Physon Business Solution (Pty) Ltd	1 191 614	1 191 614
Storm Fencing	585 023	585 023
Hulisani Vincent Sithagu	3 234 000	3 234 000
In Touch	3 516 400	3 516 400
Royal Haskoning	11 472 233	11 472 232
Mantella Trading 415cc and another	2 587 544	2 587 544
Dirk Jacobus Floris Venter	635 350	635 350
Mgababa Travel Agency	1 057 140	1 057 140
Hall Longmore Holdings (Pty) Ltd	8 911 643	8 911 643
	33 448 998	**33 448 997**

Guarantee
Guarantee held by Eskom for the supply of electricity to Lebowakgomo sewage plant amounting to R294 600 on FNB account and interest as disclosed in the cash equivalents

The Guarantor reserves the right to withdraw from the guarantee upon providing 3 (three) months notice in writing of its intention. The guarantee is neither negotiable or transferable and is limited to the payment of money only.

The following are contingent liabilities whose values are not yet ascertainable

Figures in Rand	2022	2021

42. Contingent Liability (continued)

NJ Morero
Labour Court Application for:
*interpretation of the Transfer Agreement.
*Review of the decision of SALGA Arbitrator concerning car allowance.

High Court Application for
Review of the decision of the Municipality to appoint Ledile Eunice Manamela to the position of Disability and Elderly Coordinator and substitute the said decision with the decision to appoint Makopa Ethen Legodi to the same position.

Popela Maake Attorneys
High Court Interdict
*Mafikeng and Others applied to the High Court for an order restraining Kgoshi Moloto from harming the applicants and directing the MEC for Coghsta to investigate breach of the Code of Conduct for Councillors by Kgoshi Moloto as he is traditional leader appointed by the MEC to serve in Council.

Matabane Attorneys
Supreme Court Of Appeal
*The Applicant has petitioned the Supreme Court of Appeal to appeal against the judgment of the High Court.

Mmakola Matsimela
Application by Mr. Mphahlele alleging that the sewage is spilling into a river at Makhurung village endangering the lives of the residents. Upon consultation with employees in charge of the waste water treatment plant the allegations were found not to be true and the application was opposed in Court. The matter was struck from the roll and later the Applicant decided to withdraw the Application. The Municipality has made an Application for Court to compel Mr Mphahlele to pay for our legal costs.

The matter between the municipality and Matome Chidi where the applicant made an Application to the High Court requesting an order that (1). CDM is failing to exercise its function as a water service authority in respect of Dipateng village (Botlokwa)

43. Related parties

Relationships	
Compensation to councillors	Note 18
Contributions to organised local government	Note 29
Post employment benefit plan for employees of entity and/or other related parties	Note 10
Members of key management	Note 17

44. Key sources of estimation uncertainty and judgements

In using estimates a number of assumptions are required. GRAP 1 places the responsibility on management to set these assumptions, as guided by the principles set out in GRAP 1 and in discussion with the professional consultants. The assumptions should be realistic and mutually compatible. The difference between the assumptions drives the estimate and it is very important to monitor how this difference changes from one year's estimate to the next. The following areas involve a significant degree of estimation uncertainty:

Additional text
- Useful lives and residual values of property, plant, and equipment
- Recoverable amounts of property, plant and equipment
- Present value of defined benefit obligation
- Provision for doubtful debts
- Impairment of assets
- Provision for long-term service award and medical aid benefits

44. Key sources of estimation uncertainty and judgements (continued)

The following areas involved judgements, apart from those involving estimations disclosed above, that management has made in the process of applying the municipality's accounting policies and that have the most significant effect on the amounts recognised in the financial statements

- Impairment of assets
- Provisions

45. Risk management

Liquidity risk

Liquidity risk is the risk that the municipality will not be able to meet its obligations as they fall due. The municipality's approach is to ensure that sufficient liquidity is available to meet its liabilities when due. The municipality uses cash flow forecasts to ensure that sufficient cash is available to meet expected operating expenses. This is guided by working capital and revenue enhancement policy

The municipality uses cash flow forecasts to ensure that sufficient cash is available to meet expected operating expenses. This is guided by working capital and revenue enhancement policy

The following are contractual liabilities of which the interest is included in borrowings:

At 30 June 2022	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Borrowings	1 418 170	874 146	-	-
Operating lease liability	206 877	-	-	-
Trade and other payables	183 141 699	-	-	-

At 30 June 2021	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Borrowings	1 322 561	2 292 316	-	-
Operating lease liability	102 173	-	-	-
Trade and other payables	136 922 502	-	-	-

Credit risk

Credit risk is managed on a group basis

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party

Trade receivables comprise a widespread customer base. Management evaluated credit risk relating to customers on an ongoing basis. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. The utilisation of credit limits is regularly monitored. Sales to retail customers are settled in cash or using major credit cards. Credit guarantee insurance is purchased when deemed appropriate.

No credit limits were exceeded during the reporting period, and management does not expect any surplus from non-performance by these counterparties

Financial instrument	June 2022	June 2021
Cash and cash equivalents	427 265 910	353 903 970
Receivable from exchange transactions	55 938 850	52 917 917
Receivables from non-exchange transactions	27 319 380	31 417 965
VAT receivable	24 439 145	29 378 110

45. Risk management (continued)

Interest rate risk

As the municipality invests surplus funds with various institutions and are affected by changes in the interest rate.

46. Prior-year adjustments

Presented below are those items contained in the statement of financial position, statement of financial performance and cash flow statement that have been affected by prior-year adjustments:

Statement of financial position

2020

	Note	As previously reported	Correction of error	Restated
VAT Receivable		4 519 654	40 811	4 560 465
Receivables from exchange transactions		47 294 237	(272 063)	47 022 174
Payables from exchange transactions		(158 429 826)	(553 400)	(158 983 226)
Accumulated surplus		(3 056 006 431)	784 652	(3 055 221 779)
		(3 162 622 366)	-	**(3 162 622 366)**

2021

	Note	As previously reported	Correction of error	Restated
Receivables from exchange transaction	7	53 230 801	(312 883)	52 917 918
VAT receivable	6	29 256 942	121 169	29 378 111
Payables from exchange transactions	12	(136 922 504)	(2 235 020)	(139 157 524)
Accumulated surplus		(3 412 773 989)	2 426 734	(3 410 347 255)
		(3 467 208 750)	-	**(3 467 208 750)**

Statement of financial performance

2021

	Note	As previously reported	Correction of error	Restated
Contracted services	32	111 432 664	1 601 262	113 033 926

Errors

The correction of the error(s) results in adjustments as follows:
*Water transaction for Blouberg Municipality incorrectly accounted for 2019/20 financial year.
*Legal fees were understated with invoices relating to 2021 posted in 2022.

47. Distribution Loss

Unit purchased (kl)	8 474 273	9 018 516
Units sold (kl)	(4 671 527)	(4 661 938)
	3 802 746	**4 356 578**

Figures in Rand	2022	2021
47. Distribution Loss (continued)		
Average cost per unit purchases (cents per kl)	8.73	8.05
Net loss in rands	33 197 973	35 070 452
% Loss in purchases of water	38.86 %	41.77 %
48. Auditors' remuneration		
Fees	3 619 245	4 159 381

49. Events after the reporting date

Management is not aware of any events arising after the balance sheet date that provide evidence of conditions that existed at the Balance Sheet date

50. Comparison with the Budget

Material differences between budget and actual amounts

The comparison of the Municipality's actual financial performance with that budgeted is set out in the statement of comparison of budget and actual amounts

The budget is approved on an accrual basis using a classification based on the nature of expenses. The approved budget covers the period from 01 July 2021 to 30 June 2022. The budget and accounting basis are the same.

Changes from the approved budget to the final budget

The changes between the approved and final budget are as a consequence of adjustments and roll-overs of grants

Variances of 10% or more are explained as set out below

STATEMENT OF FINANCIAL PERFORMANCE

Fines, penalties and forfeits
-100% Retention forfeits not budgeted for and not fully processed

Interest Earned, Outstanding Debtors
+79% Increase in outstanding debtors

Remuneration of councillors
-15% Increase given by government less than budgeted for

Finance costs
-55% Interested paid on finance leases less than budgeted for

Loss on disposal of PPE
-90% Losses on the disposal of assets minimised

Contracted services
-17% Due to COVID and SCM regulations projects not implemented

Asset impairment
-18% Infrastructure upgraded and maintained

50. Comparison with the Budget (continued)

STATEMENT OF FINANCIAL POSITION

Call investment deposits
+173% Grant still not fully spent.

Receivables from non-exchange transactions
-25% Collection of outstanding debtors.

VAT receivable
-60% Collection of outstanding VAT refunds

Inventory
+305% Inventory still to be consumed.

Receivables from exchange transaction
-44% Collection of consumer debtors.

Unspent conditional grants and receipts
+100% Not budgeted for any unspent grants.

Finance lease obligation
-73% Long-term portion not allocated to short-term portion.

Payables from exchange transactions
+35% Outstanding creditors under budgeted.

Employee benefits obligations
-24% Actuarial valuation only performed at year-end.

CASH FLOW STATEMENT

Service charges and other income
+453% Outstanding refunds received from SARS and debt owed by local municipalities.

Suppliers
-100% Cash flow projection on B schedule was under budgeted for.

Finance costs
-55% Finance charges over budged for.

51. COVID 19 Expenditure

Hand sanitizers	-	15 353
PPE and hygiene products	-	1 196 951
Cloth masks	-	71 050
Sanitisation wipe stands	-	25 300
A2 posters for hand wash	-	36 960
Identification cards for essential workers	-	37 400
Catering for COVID 19 District Command Council meeting	-	17 525
Non-contact forehead Infrared Thermometers	-	19 000
COVID 19 supplies and consumables	990 000	-
Hand Sanitizer for heritage day	27 450	-
Purchasing of fogging machines	28 940	-
3 Ply Cloth and Sanitisers for EPWP	10 854	-
Hand Sanitizer for health awareness campaign	6 000	-
Sanitisers bottles and stickers for health awareness campaign	15 000	-

Figures in Rand	2022	2021

51. COVID 19 Expenditure (continued)

3 Ply Cloth and Surgical masks for EPWP	22 204	-
Hand Sanitisers, Spray bottles with stickers	28 456	-
Spray bottles and COVID - 119 Stickers	7 500	-
3 Ply Cloth and surgical masks for officials	70 430	-
Procurement sanitizers	7 500	-
	1 214 334	**1 419 539**

52. Accounting by principals and agents

Entity as principal

Resources (including assets and liabilities) of the entity under the custodianship of the agent

Capricorn District Municipality is the Principal in arrangements with its three local municipalities who sell water on behalf of the district. The local municipalities earn 30% commission on revenue collected/ to be collected.

The following information is disclosed as per GRAP 109

Fee paid

Lepelle Nkumpi Local municipality	33 066 871	31 254 727
Blouberg Local municipality	1 442 042	1 659 142
Molemole Local municipality	742 790	718 633
	35 251 703	**33 632 502**

There are no resources under the custodianship of the agents, nor have they been recognised as such. As at 30 June 2022 the amount received on behalf of the municipality which is still in the custody of the local municipalities has been disclosed as receivables from non-exchange under note 3

The municipality will not incur any cost if the contractual arrangement is terminated in future.