

PHUMELELA

MASIPALA MUNICIPALITY MUNISIPALITEIT



DRAFT
2021/2022
ANNUAL
REPORT



INDEX

- CHAPTER 1** **Foreword and Executive Summary**
- CHAPTER 2** **Governance**
- CHAPTER 3** **Organisational Development Performance**
- CHAPTER 4** **Annual Performance Report**
- CHAPTER 5** **Below information is still pending, awaiting the finalition external audits**
- **Audited Annual Financial Statemnts (2020/2022)**
 - **Annual Audit Committee Report**
 - **Auditor General's Report**
 - **Audit Report Action Plan**

CHAPTER 1
FOREWORD
AND
EXECUTIVE SUMMARY

Component A: Mayor's Foreword



Introduction

Public Consultation

Phumelela Municipality under my leadership continues to imbed the principles of participatory democracy with our community being the centre of our affairs. Our IDP and budget processes including our reporting processes will be incomplete without our ward committees for whom the Speaker takes political responsibility. The milestones we have set forms part of the strategic focus this institution undertook, that stretches beyond an annual or five year plan, but presents a forward outlook with a vision as equally presented in our National Development Plan.

Our participatory processes extend beyond our normal representative forums and structures as we continue to engage with all organised formations who are dedicated to serve for a better life.

Against this background we remain committed to address the challenges we face especially in the areas of.

- Replacing ageing infrastructure
- Upgrade of electricity network and replacement of obsolete meters in collaboration with Eskom
- Long-term water development planning
- Limited resources to provide adequate infrastructure investment
- The vandalising of municipal/public resources
- Improving the basic conditions of all residents who forms part Phumelela

Future Actions

Our immediate future priorities to improve our services will be as follows:

- Reduce water losses
- Invest in our road infrastructure
- Provide continuous short-term employment opportunities
- Continue engaging other spheres of government for more adequate resource allocation
- Continuous sourcing of competent and resourced personnel, to improve administrative capacity
- Continue encouraging residents to pay for the services we provide
- Establish organised business chambers

Cllr TJ Motaung
Mayor Phumelela Local Municipality



Executive Summary

1.2 Municipal Manager's Overview

Service Delivery performance

We are reasonably satisfied that we, as managers, have contributed positively towards Council's service delivery successes in 2021/22.

MIG Projects 2021/22

Project Name	Town	Actual Expenditure during 2021/2022 Financial Year	% Complete (Construction)	Expected Completion Date
Vrede/Thembalihle: Refurbishment of the Bulk Sewer System	Vrede	R2 484 107,04	100%	31/09/2022*
Ezenzeleni/Warden: Upgrading of sports facilities phase 4	Warden	R585 001,31	100%	30/04/2022
Memel/Zamani: Construction of Sewer reticulation and House connections for 118 erven.	Memel	R6 037 752,48	55%	30/10/2022
Memel/Zamani: Construction of 1.0km of paved road and storm water.	Memel	R8 945 264,82	89%	30/10/2022
Vrede/Thembalihle: Construction of 1.0km of paved road and storm water.	Vrede	R4 942 270,40	Design and tender stage	30/06/2023

Warden/Ezenzeleni: Construction of 1km paved road and storm water.	Warden	R491 702,45	Design and tender stage.	30/06/2023
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RBIG Construction of Dam in Warden 2021/22.

Project Name	Town	Actual Expenditure during 2021/22 Financial Year	% Complete (Construction)	Expected Completion Date
Warden/Ezenzeleni: Refurbishment of water treatment plant and pump station.	Warden	R7 700 506,21	Construction	19/06/2022

INEP 2021/22.

Project Name	Town	Actual Expenditure during 2021/22 Financial Year	% Complete (Construction)	Expected Completion Date
Electrification of 300 houses and upgrading of infrastructure in Memel	Memel	R16 028 833,83	100%	

WSIG Projects 2021/22

Project	Town	Actual Expenditure during 2021/22 Financial Year	% Complete (Construction)	Expected Completion Date
Upgrading of Outfall sewer line and revamping of pump station #3 and WWTW in Warden/Ezenzeleni.	Vrede	R12 109 538.48	Construction	30/06/2022

MUNICIPAL RESPONSE TO OUTAGES

Water		ELECTRICITY		SEWERAGE Challenges/Spillages		OTHER Roads	
2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022
14%	18%	12%	16%	8%	13%	1.5km's	2km's

I sincerely want to thank the Honourable Mayor: Cllr TJ Motaung for his sterling effort in ensuring that there is smooth interface between myself and Council. I also want to thank Councillors for guiding us towards the right direction by providing necessary support to both Myself, Acting Managers, and Administration. I also wish to thank our dedicated, committed personnel who have been appointed on the acting position to assist municipality to achieve its objectives made it possible that we comply in all respect. I will not be doing justice if I omit the critical role played by our foot-soldier (staff Members) that has worked tirelessly to ensure that our communities' lives are improved within the legislative process. Our shop stewards have been a van-guard of the working force by ensuring that they adhere to labour related principles although there is still much to be done.

We have managed to make important progress towards a better life for all our communities and have improved our institutional response systems and capacity considerably. We took it upon ourselves to reduce unnecessary expenditure and formed part of our cost cutting measures. Yet, there is no denying that there is still more to be done.

Alignment of municipal activities towards the IDP and Council resolutions

Our municipality has conducted a comprehensive review of our IDP according to the provincial simplified IDP and Process Plan. This, together with the resolutions of Council during the year, provided us with the governance and management framework according to which we have planned, organised, and implemented our activities during the year. In this regard, I wish to specifically refer to the following issues:

- Council's emphasis on improving access of our communities to basic services, with specific reference to water, sanitation, electricity and refuse removal. We have managed to improve the quality of our drinking water through our participation in the blue drop assessment process.
- Our governance structure namely, Council, EXCO, shared Audit committee, Risk Committee and Local Labour Forum has improved as compared to previous years.
- The Municipality has successfully managed to source financial support through the National Department of Water and Sanitation for the upgrading of two (2) sewer pump stations, sewer treatment works for Vrede and Thembalihle, and the rising main of sewer network from the sewer treatment works to Vrede Town. Such development will have a long term benefit that will cater for our sewer infrastructure in both Vrede and Thembalihle.
- Our community engagement and participation processes and structures have improved. In this regard our emphasis in the coming financial year will be on actively partnering with our communities in our efforts to develop our local area.
- Our commitment to work towards a clean audit opinion by 2023, in support of the aims of Operation Clean is non-negotiable.

Service Delivery performance

We are reasonably satisfied that we, as managers, have contributed positively towards Council's service delivery successes in 2021/22. However, there are still several challenges that need to be addressed. In this regard, the following could be highlighted:

- Maintain (and even expand) access to high level of basic services, in spite of ageing infrastructure and limited resources.
- Schools and households in rural areas without access to basic services, with specific reference to water and sanitation.
- Variety of awareness campaigns, including water, sanitation, HIV and Aids, environmental awareness, and waste disposal campaigns.
- The finalisation of the process of re-location the landfill sites and making sure that they are properly registered.
- Cemeteries maintenance plan must still be developed
- Inadequate capacity to address the urgent need for local economic development initiatives, and therefore to implement the LED Strategy.
- Municipality providing water and sewerage infrastructure to new development areas in Memel-Zamani and Warden-Ezenzeleni (Greenfield areas).
- All registered indigent households to receive free basic water according to national requirements
- Full waterborne systems of sanitation in Memel (oxidation ponds)
- Sewerage treatment works in Warden

Financial Viability and Management

We are striving to ensure a sustainable improvement in the operational cash flow situation of the municipality. Although our cash flows is under severe pressure for a number of consecutive financial years, we have managed to close the 2021/2022 financial year with a positive bank balance. In this regard, specific reference could be made of the following:

- Updating of financial record-keeping system
- Paid more creditors electronically in comparison with cheques
- Managed to spend on our conditional grant.
- Processing of VAT done electronically through e-filing – money recovered within a month
- All reconciliations are done and submitted on a monthly basis

Priority issues related to Financial Management

1. Training of all finance officials in the use of the financial system (MSCOA)
2. Data cleansing remain critical (Data cleansing may reduce value of debtor's book – real values will only be available after cleansing. Only then realistic targets for collection could be set.
3. Ensure that all critical vacant positions in the municipality are filled: Director Technical Services, Electricity Manager, Unit Manager Memel, and Warden, SCM Manager, Revenue Manager, Acquisition Officer, Chief Records Officer, Debtors Clerk.
4. Establish an independent debt management.
5. Draw up an Action Plan to address the audit queries
6. Sourcing capacity-building interventions from Provincial Treasury and COGTA
7. Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical for Finance to perform its functions

Policies and related administrative matters

The municipality has maintained registers of the required administrative and financial policies throughout the 2021/2022 financial year. The Municipality is in a process of developing employment equity plan. The employment equity report was reviewed and progress reports about its implementation submitted to the Department of Labour. The following important plans and policies were also reviewed and/or implemented:

- The Property Rates Act

- The Human Resource
- The Indigent Register
- The Supply Chain Management and Procurement Policy
- A Credit control policy has been submitted to Council
- A risk management plan has been finalised

We have also managed to establish ward committees who will in turn have to be available to assist our ward Councillors in performing their duties.

1.2.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Municipal Functions

1.2.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Municipal Functions

In accordance with Section 155/156 of the Constitution and Chapter 3 of the Municipal Systems Act, the broad functions and powers of the Municipality are reflected in Appendix D

Access to services such as potable water, basic sanitation, safe energy sources and refuse removal services ensures that households enjoy a decent standard of living. To satisfy these basic requirements, the municipality contributed as reflected below during 2021/2022.

Indicator	2011 Census	Status Quo	Difference 2011 vs Now	Back- Log
Access to Portable Water	30,6%	79,9%	49,3%	20,1%
Access to Sanitation	59%	64,5%	5,5%	35,5%
Access to Electricity	74%	79%	5%	21%
Access to Roads & Storm Water	164.7%	185 km	19.7km	75km Dirt Roads
Access to Refuse	61%	61%	0%	39%

Local Economic Development

Our municipality intended to undertake a formal local economic development program structured in accordance with a properly analyzed and mechanized Local Economic Development Strategy. Our hope to source support from FSCOGTA in this instance was not successful leaving us currently with little option but to source private support for the development of such a strategy.

This however did not hinder the municipality from undertaking a number of LED related projects that empowers individuals and groupings throughout the municipality with the support from various government departments and agencies. With the current institutional skills gap and general skills gap throughout the municipality area, numerous individuals were afforded opportunities to enhance their skills by way of training provided and or facilitated. The municipality continues to source from capacitated individuals and groups to address challenges related to.

MUNICIPALITY	NAME OF PROJECT	NUMBER OF PARTICIPANTS	WAGE/RATE	NUMBER OF DAYS	BUDGET
Phumelela LM	<i>Memel/Zamani: Construction of 1.0km of paved road and storm water (MIS:353524)</i>	20	180	72	R1 103 392,66
Phumelela LM	<i>Vrede/Thembalihle: Refurbishment of the Bulk Sewer System (MIS:352177)</i>	42	R160	394	R10 183 806,84
Phumelela LM	<i>Ezenzeleni/Warden: Upgrading of sports facilities phase 4 (MIS:318836)</i>	17	R180	394	R938 100
Phumelela LM	Upgrading of outfall sewer line and revamping of pumpstation #3 and WWTW in Warden/Ezenzeleni.	40	R186.84	5720	R11 049 060,95
Phumelela LM	Refurbishment of water treatment works plant and pump station in Warden	28	R180	5800	R28 709 000
Phumelela LM	Memel Zamani: Construction of 118 outfall sewer line	24	180	220	R16 020 000

117 other labour-intensive projects to assist the unemployed market and provide possible income for indigent households.

The municipality continues to suffer not being able to access crucial data and information pertaining the job markets, economic growth centers, growth forecasts, regional economic data that influences migration and settlement patterns.

A strong research drive is required to continuously assess local capacity, development, and potential growth opportunities.

Phumelela, the continuous search for success

The Phumelela municipal area stretches over 8 183 square kilometers in extend and includes the following towns –Vrede, Warden and Memel as well as part of the Riemland and Drakensberg TRCs. The municipality is home to an estimated 47,772 people approximately 7% of the Thabo Mofutsanyane District population to which it forms part. The current households register at 12 888, consisting of both urban 75% and farming 25%.

The political and administrative center of Phumelela Municipality is situated in the town of Vrede, though Council from time to time congregates in Warden and Memel as part of its outreach program.

Agriculture is the primary employing sector within the Phumelela area, followed retail trade, followed by catering and accommodation.

Economic Overview

The highest contributing sectors to the Growth Domestic Product (GDP) are:

- Agriculture
- Retail trade, catering, and accommodation
- Finance, insurance, real estate, and business services
- Transport, storage
- Building and Construction

Labour Profile

Statistics South Africa defines unemployment as those people aged between 15-65.

- who did not work during the 7 days prior to 10 October (when the census commenced).
- who want to work and are available to start work within a week of the interview; and
- who have taken active steps to look for work or to start some form of self-employment in the 7 days prior to commencement of the census.

Persons who have become discouraged from seeking work, or who no longer take active steps to find work, are not classified as unemployed. It is thus likely that unemployment figures, tabled below, are higher than that provided in these statistics. According to Statistics South Africa, the official unemployment figure for the Phumelela area is estimated at 3624.

It should be noted, however, that the “Other not economically active” participants amount to an overwhelming 12 336 In terms of youth unemployment, 34.6% of persons aged between 15-34 years within the Phumelela area are unemployed

Demographics within the Phumelela Municipality

The preferred languages for the people of the Phumelela area is IsiZulu 52.2%, Sesotho 32% and Afrikaans 7.4% whilst other national languages all register below 1.5%.

According to the 2011 Statistics SA census survey Phumelela demographics can be summarized as follows:

The total population size increased to 47 772 persons to reflecting 7% of the total population of the Thabo Mofutsanyane District municipal area.

Population Growth

The population growth based on the 2016 Community survey indicates a positive growth in relation to the negative growth of -0.8%% recorded in 2011 census. Our current population was officially recorded at **50054** in October of 2016.

Population Groups

Sex by Ratio

There are more females than males across all wards except wards 5 and 7 where 49.7% and 49% is registered whereas ward 8 shows an equal total of males and females.

Table 8 Sex by Ratio of Phumelela

Province, District and Local Municipality	Gender		Total	Sex ratio (Males per 100 Females)
	Male	Female		
Free State	1379965	1454749	2834714	95
DC19: Thabo Mofutsanyane	366168	413432	779600	89
FS191: Setsoto	55537	62095	117632	89
FS192: Dihlabeng	67562	72482	140044	93
FS193: Nketoana	31142	33751	64893	92
FS194: Maluti a Phofung	161275	192177	353452	84
FS195: Phumelela	24709	25345	50054	97
FS196: Mantsopa	25943	27583	53525	94

Data source: Statistics South Africa, Community Survey 2016

Functional Age Group

The majority of the population is made up of the functional age group in Phumelela.

Table 9 Distribution of the population by functional age group in Phumelela municipal area

Province, District and Local Municipality	0-14 Children	15-34 Youth	35-64 Adults	65+ Elderly	TOTAL	Dependency Ratio
Free State	797265	1058948	732863	245638	2834714	58,2
Thabo Mofutsanyane	231918	310041	174745	62896	779600	60,8
Setsoto	35790	45957	26010	9875	117632	63,5
Dihlabeng	38175	55288	35321	11259	140044	54,6
Nketoana	19557	25240	14488	5609	64893	63,3
Maluti a Phofung	107879	142635	74732	28206	353452	62,6
Phumelela	14470	19619	11998	3968	50054	58,3

Mantsopa	16048	21301	12198	3979	53525	59,8
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Data source: Statistics South Africa, Community Survey 2016

School attendance

Table: Indicates school attendance, non-attendance and unknown in Phumelela municipal area.

Geography	School Attendance		
	Yes	No	Do not know
Free State	859361	1699444	2402
DC19: Thabo Mofutsanyane	268523	432677	765
FS191: Setsoto	42478	62626	85
FS192: Dihlabeng	44039	82926	26
FS193: Nketoana	19784	39200	-
FS194: Maluti a Phofung	128792	188249	580
FS195: Phumelela	15083	30411	57
FS196: Mantsopa	18347	29264	18

Data source: Statistics South Africa, Community Survey 2016

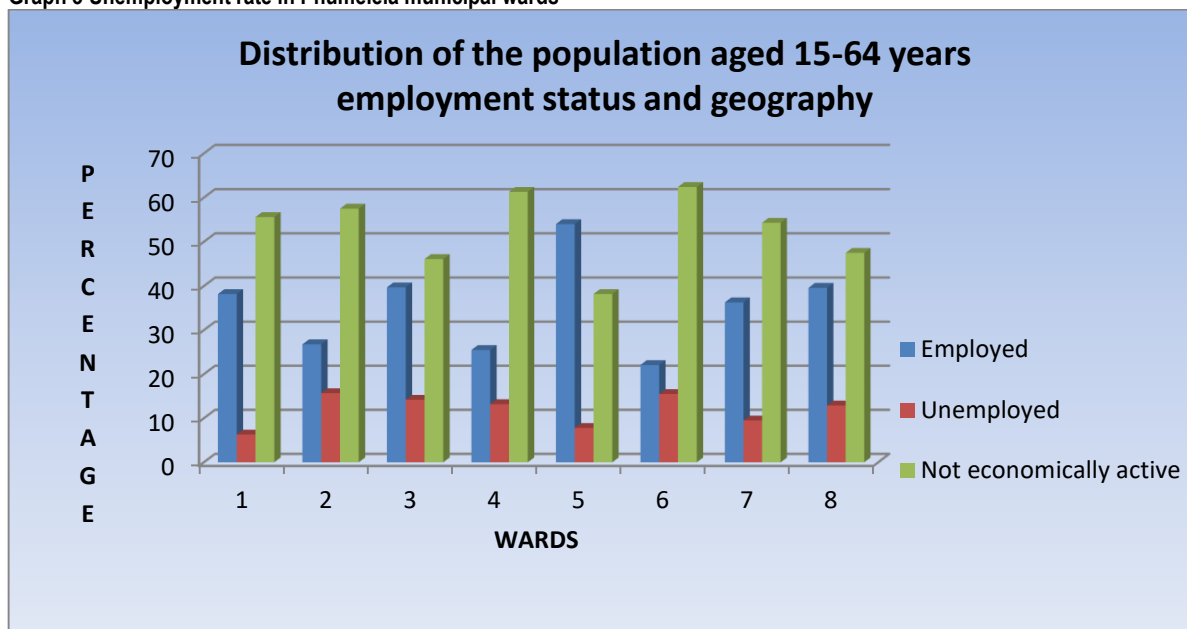
Highest Level of Education Attained

Table: 2 Education Levels in Phumelela municipal area

Education Levels	Totals
No schooling	2320
Grade 0	1650
Grade 1/Sub A/Class 1	1465
Grade 2/Sub B/Class 2	1399
Grade 3/Standard 1/ABET 1	2468
Grade 4/Standard 2	2332
Grade 5/Standard 3/ABET 2	2166
Grade 6/Standard 4	2881
Grade 7/Standard 5/ABET 3	3508
Grade 8/Standard 6/Form 1	2911
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	4126
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	4183
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	4691
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	7474
NTC I/N1	-
NTCII/N2	-
NTCIII/N3	53
N4/NTC 4/Occupational certificate NQF Level 5	95
N5/NTC 5/Occupational certificate NQF Level 5	19
N6/NTC 6/Occupational certificate NQF Level 5	127
Certificate with less than Grade 12/Std 10	-
Diploma with less than Grade 12/Std 10	35
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	120
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	320
Higher Diploma/Occupational certificate NQF Level 7	185
Post-Higher Diploma (Master's	159
Bachelor's degree/Occupational certificate NQF Level 7	285
Honors degree/Post-graduate diploma/Occupational certificate NQF Level 8	59
Master's/Professional Master's at NQF Level 9 degree	27
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	10
Other	180

Data source: Statistics South Africa, Community Survey 2016

Graph 3 Unemployment rate in Phumelela municipal wards



Data source: Statistics South Africa, Census 2011

Service Delivery Overview

Basic Service Delivery Achievements

Source of water

96% of households within the Phumelela area have access to municipal or service provider water, with the rest of the households sourcing water from dams, rivers, tankers, etc. Interventions to aid water security include continuous upgrades and maintenance to water purification plants in Phumelela as well as other developments to supplement the water demand.

Main Source of Water

Source of Water	Thabo Mofutsanyane	Setsoto	Dihlabeng	Nketoana	Maluti a Phofung	Phumelela	Mantsopa
Piped (tap) water inside the dwelling	6 2937	5693	19757	3930	24704	4092	4761
Piped (tap) water inside yard	150376	27557	22094	14163	66994	8535	11034
Piped water on community stand	5287	263	2075	867	1606	465	11
Borehole in the yard	1959	823	302	122	370	76	267
Rain-water tank in yard	419	23	39	-	333	23	-
Neighbor's tap	4543	379	130	233	3462	331	28
Public/ Communal tap	4511	804	1304	271	1806	327	-
Watercarrier / Tanker	9488	26	456	31	8569	313	92
Borehole outside the yard	3106	1443	383	66	415	124	674
Flowing water / stream/ river	888	35	43	-	657	107	46
Well	411	49	140	-	222	-	-
Spring	986	12	79	-	835	47	11
Other	1260	279	55	-	752	148	26
Total	246171	37388	46857	19664	110725	14586	16951

Data source: Statistics South Africa, Community Survey 2016

Toilet Facilities

70.1%% of households make use of a flush toilet that is connected to a sewerage system, while 0.14% makes use of bucket system.

Graph 5 Distribution of households by type of toilet facility in the Phumelela municipal area.

District and Local Municipality	Main type of toilet facility used										
	Flush toilets connect to public sewerage system	Flush toilets connect to septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet - ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g., urine diversion; envirolo; etc.)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	Other	None	Total
Thabo Mofutsanyane	133785	7120	7092	26429	52141	885	8493	3352	3302	3572	246171
Setsoto	23884	1881	51	562	1448	504	7097	718	684	560	37388
Dihlabeng	37778	1454	783	1190	3804	159	526	714	199	249	46857
Nketoana	15348	507	707	232	1920	30	180	264	121	354	19664
Maluti a Phofung	32893	2104	5473	23497	41646	192	26	1428	1600	1865	110725
Phumelela	9412	813	39	520	3025	-	13	198	167	400	14586
Mantsopa	14470	361	38	428	298	-	651	30	531	144	16951

Source: Statistics SA Community Survey 2016

Energy

A total of 80% of households within the Phumelela municipal area have access to electricity for household purpose. 18% of households do not have access to electricity. The municipality has committed itself to energy efficiency within the municipal area, by focusing on the increase of capacity, upgrading of networks and replacement of outdated and faulty meters, to reduce electricity loss.

Table Distribution of households using electricity for lighting, cooking, and heating in Phumelela municipal wards

Local municipality	Household access to electricity									
	In-house conventional meter	In-house prepaid meter	Connect to other source which household pays for (e.g., con	Connect to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity	Total
Setsoto	2660	30401	1589	53	12	137	-	263	2272	37388
Dihlabeng	2913	37519	1714	210	38	45	-	120	4297	46857
Nketoana	1367	16285	204	66	-	130	-	21	1591	19664
Maluti a Phofung	13165	89948	1734	87	20	16	16	649	5088	110725
Phumelela	1286	10263	74	13	54	46	22	151	2677	14586
Mantsopa	1865	13238	838	162	-	59	-	47	742	16951

Source: Statistics Community Survey 2016

Reduction in outages

Water		ELECTRICITY		SEWERAGE Challenges/Spillages		OTHER Roads	
2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022
14%	18%	12%	16%	8%	13%	1.5km's	2km's

Data: Phumelela Technical Services department

Basic Service Delivery Challenges

Electricity and water losses experienced by the municipality over the last years are contributed to a number of factors, most of these factors or reasons for losses can be alleviated some at greater cost than others, whilst generally more awareness and consciousness of the public may assist the institution to manage such losses.

An initiative in collaboration with Eskom will address some of the losses the municipality experience in terms of collections relating to electricity, of which include the replacement of old dilapidated and faulty electricity meters. This collaborative effort will also deal with issues pertaining to current Eskom debt which also hinders our ability to service the current account.

The serious shortage of staff, specifically in the Technical Services Department is not only a disadvantage but is a direct cause of our inability to respond positively to most basic services challenges. The lack of Master / Sector plans across the organisation hinders our ability to do forecast planning and effectively plan specific long-term plans with anticipated growth considerations taken into account.

FINANCIAL HEALTH OVERVIEW - The municipality financial position is as reflected below

Financial Overview – Year 2021/2022			
Details	Original Budget R'000	Adjustment Budget R'000	Actual R'000
Taxes, Levies, and tariffs	55 315	58 261	59 082
Rental of facilities	811	834	756
Interest Income	21 521	22 432	16 946
Fines and Licenses	158	164	24
Grants (Operational & Capital)	148 187	152 863	133 071
Other	1 858	3 414	3 480
Public Contributions and Donations	-	-	1 695
Sub Total	167 557	172 823	218 619
Less Expenditure	(166 281)	(170 732)	(259 026)
Net Total	1 276	2 091	(28 460)
Note surplus/deficit	Surplus	Surplus	Deficit

Data supplied by Financial Services Department

Note: Total expenditure include both operational and capital grants

The following table some key financial management challenges experienced in 2021/22

Key Financial Challenges and Interventions	
Challenges	Interventions (Initiated)
Non- filling of critical positions	Revenue manager positions anticipated to be filled in 2022/2023 financial year.
Low collection rate and high water and electricity distribution losses	Council approved 50% discount on settling of total debt and debt collectors were appointed for the hand over on defaulters, electricity split meters are being installed in Warden and water meters to be installed in whole of Phumelela subject to approval by COGTA.

Financial Health

Based on our operating ration provided below the Municipality financial health is reflected as follows

Operating Ratios				
Details	%	Expected Norm	Variance from Norm	Comment
Employee Cost	46.08%	The norm for this ratio is between 25% and 37%	Zero	The actual employee cost expenditure is within the Norm.
Repairs & Maintenance	3.63%	8% of the carrying value of property land and equipment and investment property	Zero	There is no sufficient fund to spend on repairs and maintenance of Assets

Data Supplied by Financial Services Department

Capital Expenditure

Details	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000
Original Budget	68 698	60 619	86 053	60 293
Adjustment Budget	76 714	57 619	88 005	63 219
Actual	76 714	57 601	82 798	43 427

Data Supplied by Financial Services Department

ORGANISATIONAL DEVELOPMENT OVERVIEW

AUDITOR GENERAL REPORT

The municipality received an Unqualified Audit Opinion for the year 2021/22 for both financial and performance.

STATUTORY ANNUAL REPORT PROCESS

Table: Annual Report Process

Annual Report Process		
No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan confirms in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	JULY
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalize the 4th quarter Report for previous financial year	
4	Submit draft year 1 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit Performance Committee considers draft Annual Report of municipality and entities where relevant	NOVEMBER
7	Mayor tables unaudited Annual Report	
8	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
9	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
10	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	DECEMBER-MARCH
11	Municipalities receive and start to address the Auditor General comments	NOVEMBER
12	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor General Report	
13	Audited Annual Report is made public, and representation is invited	
14	Oversight Committee assesses Annual Report	
15	Council adopts Oversight Report	FEBRUARY
16	Oversight report is made public	
17	Oversight report is submitted to relevant provincial councils	
18	Commencement of draft Budget/IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input	

It is important to achieve the above deadlines, not only to achieve legislative compliance but to ensure the smooth running of municipal planning, budgeting, service delivery implementation and reporting cycles which all feed and depend on one another. The Municipal Annual Report also informs the planning process of other spheres of government, thus influencing our equitable share of future government grants.

The table below shows to what extent the municipality complied with legislative requirements and timeframes in terms of the 2021/22 Annual Report Process.

Table : Legislative Compliance of the 2021/22 Annual Report Process

Activity	Applicable Legislation	Comment
Annual Report tables to Council within 7 months after end of financial year	MFMA Section 121 (1)	Yes
Annual Report made public for public comment	MFMA Section 127 (5)	Yes
Annual Report placed on website within 5 days after tabling in Council	MFMA Section 75	Yes
Annual Report submitted to National Treasury	MFMA Section 127(5)	Yes

CHAPTER 2

GOVERNANCE

Governance

INTRODUCTION TO GOVERNANCE

Phumelela Local Municipality was established in terms of Section 12 Notice of the Municipal Structures Act of 1998. In terms of Section 12 Notice, the Municipality is a Category B Municipality which operates within the Executive System combined with the Participatory Ward Governance in Phumelela Local Municipality is composed of both the Political and Administrative Governance. Governance is the process of decision-making and the process by which decisions are implemented. Governance in the Municipality takes into account legal and constitutional accountability and responsibilities. The Political wing of the Municipality exercises their executive and legislative powers and function to govern the affairs of the municipality. The Administration wing is responsible for Corporate Governance as prescribed by various legislative frameworks.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community.

Phumelela local Municipality has two management teams: a Political and an Administrative team. Together they exist to provide a wide-range of services to residents and businesses. Municipal councils exercise both legislative and executive functions. This is intended to facilitate hands-on governance and synergy between elected representatives, the executive and the administration. The proximity is meant to facilitate a more vibrant and responsive municipality that would ultimately result in efficient service delivery. The political team made up of councillors and directed by the Mayor and EXCO Members, make strategic and policy decisions for the residents and businesses. The Administrative Team supervised by the Municipal Manager and the Departmental Directors are to ensure that the decisions are put into effect.

POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality

In terms of Chapter 7, section 151(2) of the Constitution of the Republic of South Africa, the legislative and executive functions of a municipality are vested within its Municipal Council. The Political leadership of the Municipality exercise their executive and legislative powers and functions to govern the affairs of the Municipality. The legislative function of the Council is vested within the full Council with the Speaker as its Chairperson. The passing of policies and By-laws remain the responsibility of Council.

The Mayor: Cllr Tlokotsi John Motaung has overarching strategic and political responsibility for Phumelela local Municipality and also represents the Municipality at ceremonial functions. He receives reports from the Municipal Manager and presents these along with recommendations to Council.

The Speaker: Cllr Topsy Zwane is the Chairperson of the Council. The Speaker presides over Council meetings ensuring that meetings are held regularly, maintaining order during Council meetings and that the rules and regulations of the meeting are adhered to.

The Section 79 committees are District shared Services namely: Municipal Public Accounts Committee and Audit Committee.

The Audit Committee is an independent shared committee constituted to review the control, governance, and risk management within the Municipality. It is established in terms of section 166 of the Municipal Finance Management Act (MFMA). The Committee constitutes of members, who meet quarterly as per the schedule of meetings and provide recommendations on financial and nonfinancial processes of the Municipality.

Municipal Public Accounts Committee (MPAC) exercises oversight over the executive functionaries of Council and ensures good governance in the Municipality. Its functions include the analysis of the Annual Report, and submission of the Oversight Report on the Annual report to Council with recommendations. Once the Oversight Report has been considered and approved by Council it is published in accordance with the MFMA requirements and guidance.

THE MAYOR AND SPEAKER OF PHUMELELA MUNICIPAL COUNCIL 2016-2021



COUNCILLOR T.J. MOTAUNG

MAYOR

Functions

- To preside during the Executive Committee meetings.
- To perform the duties, including any ceremonial functions, and exercises the powers delegated to the Mayor by the Council or Executive Committee.
- Must provide general political guidance over the fiscal and financial affairs of the municipality.
- Must take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget.
- Provide general political guidance over the budget process and the priorities that must guide the preparation of a budget.
- Co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget.



COUNCILLOR T.R. ZWANE

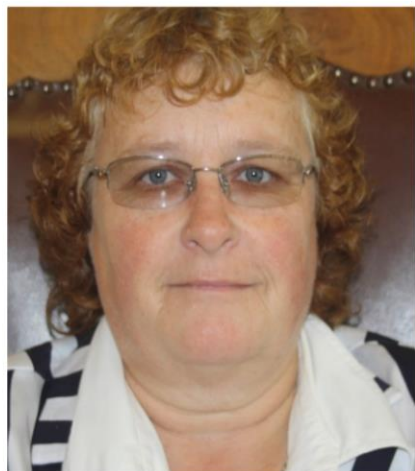
SPEAKER

Functions:

To preside during the Council meeting
performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the Local Government: Municipal System Act, No 32 of 2000
To ensure that Council meets quarterly
To maintain order during the Council meetings
ensure compliance in the Council and Council committees with the Code of Conduct set out in Schedule 1
To ensure that Council meetings are conducted in accordance with Rules and Orders of the Council



COUNCILLOR S.E. TSHABALALA



COUNCILLOR D.A. WESSELS

1. Cllr T.J. Motaung (Please see photo above)
2. Cllr S. E. Tshabalala
3. Cllr D.A. Wessels
4. Cllr K. A. Sibeko (replaced by Cllr S.E Tshabalala after 2016 LG elections)

To identify the needs of the Municipality

To review and evaluate those needs

recommend to the Municipal Council strategies, programmes, and services to address priority needs through the INTERGRATED Development plan, and the estimates of revenue and expenditure, taking into account any applicable National and Provincial development plan

recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes, and services to the maximum benefit of community

To evaluate progress against the key performance indicators

To review the performance of the Municipality in order to improve

1. economy, efficiency, and effectiveness of the Municipality
2. the efficiency of credit control and revenue and debt collections services
3. implementation of municipal by-laws

Monitor the management of the municipality's administration in accordance with policy directions of the municipal council

oversee the provision of services to communities in the municipality in sustainable manner

Perform such duties and exercise such powers as the council may delegate to it in terms of section 32 annually report on the involvement of communities and community organisations in the affairs of the municipality ensure that regard is given to public views and report on the effect of consultation on the decisions of the council

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Note: MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality

The **Municipal Manager** as head of the administration is responsible and accountable for tasks and **functions** as provided for in, but not limited to the Local Government: **Municipal** Systems Act, No. 32 of 2000, Chapter 8 of the Local Government: **Municipal** Finance Management Act, No. 56 of 2003. The municipal manager is appointed by council. The Municipal Manager is the link between the council and the administration, of which he/she leads. The accounting officer is responsible for the municipality's income and expenditure, assets, and other obligations such as proper adherence to all legislation applicable to municipalities. Subject to the municipal council's policy directions he ensures that an economically viable, effective, efficient, and accountable administration is established and developed, that the IDP comes to fruition, that municipal services are delivered in a sustainable and balanced fashion, that a personnel corps is appointed, managed, developed and disciplined and that sound labour relations are maintained. The Municipal Manager has to personally provide reasons to council for the way in which the financial affairs of the departments of council had been conducted, and this will be conducted with the assistance of the Finance Department.

The IDP and PMS Manager is a key Department within the Municipal Managers' office. It is responsible for the Integrated Development Plan (IDP) and Performance Management.

Senior Internal Auditor and Risk Manager are also located in the Municipal Manager's office and ensures compliance with municipal legislation. It also monitors that all departments adhere to the IDP, the municipal strategy, policies, and Risk Management in the sector.

Phumelela Local Municipality has three (3) Municipal Departments that report to the Municipal Manager. These Departments are directed by Directors who ensure that services are delivered to the people of Phumelela. However, note be taken that the Position of Director Technical remains vacant.

The Municipal Manager and his team of Directors and Managers convene weekly meetings to discuss key strategic service deliverables, progress, and guidance on achieving IDP goals, staff matters as well as the monitoring of the Municipal Budget and Projects.

The Municipal Manager and Directors, together with key managers, meet formally on a weekly basis to discuss key strategic issues which are then formulated into action plans for execution by mandated managers. The senior management team on scheduled basis engages with ExCom to accelerate issues of importance which requires a political mandate or support.

The Macro structure of the municipality is currently as reflected below.

MACRO STRUCTURE OF PHUMELELA MUNICIPALITY 2021/2022



MS. N.F MALATJIE
(Appointed Municipal Manager from August 2017)

MUNICIPAL MANAGER

Function

- Provide strategic Direction to all 3 Directors
- IDP
- SDBIP
- Performance Management
- Local Economic
- Tourism
- Sector Plans
- Audit Management
- Risk Management
- B2B



(Section 56)
MR NF RALEBENYA
Appointed as CFO from November 2018

CHIEF FINANCIAL OFFICER

Functions

- Revenue management,
- Expenditure management,
- Asset management,
- SCM management,
- Budget and Reporting



Mr Nkoati Solomon Kobeli
Director Corporate Services (Resigned in February 2021)



Mr Mojalefa Samson Mahlangu
Appointed as Acting Director Corporate services since March 2021

DIRECTOR: CORPORATE SERVICES

Functions

- Human Resource Management
- Legal Services
- Admin and Records Management
- Town Planning, Land Use, Property Management
- Information and Communication Technology
- Customer relations
- Community Services
- Traffic management & Fleet Management
- Disaster management & Firefighting Services
- Sports, Arts and Culture
- Human Settlements



Mr Malefetsane Leslie Mokoena
Director Technical Services (Appointed from
November 2018)

DIRECTOR: TECHNICAL SERVICES

Functions

- Roads and Storm Water Management
- Water and Sanitation
- Refuse Removal
- Waste Management
- Electricity Management

The total number of positions on the staff establishment is for the reporting period positions the status is as follows:

Meeting the requirements for Political and Administrative Governance

This section reports on how the municipality met requirements of participation, rule of law, transparency, responsiveness, consensus, equity/inclusiveness, effectiveness/efficiency, accountability, and sustainability with regard to handling its governance mechanisms/structures.

Sustainability

Sustainability is the capacity to endure. How systems remain diverse and productive over time. It is the potential for long-term improvements, which in turn also depends on the responsible use of natural resources

Productivity

The municipality's political and administrative governance structures remained productive throughout the financial year (2021/22) and complied well with legislative requirements. The following meetings were held:

Table 10: Council and ExCom Meetings held and attended in 2021/212

Meetings	2019/20	% Attendance	2020\21	% Attendance	2021/22	% Attendance
Executive Committee Meetings	2	100%	3	100%	2	100%
Special Executive Committee Meetings	0	0%	0		0	0
Council Meetings	6	98%	5	100%	7	99.9%
Special Council Meetings	6	98%	3	100%	6	100

Table 11 Ward Committee Meetings held in 2021/22

Ward Committee	Chairperson	Number of Meetings
Ward 1,	Cllr T.M Tshabalala	None due to COVID 19
Ward 2,	Cllr V.P Mahlaba	None due to COVID 19
Ward 3,	Cllr M.S Ntsele	None due to COVID 19
Ward 4,	Cllr K.A Sibeko	None due to COVID 19
Ward 5,	Cllr O.A. Mokoena	None due to COVID 19
Ward 6,	Cllr M.M Mashinini	None due to COVID 19
Ward 7,	Cllr T.R. Zwane	None due to COVID 19
Ward 8	Cllr B.V Khumalo	None due to COVID 19

Table 12: Audit Committee Meetings and Attendance

Members	Position	26/08/2021	13/12/2021	18/02/2022	03/06/2022	29/08/2022
		Special Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting
Mr GA Ntsala	Chairperson	✓	✓	✓	✓	✓
Mr TS Morare	Member	✓	✓	✓	✓	✓
Ms MR Reid	Member	✓	✓	✓	✓	✓
Ms N Ntipe	Member	✓	✓	✓	✓	✓
Mr. LB Mokhantso	RMC Chairperson	X	X	X	X	✓

Audit committee members and attendance

The audit committee consists of the members listed hereunder and should meet 4 times per annum as per its approved terms of reference. During the current year, seven (5) meetings were held.

Name of member and Number of meetings attended

- Mr. GA Ntsala (Chairperson) 5 meetings attended
- Me. M Kheta (Member) 5 meetings attended
- Me. M Ntipe (Member) 5 meetings attended
- Mr. S Morare (Member) 5 meetings attended
- Mr. LB Lebenya (RMC Chairperson) 1 meeting attended

MPAC Committee

The MPAC District shared service has taken over the functions of the Oversight Committee. The Oversight Committee met on the following dates:

- 17th March 2022;
- 28th-29th March 2022;
- 21st-22nd June 2022;
- 29th June 2022, and
- 11th August 2022

Accountability, Transparency and Rule of Law

Accountability is a key requirement of good governance. Accountability cannot be enforced without transparency and the rule of law. Transparency means that stakeholders are provided with information on decisions taken that directly affect them. Rule of law means that legal frameworks are enforced impartially.

The municipality's political and administrative governance structures are held accountable through various measures all of which are adhered to by the Phumelela Municipality.

Table 13: Governance Structures and Accountability Measures

Governance Structure	Measure of Accountability
Council	To approve the budget and encourage culture of community participation to community. Ensure that administration provide support to Council and to approve policies and by-laws
Executive Committee (EXCO)	To present strategic plan to council and make recommendations to council
Ward Committees	To assist the Ward Councilors with community needs and make recommendations to Council. They also serve as link to Council and residents
Portfolio Committees	Monitors municipal service delivery and budget implementation. Discuss matters affecting portfolio and submit reports to EXCO
MPAC Committee	The Oversight Committee serves as an oversight committee - to determine the institutional functionality of the Municipal Council in terms of effectiveness. An Oversight Report is tabled to Council
The municipality reports its annual performance and financial statements to the Auditor General	The Auditor General delivers an AG Report and expresses an audit opinion
The municipality reports its financial status and performance to its communities annually	The approved Annual Report is made available to the public
Municipal structures, employees, operations, procedures, and processes are ruled by legislation	Policies, Bylaws, Legislation, Regulations and Codes are available
Worker Representative Unions represent employees on organizational structures and observe the legality of labour practices procedures and processes	Unions serve as link between administration and labour. They assist labours in term of unfair labour practice by employer
Internal Auditing ensures the management of risk exposure and monitors adherence to legislation	The unit identifies municipal risk and generates a Municipal Risk Register Audit Committee reports are generated and tabled to Council
The Audit Committee is responsible for the oversight of internal controls, financial reporting and Compliance with regulatory matters.	Audit Committee approves the Internal Audit Plan and reports to Council
Community participation in the development of Policies and Strategies	Participative processes are scheduled
IDP and Budgeting Participation	Participative processes are ensured with a Council approved Process Plan
Performance Management Committee	An evaluation panel, established in terms of Section 6.6 of the Performance Agreement evaluates the performance of employees. Performance Agreements are signed on acceptance.
Organizational and Service Delivery Performance reporting to Council	Quarterly Performance Reports on the SDBIP are tabled to Council
Municipal Website promotes transparency	The municipality website has since not been functional due to budgetary constraints, the municipality relied on office of the premier to update the municipality information with the office of the premier which was not effective. The municipality is currently in the progress to source funding to operate its own website and all mandatory information will be place in the website as per section 75 of the MFMA.

Effectiveness and Efficiency

Good governance means that processes and institutions produce results that meet the needs of society, while making the best use of resources at their disposal. In this instance, those governance structures and processes that ensure that the community needs are met, with the best use of resources

Table 14: Governance Structures and Measures of Effectiveness and Efficiency

Governance Structure	Measure of Effectiveness and Efficiency
Portfolio Committees monitors municipal service delivery and budget implementation	Quarterly Reporting to Council on the SDBIP
Executive Committee ensures the mid-term assessment of performance, spending and budget	Mid-Term Assessment Report tabled to Council Adjustment Budget Tabled to Council if needed Adjusted SDBIP tabled to Council if needed
Audit Committee ensures oversight of internal auditing and risk management processes	Internal Audit Plan Audit Committee Reports tabled to Council Risk Register Number of fraud cases reported, and losses recovered
Performance Management Committee	The performance Management System is designed to reward superior performance. This linking increase overall organizational motivation and efficiency by focusing the executive management on the successful implementation of the IDP and Budget.)

Equity and Inclusiveness

Society's wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups to have opportunities to improve or maintain their well-being.

The political and administrative governance structures of Phumelela Municipality reflect equitable representation of the area's population structure. Different Political Parties are well-represented in Council.

Consensus orientated

Good governance requires mediation of the different interests in society. To be consensus orientated means striving towards reaching a broad consensus on what is in the best interest of the whole community and how this can be achieved.

Consensus on what is in the best interest of the whole community and how it can be achieved is a process that unfolds through the municipality's scheduled, consultative IDP, Budgeting and Ward Based Planning processes

Responsiveness

Responsiveness means that institutions and processes try to serve all stakeholders within a responsible timeframe.

The governance structures of Phumelela Municipality mainly adhere to set Council schedules, process plans approved by Council and reporting cycles determined by Provincial and National Government spheres. This is monitored through administrative compliance monitoring and oversight by the Audit Committee.

Participation

Participation can be direct and/or through legitimate intermediate institution or representatives.

Community participation in the governance structures of the Phumelela Municipality is mainly achieved through the Ward Committees System and consultative meetings with the community and sectors in the scheduled IDP/Budget process. Community Participation in the development of Policies and Strategies has otherwise been achieved through scheduled consultation sessions and/or workshops and/or through website uploads for community review and comments.

Table 15: Website Uploads for Community Review and Comments 2021/22

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's Website	Yes/No	Publishing Date
Current annual and adjustment budgets and all budget related documents	No	Nothing on the website
All current budget related policies	No	Nothing on the website
The previous annual report	No	Nothing on the website
The annual report (2020) published / to be published	No	Nothing on the website
All current performance agreements required in terms of section 57 (1)(b) of the MSA (2020) and resulting scorecards	No	Nothing on the website
All service delivery agreements	No	Nothing on the website
All long-term borrowing contracts	No	Nothing on the website
All supply chain management contracts above a prescribed value	No	Nothing on the website
Information statement containing a list of assets over a prescribed value that have been disposed of its section 14(2)	No	Nothing on the website
Contracts agreed in 2019 to which subsection (1) of section 33 apply, subject to subsection (3)	No	Nothing on the website
Public private partnerships agreements referred to in section 120 made in 2020	No	Nothing on the website
All quarterly reports tabled in the council in terms of section 52 (d) during 2020	No	Nothing on the website

The municipality website has since not been functional due to budgetary constraints, the municipality relied on office of the premier to update the municipality information with the office of the premier which was not effective. The municipality is currently in the progress to source funding to operate its own website and all mandatory information will be place in the website as per section 75 of the MFMA.

B. INTER-GOVERNMENTAL RELATIONS

The Municipal Systems Act, Section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution Section 41.

Phumelela municipality strives to uphold its legislative authority and co-operative governance as required by the Constitution and other relevant legislation. In doing so, the Municipality maintains good co-operative and inter-governmental relations with the District municipality, neighboring municipalities, Provincial and National Government and other government agencies. Maintaining good relations with other spheres of government makes it possible to benefit from the various contributions to service delivery offered by government, by aligning municipal planning to the development objectives and targets of provincial and national sector departments. Such contributions include various grants, skills development, and capacity building roll-outs which strengthen local government in its quest to improve service delivery.

2.3 INTER-GOVERNMENTAL RELATIONS

Phumelela Municipal staff and Management attends various engagements / sessions in - upholding good inter-governmental relations for the purpose of good governance, government - collaborated strategic direction, aligned planning, reporting, legislative compliance, accountability and Phumelela's participation in government programs and roll-outs to benefit development of our Administration, local area, and communities. The table below illustrates the numbers of engagements held in the province and district to which municipal officials were invited and therefore attended to enhance institutional capacity and access relevant dire funds or support which are sometimes offered at these engagements of government.

Table 16: IGR Engagements by Phumelela Municipality.

NO IGR Meeting Attended in 2021/22 Financial year.

LED Activities

Date	Name of Department	Meetings/workshop/ Trainings/Session	Hosted where	Responsible person
15 September 2021	SEDA	Cooperative Business training	Town Hall, Side hall, Vrede	LED OFFICER
8 December 2021	DSBD	IMEDP Equipment hand over	Town Hall, Side hall, Vrede	LED OFFICER
7 October 2021	Town Planning	Meeting	Council Chamber, Vrede	TOWN PLANNER
17 November to 18	NDA	Capacity building	Side Hall, Vrede	LED OFFICER

November 2021		participants		
16 March 2022	SEDA	Training of Mechanics and Panel Beaters	Side Hall, Vrede	LED OFFICER
17 March 2022	SEDA	Training of Mechanics and Panel Beaters	Side Hall, Vrede	LED OFFICER
18 March 2022	SEDA	Training of Mechanics and Panel Beaters	Side Hall, Vrede	LED OFFICER
08 April 2022	LED OFFICER	Client registration, fruits and Vege at Warden	Town Hall, Warden	LED OFFICER
22 May 2022	LED OFFICER	Database registration	Zamani Community Hall	LED OFFICER
31 May 2022	Concerned members of Contractors	Meeting	Council Chamber, Vrede	LED OFFICER
31 May 2022	NHBRC	Training	Town Hall, Side Hall	LED OFFICER
01 June 2022	NHBRC	Training	Town Hall, Side Hall	LED OFFICER
02 June 2022	NHBRC	Training	Town Hall, Side Hall	LED OFFICER
03 June 2022	NHBRC	Training	Town Hall, Side Hall	LED OFFICER
28 June 2022	SEDA, Phumelela LM	Youth Development Semina	Sdudu Hall, Ezenzeleni	LED OFFICER

C Public Accountability and Community Participation

Sustainability

Sustainability is the capacity to endure. How systems remain diverse and productive over time. It is the potential for long-term improvements, which in turn also depends on the responsible use of natural resources

Ward Committees as a governance structure promotes public accountability and strengthens community participation. The Ward Committee System is fully institutionalized and capacitated within the Phumelela Municipality.

Table 17: Ward Committees and Chairperson in 2021/2022

Ward Committee	Chairperson
Ward 1,	
Ward 2,	
Ward 3,	
Ward 4,	
Ward 5,	
Ward 6,	
Ward 7,	
Ward 8	

Accountability

Accountability is a key requirement of good governance. Accountability cannot be enforced without transparency and the rule of law.

Community Participation in the Development of Legal Frameworks and Directives

The table below indicates the dates on which Phumelela Municipality consulted with the community in the development of Municipal directives and documents in 2021/22, as advertised on the municipal website.

Table 18: Website Uploads for Community Review and Comments

WEBSITE UPLOADS FOR COMMUNITY REVIEW AND COMMENTS	
MUNICIPAL DIRECTIVE & ACTION	DATE
Inspection of valuation roll	N/A
Tabling of Draft Annual Report 2021/2022	N/A
Municipal Budget, Integrated Development Plan, Policies, and determination of tariffs for the financial year: 01 July 2021 to 30 June 2022	N/A
IDP open for comment	N/A
Amendments of tariffs	N/A

Effectiveness and Efficiency

Good governance means that processes and institutions produce results that meet the needs of society, while making the best use of resources at their disposal.

Equity and Inclusiveness

Society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups to have opportunities to improve or maintain their well-being.

Table 19: Ward Committee - Outreach Programs in 2020/21

DATE	TOPIC	PURPOSE / TARGET
N/A	Smart metre education	<ul style="list-style-type: none"> ○ People and stakeholders were educated by Eskom and the municipality on how smart metre is working to save electricity
N/A	Indigent registration	<ul style="list-style-type: none"> ○ To inform people qualifying for indigent in the municipality
N/A	Housing and Sites registration	<ul style="list-style-type: none"> ○ The process was to assist people who are in need of sites and housing.
M/A	Small Business Registrations	<ul style="list-style-type: none"> ○ Small Businesses were called to get information on how to start a business
N/A	N3TC Database	<ul style="list-style-type: none"> ○ To register all small businesses who want to participate at N3 businesses and to do sub-contracting
N/A	Smart metre education	<ul style="list-style-type: none"> ○ To educate the community with saving electricity for winter season.
N/A	ID Campaign	<ul style="list-style-type: none"> ○ To assist people without ID to register themselves

Consensus orientated

Good governance requires mediation of the different interests in society. To be consensus orientated means striving towards reaching a broad consensus on what is in the best interest of the whole community and how this can be achieved.

Table 20: IDP Community Input Meetings in 2021/2022

Date	Time	Venue	Attendance
17 February 2022	13:00	Vrede Council Chamber	15 People
21 February 2022	10:00	Warden Town hall	16 People
	14:00	Warden Town Hall	26 People
22 February 2022	10:00	Ezenzeleni Community Hall	168 People
	14:00	Ezenzeleni Community Hall	78 People
23 February 2022	10:00	Memel Council Chamber	29 People
	14:00	Memel Council Chamber	53 People
24 February 2022	10:00	Zamani Community Hall	107 People
	15:00	Zamani Community Hall	112 People
7 March 2022	10:00	Vrede Council Chamber	20 People
	14:00	Vrede Council Chamber	18 People

8 March 2022	10:00	Mhlabunzima Memorial Hall	152 People
	14:00	Mhlabunzima Memorial Hall	142 People

Transparency

Transparency means that stakeholders are provided with information on why decisions were made that directly affect them.

Table 21: Ward Committee – Community (Feedback) 2020/21

Public Meetings						
Nature and Purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community Members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Report back to the community and give new developments. Agenda 1. IDP Budget	N/A	04	02	67	Not completely addressed	Those pending are still to be addressed
Report back to the community and give new developments. Agenda 1. Department of water and Sanitation	N/A	05	02	258	Yes	
IDP Consultation with Local Stakeholders	N/A	04	04	42	Yes	
Report Back to the community	N/A	05	4	234	Yes	
Report back to the community and give new developments. Agenda 1. Sites 2. High mass Lights 3. ID campaign 4. Indigent Launch	N/A	03	3	283	Yes	
Report back to the community and give new developments. Agenda 1. Human settlement Meeting	N/A	02	4	423	Yes, some of issues	
Report back to the community and give new developments. Agenda 1. Electricity 2. Fuduwa 3. IEC	N/A	02	03	211	Yes	
Agenda 1. IDP Budget Roadshow	N/A	2	3	314	Yes	
Agenda 1. N3TC Warden to Villiers Rehabilitation Project	N/A	08	05	346	Yes	

Rule of Law

Rule of law means that legal frameworks are enforced impartially.

The internal Audit Unit is responsible to ensure impartial enforcement of legal frameworks within the municipality.

D. Corporate Governance

Sustainability

Sustainability is the capacity to endure. How systems remain diverse and productive over time. It is the potential for long-term improvements, which in turn also depends on the responsible use of natural resources

Risk Management

Section 62 of the Municipal Finance Management Act (MFMA), no. 56 of 2003, states that the Accounting Officer should take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of financial and risk management and internal control as well as the effective, efficient, and economical use of the resources of the municipality.

Risk Management oversees the risk management process in terms of the following as prescribed by NT Public Sector Risk Management Framework:

Of which the risk management responsibilities include:

- (a) Assisting management to develop the risk management policy, strategy, and implementation plan.*
- (b) co-ordinating risk management activities;*
- (c) Facilitating identification and assessment of risks;*
- (d) Recommending risk responses to Management; and*
- (e) Developing and disseminating risk reports.*

Local Government Risk Management Framework, chapter 14, section 25(2)(i): The high level responsibilities of the Chief Risk Officer should include assisting Management with risk identification, assessment and development of response strategies, and monitoring implementation thereof.

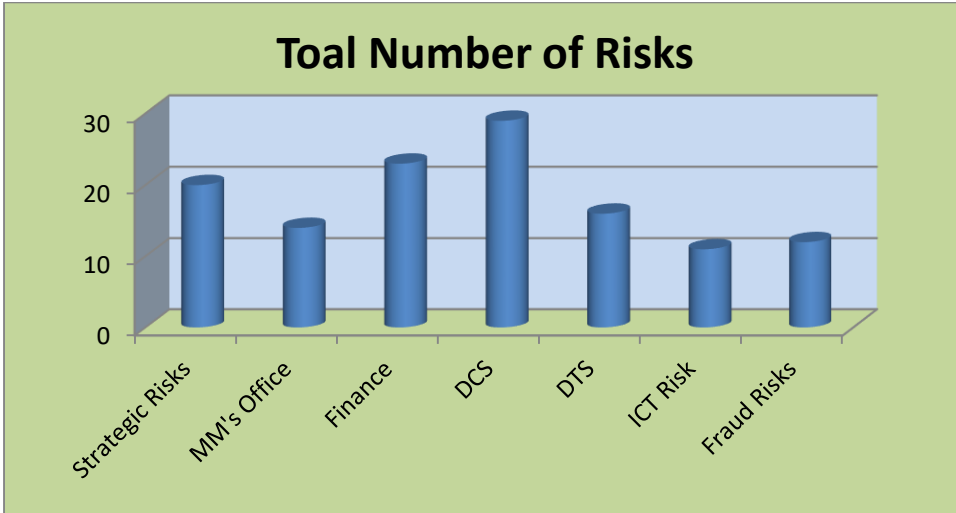
Although the Risk management section facilitated the above, management took ownership of risks and the mitigation thereof. Phumelela Municipality is making progress with risk assessment and risk management processes over the last year. Operational risk assessments were performed on a continuous basis during the 2021/22 financial year, by the departments, as quarterly risk reporting on, amongst others, additional risks, deleted risks, changes to risk data, risks that materialised and risks that should be escalated for intervention was implemented. The departments also discussed the risks on a continuous basis at scheduled executive management and departmental meetings.

a) Risk Profile/Analysis

The annual risk assessment reflected the following change in risk profile:

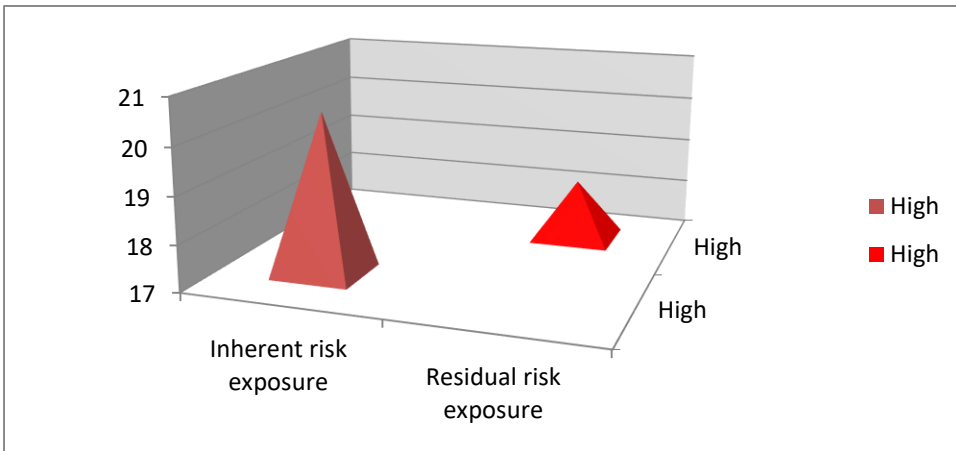
Comparison of High-Risk Areas per Department

Total Risks Identified



	Operational Risks						
	Strategic Risks	MM's Office	Finance	DCS	DTS	ICT Risk	Fraud Risks
Total Number	20	14	24	31	16	13	13

High Inherent Risks vs. High Residual Risks (Overall Risk Exposure)



b) Top twenty risks 2021/2022

Top 20 Institutional Risks were reviewed and updated through a collaborative process with support from Provincial Treasury.

The updated list of Top 20 institutional risks are as follows:

Risk number	Risk - Threat to achieving Objectives	Risk description
STR01	To Conduct Municipal planning and Budget processes in line with legislative requirements.	Inadequate implementation of the process plan (Structure, Policy, Process, etc.)
STR02		Nonalignment of the IDP, budget and SDBIP.
STR03	To provide strategic leadership to the strategic operational activities of the municipality	Non-cascading of performance management system to lower level.
STR04		Performance Assessment – Job evaluations
STR05	Providing effective Community Services and the promotion of Local Economy	Outdated LED Strategy
STR06		Non attraction of investment opportunities
STR07	To provide sufficient and skilled human capital in order to enable all departments to function optimally in order to enhance service delivery and institutional capacity.	Excessive overtime payment/bill
STR08	Financial viability and management	Reliance on grants for sustainability
STR09		Under Collection of revenue
STR10		Negative Cash Flow
STR11		Ineffective procurement processes and/or systems
STR12	Timeous submission of AFS, budget, reporting and audit related queries.	Late submission of AFS, Budget and reporting.
STR13	To improve the standard of roads and storm water drainages in the municipality	Deterioration of roads and storm water
STR14		Dilapidated Infrastructure (Water and Sewer networks)
STR15	To ensure that all municipal capital projects are properly administered and managed	Ineffective implementation of conditional grants
STR16	To regulate municipal planning within municipal boundaries.	No land use scheme.
STR17	To ensure that final drinking water complies with blue-drop requirements.	Compromised/Poor quality of water
STR18	To ensure that final Effluent conforms with GDS	Non-compliance with GDS requirements

STR19	Implementation of the integrated solid waste management plan. (ISWMP)	Lack of proper landfill site infrastructure
STR20	Institutional development and transformation	Lack of ICT Master Plan

list of all the high residual (red) risks that were identified at strategic level 2021/220222

Risk - Threat to achieving Objectives	Risk Description	Root Cause	Consequences
Financial viability and management	Reliance on grants for sustainability.	1, Lack of plans to source/secure additional income, 2, low economic base, 3, unsustainable municipality	1, Failure to sustain service delivery. 2, Non-achievement of council's objectives.
	Under Collection of revenue.	1, Inaccurate billing. as a result of Consumers not being adequately billed. 2, Undelivered statement of accounts. 3, Late distribution of accounts 4, Inadequate financial system. (Unreliable) 5, Insufficient collection point. 6, Lack of human capacity (Cashiers close during lunch breaks) 7, Ineffective implementation of credit control policy. 8, Covid-19 Pandemic	1, Loss of revenue. 2, Negative impact on cash flow. 3, Negative Impact on service delivery 4, Negative impact on the Goodwill of the institution
	Negative Cash Flow.	1, Under billing, 2, Late issuing of accounts, 3, Malfunctioning of meters, 4, Meters not being read, 5, Incorrect billing, 6, Non billing, 7, unregistered indigents 8, Accounts averaged for more than three months.	1, Constrained cash flows, 2, High amount of debtors written off or high level of debtors' impairment.
	Late submission of AFS, Budget and reporting.	1, Ineffective financial system. 2, Manual compilations of reports.	1, Negative audit opinion. 2, Non-compliance to applicable prescripts. 3, Unreliable reports
Infrastructure development and basic service delivery	Deterioration of roads and storm water	1, Unwarranted traffic volume and traffic type. 2, Lack of upgrading. 3, Degrading of storm-water channels. Unwarranted use	1, Un-maintainable potholes resulting damage to vehicles then litigation 2, Litigation and damage to property.

Risk - Threat to achieving Objectives	Risk Description	Root Cause	Consequences
		of storm-water channels. 4, Lack of maintenance plans	
Institutional development and transformation	Excessive overtime payment/bill	1, Lack of control and monitoring of overtime. 2, Aging Infrastructure.	1, Increase salary bill - Negative cash flow. 2, Unauthorised expenditure
Local Economic development	Outdated LED Strategy	Capacity constraints - Shared with the district and COGTA.	Non-compliance with Local Economic Strategic agenda/Non-compliance with the act
	Non attraction of investment opportunities	1, Geographical placement of PLM. 2, Non appealing entrances to town 3, Predominant poor society within PLM 4, Infrastructure decay, and 5, Degeneration of Business	Increase in unemployment within PLM.
Good governance and public participation.	Non-alignment of the IDP, budget and SDBIP.	Inadequate budgeting and revenue collection.	1, Qualification with regards to audited performance information. 2, Inability to achieve IDP objectives. 3, Negative impact on service delivery. 4, Noncompliance to the MSA

2.5 Anti-Corruption and anti-fraud

“Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury.”

Phumelela Local Municipality has a **ZERO TOLERANCE** to Fraud and Corruption and thus has the intent to promote consistent organizational behaviour by providing guidelines and assigning responsibilities for the development of controls and conduction of investigations relating to fraud and corruption. The fraud prevention strategy and policy are such documents designed to align Phumelela Local Municipality to the national priority of combating fraud and corruption. Anti-Corruption and Fraud

Section 62 (1) (c) (i) of the Municipal Finance Management Act (MFMA), no. 56 of 2003, states that the Accounting Officer should take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of financial and risk management and internal control as well as the effective, efficient, and economical use of the resources of the municipality. Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism, and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud. In terms of fraud preventative arrangements, Phumelela Municipality has instituted:

- The promotion of an ethical culture
- Provision of training to employees
- Adoption of a policy on fraud and anti-Corruption
- Provision of physical security for municipal buildings and
- Procedures of employee vetting - executed before employees are appointed

a) Developed Strategies

Table 24: Strategies: Anti-corruption and Anti-fraud

Name of Strategy	Developed Yes/No	Adopted/Reviewed
Anti-Fraud and Anti-Corruption Policy	Yes	Yes
Anti-Fraud and Anti-Corruption Strategy	Yes	Yes

The structural strategies according to the Anti-Fraud and Anti-Corruption Strategy and implementation plan include the establishment of an Anti-Fraud and Anti-Corruption Committee that will oversee the approach of the Municipality approach to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. The Section 79 Finance Committee

Effectiveness and Efficiency

Good governance means that processes and institutions produce results that meet the needs of society, while making the best use of resources at their disposal.

MPAC Committee

Phumelela Local Municipality has established its own Municipal Public Accounts Committee (MPAC), as recommended by the MSA 1998 section 79 (1)(a) and (b) with sub-section (2) detailing the framework and guidelines within which the committee of council shall operate.

The MPAC, consisting of Five () members appointed to strengthen and provide oversight within the municipality, in terms of the provision of S79 of the Local Government Municipal Structures Act 117 of 1998. MPAC is a committee of Council and its meeting schedule is therefore developed and managed in such manner.

1. Cllr KA Sibeko (Chairperson)
2. Cllr JN Kemp
3. Cllr NJ Mokoena
4. Cllr P Mahlaba
5. Cllr L. Molefe
6. Cllr T Radebe, and
7. Cllr S. Magubane

The MPAC Committee primary responsibility is to exercise oversight as delegated by council, promote transparency, public accountability and ensure good governance in the Municipality in terms of section 53 and 59 of the Local Government: Municipal Systems Act, 32 2000.

Equity and Inclusiveness

Society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups to have opportunities to improve or maintain their well-being.

Phumelela Municipality has a fully functional Supply Chain Unit. The Phumelela Supplier Database has been updated in terms of supplier information in 2021/22, as to minimize the risk of supplier duplication.

Transparency

Transparency means that stakeholders are provided with information on why decisions were made that directly affect them.

Municipal Website

The municipality website has since not been functional due to budgetary constraints, the municipality relied on office of the premier to update the municipality information with the office of the premier which was not effective. The municipality is currently in the progress to source funding to operate its own website and all mandatory information will be place in the website as per section 75 of the MFMA.

Rule of Law

Rule of law means that legal frameworks are enforced impartially.

The impartial enforcement of legal frameworks is ensured by Phumelela Municipality through the adoption and application of municipal policies and bylaws, of which the following have been adopted in 2021/22:

Table 25: Policies and Bylaws Adopted

POLICY	COUNCIL RESOLUTION
<ul style="list-style-type: none">• Phumelela Municipality Fraud Prevention Police• Phumelela Municipality Risk Management Policy• Attendance and Punctuality Policy• Bursary Scheme for community members policy• Communication and strategy policy• Incapacity policy• Internal Bursary Policy• Leave policy• Occupational Health and Safety Policy• Recruitment and placement policy• Training and Development policy• Subsistence and travelling policy• HR Policy and procedure manual	<p>30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017</p>
BY-LAWS ADOPTED	COUNCIL RESOLUTION
<ul style="list-style-type: none">• Standard Commonage• Standard Delegation of powers• Encroachment policy• Fire and Emergency services• Ward committee• Waste Management• Water Restriction• By-law on Promulgation of Water Services intermediary and provision of water and sanitation services to residents on privately owned land	<p>30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017 30/05/2017</p>

COMMENT ON BY-LAWS:

Note: MSA 2000 s11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.

Number of consultative meetings and roadshows were conducted to both the communities and sector meetings. The intention was to invite inputs on the new bylaw and to introduce a new practise in terms of land application. The bylaw was adopted with the tariff structure and clearly defined delegations of powers. In order for the municipality to ensure fully compliance the following issues needs to be addressed:

Appointment of the Town Planner

Appointment of the Municipal Planning tribunal

Subsequent to the appointment of the above mentioned role-players. The municipality will then make a determination on the enforcement.

Participation

Participation can be direct and/or through legitimate intermediate institution or representative

CHAPTER 3

ORGANISATIONAL DEVELOPMENT

PERFORMANCE

COMPONENT A: MUNICIPAL WORKFORCE

Number of Employees

The following reflects the number of staff per category for the last three financial years:

Table 26: Staff per category should be the same as the one on top
TABLE

Table 27: Staff Category per Directorate

TABLE

Personnel Services

Personnel Services form an integral part of the Corporate Services departments and Phumelela Municipality's service delivery success. Professionalism and operational efficiency are of utmost importance, especially on the management of the department and how it functions. The department is responsible for the key areas discussed below.

Employee Wellness

Phumelela Municipality has a Human resources section that drives the Employee Wellness Program attending to employees' social, mental, and physical health needs.

Some of the interventions by the department include:

- Free medical tests by medical fund institutions;
- Debt counseling, garnishee orders and financial planning sessions; and
- Promotional Health Talk on Circumcision.

Human Resources Policies

The following Human Resources policies have been implemented by the Phumelela Municipality:**POLICIES**

POLICY	COUNCIL RESOLUTION
Phumelela Municipality Fraud Prevention Police	28 July 2016
Phumelela Municipality Risk Management Policy	28 July 2016
Attendance and Punctuality Policy	28 July 2016
Bursary Scheme for community members policy	28 July 2016
Communication and strategy policy	28 July 2016
Incapacity policy	28 July 2016
Internal Bursary Policy	28 July 2016
Leave policy	28 July 2016
Occupational Health and Safety Policy	28 July 2016
Recruitment and placement policy	28 July 2016
Training and Development policy	28 July 2016
Subsistence and travelling policy	28 July 2016
Public Participation Policy	28 July 2016
HR Policy and procedure manual	28 July 2016

BY-LAWS ADOPTED	COUNCIL RESOLUTION
Advertising	14/10/2016
Impoundment of Animals	14/10/2016
Standard Street Trading By-Law	14/10/2016
Environmental Health by law	14/10/2016
Childcare services	14/10/2016
Credit control and debit collection	14/10/2016
Indigent support bylaw	14/10/2016
Property rates	14/10/2016
Bed and breakfast and guests house	14/10/2016
Water Restriction	14/10/2016

Promotions

The information below in compares the number of employees that have been promoted during the past three financial years:

Employees at the Phumelela Municipality are not promoted automatically. All internal employees must apply for posts as advertised.

Pension Funds

The Phumelela Municipality makes use of the following Pension and/or Retirement Funds:

- SALA Pension Fund
- Free State Pension Fund / Provident Fund
- SAMWU Provident Fund
- Municipal Employees Pension Fund

Medical Aid Schemes

Employees are able to choose from the following Medical Aid Funds:

- BONITAS
- HOSMED
- Key Health
- LA Health
- SAMWUMED

Labour Relations

This department has the function of managing labour relations matters and dealing with occupational health and safety in the municipality.

Occupational Health and Safety

The department is also responsible to ensure that operations and activities within the municipality comply with the provisions of the Occupational Health and Safety Act, 1993 as well as the different Regulations promulgated in terms of the said Act. Incident/accident investigations are conducted promptly in order to determine in respect of which activities work instructions and safe work procedures should be developed and implemented, to prevent the reoccurrence of incidents in the workplace.

Furthermore, Health and Safety Committee Meetings are arranged on a monthly basis to address all health and safety issues raised at such meetings.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Section 57 Performance Evaluation

The performance evaluation for Section 57 managers forms the basis for evaluating performance in relation to set targets as outlined in the signed performance agreements of executive managers. Performance evaluation takes place on a quarterly basis and reported to the Mayor.

Improved Performance Management

In 202/22 the municipality adopted a performance framework within the organisation, to date only officials appointed in terms of section 56 and section 57 are measured for performance against signed performance agreement. Implementation and monitoring thereof will be a targeted and continued focus in 2021/22.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Skills Development

As prescribed by legislation, the combined Workplace Skills Plan (WSP) was compiled in April 2022 and approved on 30 May 2022.

For the year under review (2021/22) Phumelela Municipality has trained 35 Employees.

Table 34: Training per Job Category:

Directorate	Total	Legislators, Senior Officials and Managers	Clerks	Technicians and Associate Professionals	Craft and Related Trade Workers	Elementary Occupations	Professional
Technical Services	1	0	1	0	0	0	0
Finance Services	8	0	8	0	0	0	0
Corporate Services	10	0	10	0	0	0	0
MM Office	0	0	0	0	0	0	0
Office of the Mayor	1	0	0	0	0	0	0
Total: 2021/22	29	0	29	0	0	0	0
Total: 2020/21	61	22	37	2	0	0	0
Total: 2019/20	42	20	20	2	0	0	0

Skills Development Budget

The information below indicates the quantum of municipal budget allocated to skills development and the percentage spent

Table 35 Skills Development Budget against Expenditure

Financial Year	Budget	Expenditure	Percentage Expenditure
2018/19	R199 996.	R82 796.96	41%
2019/20	R149 843	R 9 780.87	7%
2020/21	R500 000	R147 227.19	29%
2021/2022	R250 000	R143 623.98	57.45%

MFMA Competencies

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, chief financial officer, non-financial managers, and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493, dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, in collaboration with various stakeholders and role players in the local government sphere, developed an outcome based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013, employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

A total of 39 employees were identified to obtain the abovementioned qualification and prescribed competencies. 5 officials have already completed the training and 34 still busy with the programme,

Table 36 below provides details of the financial competency development progress as required by the notice:

Financial Competency Development: Progress Report				
Description	Total number of officials employed i.t.o. Regulation	Competency assessments completed i.t.o. Regulation	Total number of officials whose performance agreements comply with Regulation 16	Total number of officials that meet prescribed competency levels i.t.o. Regulation 14(4)(e)
	14(4)(a) and (c)	14(4)(b) and (d)	Regulation 14(4)(f)	
Financial Officials				
Accounting Officer	1	Competent	1	1
Chief Financial Officer	1	Competent	1	1
Director Corporate	1	Competent	1	1
Director Technical	1	Competent	1	1
Senior Managers	7	Competent		7
Any other financial officials	38 5	competent in progress		31 5
Supply Chain Management Officials				

Supply Chain Management Senior Managers	1	Competent	1
TOTAL	1		1

Induction

SALGA is in a process of developing a uniform Induction framework as such newly appointed employees are only informed on the benefits and given an employment contract that entails working conditions.

Learnership

A total of 2 (unemployed) learners were recorded to have received training through work intergrated learning (WIL) in 2021/22 financial year.

The municipality granted 10 internal bursaries in the 2021/22 financial year.

Table 37: Bursaries per Directorate

Table

COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Personnel Expenditure

Table 38: Trends of Personnel Expenditure compared to Operating Expenditure:

Financial Year	Salaries R'000	Expenditure R'000	Percentage
2021/22	R91 644	R198 899	46%
2020/21	R84 137	R256 007	33%
2019/20	R77 477	R266 469	29%

CHAPTER 4

AUDITED ANNUAL PERFORMANCE INFORMATION

REPORT

2021/2022

“Compiled in compliance with the requirements of Section 46(1) of the Municipal Systems Act, Act 32 of 2000 as amended.”

2021/2022 ANNUAL PERFORMANCE REPORT

No	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	PLANNED ANNUAL TARGET 2021/22 FY	ACTUAL REPORTED ACHIEVEMENT	DEVIATIONS	REASON FOR DEVIATIONS	ORIGINAL BUDGET SOURCE	ADJUSTED BUDGET	ACTUAL EXPENDITURE AS AT 30 JUNE 2021	INDICATOR MATRIX REFERENCE
1	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	sanitation	Memel/Zamani Construction of sewer reticulation and house connection for 118 houses, toilets structure and outfall sewer in Zamani	Zamani Memel	Number	Number of KM roads and storm Water constructed in Memel/Zamani by 30 June 2021	New KPI	Constructed sewer reticulation and house connection for 118 houses, toilets structure and outfall sewer in Zamani by 30 June 2022	Not Achieved	Contractor is on site and the project became slow due to given reasons on the motivation column.	<p>The contractor's progress was slow due to number of reasons that were beyond our control,</p> <ul style="list-style-type: none"> •The area is known to be water locked and that adversely affected the duration of the project. •Numerous unrest caused by the business Forum on the appointment of sub-contractors hugely affected the progress. 	R9 611 860,00	R1 514 357,95	R5 698 648.44	TS1

2	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Roads	Construction of 1.0km Paved Road and Storm Water in Zamani Memel	Zamani Memel	Kilometres	Number of KM roads and storm Water constructed in Memel/Zamani by 30 June 2022	OVERLAPPED 0% The contract or will be appointed during the 4th Quarter of 2021/2022 FY	Construction of 1.0km of paved road and storm water by 30 June 2022	Not Achieved	Contractor was appointed during the third quarter, site establishment and progress of 60% was done	The Project could not start during the beginning of the financial year due to limited funding. The appointment was done in the last quarter of the financial year.	R9 223 927.20	R7 415 277.90	R 8 834 528.17	TS2
3	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Water	Water Capacity Upgrade (Construction of bulk Water Pipeline) in Memel/Zamani	Memel/Zamani	Kilometres	Number of KM Water Supply Line Constructed with Associated Storage and Pump Station in Memel/Zamani by 30 June 2022	OVERLAPPED The project was at 98% at the end of 2020/2021 FY Electrification Project underway the scope to include the connection of the pump	2,5 KM Water Supply Line Constructed with Associated Storage and Pump Station in Memel/Zamani by 30 June 2022	Not Achieved	99% of actual work is complete only energising of the Pump station remain outstanding	This project is dependent to the Electrification project that is currently ongoing.				TS3
4	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Water	Refurbishment of a pump station, and water Treatment Plant in Warden	Warden	Number	Number of Water Treatment Plant Revamped in Warden by 30 June 2022	OVERLAPPED The project was at 71% at the end of 2020/2021 FY All items in the tender documents were completed, Additional work supported by council was identified	1 Water Treatment Plant Revamped in Warden by 30 June 2022	Not Achieved	The practical completion certificate was only signed on the 25 th of July due to the lead time of specialised material shipped from abroad	The project will only be concluded and commissioned in the first month of the new financial year	R28 709 000,00	R28 709 000,00	R 6 301 012.43	TS 4

and the projects overlaps to 2021/2022

5	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Upgrading of Waste Water Treatment Plant in Warden/Ezenzeleni	Warden/Ezenzeleni	Numbers	Number of sewer line revamped in Warden/Ezenzeleni by 30 June 2022	<p>OVERLAPPED The project was at 55% at the end of 2020/2021 FY</p> <p>Due to encountered claim extension of time</p> <p>The project was planned for two outer years due to the magnitude of work involved as per specifications and Business Plan</p>	1 WWTP(Water waste treatment plant) Revamped in Warden/Ezenzeleni by 30 June 2022	Not Achieved	98% The contractor has been struggling with the cash flow to complete the remaining the minor activities project	The contractor is currently on site to complete the outstanding work	R16 543 859.20	R16 543 859.20	R8 396 784.78	TS5

6	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Refurbishment of Outfall Sewer in Thembelihle/Vrede	Thembelihle/Vrede	Number	Number of Outfall Sewer refurbished by 30 June 2022	OVERLAPPED The project was at 63% at the end of 2020/2021 FY Project has an additional scope supported by council resolutions To complete the additional work by end of Third quarter	1 Outfall Sewer Refurbished in Thembelihle Vrede by 30 June 2022	Achieved	N/A	N/A	R 5 716 140.80	R 5 716 140.80	R 2 148 954	TS 6
7	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Electricity	Electrification of 176 sites in Memel/Zamani	Memel/Zamani (Ward 1)	Number	Number of sites/Households Electrified in Memel/Zamani by 30 June 2022	OVERLAPPED The project was at 95% at the end of 2020/2021 FY) .The electricity is not supplied to the household as yet because we are still waiting for the voltage regulator	176 Sites Electrified in Memel/Zamani by 30 June 2022	Not Achieved	95% Electrification of the houses has been completed	The project was delayed due to the unavailability of Voltage Regulator abroad and in South Africa Communication to solicit the VR was concluded in May 2022 and Contractor is currently on site to complete the Project	R16 020 000,00	R3 000 000,00	R 3 000 000	TS7

8	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Public Facilities	Upgrading of sports facility Phase 4 in warden/Ezenzeleni	Warden/Ezenzeleni	Number	Number of Sports facilities upgraded in warden/Ezenzeleni by 30 June 2022	OVERLAPPED The project was at 36% at the end of 2020/2021 FY Due to late Appointment of the contractor. Contract on site and significant progress is confirmed and Project will be completed during the third quarter 2021/2022	1 Sports facilities upgraded in warden/Ezenzeleni by 30 June 2022	Not Achieved	The allocation as per the MIG is only limited to 4.5% of the allocation. This has led to the implementation of projects on phase approach	The Budget allocated for this project was insufficient. Municipality applied for the augmentation of funding and it was approved, the contractor is on site to complete the project.	R618 364.07	R938 100,00	R 559 348.90	TS8
9	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Upgrading of Outfall Sewer Line in Ext 4 Vrede	Vrede	Number	Number of Outfall Sewer Line Revamped in Ext 4 Vrede by 30 June 2022	New KPI	Designs and Advertisement by 30 June 2022	Not Achieved	Adverts were done in the next Financial year	Due to the circular from treasury	R5 716 140.80	R5 716 140.80	R 353 852.31	TS9
10	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Upgrading of Sewer System in Warden P1	Warden	Number	Number of Sewer System Revamped in Warden Phase 1 by 30 June 2022	New KPI	Designs and Advertisement by 30 June 2022	Not Achieved	Adverts were done in the next Financial year	N/A	N/A	R9 611 860,00	R3 049 800	TS 10

11	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Roads	Construction of 1.0km Paved Road and Storm Water in Vrede/ Thembalihle	Vrede/ Thembalihle	Kilometres	Number of 1 KM roads and storm Water constructed in Vrede/ Thembalihle by june 2022	New KPI	Designs and Advertisement by 30 June 2022	Not Achieved	Adverts were done in the next Financial year	N/A	N/A	R9 699 886,42	R494 270.40	TS 11
12	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Roads	Construction of 1.0km Paved Road and Storm Water in Vrede/ Thembalihle	Ezenzeleni/Warden	Kilometres	Number of 1 KM roads and storm Water constructed in Ezenzeleni/Warden by 30 June 2022	New KPI	Designs and Advertisement by 30 June 2022	Not Achieved	Adverts were done in the next Financial year	N/A	N/A	R6 607 047,08	R 491 702.45	TS 12
13	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Waste Management	Develop and Approve Intergated waste management Plan	Institutional	Number	Number of Intergated waste management Plan developed and approved by 30 June 2022	0	Develop and approved integratedwaste management plan by 30 June 2022	Achieved	N/A	N/A	OPEX	OPEX	OPEX	TS 13

14	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Water Management	Develop Water Conservation and Water Demand Plan	Institutional	Number	Number of Water conservation and Water Demand Plan by 30 June 2021	New KPI	Develop and Approval of water and coservation and water demand plan by 30 June 2021	Achived	N/A	N/A	N/A	Grant Allocation Cogta	434 782,61	TS 14
15	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Water	Billed household for Basic Water Services	Institutional	Number	Number of Household billed for Basic Water Services by June 2022	New KPI	6 766 Household per month x 12 months billed for Basic Water Services by June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	TS 15
16	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Refyse Removal	Billed household for Basic Water Services	Institutional	Number	Number of Household billed for Refuse Removal Services by June 2022	New KPI	8 877 Household per month x 12 months billed for Refuse Removal Services by June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	TS 16
17	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Billed household for Basic Sanitation Services	Institutional	Number	Number of Household billed for Sanitation by June 2022	New KPI	8 000 Household per month x 12 months billed for Sanitation Services by June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	TS 17

18	Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Electricity	Billed household for Basic Electricity Services	Institutional	Number	Number of Household billed for Electricity by June 2022	New KPI	3 539 Household per month x 3 months	Achieved	N/A	N/A	N/A	OPEX	OPEX	TS 18
19	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Management-Strategic Plan	Develop and approved HR Strategic Plan	Institutional	Number	Number of HR strategic Plan developed and approved by council by 30 June 2022	New KPI	1 HR Strategic Plan Developed and Approved by Council by 30 June 2022	Not Achieved	In consultation with SALGA for assistance	Due to internal capacity constraints the Strategy could not be developed To be developed in 2022/23 financial year with the assistance of SALGA Free State	N/A	OPEX	OPEX	COR 1
20	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Policies	Review and approve of HR Policies	Institutional	Number	Number of HR polices Reveiwed and Approved by 30 June 2022	12	HR Polices Reveiwed and Approved by 30 June 2022	Not achieved	The document to be taken to council for Resolution	Draft policies been developed and to be approved by Council. Policies are available for consultation with all stakeholders	N/A	OPEX	OPEX	COR 2

21	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Management-Staff Establishment	Review organogram to be inline with the IDP & submit to Council for approval	Institutional	Number	Number organogram reviewed in line with the IDP & submitted to Council for approval by 30 June 2022	Approved Organisa tional Structure 2019/20	1 OrganogramRev eiwed in line with the IDP and approved by council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 3
22	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Development-Training	Development of (WSP) and Annual Training Report (ATR)	Institutional	Number	Number of Work Skills Plan (WSP) & Annual Training Report (ATR) Developed and submitted to LGSETA by 30 April 2022	1 WSP and ATR Submitted	1 WSP and ATR Developed and submitted the to LGSETA by 31 May 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 4
23	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Job Evaluations	Facilitation and performing Job evaluations for Phumelela Municipality	Institutional	Date	Employees Job Evaluations conducted by 30 June 2022	New KPI	Employees Job Evaluations conducted by 30 June 2022	Not achieved		the Organisatio nal structure. Job evaluation be conducted in 2022/23 financial year in line with the deadline of staff regulations	OPEX	OPEX	COR 5	

24	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource-Job Discriptions	Signing of Job Discriptions by all employees	Institutional	Number	Number of Job Descriptions developed and signed by all employees	50	100% Job Descriptions Updated and Signed by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 6
25	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Management - Employment Equity	Prepare and submit Employment Equity Report to dept. of labour	Institutional	Number	Number of Employment Equity Report Prepared and submitted to dept. of labour by 30 June 2022	2019/20 Employment Equity Report	1 Employment Equity Report prepared and submitted to dept. of labour by January 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 7
26	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Legal Services Litigations	Litigations	Institutional	Percentage	% of litigation cases attended (# of cases attended /# of cases received) by 30 June 2022	2019/20 Litigation Register	100% of litigation cases attended (# of cases attended /# of cases received) by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 8
27	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	LLF Meetings	Local Labour Forum Meetings	Institutional	Number	Number of LLF meetings held by 30 June 2022	12 LLF meetings	12 LLF meetings held by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 9

28	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Human Resource Management - OHS		OHS Inspections	Institutional	Number	Number of OHS Inspections conducted by 30 June 2022	0 OHS Inspections	4 OHS Inspections conducted by 30 June 2022	Not achieved	Non-existence of the committee	Non-existence of the committee To establish the OHS committee		OPEX	OPEX	COR 10
29	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Disaster Management	Reviewal of Disaster Management Plan	Institutional	Number	Number of Disaster Management Plans Developed and submitted to Council a approval by 30 June 2022	New KPI	1 Disaster Management Plan Developed and Approved by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	COR 11	
30	Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Information Technology	Development of ICT master Plan	Institutional	Number	Number of Develop the ICT master plan by 30 June 2022	New KPI	1 ICT Master Plan Developed by 30 June 2022	Not achieved	Due to financial constrain	The Municipality was unable to develop the plan due to financial constrains The Municipality is in consultation with TMDM to assist in developing the plan		OPEX	OPEX	COR 12	

31	Enhance economic development and growth	Local Economic Development	Local Economic Development	Develop, Approve and implementation LED Strategy	Institutional	Number	Number of LED strategy developed approved and implemented by council by 30 June 2022	New KPI	1 LED strategy developed, approved and implemented by 30 June 2022	Not Achieved	On the draft Stage	LED Strategy is on draft stage yet to be finalised and approved by council. Consultations with all affected stakeholders are still outstanding		OPEX	OPEX	MM 1
32	Enhance economic development and growth	Local Economic Development	Local Economic Development	Project support and streamlining of opportunities to SMMEs	All Wards	Number	Number of socio-economic development opportunities identified and facilitated streamlining to SMMEs by 30 June 2022	New KPI	4 socio-economic development opportunities identified and facilitated streamlining to SMMEs by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 2
33	To promote good governance and public participation	Good Governance & Public Participation	Risk Management	Development and approval of Risk Management Policies and strategy	Institutional	Number	Number of Risk Management policies developed and approved by council by 30 June 2022	1 Risk Management Policy Approved	1 Risk Management policy developed and approved by council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 3
34	To promote good governance and public participation	Good Governance & Public Participation	Risk Management	Conduct Risk Assessments	Institutional	Number	Number of Risk Assessments Conducted by 30 June 2022	1 Risk Assessment Conducted	1 Strategic Risk Assessment Conducted by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 4

35	To promote good governance and public participation	Good Governance & Public Participation	Risk Management	Coordinate Risk Management Committee meetings	Institutional	Number	Number of Risk Management Meetings held by 30 June 2022	4 Meetings Conducted	4 RMC Meetings held by 30 June 2022	Not Achieved	The meeting were postponed due unavailability of the chairperson	The meeting were postponed due unavailability of the chairperson		OPEX	OPEX	MM 5
36	To promote good governance and public participation	Good Governance & Public Participation	Risk Management	Compile and submit Risk Management Reports	Institutional	Number	Number of Risk Management Reports issued by 30 June 2022	4 Reports Issued	4 Risk Management Reports issued by 30 June 2022	Not Achieved	The meeting were postponed due unavailability of the chairperson	The meeting were postponed due unavailability of the chairperson		OPEX	OPEX	MM 6
37	To promote good governance and public participation	Good Governance & Public Participation	Risk Management	Develop and Approved Fraud prevention policy and Plan	Institutional	Number	Number of Fraud Prevention policy developed and approved by council by 30 June 2022	1 Fraud Prevention Policy Approved	1 Fraud Prevention Policy approved by council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 7
38	To promote good governance and public participation	Good Governance & Public Participation	Internal Audit	Develop and approved Three year Rolling Plan and one year programme	Institutional	Number	Number of Internal Audit Plan developed and approved by Audit Committee by 30 June 2022	1 I/A Plan Approved	1 Internal Audit Plan Developed and approved by Audit Committee by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 8
39	To promote good governance and public participation	Good Governance & Public Participation	Internal Audit	Coordinate Audit Committee meetings	Institutional	Number	Number of Audit Committee meetings held by 30 June 2022	4 Meetings held	4 AC Meetings held by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 9

40	To promote good governance and public participation	Good Governance & Public Participation	Internal Audit	Develop and Approved Audit Committee Charter	Institutional	Number	Number of AC Audit Committee Charter developed and approved by 30 June 2022	1 AC Charter Approved	1 AC Charter Developed and approved by Council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 10
41	To promote good governance and public participation	Good Governance & Public Participation	Internal Audit	Compile and submit Internal Audit Reports on implementation of Internal Audit Plan	Institutional	Number	Number of Reports on implementation of IA Plan issued by 30 June 2022	4 Reports Issued	4 Reports on Implementation of IA Plan issued by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 11
42	To promote good governance and public participation	Public Participation and Good Governance	Internal Audit	Conduct follow up on Internal Audit findings and issue reports on implementation of the IA Findings by Management	Institutional	Number	Number of Reports issued on implementation of internal Audit findings by management by 30 June 2022	1 Report Issued	1 Follow up report on IA findings implementation by management by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 12
43	To promote good governance and public participation	Public Participation and Good Governance	External Audit	Conduct follow up on Auditor General findings and issue reports on implementation of the AG Findings by Management	Institutional	Number	Number of Reports issued on implementation of AG findings by management by 30 June 2022	1 Report Issued	1 follow up report on Implementation of the Auditor General findings action plans by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 13

44	To promote good governance and public participation	Public Participation and Good Governance	External Audit	Develop Detailed Audit action plan and submit to council for approval	Institutional	Number	Number of Audit action plan developed to address AG Findings and submitted to council for approval on or before 30 Jan 2022	1 AAP	1 Audit action plan developed to address AG Findings and submitted to council for approval on or before 30 Jan 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 14
45	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop, Review and approve the Municipal IDP as per approved process plan	Institutional	Number	Number of IDP reviewed and approved by council by 30 June 2022	1 IDP Reviewed and approved	Reviewed and Approved the IDP by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 15
46	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop and Approve the SDBIP	Institutional	Number	Number of SDBIP Developed and approved by the Mayor by 30 June 2022	1 SDBIP Approved	1 SDBIP developed and approved by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 16
47	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop and sign the Performance agreements for MM Section 56 Managers	Institutional	Number	Number of Performance Agreements developed and signed by 30 June 2022	4 Performance agreements developed and signed	4 Performance Agreements developed and signed by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 17

48	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Organizational Performance Reports	Institutional	Number	Number of organisational performance reports developed and submitted to Council by 30 June 2022	4 organizational performance reports	07 organizational performance reports developed and submitted to Council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 18
49	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop and submit Annual Performance Report	Institutional	Number	Number of Annual Performance reports developed and submitted to the AG by 31 August 2022	1 APR report Submitted	1 APR Report Developed and Submitted to AG by 31 August 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 19
50	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Conduct Performance appraisals for MM and Section 56 Managers	Institutional	Number	Number of Formal Performance Appraisals for MM and Section 56 Managers Conducted by 30 June 2022	0 Performance appraisals conducted	1 Formal Performance Appraisals for MM and Section 56 Managers Conducted by 30 June 2022	Not Achieved	Only one informal assessment conducted	Annual formal performance appraisals for MM and Section 56 Managers to be conducted before end of August 2022	N/A	OPEX	OPEX	MM 20
51	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop and submit Mid year performance assessment Report	Institutional	Number	Number of Mid-Year performance Assessment report developed and submitted to council by 30 June 2022	1 Mid year assessment report submitted	1 Mid-Year performance Assessment report developed and submitted to council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 21

52	To promote good governance and public participation	Public Participation and Good Governance	Planning and Performance Management	Develop and Submit Oversight Report to Council	Institutional	Number	Number Oversight Report prepared and submitted to Council by 31 March 2022	01 Oversight Report	Oversight Report tabled to Council by 31 March 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 22
53	To ensure Intergrated and sustaniable human settlement	Spatial planning development and human settlement	Housing	Issuing of sites for human settlement and development (Vrede,Memel ,Warden)	All sites (Warden ,Vrede, Memel,)	Number	Number of Sites Issued for human settlement by 30 June 2022	500	500 Sites issued for human settlements by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 23
54	To promote good governance and public participation	Public Participation and Good Governance	Council Support	Implementation of Council Resolutions	Institutional	Percentage	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register by end of June 2022	100% Council Resolutions Implemented	50% of Council Resolutions implemented by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	MM 24
55	To ensure compliance with legislation in terms of reporting requirements	Financial Viability & Management	Budget and Reporting	Prepare and submit monthly Sec 11,52d and 66 reports council quartely	Institutional	Number	Number of Budget Implementation Reports submitted to Council by 30 June 2022	21 Budget Implementation Reports	21 Budget Implementation Reports submitted to Council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 1

56	To ensure compliance with legislation in terms of reporting requirements	Financial Viability & Management	Budget and Reporting	Prepare and submit monthly Sec 71 reports to the mayor and Provincial treasury within 10 working days	Institutional	Number	Number of Section 71 Reports prepared and submitted to the mayor and provincial treasury by 30 June 2022	12	12 Section 71 Reports prepared and submitted to the mayor and provincial treasury by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 2
57	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Budget & Reporting	Prepare and timeously submission of the AFS to AGSA by the set statutory period by 31 October 2020	Institutional	Date	Number AFS prepared and timeously submitted to AGSA by 31 October 2021	2019/20 AFS	1 AFS prepared and timeously submitted to AGSA by 31 October 2021	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 3
58	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Revenue Management	Implementation of Credit and Debt Collection Policy	Institutional	Number	Number of status reports on the implementation of the Credit & Debit Collection Policy by 30 June 2022	4 Status reports compiled in 2019/20 20 FY	4 Status report on the implementation of the Credit & Debit Collection Policy by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 4
59	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Revenue Management	Implementation of Indigent Policy	Institutional	Number	Number of status reports on the implementation of Indigent Policy by 30 June 2022	4 Status reports compiled in 2019/20 20 FY	4 Status reports on the implementation of Indigent Policy by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 5

60	To Increase Revenue Base and Financial Viability	Financial Viability and Management	Revenue Management	Billing Reports for Water, Refuse, Rates and sanitation	Institutional	Number	Number of Monthly billing reports compiled on Water provision ,Sanitation Provision ,and Refuse by 30 June 2022	12 Monthly billing reports	12 Monthly billing reports compiled by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 6
61	To Increase Revenue Base and Financial Viability	Financial Viability and Management	Revenue Management	Collection Rate	Institutional	Percentage	% of Monthly Collection Rate achieved by 30 June 2022	62% Collection Rate	62% of Monthly Collection Rate achieved by 30 June 2022	Not Achieved	62% of Monthly Collection Rate achieved by 30 June 2022	A 55% collection rate was achieved for the FY	N/A	OPEX	OPEX	FIN 7
62	To ensure implementation of SCM policy and regulations	Financial Viability and Management	Supply Chain Management	Supply Chain Implementation Reports	Institutional	Number	Number of Supply Chain Implementation Reports submitted to Council by 30 June 2022	4 SCM Reports	4 Supply Chain Implementation Reports submitted to Council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 8
63	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Supply Chain Management and Reporting	Develop and update UIFW Register	Institutional	Number	Number of UIFW Register developed and updated by 30 June 2022	1 up to date UIFW Register	1 UIFW Register updated by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 9

64	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Budget & Reporting	Prepare and submit Adjustment budget for approval by council by 28 February each year	Institutional	Date	Number of Adjustment Budget prepared and approved by Council by 28 February 2023	1 2019/2020 Adjustment Budget	1 Adjustment Budget prepared and submitted to council by 28 February 2023	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 10
65	To ensure compliance with legislation in terms of reporting requirements	Financial Viability and Management	Budget & Reporting	Prepare and submit mid year performance assessment report on implementation of the budget by 25 January of each year to Council and Provincial and National Treasury	Institutional	Date	Number of mid-Year performance Assessment report prepared and submitted to council and relevant treasury by 25 January 2022	2019/2020 Mid year financial performance assessment report prepared and submitted by 25 January 2020	1 Mid-year financial performance Assessment report prepared and submitted to council by 25 January 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 11
66	To ensure Intergrated and sustaniable human settlement	Spatial planning development and human settlement	Town Planning	Review and Approve the Spatial Development Framework by 30 June 2021	Institutional	Number	Number of SDF reviewed and approved by Council by 30 June 2022	Outdated SDF/2016	1 SDF reviewed and approved by council by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 12
67	To ensure Intergrated and sustaniable human settlement	Spatial planning development and human settlement	Town Planning	Percentage of Land Development / Use Applications received and addressed.	Institutional	Percentage	Percentage of land use applications received and addressed by 30 June 2022	100%	100% of land use applications received and addressed by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 13

68	To ensure Intergrated and sustaniable human settlement	Spatial planning development and human settlement	Town Planning	Percentage of Submitted building plans assessed timeously	Institiutional	Percentage	Percentage of building plans applications received and addressed by 30 June 2022	100%	100% of building plans applications received and addressed by 30 June 2022	Achieved	N/A	N/A	N/A	OPEX	OPEX	FIN 14
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