



DRAFT ANNUAL REPORT
2020/21

MOQHAKA LOCAL MUNICIPALITY

Contents

VOLUME 1	8
CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	8
COMPONENT A: EXECUTIVE MAYOR’S FOREWORD	8
COMPONENT B: EXECUTIVE SUMMARY	10
1.1 MUNICIPAL MANAGER’S OVERVIEW	10
1.2 MUNICIPAL FUNCTIONS, POPULATION & ENVIRONMENTAL OVERVIEW	13
1.3 SERVICE DELIVERY OVERVIEW	24
1.4 FINANCIAL OVERVIEW	27
1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW	28
1.6 AUDITOR GENERAL REPORT	30
1.7 STATUTORY ANNUAL REPORT PROCESS	30
CHAPTER 2 – GOVERNANCE	32
COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE	32
2.1 POLITICAL GOVERNANCE	32
2.2 ADMINISTRATIVE GOVERNANCE	34
COMPONENT B: INTERGOVERNMENTAL RELATIONS	35
2.3 INTERGOVERNMENTAL RELATIONS	36
2.4 PUBLIC MEETINGS	38
2.5 IDP PARTICIPATION AND ALIGNMENT	39
COMPONENT D: CORPORATE GOVERNANCE	39
2.6 RISK MANAGEMENT	40
2.7 ANTI-CORRUPTION AND FRAUD	41
2.8 SUPPLY CHAIN MANAGEMENT	41
2.9 BY-LAWS	45
2.10 WEBSITE	47
2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES	48
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)	49
COMPONENT A: BASIC SERVICES	49
3.1 WATER PROVISION	51
3.2 WASTE WATER (SANITATION) PROVISION	60
3.3 ELECTRICITY	67
3.4 WASTE MANAGEMENT	76
3.5 HOUSING	85
3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT	88
COMPONENT B: ROAD TRANSPORT	92
3.7 ROADS	93
3.8 TRANSPORT	100
3.9 WASTE WATER (STORMWATER DRAINAGE)	100

Contents

COMPONENT C: PLANNING AND DEVELOPMENT	104
3.10 PLANNING	104
3.11 LOCAL ECONOMIC DEVELOPMENT	107
COMPONENT D: COMMUNITY & SOCIAL SERVICES	118
COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES	175
3.23 FINANCIAL SERVICES	206
3.24 HUMAN RESOURCE SERVICES	223
3.25 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES	233
3.26 LEGAL AND COUNCIL SUPPORT SERVICES	236
COMPONENT J: MISCELLANEOUS	241
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD	241
CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)	243
COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL	243
4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES	244
COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE	246
4.2 POLICIES	247
4.3 INJURIES, SICKNESS AND SUSPENSIONS	249
4.4 PERFORMANCE REWARDS	250
COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE	251
4.5 SKILLS DEVELOPMENT AND TRAINING	253
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE	256
4.6 EMPLOYEE EXPENDITURE	256
CHAPTER 5 – FINANCIAL PERFORMANCE	259
COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE	259
5.1 STATEMENTS OF FINANCIAL PERFORMANCE	260
5.2 GRANTS	263
5.3 ASSET MANAGEMENT	264
5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	267
COMPONENT B: SPENDING AGAINST CAPITAL BUDGET	272
5.5 CAPITAL EXPENDITURE	272
5.6 SOURCES OF FINANCE	273
5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS	274
5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW	275
COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS	277
5.9 CASH FLOW	277
5.10 BORROWING AND INVESTMENTS	278
5.11 PUBLIC PRIVATE PARTNERSHIPS	279
COMPONENT D: OTHER FINANCIAL MATTERS	280
5.12 SUPPLY CHAIN MANAGEMENT	280

Contents

5.13 GRAP COMPLIANCE	282
Annexure – Auditor-general’s responsibility for the audit	295
GLOSSARY	297
APPENDICES	299
APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE	299
APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES	302
APPENDIX C – THIRD TIER ADMINISTRATIVE STRUCTURE	304
APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY	306
APPENDIX E – WARD REPORTING	307
APPENDIX F – WARD INFORMATION	315
APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE	324
APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS	323
APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE	325
APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS	325
APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE	326
APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE	326
APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE	327
APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG	328
APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES	329
APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME	329
APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME	330
APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2019/20	332
APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2019/20	333
APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS	334
APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION	335
APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY	336
VOLUME II: ANNUAL FINANCIAL STATEMENTS	337

Contents

LIST OF FIGURES

Figure 1: Map of Moqhaka	14
Figure 2: Population by Age and Gender.....	18
Figure 3: Distribution of Population by Population Group	19
Figure 4: Access to services	26
Figure 5: Total use of water	52
Figure 6: Access to water	54
Figure 7: Access to sanitation	65
Figure 8: Jobs created through EPWP Projects.....	110
Figure 9: Liquidity Ratio	267
Figure 10: Cost Coverage Ratio.....	267
Figure 11: Ratio: Total Outstanding Service Debtors.....	268
Figure 12: Debt Coverage Ratio	268
Figure 13: Creditor System Efficiency.....	269
Figure 14: Capital Charges to Operating Expenditure	269
Figure 15: Employee Cost.....	270
Figure 16: Repairs and Maintenance.....	270
Figure 17: Expenditure Analysis	272
Figure 18: Actual Borrowings	278

LIST OF TABLES

Table 1: Overview of Neighbourhoods within Moqhaka Municipality	16
Table 2: Socio Economic Status	17
Table 3: Census Key Statistics	17
Table 4: Distribution of Population by Population Group.....	19
Table 5: Distribution of population aged 20 years and older by level of education attained.....	19
Table 6: Distribution of population aged 5-24 years by school attendance	20
Table 7: Distribution of Population and Population Group by Ward	20

Contents

Table 8: Energy for Cooking per Ward.....	21
Table 9: Toilet Facilities per Ward.....	21
Table 10: Source of Water per Ward.....	22
Table 11: Financial Overview – 2018/19.....	27
Table 12: Operating Ratios.....	27
Table 13: Total Capital Expenditure.....	28
Table 14: Statutory Annual Report Process.....	31
Table 15: Public Meetings.....	38
Table 16: IDP Participation and Alignment Criteria.....	39
Table 17: By-laws introduced.....	45
Table 18: List of Bylaws Developed.....	46
Table 19: Municipal Website: Content and Currency of Material.....	47
Table 20: Satisfaction Surveys undertaken.....	48
Table 21: Water Service Delivery Levels.....	53
Table 22: Households - Water Service Delivery Levels.....	54
Table 23: Employees Water Services.....	58
Table 24: Financial Performance Water Service.....	58
Table 25: Capital Expenditure Water Service.....	59
Table 26: Sanitation Service Delivery.....	61
Table 27: Sanitation Service Delivery below the Minimum.....	62
Table 28: Employees: Sanitation Service.....	65
Table 29: Financial Performance: Sanitation Service.....	66
Table 30: Capital Expenditure: Sanitation Service.....	66
Table 31: Electricity Service Delivery Levels.....	68
Table 32: Households - Electricity Service Delivery Levels below the `minimum.....	68
Table 33B: Financial Performance - Electricity Services.....	73
Table 34: Capital Expenditure: Electricity Services.....	74
Table 35: Solid Waste Service Delivery Levels.....	77
Table 36: Employees: Waste Management Services.....	81

Contents

Table 37: Employees: Waste disposal and Other Services81

Table 38: Financial Performance: Waste Management Services82

Table 39: Capital Expenditure: Civic Theatre..... 120

Table 40: Employees: Traffic Services..... 140

Chapter 1

VOLUME 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: EXECUTIVE MAYOR’S FOREWORD

On behalf of the Moqhaka Local Municipality, I hereby present this Annual Report for the Year 2020/21. This report will outline our performance on the targets we set ourselves to do over this period. The report will give our stakeholders and communities an insight into the performance and achievements of the Municipality.

The mandate of Moqhaka Municipality is not unique to the broader mandate given to Local Government by the South African Constitution, chapter 7. The only uniqueness we have is the different legitimate expectations of our citizenry. Our specific mandates are drawn from the road shows we embark upon in drafting our Integrated Development Plan, which is our guiding document in our performance.

The current Annual Report outlines our successes and shortcomings in relation to our political mandate as provided in the key focus areas of Local Government, these can be summarised as follows;

- ✓ Building a Municipality that is efficient, effective and responsive;
- ✓ Strengthen Accountability and promote clean municipality’s operations;
- ✓ Accelerating Service Delivery and supporting the vulnerable;
- ✓ Promoting Economic and Social development;
- ✓ Fostering Development Partnerships, Social Cohesion and community participation.

Considering the above priority areas, it is important to note that these can never be successful on their own; it becomes important that as a collective, Councillors and Officials work together in identifying the challenges raised in the annual report and rectify them as soon as possible. Having said that, it is equally important to note that there are a few specific areas, which must receive particular attention going forward:

Chapter 1

Improved mechanisms will need to be found to strengthen the accountability and discipline of officials in their daily work, both to each other and to political principals;

The establishment of project teams across the organisation must become central to a new way of working as officials. This will go a long way in breaking down the silo-approach to work. This project based approach to work must be directly linked to the performance management system for administration.

Speed, timing and excellence in the quality of daily work must become a key feature in the way in which officials undertake their work. The overall turn-around times of administrative and professional work will require significant improvement.

Finally, the Municipality will ensure that its most valuable resource, i.e. its staff, is highly valued and supported. Training, personal development, career-pathing, talent management, coaching, mentoring and Employment Assistance Programmes are some of the specific interventions that will need to be enhanced.

Equally, with the politicians, it is important that we focus our energies on the mandates we have from our respective political parties. Our differences should only be indication of a strong democratic state, not an impediment to deliver services to our people.

I am, with greatest humility, presenting to you the 2020/21 Annual Report covering the reporting period 01 July 2020 to 30 June 2021.

Let me take this opportunity to extend gratitude to the Council, the Speaker, and Chief Whip, members of the Mayoral Committee, Councillors, the Acting Municipal Manger, Directors, all Municipal employees, and staff in the political offices and the people of Moqhaka Local Municipality in general.

Hon, Cllr M S Chakane
Executive Mayor

Chapter 1

COMPONENT B: EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW

Reflecting on the operational activities and performance of Moqhaka Local Municipality through the 2020/2021 financial year the foremost aspect that comes to mind is the adverse circumstances that both the municipality and the community experienced and had to endure as a result of the COVID-19 pandemic. The passing of several colleagues including our former Executive Mayor, Cllr Phooko came with great sadness, we express our sincere condolences to those who suffered the loss of loved ones, may their souls rest in peace. Yet under these extremely challenging conditions the municipality adopted a positive approach and remained steadfast in delivering on its Constitutional mandate towards the community it serves, delivering these services to the best of our ability by optimising the financial, operational and human resources available, and importantly, ensuring compliance to the regulatory and legislative parameters provided.

Other than managing with the physical limitations ensuing the pandemic such as rotation of employees and reduced working hours, hosting of virtual meetings and adherence to safety measures, the main concern was unquestionably sufficient revenue collection. This considering that the already high unemployment rate, limited economic growth, and increased cost of living were drastically inflated by the adverse socio-economic impact and bearing of the COVID-19 pandemic in general.

In the face of these limitations it can be reported that revenue enhancement remained a top priority for the municipality. The pandemic had a devastating effect on the economy and numerous households either lost their income or received a reduced income. This coupled with the already high indigence rate within the municipality created an extremely adverse environment for financial sustainability. Income vs billing percentage for the twelve months ending 30 June 2021 reflected 81% which is an reflection of the revenue collection constraints referred to above. Outstanding debtors are approaching R1 billion of which the main part is for water and sewer services rendered and outstanding creditors were in excess of half a billion with Eskom bulk electricity account being the main contributor. Still a major constraint is the confines experienced in collecting revenue from areas predominantly receiving Eskom electricity supply, this being evident in the 54% and 48% collection rates of Viljoenskroon and Steynsrus respectively.

The municipality sustained its AGSA audit outcome and received an qualified opinion with reduced findings. This however does not entirely reflect the steadfast commitment of the entire organization a clean audit report and it should be mentioned that all officials involved are extremely dedicated towards reaching this achievement.

Chapter 1

In terms of strategic planning and public participation it can be reported that the review process of the IDP encompassed the solicitation of inputs from members of the community and various stakeholders in line with requirements of the Municipal Systems Act. The IDP inter alia includes the municipal vision and mission, assessment of existing level of development, Council's development priorities and objectives, the status of Local Economic Development, Council Development Strategies aligned to National and Provincial Sector Plans, Council's operational strategies, financial plan including budget projections, Disaster Management Plan and Key Performance Indicators as core components of the plan. The IDP is aligned to the NDP, Free State Development Strategy and importantly the budget.

With regards to infrastructure maintenance it is conversely the blunt reality that operational budget expenditure is directly linked to actual income. Given the fact that revenue collection was less than anticipated directly resulted in the fact that the actual operating expenditure for the reporting period was below 70% and less than projected and ultimately required to achieve set targets. Notwithstanding the above and in line with its mandate the municipality focused all available resources towards efficiently addressing operational and routine maintenance requirements. The payment agreement entered into with Eskom received high prioritization.

Focussing on infrastructure development and upgrading through various grant allocations the municipality again achieved its target expenditure on capital grants received from MIG and EPWP with 100% expenditure. With regards to the WSIG some constraints were experienced and 100% expenditure could not be achieved.

Local Economic Development & Planning is seen as the most important role of Local Government in addressing the key challenges facing the communities of South Africa today, being unemployment, poverty and inequalities. Moqhaka Local Municipality acknowledges that these challenges can only be sufficiently addressed through collaborations with the private sector and community involvement and we emphasise the municipality's commitment towards promoting radical economic transformation and attracting more investment. The Local Economic Development Forum which include various stakeholders from the business sector was successfully established and serves as a platform to collaboratively find local solutions to common economic challenges and promote economic growth.

Various LED projects inter alia include, Infrastructure Development, Sustainable Human Settlements, Agro-Processing, Integrated Transport Plan concentrating on Road, Rail & Air Freight as well as Tourism and investment opportunities. Further also the development of small, medium and micro enterprises to create and sustain job opportunities within the area. In collaboration with various stakeholders the LED strategy objectives received priority attention and the attraction of investment into Moqhaka was given the precedence required.

Chapter 1

I thank the community of Moqhaka for the positive contributions received and also again emphasise Moqhaka Municipality's commitment towards putting the people and their concerns first in ensuring constant contact with communities through effective public participation platforms. The communities are encouraged to actively participate at these platforms and provide the inputs so much needed for the municipality to effectively address their needs.

I also wish to express my sincere gratitude and recognition towards the Honourable Executive Mayor and all members of Council for the leadership and support received, and further towards the management team and all employees for their dedication and hard work throughout the year.

Thank you,

SJ Monyaki
ACTING MUNICIPAL MANAGER

DRAFT

Chapter 1

1.2 MUNICIPAL FUNCTIONS, POPULATION & ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

The area of jurisdiction of the Moqhaka Local Municipality is situated in the southern part of the Fezile Dabi District Municipality. The former Kroonstad, Steynsrus and Viljoenskroon Transitional Local Councils and sections of the Riemland, Kroonkop and Koepel Transitional Rural Councils are included in the Moqhaka Local Municipality.

The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution (see Table 1), the area is largely urbanized (78% urban and 22% rural). In comparison to the other municipalities within the Fezile Dabi District, it appears as if Moqhaka is significantly less urbanised. However, the large rural population of the concerned region is attributed to the fact that the population of the Vierfontein and Renovaal villages as well as the Vaal Reefs hostel complex and informal settlement (see Table 6) is included in the rural population of Moqhaka.

The Greater Kroonstad is the centre of a large agriculture community that plays an important role in the economy of the district. Industrial activities subsequently contribute significantly to the district's economy. The Department of Correctional Services and the School of Engineer's Military bases are situated in the town. Kroonstad has of late become a distinguished holiday destination due to the ultra-modern and popular holiday resort of Kroonpark, adjacent to the Vals River. The urban area is situated adjacent the N1 National Road and located adjacent one of the largest and most important four-way railway junctions in South Africa.

The Viljoenskroon/Rammulotsi urban area is located within an area of extreme agricultural significance. The urban area plays a significant role in providing residential opportunities to the adjacent Goldfields and mining activities in the North West Province. The provincial roads P15/1 and P15/2 from Kroonstad to Klerksdorp in the North West Province extend through the area from north to south. The Steynsrus/Matlwangtlwang urban area is situated approximately 50km east of Kroonstad, 140km west of Bethlehem. The major link road between Bethlehem and Kroonstad stretches adjacent to the urban area. The area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. More specialised services are rendered by Kroonstad as a large service centre in close proximity. The accessibility of the town, due to the main road and railway line, further influences growth in the area.

Chapter 1

In addition to the existing formal urban areas, several residential areas and proclaimed town areas are situated in Moghaka with reference to Renovaal, Vierfontein and the Vaal Reefs hostel complex and settlement. Renovaal was established during 1974 adjacent the Vaal River with the intention to provide residence in the proximity of the gold mining activities in the North West Province. The town was also later marketed as a leisure residential area with recreation potential adjacent the Renoster and Vaal Rivers. Development of the town is, however, extremely latent and only the proposed first phase of the town was established. According to Proclamation No. 167 of 1975, the concerned area represented by General Plan SG No. 459/1974, was proclaimed a township under the name Renovaal.

Figure 1: Map of Mqohaka



Chapter 1

In addition to the existing formal urban areas, several residential areas and proclaimed town areas are situated in Moqhaka with reference to Renovaal, Vierfontein and the Vaal Reefs hostel complex and settlement. Renovaal was established during 1974 adjacent the Vaal River with the intention to provide residence in the proximity of the gold mining activities in the North West Province. The town was also later marketed as a leisure residential area with recreation potential adjacent the Renoster and Vaal Rivers. Development of the town is, however, extremely latent and only the proposed first phase of the town was established. According to Proclamation No. 167 of 1975, the concerned area represented by General Plan SG No. 459/1974, was proclaimed a township under the name Renovaal.

Vierfontein (referred to as “Vierfontein South”) is also a proclaimed town. The area was initially developed to provide residence for workers at the adjacent mine and electricity power station and was owned by Eskom. After mining activities ceased and the power station discontinued, a township establishment was done to formalize the existing town area during 1993. According to Proclamation No. 35 of 1995 (Provincial Gazette of 24 February 1995), the concerned area represented by General Plan SG No. 786/1993, was proclaimed a township under the name Vierfontein. The individual properties were sold and the majority of the inhabitants of Vierfontein are retired residents with a limited number of inhabitants that are employed in Viljoenskroon.

To the north of the town Vierfontein, a sectional title scheme was established that is referred to as “Vierfontein North”. As in the case of Vierfontein, this sectional title scheme also developed to provide residence for workers at the Vierfontein mine and power station, but most of the current inhabitants are also retired. The area was developed by the Dutch Reformed Church who was the initial property owner of the concerned farms. The concerned farms are currently the property of Vierfontein Developers Group Scheme who is also the current home owner’s association.

The Vaal Reefs hostel complex subsequently exists adjacent the Vaal River and in close proximity of Viljoenskroon. The hostels were developed by AngloGold who is the property owner of the concerned farms and provide residence to mine workers of the company. Although mining activities ceased on the Free State side of the Vaal River, the complex still exists and provides housing to approximately 9 000 residents. An informal settlement subsequently developed adjacent the Vaal Reefs hostels, consisting of approximately 720 residents.

Apart from the dominant role agriculture plays in the region, no other significant economic activity exists. The Moqhaka area, like the rest of the Fezile Dabi District, is not considered as a primary tourist destination, although the area is increasingly becoming a favourite weekend destination. The hunting and guesthouse industries displayed an exceedingly rapid growth the past few years. Recreation areas and facilities are predominantly

Chapter 1

confined to the urban areas. The Kroonpark recreation and holiday resort in Kroonstad attracts interest throughout the region.

The Vaal River borders Moqhaka to the west. The Vals and Renoster Rivers drain through the area towards the Vaal River. These rivers play a significant role in providing the raw water supply to Kroonstad, Steynsrus and Viljoenskroon respectively. The topography of the area is particularly homogeneous with no prominent features and the area is characterised by extremely moderate slopes. The western areas, in the vicinity of Viljoenskroon, are known for various shallow and non-perennial pans.

Table 1: Overview of Neighbourhoods within Moqhaka Municipality

Overview of Neighbourhoods within 'Name of Municipality'		
2018/19		
Settlement Type	Households	Population
Towns		
Kroonstad	4 535	12 149
Viljoenskroon	620	7 470
Steynsrus	221	773
Sub-Total	5 376	20 392
Townships		
Maokeng	17 071	78 620
Rammulotsi	7 660	32 751
Matlwangtwang	1 649	7 021
Brentpark	833	5 845
Sub-Total	27 213	124 237
Rural settlements	0	
Renovaal (359)	0	
Vierfontein (452)	0	
Sub-Total	0	0
Informal settlements	0	
Matlwangtwang	205	7 021
	0	
Sub-Total	205	7 021
Total	32 794	144 629

DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

The official statistics according to *Statistics South Africa's Census 2001, Community Survey 2007* and *Census 2011* were used to provide an overview of the municipality's demographic and socio-economic profile.

Chapter 1

Table 2: Socio Economic Status

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
2013/14	19%	22%	26%	44%	10%	27%
2014/15	20%	23%	26%	48%	15%	37%
2015/16	21%	24%	26%	52%	0%	44%
2016/17	21%	24%	27%	54%	15%	44%
2018/19	21%	27%	27%	54%	15%	44%
2019/20	21%	27%	27%	54%	15%	44%

Table 3: Census Key Statistics

	2011	2001
People		
Total population	160,532	167,892
Young (0-14)	27%	28,1%
Working Age (15-64)	66,4%	66,4%
Elderly (65+)	6,5%	5,7%
Dependency ratio	50,5%	51%
Sex ratio	98,1	99,2
Population density	20 persons/km2	n/a
No schooling aged 20+	5,4%	10,9%
Higher education aged 20+	8,6%	6,5%
Matric aged 20+	27,8%	20%
Number of households	45,661	41,514
Average household size	3,2	3,7
Female headed households	40,9%	36,5%
Economy		
Unemployment rate	35,2%	39,9%
Youth unemployment rate	47,2%	54,6%
Living conditions		
Formal dwellings	88,7%	82,5%
Housing owned/paying off	56,1%	61,4%
Flush toilet connected to sewerage	85,6%	65,6%
Weekly refuse removal	84,9%	67,4%
Piped water inside dwelling	57,7%	28,4%
Electricity for lighting	93,3%	83,8%

Chapter 1

The number of households and the number of poor households in the municipal area is shown in the graph below:

Figure 2: Households

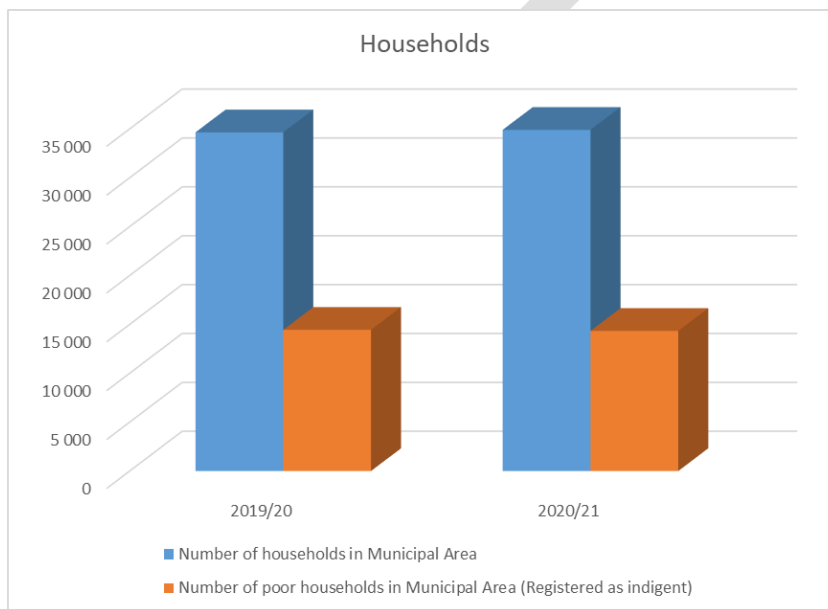


Figure 2: Population by Age and Gender

Chapter 1

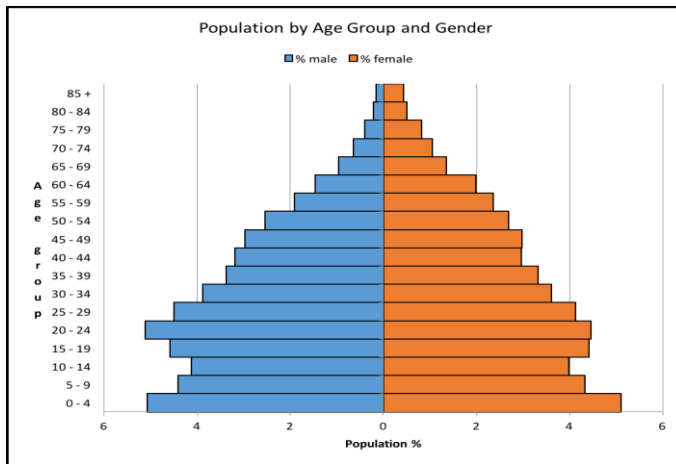


Table 4: Distribution of Population by Population Group

	Census 1996	Census 2001	Census 2011
Black African	142 711	144 793	139 970
White	21 010	18 198	14 968
Coloured	4 989	4 693	4 593
Indian or Asian	107	207	533

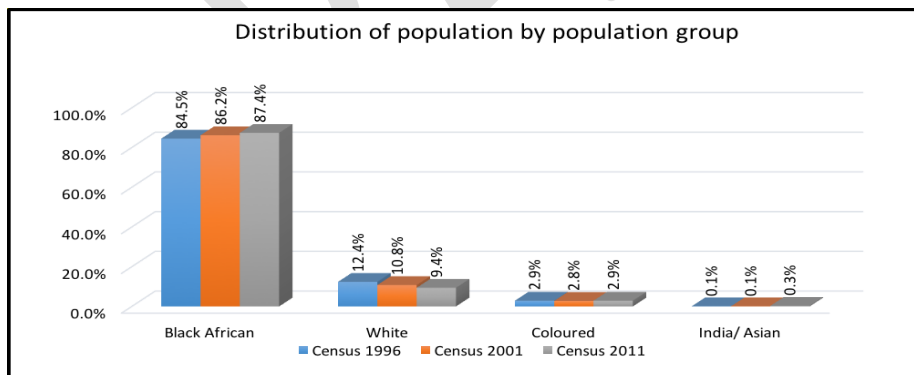


Figure 3: Distribution of Population by Population Group

Table 5: Distribution of population aged 20 years and older by level of education attained

Chapter 1

	Census 1996	Census 2001	Census 2011
No schooling	14 017	10 512	5 025
Some primary	24 443	24 498	15 522
Completed primary	9 664	9 016	5 096
Some secondary	33 830	33 397	33 450
Grade 12/Std 10	12 023	19 325	25 883
Higher	6 207	6 242	8 022
Total	100 183	102 991	92 997

Table 6: Distribution of population aged 5-24 years by school attendance

	Census 1996	Census 2001	Census 2011
Attending	48 765	46 648	37 396
Not attending	16 654	18 690	15 182
Total	64 419	65 338	52 579

WARD PROFILES

The ward information shown in the tables below was received from Statistics South Africa and provides a breakdown of some of the 2011 Census data according to the 25 wards in Moqhaka.

Table 7: Distribution of Population and Population Group by Ward

FS201: MLM	Black African		Coloured		Indian or Asian		White		Other		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Total	69 356	70 613	2 257	2 336	353	180	7 181	7 787	330	138	160 532
Ward 1	3 499	4 260	6	10	1	1	4	8	5	-	7 794
Ward 2	3 446	2 961	81	89	31	24	746	786	10	5	8 179
Ward 3	3 321	1 733	213	177	14	12	1 376	1 529	8	4	8 387
Ward 4	3 006	3 456	64	47	-	1	13	10	2	-	6 599
Ward 5	3 290	3 716	9	9	6	-	1	1	12	7	7 050
Ward 6	1 358	1 488	27	29	4	2	20	25	9	2	2 963
Ward 7	3 506	4 135	15	13	4	-	66	76	7	8	7 828
Ward 8	2 226	2 786	22	15	7	-	-	-	2	-	5 058
Ward 9	3 755	3 944	53	66	14	7	31	26	5	3	7 904
Ward 10	2 453	2 837	14	17	6	3	14	58	5	1	5 407
Ward 11	2 175	2 431	11	18	5	-	3	3	2	4	4 654
Ward 12	2 044	2 383	6	6	8	5	3	1	12	2	4 470
Ward 13	2 452	3 011	1 196	1 341	14	1	16	16	11	14	8 073
Ward 14	1 976	2 373	10	15	-	-	1	1	5	-	4 382
Ward 15	2 723	3 051	23	26	2	3	2	1	11	2	5 845
Ward 16	1 814	1 914	118	115	77	44	1 231	1 467	73	22	6 875
Ward 17	597	575	94	104	54	60	1 804	1 943	23	21	5 274
Ward 18	3 326	3 948	24	23	2	-	1	1	10	13	7 349
Ward 19	3 177	3 555	22	29	8	1	1	1	19	2	6 815
Ward 20	3 526	4 058	29	31	21	-	3	4	10	-	7 683
Ward 21	3 097	3 514	16	14	26	-	-	2	22	6	6 697
Ward 22	3 465	3 470	30	22	7	2	223	186	14	4	7 424
Ward 23	1 634	1 401	15	8	-	-	524	550	-	1	4 132

Chapter 1

FS201: MLM	Black African		Coloured		Indian or Asian		White		Other		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Ward 24	4 804	985	86	50	26	7	146	107	7	2	6 220
Ward 25	2 687	2 630	76	62	18	5	948	983	47	14	7 470

Table 8: Energy for Cooking per Ward

FS201: MLM	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Total
Total	110	140 403	4 140	6 099	7 202	271	547	289	159 061
Ward 1	-	6 709	70	569	166	34	181	6	7 735
Ward 2	9	5 247	269	141	2 006	59	323	1	8 055
Ward 3	1	7 862	274	3	197	-	-	9	8 347
Ward 4	11	6 198	75	210	50	11	12	3	6 569
Ward 5	5	6 720	58	169	13	3	7	-	6 974
Ward 6	6	2 817	59	51	4	9	-	5	2 953
Ward 7	1	7 195	88	197	290	-	-	22	7 794
Ward 8	7	4 821	72	76	17	2	-	6	5 001
Ward 9	4	6 756	101	883	100	15	-	1	7 861
Ward 10	1	5 238	43	40	5	26	-	13	5 365
Ward 11	-	4 432	43	97	9	15	2	15	4 614
Ward 12	8	4 218	42	92	3	24	9	26	4 422
Ward 13	2	7 854	54	76	15	15	-	11	8 027
Ward 14	-	4 292	36	33	4	2	-	2	4 370
Ward 15	8	5 414	120	264	12	1	-	6	5 825
Ward 16	5	5 965	395	268	5	2	-	3	6 644
Ward 17	11	4 788	401	7	27	-	-	17	5 251
Ward 18	1	7 033	61	202	18	-	-	9	7 323
Ward 19	3	6 453	60	175	11	6	-	24	6 733
Ward 20	5	6 245	72	1 050	215	-	2	33	7 623
Ward 21	1	5 968	87	426	108	8	7	17	6 622
Ward 22	3	6 393	117	403	376	22	-	19	7 333
Ward 23	13	3 204	140	152	561	8	-	8	4 086
Ward 24	-	2 821	1 126	121	2 130	-	-	6	6 204
Ward 25	2	5 758	277	395	861	9	4	27	7 332

Table 9: Toilet Facilities per Ward

FS201: MLM	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Bucket toilet	Other	Total
Total	2 752	136 052	2 347	2 746	2 096	145 994
Ward 1	329	4 965	25	144	72	5 534
Ward 2	658	2 229	685	217	159	3 949
Ward 3	51	8 208	24	8	7	8 298
Ward 4	18	6 003	186	75	83	6 366
Ward 5	9	6 927	22	3	2	6 964
Ward 6	18	2 918	2	-	11	2 949

Chapter 1

FS201: MLM	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Bucket toilet	Other	Total
Ward 7	55	6 999	92	147	76	7 368
Ward 8	10	4 970	21	-	-	5 001
Ward 9	420	6 887	51	101	82	7 541
Ward 10	21	5 318	5	7	5	5 357
Ward 11	-	4 586	6	-	14	4 606
Ward 12	21	4 374	9	-	8	4 412
Ward 13	67	7 830	5	3	121	8 027
Ward 14	24	4 308	18	8	-	4 358
Ward 15	-	5 768	35	-	7	5 810
Ward 16	65	6 542	9	9	16	6 640
Ward 17	10	4 955	92	1	19	5 077
Ward 18	3	7 190	112	-	11	7 317
Ward 19	7	6 584	39	18	45	6 692
Ward 20	52	6 466	47	878	109	7 551
Ward 21	15	6 061	16	375	91	6 557
Ward 22	340	5 013	356	300	217	6 226
Ward 23	247	1 093	198	210	277	2 025
Ward 24	138	5 140	114	12	286	5 690
Ward 25	175	4 718	180	231	378	5 682

Table 10: Source of Water per Ward

FS201: MLM	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/ pool/ stagnant water	River/ stream	Water vendor	Water tanker	Total
Total	134 641	18 988	199	329	318	156	549	2 716	157 895
Ward 1	7 613	8	-	4	-	-	32	33	7 690
Ward 2	1 606	5 485	31	39	124	14	140	333	7 771
Ward 3	8 013	297	7	-	-	-	19	3	8 339
Ward 4	6 394	38	2	9	-	5	10	69	6 527
Ward 5	6 842	65	-	3	-	-	40	20	6 969
Ward 6	2 902	6	-	3	-	-	3	32	2 946
Ward 7	6 971	485	7	6	4	1	3	286	7 762
Ward 8	4 975	2	-	-	-	-	2	3	4 983
Ward 9	7 595	15	1	8	16	-	8	20	7 664
Ward 10	5 348	-	-	12	-	-	-	-	5 360
Ward 11	4 528	21	-	24	-	4	6	9	4 591
Ward 12	4 358	11	5	12	-	-	2	8	4 396
Ward 13	7 806	16	4	8	-	1	66	19	7 920
Ward 14	4 343	4	-	-	-	-	11	9	4 367
Ward 15	5 760	23	7	3	-	-	1	19	5 814
Ward 16	6 523	11	-	-	1	3	20	10	6 568
Ward 17	4 880	206	-	7	39	83	17	6	5 237

Chapter 1

FS201: MLM	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/ pool/ stagnant water	River/ stream	Water vendor	Water tanker	Total
Ward 18	7 249	11	-	11	-	-	9	7	7 287
Ward 19	6 582	13	-	8	7	-	1	96	6 707
Ward 20	7 197	16	92	4	-	-	53	208	7 571
Ward 21	6 560	8	-	1	9	-	12	31	6 621
Ward 22	5 153	1 252	11	26	34	20	14	742	7 252
Ward 23	987	2 652	16	87	41	14	12	235	4 045
Ward 24	23	5 977	12	-	12	1	-	177	6 202
Ward 25	4 433	2 365	4	54	33	8	67	341	7 305

DRAFT

Chapter 1

1.3 SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY OVERVIEW

The Moqhaka Local Municipality (MLM) as a Service Authority within its area of jurisdiction has a Legislative mandate to provide services in a sustainable, safe and healthy manner. The Municipality is also responsible for the operation, maintenance and upgrading of infrastructure, which include electricity, water, sewer, roads and storm water, and landfill sites.

The municipality is doing well in terms of access to water and electricity as well as access to sanitation and refuse removal. Access to basic housing remains a challenge as this function is still performed by the Provincial Department of Human Settlements. However, some strides have been made in this regard during the 2018/19 financial year as the Municipality embarked on a process to apply for Level 1 accreditation from the Department of Human Settlement. It is expected that the application of the accreditation will be concluded during the 2020/21 financial year. Once this application has been approved, the Municipality will carry out responsibilities such as beneficiary management, subsidy budget planning and allocation, and priority programme management and administration. The Level one accreditation will empower the Municipality to play a more active role in addressing the backlogs related to access to basic housing.

Moqhaka Municipality has experienced an increase in the demand for housing in recent years. The provision of additional houses would imply the need to upgrade and expand bulk infrastructure to accommodate additional developments. Hence, it is anticipated that there will be an increase in capital infrastructure expenditure for the provision of bulk infrastructure and servicing of new stands over the next three financial years. The Municipality is currently in the process of servicing the 20 erven in Tuinhof with water and sanitation connection through internal funding. An additional R3.29 million internal funding was set aside to co-fund the provision of dry sanitation units in Matlwangtlwang, this project was completed during the 2019/20 financial year, thereby reducing the backlogs with regard to access to sanitation in Moqhaka. Furthermore, the Municipality has received funding through the Municipal Infrastructure Grant (MIG) to service 200 erven in Maokeng, the project is currently under construction and it will be completed before the end of the 2020/2021 Financial year.

Chapter 1

Various service delivery targets have been set in the municipality's IDP to ensure that access to basic services is realised in line with the National Government's target dates. Free basic services are provided to indigent households according to the municipality's Indigent Policy. These includes 10kl of water, 50kWh electricity, free sanitation and refuse removal per month.

Some of the key achievements reached by the Municipality in terms of service delivery and infrastructure development targets realised in the 2020/21 financial year are as follows:

- Installation of dry sanitation toilets in Rammulotsi and Matlwangtlwang,
- Refurbishment and upgrading of the Viljoenskroon Waste Water Treatment Works,
- Upgrading of water pump stations in Kroonstad, Viljoenskroon and Steynsrus,
- Upgrading of 7 sewer pump stations in Kroonstad and Viljoenskroon,
- Water Conservation and Water Demand Management,
- Construction of road between Kroonstad and Steynsrus (R76),
- Electrification of 374 households in Rammulotsi,
- Upgrading of Nyakallong recreation facility,
- Construction of 0.56km paved road and storm water channel in Kahliso Moeketsi,
- Construction of Pressure tower in Northleigh/Rammulotsi.

The following projects are currently at the design or construction phase and planned to be completed during the 2020/21 financial year:

- Construction of water and sewer reticulation for 20 stands in Tuinhof,
- Construction of water and sewer reticulation for 200 stands in Seeisoville and Brentpark,
- Construction of road between Kroonstad and Viljoenskroon (R76),
- Upgrading of road between Viljoenskroon - Vredefort Road (R59),

Chapter 1

- Resealing of Maokeng reservoir,
- Electrification of 322 households in Matlwangtlwang,
- Upgrading of the reservoir and bulk pipeline in Matlwangtlwang.

COMMENT ON ACCESS TO BASIC MUNICIPAL SERVICES

The municipality has set targets for achieving the national outcomes for basic services in the 2017-2021 approved Integrated Development Plan (IDP). By the end of 2020/21 financial year, 100% of the households in the municipal area had access to piped water within 200m from their dwelling. With regard to access to basic sanitation, 98% of households had access to basic sanitation, and 100% of households received a weekly refuse removal service. Hundred percent (100%) of the households located in the Municipality's area of jurisdiction have access to electricity, namely: Kroonstad, Maokeng, Viljoenskroon and Steynsrus. There is a 10.4% backlog of access to electricity in the Eskom distribution area, namely: Rammulotsi and Matlwangtlwang. However, Eskom completed an electrification project in Rammulotsi during the 2020/21 financial year; another electrification project will be completed in Matlwangtlwang during the 2020/21 financial year in an effort to eradicate the backlog.

The figure below shows the progress made with regard to service delivery since 2015/16.

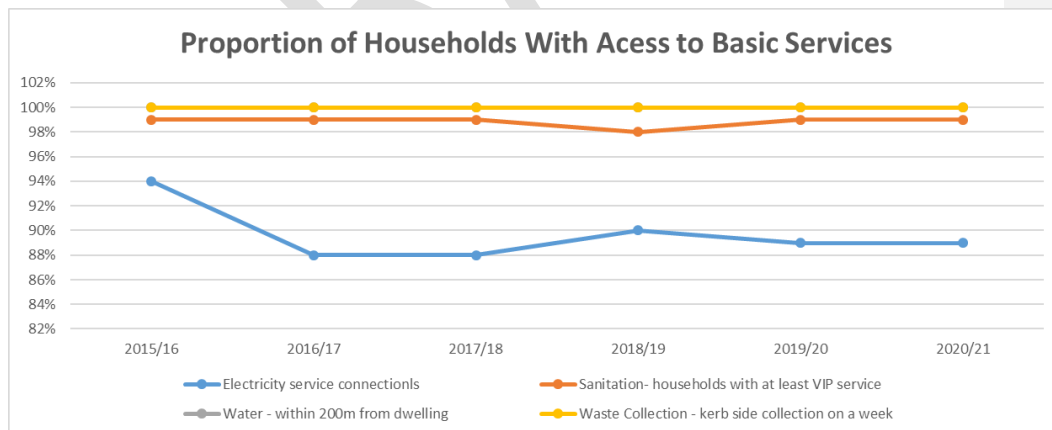


Figure 4: Access to services

Chapter 1

1.4 FINANCIAL OVERVIEW

The municipality submitted its Annual Financial Statements to the Auditor-General of South Africa timeously. The municipality reviewed all the existing finance related policies. The cash position of the municipality slightly improved when compared to the 2019/20 financial year. Due to the municipality's decline in collection rates, not all creditors were paid within 30 days as required by the MFMA. The municipality made arrangements to honour its loan commitments towards the end of the 2020/21 financial year.

Table 11: Financial Overview

Financial Overview: 2020/21			
	R' 000		
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	289 791	326 499	324 682
Taxes, Levies and tariffs	648 470	648 470	589 724
Other	58 420	58 420	69 976
Sub Total	996 681	1 033 389	984 382
Less: Expenditure	(914 370)	(919 670)	1 036 697
Net Total*	82 311	113 719	(52 315)
* Note: surplus/(deficit)			

Table 12: Operating Ratios

Detail	Operating Ratios	
	2020/21	2019/20
	%	%
Employee Cost	32%	31%
Repairs & Maintenance	8%	7%
Finance Charges	1%	3%
Debt Impairment	8%	9%
Depreciation	11%	11%

COMMENT ON OPERATING RATIOS

Employee cost represents 32% of the total expenditure. This is in line with the accepted norm are required by MFMA Circular No. 71.

Chapter 1

Repairs & Maintenance are no longer a line item in the financial statements, but consists of employee related cost, contracted services and other expenditure that relates to a repairs and maintenance project. The repairs and maintenance is within the acceptable norm of 8% for the current financial year.

Finance Charges cost slightly decreased to 1% which is still within the acceptable norm.

Debt impairment of 8% is still way below the acceptable norm of 100% if anticipated non-collectable debt. This percentage has dropped as compared to the prior year.

Table 13: Total Capital Expenditure

Total Capital Expenditure: 2016/17 to 2020/21			
	R'000		
Detail	2018/19	2019/20	2020/21
Original Budget	90 509	84 344	63 934
Adjustment Budget	70 219	76 503	63 934
Actual	89 031	51 879	59 627

COMMENT ON CAPITAL SPENDING

The municipality spent the funding in line with the capital budget requirements, despite some challenges which affected the municipality's ability to spend 100% of the allocated budget.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

The effective provision of predictable good quality and sustainable public services hinges on the capacity and effective functioning of the structures or institutional arrangements adopted by the government institution under consideration. Moqhaka Local Municipality recognises the importance of human resource management and development in the quest to meet the service delivery demands and the growth and development objectives in within its jurisdiction. The Municipality acknowledges that without an effective institutional form, well developed and relevant skills, knowledge, and experience public services cannot be delivered effectively.

Chapter 1

The municipality reviewed its organisational structure and have approved 1 886 positions. By end of financial year the municipality had a total of 817 employees and a vacancy rate of 56%. The high vacancy rate is due to the review of the organisational structure that resulted in addition of new positions across all departments.

The turnover rate stood at 5,3%. The municipality rate of turnover was due to different types of terminations e.g. Death, dismissals, retirement, end of contracts, abscondment and resignations whilst certain departmental vacancies could not be filled due to the lack of plant and equipment.

Appointments within the municipality are made taking into consideration the implementation of the Employment Equity Plan and Employment Equity Act 55 of 1998. According to the demographic profile of the municipality, African employees constitute 90% of the workforce, Coloured 2.7% and Whites 6.7%.

The Municipality ensures compliance with its policies, collective agreements and relevant legislation with regard to –

- Organisational design
- Recruitment, selection and appointment;
- Labour relations;
- Employment Equity;
- HIV/AIDS;
- Training and development;
- Occupational health and safety;
- Main and Divisional collective agreements

Chapter 1

1.6 AUDITOR GENERAL REPORT

AUDITOR-GENERAL REPORT: 2020/21

The Auditor General Report for 2020/21 financial year is fully detailed out in Chapter 6 of the Annual Report.

Table 14: Total Capital Expenditure

Financial Year	Audit Opinion
2018/19	Qualified Audit Opinion
2019/20	Qualified Audit Opinion
2020/21	Qualified Audit Opinion

Please see Chapter 6 – Auditor-General Audit Finding – Component A and B for the Audit Report of the current and the previous financial year.

1.7 STATUTORY ANNUAL REPORT PROCESS

According to Legislation, the Annual Report of a municipality must be tabled in the Municipal Council on or before 31 January each year. In order to enhance Councils oversight function, the municipality should submit their Annual Reports as soon as possible after the financial year-end ideally this ought to be the end of August. Both the draft Annual Financial Statements and the Annual Report were submitted by the end of August to the Auditor-General. Management is currently developing processes and systems in order to ensure that the remaining sections be in place for the 2019/20 Annual Report process. It is expected that the entire process should be concluded by the end of December.

The anticipated process for the creation, submission, review and approval of the 2019/20 Annual Report is set out in the table below.

Chapter 1

Table 15: Statutory Annual Report Process

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

COMMENT ON THE ANNUAL REPORT PROCESS

The municipality has been able to meet the new deadlines as per MFMA Circular No. 63 issued by the National Treasury in September 2012. Substantial progress has been made to align the format and contents of the Annual Report with the guidelines issued by the National Treasury. A concerted effort has been made by the municipality to ensure adherence to the above timelines with the compilation of the unaudited 2020/21 Annual Report.

The municipality appreciates the importance of alignment between the IDP, Budget and Performance Management System and the process to ensure proper alignment is continuously being reviewed and implemented.

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Good governance has eight major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the communities are heard in decision-making. It is also responsive to the present and future needs of society.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The Municipality has all the powers assigned to it in terms of the Constitution as well as National and Provincial Legislation. The Municipality has the right to do anything reasonably necessary for, or incidental to, the effective exercise of its powers.

The Executive and Legislative authority of the Municipality vest in the Council. The Council takes the decisions of the Municipality except-

- (a) Decisions on those matters that it has delegated to a delegated body;
- (b) Decisions on those matters that by law have been assigned to a political structure, political office-bearer or employee of the Council.

Section 151 of the Constitution, 1996 states that the executive and legislative authority of a municipality is vested in its Municipal Council. The Municipal Structures Act and Municipal Systems Act complement this. In terms of Section 160(2) of the Constitution, 1996, the following powers may not be delegated by a Municipal Council and must therefore be exercised by Council: passing of by-laws, approval of budgets, imposition of rates and taxes, levies and duties and the raising of loans. The Speaker is appointed by Council and performs his functions in

Chapter 2

terms of Section 37 of the Municipal Structures Act, such as presiding at Council meetings and overseeing the work of Council committees.

The Council appointed an Audit and Performance Audit Committee, which performs its functions in accordance with Section 166(2) of the MFMA and the approved audit committee charter. This Committee reports directly to Council and make recommendations to Council in terms of its functions.

The Executive Mayor exercises his responsibilities in terms of the Municipal Structures Act, Municipal Systems Act, and Municipal Finance Management Act and in accordance with any powers and functions so delegated by the Council. A Mayoral Committee who has been appointed in terms of Section 60(1) (a) of the Municipal Structures Act assists the Executive Mayor. Members of the Mayoral Committee have been assigned specific areas of responsibility and chair the various portfolio committees. The portfolio committees consist of Councillors and reports directly to the Mayoral Committee. 2.1.0

POLITICAL STRUCTURE	Function
EXECUTIVE MAYOR Cllr Chakane	Overall political responsibility for sound governance and service delivery.
SPEAKER Cllr S V Khiba	Public participation, ward committees and managing Council and Committee meetings.
COUNCIL WHIP Cllr S B Tladi	Ensures discipline among Councillors; Managing relations between political parties and representation on Committees.
MAYORAL COMMITTEE Cllr S B Tladi Cllr M Green Cllr Z S Magadela Cllr S Mokoena Cllr E R Moletsane Cllr K L Kokami Cllr R Manefeldt Cllr V L Mpondo Cllr B. Rooskrans	Corporate Services Portfolio Committee Community and Social Services Portfolio Committee IDP Portfolio Committee Spatial Development and Human Settlement Portfolio Committee Finance Portfolio Committee Technical Services Portfolio Committee Policy Development and Monitoring Portfolio Committee Public Safety and Transport Portfolio Committee Local Economic Development and Planning Portfolio Committee.

Chapter 2

COUNCILLORS

The municipality has 45 Councillors, 23 are Ward Councillors and 22 PR Councillors. A full list of Councillors can be found (including committee allocations and attendance at council meetings) in **Appendix A**. Further, note that **Appendix B** sets out committees and committee purposes.

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Local Government carries a legislated mandate, which is to serve the interest of public through equitable service provision. Local Government may be described as that sphere of government close to its constituents and involved in rendering a wide range of services that materially affect the lives of the inhabitants residing within its area of jurisdiction.

Each municipality must ensure that it administers its affairs to strive to achieve as set out in the Constitution of the Republic of South Africa.

The constitutional mandate of Local Governments in South Africa, which are to:

- Provide democratic and accountable governments for local communities;
- Ensure the provision of services to the communities in a sustainable manner,
- Promote social and economic development,
- Promote a safe and healthy environment, and
- Encourage the involvement of communities and community organisations in matters of Local Government.

The above is inter alia achieved through effective administrative governance, which in short can be described as the administrative activities concerned with governing and in accordance with the administrative and legislative requirements to give effect to policies and objectives.

Chapter 2

TOP ADMINISTRATIVE STRUCTURE

	POST DESIGNATION	FUNCTION	PERFORMANCE AGREEMENT SIGNED YES/NO
1.	ACTING MUNICIPAL MANAGER Ms S J Monyaki	Accounting Officer and Head of Administration.	Yes
2.	DIRECTOR: CORPORATE SERVICES Mr. M Mthwalo	<i>Human Resources, Auxiliary and Legal Services, Council Support, Information and Communications Technology (ICT).</i>	Yes
3.	CHIEF FINANCIAL OFFICER Mr. T Marumo	<i>Expenditure, Revenue, Assets & Liability Management, Budgeting & Reporting.</i>	Yes
4.	DIRECTOR: COMMUNITY & SOCIAL SERVICES Ms. P H Tshabalala	<i>Waste Management, Sport & Recreation, Arts & Culture, Public Safety and Parks.</i>	Yes
5.	DIRECTOR: TECHNICAL SERVICES Acting Director	<i>Water, Sanitation, Electricity, Roads & Storm water, Project Management unit, and Fleet Management.</i>	Yes
6.	DIRECTOR: LED & PLANNING Ms S J Monyaki	<i>Local Economic Development, Town and Regional Planning, and Housing.</i>	Yes

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO COOPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Moqhaka Municipality through the 2020/21 financial year participated in a number of Intergovernmental Forums. This ensures that the Municipality is kept up to date on key developments in strategic areas of its responsibilities.

Through active participation in these forums and the available platform created the Municipality exchanges ideas and interact with other spheres of government.

Chapter 2

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality participated in the following National Structures:

SALGA
CIGFARO
Institute of Traffic Officers (ITLMPO SA)

Participation in these structures ensures that the municipality is on board with the developments regarding all relevant issues presented in accordance with the different areas of expertise of the various platforms

PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The municipality participated in the following forums:

- Premier's Coordinating Forum (PCF)
- MECLOGA.
- SALGA Working Groups
- Provincial IDP Managers Forum
- Provincial PMS Forum
- Inter-Governmental Relations Forum
- Technical Inter-Governmental Forum (DWS/DOE etc.)

The municipality did participate in these structures and this has promoted good inter-governmental relations, best practices and information sharing amongst stakeholders.

DISTRICT INTERGOVERNMENTAL STRUCTURES

The municipality participated in District Intergovernmental Structures such as the District Energy Forum (DEF) etc. which is specifically focused on the relevant service delivery aspects of the relevant service.

This provides a platform for interaction with other Municipalities as well as Sector Departments involved and improves intergovernmental relations between all spheres involved during these engagements.

Chapter 2

The Acting Municipal Manager also attended the weekly COVID-19 meeting that was conducted through virtual platform by the District Municipality. The purpose of this meeting was to give report on all aspects of service delivery and also the preventative measures implemented by the municipality and the consequent impact of the virus in the municipality.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The municipality improved on the responsibilities mentioned above as indicated in the 2020/21 IDP by:

- Providing feedback to different communities on issues people raised during the first round of public engagements.
- Providing progress report on funded projects implemented in the different Wards.
- Providing opportunity for communities to making input to the 2020/21 IDP process.
- Providing Ward Committee an opportunity to prioritise inputs received from the different wards.
- Encouraging Ward Councillors and Ward Committees to do further consultation about community's service delivery priorities.
- Encouraging communities, Stakeholders and individual members of society to make use of the opportunity to do submission regarding the IDP review and budget of the municipality.

The staff is allocated wards to work with and report on their activities. There are also members of ward committees responsible for different sections in their wards. These measures have helped as members of community reports issues related to service delivery at their earliest occurrence

Chapter 2

2.4 PUBLIC MEETINGS

KEY PURPOSES OF WARD COMMITTEES

- Create formal unbiased communication channels and co-operative partnerships between the Municipality and the community within a ward.
- Ensure contact between the Municipality and the community through the relevant feedback mechanisms.
- Act as an advisory body on council policies and matters affecting communities in the ward as requested.
- Make recommendations on matters affecting the ward to the ward councillor.
- Serve as a constructive mobilizing agent for positive community action

COMMUNICATION, PARTICIPATION AND FORUMS

The municipality uses loud hailing, print media, posters, as well as physical delivery of invitation such as IDP (Budget Roadshow did not happen due to COVID19 Lockdown) which are on semester interval. These meetings are inclusive of representative from Safety, Business, NGO'S, CBO's and all other Stakeholders.

Table 16: Public Meetings

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
Ward Constituency Meetings	July 2020 to June 2021	45	35	25976	Yes	Constituency Meetings
Integrated Development Plan		43	30	27165	Yes	Constituency Meetings
Budget Road Show 2019/2020 financial Year	COVID 19 Lockdown	COVID 19 Lockdown	COVID 19 Lockdown	COVID 19 Lockdown	COVID 19 Lockdown	COVID 19 Lockdown

Chapter 2

COMMENT ON THE EFFECTIVENESS OF PUBLIC MEETINGS HELD

Public Meeting are sitting as Scheduled. Ward Councillors are always availing themselves for the meetings. Service delivery issues are been discussed in respective wards by the Ward Councillor together with Community in respective wards. Community members are attending the Public meetings even though the attendance at times is not satisfactory. The Public meetings are effective because Community members are getting the opportunity to discuss service delivery issues that are affecting them. COVID 19 Lockdown affected the third and fourth quarter meeting to sit.

2.5 IDP PARTICIPATION AND ALIGNMENT

Table 17: IDP Participation and Alignment Criteria

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align directly to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated periods?	Yes

*Section 26 Municipal Systems Act 2000

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

The municipality endeavours to comply with the regulatory frameworks and best practices regarding corporate governance.

This includes the establishment of a risk management function, internal audit unit and independent audit committee and the implementation of fraud and anti-corruption policies and measures.

In addition, Moqhaka Municipality follows a comprehensive system of rules and processes that are designed to sustain and enhance optimal end effective organizational management in order to enable the municipality to achieve its Constitutional Mandate.

Chapter 2

The Municipal Manager is the accounting officer of the municipality and the head of the administration and reports directly to the Executive Mayor and Council. Directors (section 56 managers') report directly to the Municipal Manager and their performance is managed by the Municipal Manager in terms of the annually signed performance agreements and plans.

Directors are responsible for the management of their respective functions/departments, which include the management of service delivery programs and targets, personnel and budgets. The Municipal Manager ensures accountability by departments through weekly and monthly management meetings and quarterly performance reviews of Directors.

2.6 RISK MANAGEMENT

Sec 62(1) (c)(i)The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure
c) that the municipality has and maintains effective, efficient and transparent systems
(i) of financial and risk management and internal control;

The following strategic documents were developed for risk management:

- Risk Management Policy
- Risk Management Strategy

Top 5 Risks

1. Inadequate cash flow
2. Failure to pay creditors within 30 days
2. Bad condition of roads
3. Failure of ICT data centre
4. Limited vehicles
5. Pollution and contamination of underground water sources

Chapter 2

2.7 ANTI-CORRUPTION AND FRAUD

The following fraud strategic documents were developed:

- Fraud Management Policy
- Fraud Management Strategy
- Whistle blowing policy

The municipality has effective Audit Committee in place.

2.8 SUPPLY CHAIN MANAGEMENT

Supply chain Management Policy to comply with Prescribed Framework . Section 112. (1) of the supply chain management policy of a municipality or municipal entity must be fair, equitable, transparent, competitive and cost- effective and comply with a prescribe regulatory framework for municipal supply chain management.
Review of SCM Policy

Moqhaka Local Municipality adopted its Supply Chain Management Policy on the 27 February 2007. This was in compliance with Section 111 of the Municipal Finance Management Act (Act No. 56 of 2003).

In compliance with Regulation 3, of reviewing, adoption and amendment of Supply Chain Management Policy, the process of reviewing the Supply Chain Management Policy was completed and approved on 30 June 2020. Both the Political leadership and the management of the municipality have been workshopped on the Policy. Supply chain Management Unit.

SCM Reg.3 states the following;

- Each Municipality must establish a Supply Chain Management Unit to implement its supply chain management policy;
- An SCM Unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of Section 82 of the act.
- The Supply Chain Management unit is under the direct supervision of the CFO. There is an organisational structure in place to allow for the establishment of the unit.

Chapter 2

- However, the structure developed does not allow for the proper establishment of all the elements of supply chain. The Supply Chain Management Unit in terms of the legislation is responsible for the following prescribed functions:
- Demand management;
- Acquisition management;
- Disposal management;
- Logistics management;
- Performance management; and
- Risk Management

Establishment an Annual Procurement Plan

Section 10.2 of the MLM SCM Policy: The Supply chain management shall after consultation with the SDBIP of the municipality, compile a schedule of capital projects in respect of each financial year. The schedule of capital projects must be for a financial year and be reviewed when the IDP is reviewed. During consultations between SCM and all other departments, all reasonable efforts shall be made to determine:

- ✓ The desired date and time at which a specific project must be awarded;
- ✓ The desired date and time when the implementation or delivery of goods and services must take place;
- ✓ The place where delivery must be effected;
- ✓ The quantity and quality of any goods to be supplied; and
- ✓ any other relevant matter.

The Range of SCM Threshold is as follows:

Purchase Value

Petty Cash Up to R2 000 [VAT included]

R2001 to R30 000.00 [VAT included]

R30 001 to R200 000 [VAT included] Competitive Bidding

Required Process

One (1 verbal quotation from the list of suppliers on the municipal data base
Approved by the Head of Department
At least three (3) formal written price quotations (on a rotational basis from the list of suppliers on the municipal data base)
At least three (3) formal written price quotations (which will be obtained by the

Chapter 2

Over R200 000 [VAT included]

Request for Quotations (RFQ's) seven (7)
days advertisements
Competitive Bidding Process

Bid Committees

The following bid committees are established to allow for the smooth implementation of the competitive bidding process:

- Bid Specification Committee;
- Bid Evaluation Committee; and
- Bid Adjudication Committee

Members of all bid committees were appointed by the Accounting Officer, (procurement above R200, 000) are dealt with by all three (3) bid committees.

SCM Personnel

There are currently four (4) full time officials employed in the Supply Chain Unit and Six (6) full time officials are at Logistics.

Challenges

- SCM Structure were reviewed to address staff shortages. Awaits council approval of the new structure.
- SCM Functions are not yet centralised due to staff shortages.
- Reporting
- All Monthly and Quarterly SCM Reports are submitted on time to Provincial and National Offices for compliance Purposes.
- The municipality only does business with suppliers who are registered on the Central Supplier Database (CSD), and not all our service providers within Moqhaka are registered.

Reporting

- All Monthly and Quarterly SCM Reports are submitted on time to Provincial and National Offices for compliance Purposes.
- The municipality only does business with suppliers who are registered on the Central Supplier Database (CSD), and not all our service providers within Moqhaka are registered

Chapter 2

The following table provides a view in terms of the deviations that were incurred during the 2020/21 financial year;

DESCRIPTION	NUMBER OF DEVIATIONS	NUMBER OF DEVIATIONS	% Movement	DEVIATIONS	DEVIATIONS	% Movement
	2020	2021		2020	2021	
Emergency	70	1	-98.6	R2 378 112	R10 580	-99.5
Sole Supplier	31	24	-22.6	R654 608	R715 852	9.36
Urgent	84	45	-46.4	R3 391 423	R5 885 452	73.5
				R6 424 143	R6 611 884	2%

Chapter 2

2.9 BY-LAWS

Table 18: By-laws introduced

By-laws Introduced during 2020/21					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Tuck Shop By-laws		No	No	No	No

COMMENT ON BY-LAWS

Extensive public participation processes are followed in Viljoenskroon, Rammulotsi, Kroonstad, Maokeng, Steynsrus and Matlwanglwang when by-laws are developed. Both Councillors as well as officials from the user departments and legal section attend these public participation processes. The processes of developing additional by-laws are continued with. Due to the Covid-19 regulations public participation by way of public meetings could not continue.

Chapter 2

Table 19: List of Bylaws Developed

List of Bylaws Developed
1. Building Regulations By-Law
2. Commonage By-Law
3. Control of Collectins By-Law
4. Electricity Supply By-Law
5. Encroachment of Property By-Law
6. Fences and Fencing By-Law
7. Public Amenities By-Law
8. Sporting facilities By-Law
9. Taxi Ranks By-Law
10. Unsightly and Neglected Buildings By-Law
11. Control of Public Nuisances By-Law
12. General Street By-Law
13. Refuse Removal By-Law
14. Water Restrictions By-Law
15. Dumping and Littering By-Law
16. Numbering of Buildings By-Law
17. Standard Storm By-Law
18. Water Services By-Law
19. Municipal Land Use Planning By-Law
20. Property Rates By-Law
21. Credit Control and Debt Collection By-Law
22. SPLUMA By-Laws
23. Standing Rules and Orders By-Law
24. Keeping of Bees By-Law
25. Graffiti By-Law
26. Public Parks By-Law
27. Keeping of Dogs By-Law

Chapter 2

2.10 WEBSITE

A municipal website <http://www.moqhaka.gov.za/> is a key communication mechanism in terms of service offering, information sharing and public participation and should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the Annual Budget, Adjustments Budgets and budget related documents and Policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Table 20: Municipal Website: Content and Currency of Material

Municipal Website: Content and Currency of Material	2019/20	2020/21
Documents published on the Municipality's / Entity's Website	Yes / No	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes	No
All current budget-related policies	Yes	Yes
The previous annual report	Yes	Yes
The annual report (2020/21) published/to be published	Yes	Yes (Draft)
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2020/21) and resulting scorecards	Yes	Yes
All service delivery agreements	No	No
All long-term borrowing contracts	No	No
All supply chain management contracts above a prescribed value (give value) for 2020/21	No	No
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	No	No
Contracts agreed in 2020/21 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	No
Public-private partnership agreements referred to in section 120	No	No
All quarterly reports tabled in the council in terms of section 52 (d)	Yes	Yes

COMMENT ON MUNICIPAL WEBSITE CONTENT AND ACCESS

The municipality's website is managed and maintained by the ICT Section. The ICT endeavours to improve greatly in terms of managing and compliance of the municipality's website.

Delays and challenges were experienced with the timely receipt of documents from the user Departments.

Chapter 2

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

There was no Public Satisfaction Survey undertaken by the Municipality in the year under review.

Table 21: Satisfaction Surveys undertaken

Satisfaction Surveys Undertaken during: 2020/21				
Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
Overall satisfaction with:	No surveys conducted			
(a) Municipality				
(b) Municipal Service Delivery				
(c) Mayor				
Satisfaction with:				
(a) Refuse Collection				
(b) Road Maintenance				
(c) Electricity Supply				
(d) Water Supply				
(e) Sanitation Supply				
(f) Information supplied by municipality to the public				
(g) Opportunities for consultation on municipal affairs				

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

INTRODUCTION

The purpose of this chapter of the report is to provide information on service delivery on a service-by-service in line with the approved Integrated Development Plan (IDP) and Service Delivery and the Budget Implementation Plan (SDBIP) of the municipality for the 2020/21 financial year. This chapter therefore aims to demonstrate what has been achieved and what remains outstanding as initially planned in terms of the Municipality's IDP.

COMPONENT A: BASIC SERVICES

For the year under review, the Municipality continues to make significant strides in extending access to basic services such as water; wastewater (sanitation); electricity; solid waste management; and housing services, to its communities. Various service delivery targets have been set in the municipality's IDP to ensure that access to basic services is realised in line with the National Government's target dates. Free basic services are provided to indigent households according to the municipality's Indigent Policy. These includes 10kl of water, 50kWh electricity, free sanitation and refuse removal per month.

Strategic objectives are set out in planning and budgeting tools such as IDP and SDBIP in order to properly plan and achieve targets. Priority areas regarding basic service delivery are as follows:

- Access to water,
- Water loss,
- Water quality,
- Access to sanitation,
- Access to electricity,
- Energy efficiency,
- Access to refuse removal,
- Access to municipal surfaced roads,
- Storm water management.

Chapter 3

The Municipality achieves the provision of basic services through the integrated planning, development and management of infrastructure assets as indicated below:

1. Water and waste water services

- Water purification plants,
- Storage dams,
- Water reservoirs,
- Water and sewage reticulation networks,
- Sewerage treatment plants,
- Water and sewer pump stations.

2. Electricity

- Electricity distribution,
- Electricity network maintenance and upgrading,
- Electricity consumption care,
- Public lighting.

3. Solid waste management

- Refuse removal,
- Street cleansing,
- Management of public ablution facilities,
- Management and maintenance of landfill sites.

4. Roads, storm water, railways and public works

- Roads design, construction and maintenance,
- Storm water drainage system,
- Railway sidings and maintenance,
- Bridges and culverts.

Chapter 3

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

The Municipality has a Constitutional responsibility for providing sustainable and viable water services to the communities within its area of jurisdiction. Moqhaka local municipality is both a Water Services Authority (WSA) and a Water Services Provider (WSP). According to the Water Services Act No. 108 of 1997, Water Services Authority means any municipality, including a district or rural council responsible for ensuring access to water services. The WSA is both the owner of the works and is the elected representative of the customers. The Water Services Provider (WSP) means a person or organization that provides water services to the consumers or to another water services institution.

Water supplied by water services providers intended to be used for drinking or domestic purposes (potable water) must be of a quality consistent with SANS 241 (Specifications for Drinking Water), as may be amended from time to time.

Basic water supply facility is the infrastructure necessary to supply 25 litres of potable water per person per day supplied within 200 metres of a household and a minimum flow of 10 litres per minute (in the case of communal water points) or 10 000 litres of potable water supplied per formal connection per month (in case of yard or house connections).

The top three priorities for water provision are:

- I. Sufficient water supply for communities.
- II. Connections to individual stands with provision for indigents.
- III. Provision of water within legal requirements (Drinking water standard as per SANS 241 standards).

The challenge in water supply remains the balance between the available raw water and demand from the community. The Municipality has three dams and one weir in the Vals River with an off channel storage dam in Kroonstad and off channel storage dam in Steynsrus. The Renoster River in Viljoenskroon is utilised to augment the water from the Vaal River when required, however the Municipality still has a challenge when flow in the river is minimal as in the case of a drought or even low rainfall during certain times of the year.

Chapter 3

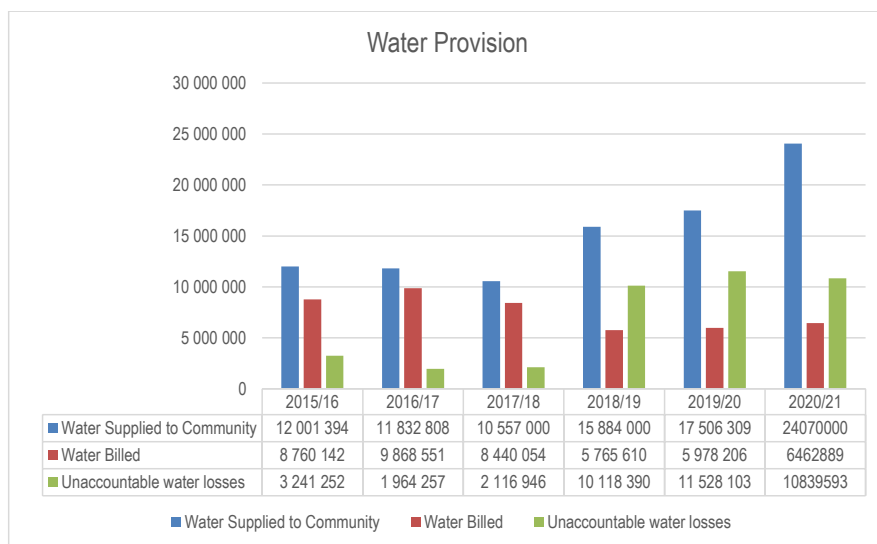


Figure 5: Total use of water

COMMENT ON WATER USE BY SECTOR:

Water demand currently exceeds the supply in both Steynsrus as well as Viljoenskroon due to the following:

- I. In Steynsrus the raw water supply from the Vals River is affected by the fact that the seasonal flow in the river is unreliable and the limited raw water storage capacity in the off channel storage dam cannot keep up with the demand that originated from the installation of waterborne toilets in Matlwangtlwang.
- II. In Viljoenskroon, the placement of residents in the Northleigh is placing pressure on the water supply as the treatment works can only provide a limited volume of water thus placing the supply under pressure and affecting supply and pressure. Because of this, some high lying areas are without water during certain periods of the day, the municipality is implementing a pressure tower project to address the water demand in high lying areas, and the project is 90% to completion.

Chapter 3

Table 22: Water Service Delivery Levels

Water Service Delivery Levels						
Description	Ref	Households				
		2016/17 Actual No.	2017/18 Actual No.	2018/19 Actual No.	2019/20 Actual No.	2020/21
Water: (above min level)						
Piped water inside yard (but not in dwelling)		33 380	33 380	34 020	34 434	34 883
Using public tap (within 200m from dwelling)	2	205	205	205	0	449
Other water supply (within 200m)	4	0	0	-	-	
<i>Minimum Service Level and Above sub-total</i>		33 585	33 585	34 625	34 639	34 883
<i>Minimum Service Level and Above Percentage</i>		100%	100%	100%	100%	100%
Water: (below min level)						
Using public tap (more than 200m from dwelling)	3	0	0	0	0	0
Other water supply (more than 200m from dwelling)	4	0	0	0	0	0
No water supply		0	0	0	0	0
<i>Below Minimum Service Level sub-total</i>		0	0	0	0	0
<i>Below Minimum Service Level Percentage</i>		0%	0%	0%	0%	0%
Total number of households*	5	33 585	33 585	34 625	34 639	34 883

* - To include informal settlements

T 3.1.3

Chapter 3

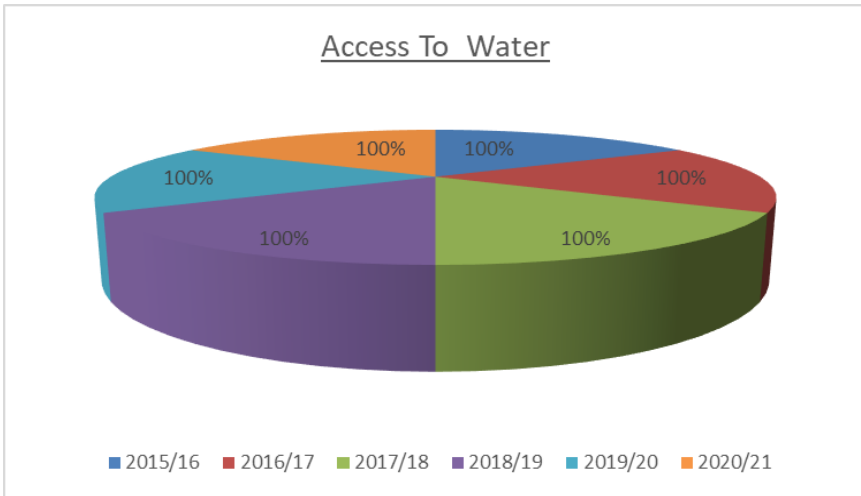
Table 23: Households - Water Service Delivery Levels

Households - Water Service Delivery Levels below the minimum					
Description	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Formal Settlements					
Total HH	33 380	33 380	33 380	34 625	34 883
Households below minimum service level	0	0	0	0	449
Proportion of households below minimum service level	0%	0%	0%	0%	0%
Informal Settlements					
Total households	205	205	205	25	30
Households ts below minimum service level	205	0	0	0	0
Proportion of households ts below minimum service level	100%	0%	0%	0%	0%
<i>T 3.1.4</i>					

Figure 6: Access to water

Access to Water			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of Indigent households receiving 10kl free#
2015/16	100%	100%	39%
2016/17	100%	100%	44%
2017/18	100%	100%	47%
2018/19	100%	100%	46%
2019/20	100%	100%	45%
2020/21	100%	100%	45%
<i>T 3.1.5</i>			

Chapter 3



Note: All households in the municipal area of responsibility have access to water.

Chapter 3

Policy Objectives taken from IDP and SDBIP
Municipal Scorecard Perspective: Basic Service Delivery
KPA: Basic Service Delivery and Infrastructure Investment
IDP Priority 1: Water provision

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 17	By ensuring access to portable waster by 2021 to include small holdings and surrounding plots.	Basic Service Delivery	Number of HH in formal settlements including plots and small holdings that meet the minimum water services standard.	Number of HH with access to water within 200m.	Director Technical Services	34 625	34 625	34 644	34 883	34 846	Target not achieved. .	Installation of services on all allocated stands.	Evaluation Roll Report	Target achieved.
TL 161	By reducing water loss in the municipal distribution area	Basic Service delivery	To reduce water loss in distribution.	(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water	Director Technical Services	30%	32%	35%	25%	46%	Target not achieved. The Municipality experience a lot of burst pipe, leaks due to aged AC pipes especially	Continuous replacement of old AC pipe to UPVC and meter replacements to reduce water loss correction of billing	Billing and Purchase information, flow meter readings and calculations	The water losses increased in the 2020/21 financial year.

Commented [EL1]:

Commented [EL2]:

Commented [EL3]:

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
				Purchased or Purified x 100							during winter season	system as it affects the water loss calculations		
TL 162	By ensuring that water quality is monitored throughout the supply network to ensure compliance with applicable standards	Basic Service delivery	Number of samples taken to measure the water quality	Sum of samples taken	Director Technical Services	179	1538	1381	500	1 769	Target achieved.	None	Lab reports	The Municipality improved as more samples were taken in this financial year.
TL 163	By ensuring that water quality is monitored throughout the supply network to ensure compliance with applicable standards	Basic Service delivery	Percentage of Drinking Water Compliance to SANS241	Number of samples compliant/ total number of samples taken	Director Technical Services	NEW KPI	NEW KPI	85%	80%	88%	Target achieved	None	Lab reports (Analysed samples for SANS 241 Compliance (Acutehealth, operational risk and chronic health))	The Municipality maintained its performance.

Chapter 3

Table 24: Employees Water Services

Employees: Water Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	2	1	1	50%
4 - 6	5	6	7	6	1	14%
7 - 9	14	12	12	12	0	0%
10 - 12	6	10	16	10	6	38%
13 - 15	71	60	60	60	0	0%
16 - 18	21	28	40	28	12	30%
19 - 20	23	0	0	0	0	0%
Total	141	117	137	117	20	15%

T3.1.7

Table 25: Financial Performance Water Service

Financial Performance 2020/21: Water Services						
						R'000
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	100 966	112 994	178 654	176 238	112 994	-58%
Expenditure:						
Employees	15 996	18 438	16 811	17 201	18 438	9%
Repairs and Maintenance	3 475	2 830	4 814	3 384	2 830	-70%
Other	25 295	26 376	35 807	31 790	26 376	-36%
Total Operational Expenditure	44 766	47 644	57 432	52 375	44 644	-29%
Net Operational Expenditure	(56 200)	(65 349)	(121 221)	(123 863)	(65 349)	-85%

T 3.1.8

Chapter 3

Table 26: Capital Expenditure Water Service

Capital Expenditure 2020/21: Water Services						R' 000
Capital Projects	2020/21					Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget		
Total All	29 426	-	22 793	-29%	0	
Brentpark/Seisoville: Construction of water reticulation network for 200 erven- Phase 1 (MIG:293761)	14 426		14 426	0%		
Steynsrus: Construction of 3ml new Reservoir and 3km pipeline- Phase 1	10000		3367	-197%		
Refurbishment and resealing of the Maokeng Reservoir	5000		5000	0%		
					T 3.1.9	

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

By the end of 2020/21 financial year, all households in the municipal area had access to piped water within 200m from their dwelling. All formal areas of Moqhaka available for occupation are provided with water networks for pre-installed connections and consumers moving onto unconnected stands are connected on application.

The municipality is making a concerted effort to ensure reliable and clean water supply to its communities and a number of projects and programmes have been implemented during the year under review to achieve this. Due to the significant water loss that the Municipality has been experiencing in recent years, resulting in revenue loss, the Municipality is continuously replacing faulty and leaking water meters and valves through repairs and maintenance budget in an effort to eliminate water losses and to enhance revenue. Furthermore, the Municipality embarked on a project of the sealing of the Maokeng reservoir that was leaking excessively, this project will be completed during the 2020/21 financial year. The completion of the sealing will reduce the water loss and improve the water supply in the area of Maokeng Township.

Chapter 3

In order to improve water quality, the Municipality has a programme of cleaning of water reservoirs at regular intervals across all three towns of the Municipality. Over and above that, water quality tests are conducted through an accredited laboratory ensuring that water quality is monitored throughout the supply network to ensure compliance with SANS 241.

In order to ensure the provision of services for new developments, the municipality is currently constructing a water and sewer reticulation network to service 20 stands in Tuinhof and to service 258 stands in Maokeng. Both projects will be completed during the 2020/21 financial year. There was also a project of an elevated Pressure tower in Northleigh/Rammulotsi completed during the 2019/20 financial year, the pressure tower will improve water supply in the high lying areas of Rammulotsi.

Through the draught relief fund, Sedibeng Water is implementing a draught relief project in Viljoenskroon by drilling six boreholes, connecting the boreholes to the network, also upgrading of abstraction pumps at Vals River (Steysrus), and conducting studies of upsizing the Morgenzon dam storage in Steysrus town.

In order to improve water supply, reduce service interruptions, and accommodate future developments, the Municipality is intending to construct a 2.15 Mega litres reservoir in Steysrus to ensure a water storage capacity of 48 hours of annual average daily demand in Steysrus. The project is currently at design stage and if funding is secured, it will be implemented during the 2020/21 financial year.

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

The communities of Mqohaka Local Municipality enjoys 98% sanitation service coverage. In alignment with the National Policy and Emergency Housing Service Guidelines, the municipality met the minimum level of service for sanitation. These is included in the provision of a basic sanitation infrastructure facility necessary to provide a sanitation service which is safe, reliable, private, protected from the weather, ventilated, and keeps smells to the minimum. It is easy to keep clean, minimises the risk of the spread of sanitation-related diseases by facilitating the appropriate control of disease-carrying flies and pests, and enables safe and appropriate treatment and/or removal of human waste and wastewater in an environmentally sound manner.

Chapter 3

Sanitation needs are determined via the consumer base on the ground. Blockages and spillages are monitored and future needs are based on results. Further inputs from the community and political offices are compared with departmentally identified issues and included in the IDP as needed. National government targets are also included in future planning.

The top three priorities with regard to sanitation are:

- I. Access to sanitation for all.
- II. Connections to individual stands.
- III. Reduction of spillages.

The Municipality has made great efforts towards the reduction of spillages, through the replacement of several collapsed sewer pipelines and refurbishment/upgrading of sewer pump stations.

Efforts have been made for the continuous operation of all wastewater treatment plants to ensure compliance for discharged effluent.

Table 27: Sanitation Service Delivery

Sanitation Service Delivery Levels					
Description	2016/17	2017/18	2018/19	2019/20	2020/21
	Outcome No.	Outcome No.	Outcome No.	Outcome No.	Outcome No.
Sanitation/sewerage: (above minimum level)					
Flush toilet (connected to sewerage)	32 078	32 078	32 128	32 128	34 231
Flush toilet (with septic tank)	450	450	450	450	450
Chemical toilet	0	0	0	0	0
Pit toilet (ventilated)	1 200	1 200	1 200	1 460	1 653
Other toilet provisions (above min.service level)					
<i>Minimum Service Level and Above sub-tot</i>	33 728	33 728	33 778	34 038	36 334
<i>Minimum Service Level and Above Percent</i>	99,2%	99,2%	99,4%	99,4%	98,4%
Sanitation/sewerage: (below minimum level)					
Bucket toilet	50	50	0	0	0
Other toilet provisions (below min.service level)	205	205	205	205	605
No toilet provisions					
<i>Below Minimum Service Level sub-tot</i>	255	255	205	205	605
<i>Below Minimum Service Level Percent</i>	0,8%	0,8%	0,6%	0,6%	1,6%
Total households	33 983	33 983	33 983	34 243	36 939
*Total number of households including informal settlements					

Chapter 3

Table 28: Sanitation Service Delivery below the Minimum

Households - Sanitation Service Delivery Levels below the minimum					
Description	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Formal Settlements					
Total households	32 589	33 728	34 625	34 639	36 539
Households below minimum service level	35	0	587	454	450
Proportion of households below minimum service level	0.11%	0%	1.7%	1.3%	1%
Informal Settlements					
Total households	205	205	205	205	605
Households below minimum service level	205		205	205	605
Proportion of households below minimum service level	100%	0%	100%	100%	100%

T 3.2.4

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Service Delivery

KPA: Basic Service Delivery and Infrastructure Investment

IDP Priority 2: Sanitation provision

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 16	By ensuring that basic sanitation standards are communicated and known to the community and the municipality adheres to them.	Basic Service Delivery	Number of HH with access to basic sanitation.	Sum of HH with access to basic sanitation.	Director Technical Services.	34 095	34 029	34 644	34 231	34 713	Target achieved.	None.	Evaluation Roll Report	Target achieved.
TL 158	Develop a credible Sanitation Master Plan by partnering with sector departments to	Basic Service delivery	Credible sanitation master plan developed and approved by Council	Date Master Plan approved.	Director Technical Services	0	0	0	30 June	0	Target not achieved.	Draft Master Plan was developed and will be submitted to Council for	None.	Target not achieved

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	assist in this project/programme											Approval in the 2021/22 financial year.		
TL 159	By expanding sanitation services to cover any backlog and roll it out to newly established settlements	Basic Service delivery	Number of HH without access minimum sanitation standards	Sum of HH without access minimum sanitation.	Director Technical Services	505	596	198	200	133	Target not achieved. There was insufficient funding.	Request funding from De Beers.	Maps with ERF Numbers	The performance of the municipality regressed. Target was not achieved.
TL 160	By improving quality of sewerage effluent.	Basic Service delivery	Waste water quality compliance according to the water use license.	Waste water quality test results from an accredited laboratory	Director Technical Services	NEW KPI	0	0	90%	65.3%	Target not achieved	Improve on operational and environmental compliance	Lab reports	New KPI no comparison could be made.

Chapter 3

Figure 7: Access to sanitation

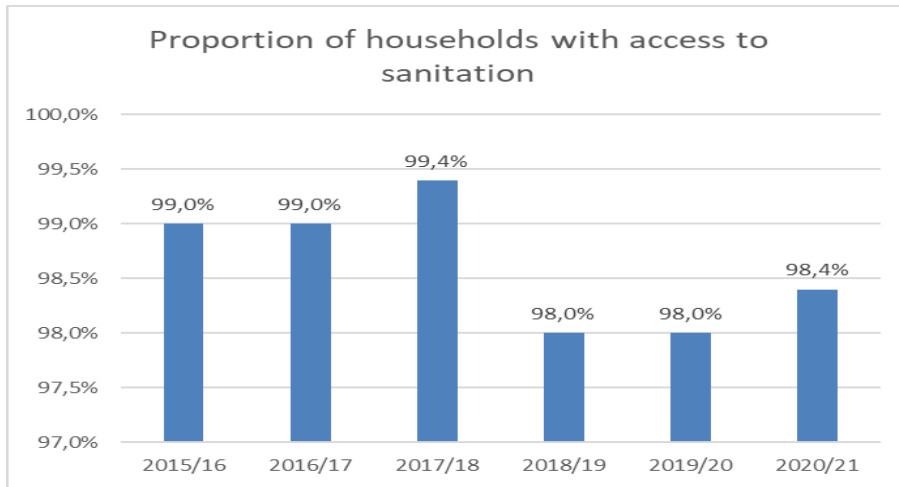


Table 29: Employees: Sanitation Service

Employees: Sanitation Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	Refer to Table 23.					
4 - 6						
7 - 9						
10 - 12						
13 - 15						
16 - 18						
19 - 20						
Total						

Chapter 3

Table 30: Financial Performance: Sanitation Service

Financial Performance 2020/21: Sanitation Services						
						R'000
Details	2018/19	2019/20	2020/21			Variance to Budget
	Actual	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue	45 220	47 821	49 426	52 762	47 821	-3%
Expenditure:						
Employees	23 715	26 297	23 773	26 262	26 297	10%
Repairs and Maintenance	4 498	15 166	11 459	19 270	15 166	24%
Other	1 486	1 955	1 381	(11 484)	1 955	29%
Total Operational Expenditure	29 699	43 418	36 613	33 048	43 418	16%
Net Operational Expenditure	-15 521	-4 403	-12 814	-19 714	-4 403	-191%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						
						T 3.2.8

Table 31: Capital Expenditure: Sanitation Service

Capital Expenditure 2020/21 Sanitation Services					
					R' 000
Capital Projects	2020/1				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	-	-	-	0%	
Brentpark / Seisoville: Construction of sewer reticulation for 265 erven - Phase1	7 508	-	7 508	0%	
<i>T 3.2.9</i>					

Chapter 3

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.

The Municipality as a Service Authority within its area of jurisdiction has a Legislative Mandate to provide services in a safe and healthy environment. The Electricity section is also responsible for operation, maintenance, extension and upgrading of the infrastructure. In so doing it promotes and catalysis the economic development within the area. Service provision is mainly development, extension and maintenance of infrastructure. However, the municipality has an infrastructural base that is in a state of decay, with a large percentage of aged and out dated technology. The backlogs in terms of maintenance and upgrading are colossal and the available resources are simply not adequate for the task.

Core Responsibilities

- Providing quality and uninterrupted supply of electricity to all domestic, business, industrial and rural consumers within its area of distribution.
- Maintaining the electricity distribution network in order to adhere to the prescribed standards.
- Upgrading of the electricity distribution network in order to accommodate population growth as well as business and industrial development.
- Monitoring electricity consumption of consumers by means of effective metering and visual inspections in order to minimize electricity losses.
- Maintaining of all public lighting and traffic lighting.
- Providing accurate feedback to the monitoring authority National Energy Regulator South Africa (NERSA) pertaining to quality of service and quality of supply in order to adhere to license conditions.

During the 2020/21 financial year the Electricity Section has addressed various challenges mainly relating to the high and medium voltage supply, reticulation and house connections. Due to the insufficient resources such as budget, personnel, vehicles and equipment such as vehicles etc. the routine maintenance on the existing infrastructure are neglected which is a major concern. Note must be taken that with the scares resources available the following objectives were achieved:

- Replacement of faulty meters,
- New electricity connections,
- Attending to general daily complaints,
- Maintenance of public lighting.
- Maintenance and repairs to low, medium and high voltage network

Chapter 3

Table 32: Electricity Service Delivery Levels

Electricity Service Delivery Levels					
Description	2016/17	2017/18	2018/19	2019/20	Households 2020/21
	Actual No.	Actual No.	Actual No.		Actual No.
Energy: (above minimum level)					
Electricity (at least min.service level)	1 765	1 329	1 952	1 952	1 893
Electricity - prepaid (min.service level)	27 015	28 201	28 969	28 969	29 156
<i>Minimum Service Level and Above sub-total</i>	28 780	29 530	30 921	30 921	31 049
<i>Minimum Service Level and Above Percentage</i>	87,8%	88,0%	89,3%	89,3%	89,6%
Energy: (below minimum level)					
Electricity (< min.service level)	4 154	4 014	3 704	3 576	3 595
Electricity - prepaid (< min. service level)	0	0			
Other energy sources	0	0			
<i>Below Minimum Service Level sub-total</i>	4 014	4 014	3 704	3 576	3 595
<i>Below Minimum Service Level Percentage</i>	12,2%	12,0%	10,7%	10,3%	10,4%
Total number of households	32 794	33 544	34 625	34 639	34 644
					T 3.3.3

Table 33: Households - Electricity Service Delivery Levels below the minimum

Chapter 3

Households - Electricity Service Delivery Levels below the minimum Households					
Description	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Formal Settlements					
Total households	32 794	33 544	34 625	34 639	34 644
Households below minimum service	3 809	3 809	11 578	14 448	14 329
Proportion of households below minimum service level	12%	11%	33%	42%	41%
Informal Settlements					
Total households	205	205	205	205	205
Households below minimum	205	205	205	205	205
Proportion of households below minimum service level	100%	100%	100%	100%	100%

T 3.3.4

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Service Delivery

KPA: Basic Service Delivery and Infrastructure Investment

IDP Priority 4: Electricity and Energy

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 5	To expand the electrification Programme to any remaining areas and roll out solar energy in any identified areas at prescribed standards	Basics Service Delivery	Number of HH in municipal supply areas that meet electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National grid).	Director Technical Services.	25 774	25 783	25 797	25 794	25 797	Target achieved.	None	Evaluation Roll Report	The Municipality maintained its performance.
TL 151	By rolling out electrification of newly established settlements and those	Basic Service delivery	Number of HH without access to minimum electricity standards	Sum of HH without access to minimum electricity services	Director Technical Services	52	0	0	258	0	Target not achieved due to lack of funding.	The Municipality applied for funding from the Department of Mineral	None.	The performance of the municipality regressed as the target

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	with a backlog											Resource and Energy. (DMRE) They will provide funding if there is an occupation rate of 80%		was not achieved.
TL 153	Reduce electricity losses by improving inspections and Maintenance	Basic Service delivery	% Electricity distribution losses. (KWH billed/KWH acquired) (MFMA Circular 71)	(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and / or	Director Technical Services	18.56%	17%	18.25%	15.5%	7.09%	Target achieved.	None	Meter inspection /installation/replacement report (Meter numbers of faulty and bypassed meters) and financial records of purchase	The Municipality improved its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
				Generated) × 100									s and billings	

Chapter 3

Table 33A: Employees - Electricity Services

Employees: Electricity Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	1	6	1	5	83%
7 - 9	18	19	37	20	17	46%
10 - 12	3	7	29	6	23	79%
13 - 15	15	12	30	12	18	60%
16 - 18	15	12	62	11	51	82%
19 - 20	0	0	0	0	0	0%
Total	53	52	165	51	114	69%

T 3.3.6

Table 34B: Financial Performance - Electricity Services

Financial Performance 2020/21: Electricity Services						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	275 037	275 037	346 841	376 761	371 380	7%
Expenditure:						
Employees	17 738	17 738	21 036	22 350	21 471	2%
Repairs and Maintenance	20 219	20 219	38 607	55 749	38 692	0%
Other	186 912	186 912	275 032	275 032	286 004	4%
Total Operational Expenditure	224 869	224 869	334 675	353 131	346 167	3%
Net Operational Expenditure	-50 168	-50 168	-12 166	-23 630	-25 213	52%

T 3.3.7

Chapter 3

Table 35: Capital Expenditure: Electricity Services

Capital Expenditure 2020/21: Electricity Services					R' 000
Capital Projects	2020/21				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	0	0	0	0%	
No Capital Projects				0%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T 3.3.8

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL

The Electricity Section consists of three (3) Divisions namely Distribution, Consumption Care and Administration/Technical Support. One hundred and sixty five (165) positions are on the organizational structure of this Section although only 31% of the positions are currently filled.

Due to the National lockdown because of the outbreak of the Covid-19 the Electricity Section still handled all critical callouts with the standby staff. The staff is divided into standby teams on a weekly rotational basis. All other staff was on standby for large breakdowns.

The operation of the Electricity Section is entirely dependent on the annual operating budget allocation, with electricity sales as the main source of income.

There were no capital projects completed in the 2020/21 financial year as the Electricity Section did not receive any grant funding.

On 23 February 2019 at approximately 10:30 a major interruption was experienced at the Municipal Main Substation due to a fire inside the 6.6kV switching room damaging all the switchgear, cables and both 10 MVA transformers. The cause of the fire was apparently due to a contractor damaging the medium voltage cable feeding Brentpark. With the high fault level so close to the substation it caused damage beyond repair to the 6.6kV switching room and transformers. The electricity supply was restored to all consumers but it must be noted that the unserviceability of the substation and transformers cause immense strain on the system and overloading of supply cables occur. The insurance did not approve the claim and the Municipality is currently in the process of legally contesting the outcome.

Street lights and High mast lights are repaired on a daily basis however the process is slow due to limited resources. A service provider was appointed to assist with the repair and maintenance of public lighting.

Chapter 3

Inspections are done daily (on request of Finance section, tipoff from community and random spot checks). A fine system is used for tampered meters. There are unfortunately still meter related queries caused by the new system implemented during the 2019/20 financial year. In total 1276 were inspected / repaired / replaced. The high maintenance cost of electronic energy meters may affect the income of the Municipality negatively. The frequency of by-passing/replacing these meters are very high.

Constraints:

- ✓ A serious shortage of vehicles (Mechanical problems with vehicles and standing time involved),
- ✓ A serious shortage of staff. Overworking of staff due to staff shortages, this in turn negatively impact on the health of employees,
- ✓ A serious shortage of materials (including minimum stock items at Stores) and equipment,
- ✓ A serious communication problem internally and with external service providers due to emails that were down during May and June 2021, the issue was not resolved at the end of June 2021.
- ✓ Lengthy processing time of requisitions and vouchers, and non-availability of funds to purchase materials and pay service providers,
- ✓ Non-payment of service providers
- ✓ Theft and attempted theft of cable and transformers,
- ✓ Aging infrastructure,
- ✓ A backlog of replacement of faulty / tampered meters and new installations (assistance of Service Providers reduced the backlog),
- ✓ Insufficient funding for capital projects,
- ✓ High risk working environment and conditions,
- ✓ Risk of service disruptions due to aged and out-dated infrastructure.
- ✓ Risk of losing grant funding due to slow procurement processes.

The above-mentioned constraints all influenced negatively on service delivery due to additional workload, unproductive standing time, long waiting period for spares and equipment, limited preventative maintenance hence unnecessary and unavoidable damage to the infrastructure.

The municipality only maintains the electricity services in the municipality's area of responsibility for which the municipality holds the license. The reporting figures below include all households (including ESKOM distribution area) that have access to electricity.

Chapter 3

CONSUMER AND CONSUMPTION INFORMATION 2020/21

Number of consumers	: 34 644
Total number of units from Eskom	: 252 122 459
Total Cost (excl. VAT)	: R 286 004 088.95
Total Number of units sold	: 234 240 653
Total Amount (excl. VAT)	: R 342 774 126.53
Total units lost (line losses incl.)	: 17 881 806

3.4 WASTE MANAGEMENT

INTRODUCTION TO WASTE MANAGEMENT

The Solid Waste Management mandate is derived from Chapter 2, Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The National Environmental Management: Waste Act (NEMWA), 2008 (Act 59 of 2008) is the core legislative guide for the delivering a quality Solid Waste Management service. The Section is comprised of the following divisions; Refuse Removal, Street Cleansing, Public Toilets and Landfill sites.

VISION

To create a better environment, activate cooperation between the municipality and the community towards better solid waste management, protection and sustainability of the environmental and natural resources, and contribute to improve the quality of life.

MISSION

Optimal use of resources, building capacity to contribute into sustainable development, development of policies to improve the level of services by addressing the challenges of solid waste management, and promote community awareness and partnership.

Chapter 3

Table 36: Solid Waste Service Delivery Levels

Solid Waste Service Delivery Levels					
Description	Households				
	2016/17 Actual No.	2017/18 Actual No.	2018/19 Actual No.	2019/20 Actual No.	2020/21 Actual No.
Solid Waste Removal: (Minimum level)					
Removed at least once a week	32 794	34 011	34 020	34 639	34 886
<i>Minimum Service Level and Above sub-total</i>	32 794	34 011	34 020	34 639	34 886
<i>Minimum Service Level and Above percentage</i>	100,0%	100,0%	100,0%	100,0%	100,0%
Solid Waste Removal: (Below minimum level)					
Removed less frequently than once a week					
Using communal refuse dump					
Using own refuse dump	0	0	0	0	0
Other rubbish disposal					
No rubbish disposal					
<i>Below Minimum Service Level sub-total</i>	0	0	0	0	0
<i>Below Minimum Service Level percentage</i>	0,0%	0,0%	0,0%	0,0%	0,0%
Total number of households	32 794	34 011	34 020	34 639	34 886
	T 3.4.2				

Table 36: Households - Solid Waste Service Delivery Levels below the minimum

Households - Solid Waste Service Delivery Levels below the minimum					
Description	Households				
	2016/17 Actual No.	2017/18 Actual No.	2018/19 Actual No.	2019/20 Actual No.	2020/21 Actual No.
Formal Settlements					
Total households	33 147	34 011	34 020	34 639	34 886
Households below minimum service level	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%
Informal Settlements					
Total households	205	205	0	205	205
Households below minimum service level	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%
	T 3.4.3				

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Service Delivery

KPA: Basic Service Delivery and Infrastructure Investment

IDP Priority 7: Solid Waste Management

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in of Performance	Comments
TL 15	By ensuring access to solid waste removal services to all HH within the municipal area by 2021	Basic Service Delivery	Number of households in municipal area with access to refuse removal.	Sum of households in municipal area with access to refuse removal.	Director Social Services.	34 625	34 625	34 639	34 883	34 793	Target not achieved. There are no roads in the area in Maokeng where sites were issued..	Build roads in Maokeng where sites were allocated.	Evaluation roll report	Target achieved.
TL 139	To ensure that the IWMP is implemented as approved.	Basic Service Delivery	Rehabilitation of the old landfill site in Viljoenskroon by 30 June 2021.	Landfill site rehabilitated by 30 June 2021.	Director Community & Social Services	0	0	0	30 June	0	Target not achieved due to late appointment of the Contractor.	This KPI must be moved to Technical Services as they are responsible for it.	None.	Target not achieved for three financial years.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Governance

KPA: Good Governance and Public Participation and Social and Community Development.

IDP Priority 7: Solid Waste Management

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in of Performance	Comments
TL 140	To curb illegal dumping in the municipal area by implementing the Integrated Waste Management strategy.	Good Governance and Public Participation	Review strategy on how to deal with illegal dumping. Strategy approved by Director on or before 30 Jun 2020..	Date Strategy approved	Director Community & Social Services	30 June	30 June	30 June	30 June	30 June	Target achieved	None	Approved strategy.	The Directorate maintained its performance.
TL 141	To curb the incidence of illegal dumping which could lead to a disaster.	Social Services and Community Development	No of fines issued to perpetrators by law enforcement/ Peace Officers	Sum of fines issued	Director Community & Social Services	4	3	5	4	13	Target achieved.	None	Traffic Management Stats Control Sheet.	The Directorate maintained its performance.
TL 142	To curb the incidence of illegal dumping which could	Social Services and Community	Number of waste awareness	Sum of awareness sessions held	Director Community & Social Services	4	2	2	4	4	Target achieved.	None	Municipal statements.	The Directorate maintained

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in of Performance	Comments
	lead to a disaster.	Development.	campaigns conducted.											its performance.

Chapter 3

Table 37: Employees: Waste Management Services

Employees: Solid Waste Magement Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	1	1	1	0	0%
7 - 9	1	2	1	2	-1	-100%
10 - 12	19	16	13	6	7	54%
13 - 15	71	59	80	51	29	36%
16 - 18	19	27	30	29	1	3%
19 - 20	1	2	33	9	24	73%
Total	113	108	159	119	51	32%

Table 38: Employees: Waste disposal and Other Services

Employees: Waste Disposal and Other Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0%
4 - 6	0	0	0	0	0	0%
7 - 9	1	2	1	2	-1	-100%
10 - 12	2	2	9	2	7	78%
13 - 15	12	3	8	2	6	75%
16 - 18	13	0	9	0	9	100%
19 - 20	1	0	0	0	0	0%
Total	29	7	27	6	21	78%

T3.4.6

Chapter 3

Table 39: Financial Performance: Waste Management Services

Financial Performance 2020/21: Solid Waste Management Services						
R'000						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	31 441	36 734	(55 920)	(55 920)	(37 336)	-50%
Expenditure:						
Employees	22 536	24 750	23 886	23 884	22 447	-6%
Repairs and Maintenance	1 339	2 246	2 550	2 420	2 033	-25%
Other	3 036	8 319	16 857	18 886	6 525	-158%
Total Operational Expenditure	26 911	33 069	43 293	45 190	31 005	-40%
Net Operational Expenditure	-4 375	3 665	-12 627	-10 730	-6 331	-99%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						
T 3.4.7						

Table 41: Financial Performance: Waste Disposal and Other Services

Financial Performance 2020/21: Waste Disposal and Other Services						
R'000						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	0	0%
Expenditure:						
Employees	5 938	6 267	3466	3466	4597	25%
Repairs and Maintenance	205	1 022	189	158	139	-36%
Other	704	-984	3275	3331	2967	-10%
Total Operational Expenditure	6 847	6 305	6930	6955	7703	10%
Net Operational Expenditure	909	-38	6930	6955	7703	10%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						
T 3.4.8						

Chapter 3

Table 42: Capital Expenditure: Waste Management Services

Capital Expenditure 2020/21: Waste Management Services					
					R' 000
Capital Projects	2020/21				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	2 698	0	1 600	-69%	0
Fencing of Steynsrus Landfill Site	2 698		1 600	-69%	2698
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T 3.4.9

COMMENT ON THE OVERALL PERFORMANCE OF WASTE MANAGEMENT SERVICES

The Covid-19 pandemic is still negatively affecting the Solid Waste Management section. The section has a number of projects that delayed internally due to non-sitting of committees. The projects where Sector Departments are involved like the establishment of the new Viljoenskroon Landfill Site started in January 2021 and there were still moments where serious delays were experienced. The project that the Japanese International Cooperation Agency committed to assist the municipality with in terms of managing the landfill sites is still on hold because of Covid-19.

Refuse Removal

The limited resources at Refuse Removal do not stop the division from delivering the service to the entire service area of Mqhasha. Refuse removal especially in Kroonstad and Viljoenskroon is always having challenges of the shortage of vehicles. These challenges lead to a situation where employees are demoralized because of working until late in an endeavour to deliver quality service to the community. The challenges at Refuse Removal can only be resolved by acquiring the correct number of vehicles and appointing personnel to do the work.

Street Cleansing

Since the onset of Covid-19, shifts were disbanded in Kroonstad. There are still challenges here and there which still need to be attended to. The approved municipal organizational structure has made a provision for the appointment of Supervisors, adverts have already been made and two (2) Supervisors will be appointed for the 2 shifts at Street Cleansing. Due to the shortage of vehicles experienced at Refuse Removal and the theft of the street bins in the Central Business District (CBD) are always full and the Street Cleansing end up having nowhere

Chapter 3

to deposit the refuse they collected when cleaning the streets. The challenge of the full bins leads to another challenge where in the evening the homeless and the ladies of the night burn the refuse and tyres to warm themselves up especially in winter. Figure 1 below shows how clean the town can be if we all cooperate. This picture was taken on a Sunday evening.



Figure 1: The cleanliness of the town on a Sunday evening.

Landfill Sites

The municipality is maintaining and managing the Kroonstad Landfill Site by itself. The Viljoenskroon and the Steynsrus Landfill Sites are maintained and managed by an appointed Service Provider. The infrastructure at all the municipal landfill sites need renovations. For the municipality to properly maintain the landfill sites proper vehicles, machinery and personnel must be purchased and appointed. The development of the new landfill site in Viljoenskroon is in progress and the fencing of the Steynsrus Landfill site is also in progress. Figure 2 below shows the work in progress at both Viljoenskroon and Steynsrus Landfill Sites

Chapter 3



Figure 2: Excavation of the pollution dam at Viljoenskroon Landfill Site and the fencing of the Steynsrus Landfill Site.

3.5 HOUSING

INTRODUCTION TO HOUSING

Extensive development occurred in Moqhaka since 1990, houses were built, additional land was purchased, planned, pegged and infrastructure services were provided.

According to the Municipality's Housing Sector Plan (2006) the housing backlog for 1994/95 is 12960, this backlog is determined according to 1994/95 IDP, and is calculated in terms of the number of temporary structures erected on sites and informal backyard dwellers.

Since 1994 a 10 195 houses (RDP) have been delivered which leaves the backlog without growth at 2 765. Additional to the indicated backlog there are informal settlements in our area accommodating approximately 232 families.

The Moqhaka Municipality is not accredited by the National Department of Human Settlements and is therefore dependent on housing allocations made annually by the Free State MEC for Human Settlements. These allocations are funded and administered by the Free State Department of Human Settlements.

Chapter 3

Table 43: Households - Access to basic housing

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2015/16	32 794	32 544	99%
2016/17	32 794	32 544	99%
2018/19	33 391	33 159	99%
2018/19	33 391	33 159	99%
2019/20	34 639	34 434	99%
2020/21	34 902	34 697	99

Table 44: Employees: Housing

Employees: Housing Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime No.)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	1	1	1	0	0%
7 - 9	1	1	1	1	0	0%
10 - 12	2	2	2	2	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	8	8	8	8	0	0%
19 - 20	0	0	0	0	0	0%
Total	13	13	13	13	13	100%

T 3.5.4

Chapter 3

Table 45: Financial Performance: Housing

Financial Performance 2020/21: Housing Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000					
Total Operational Revenue	10 534	8 638	7 151	2 804	5 833	-23%
Expenditure:						
Employees	5 495	2 474	5 461	6 446	5 529	1%
Repairs and Maintenance	-	-	50	40	-	0%
Other	12	37	487	486	50	-874%
Total Operational Expenditure	5 507	2 510	5 998	6 972	5 579	-8%
Net Operational Expenditure	-5 027	6 128	-1 153	4 168	-254	-354%
						T 3.5.5

Table 46: Capital Expenditure: Housing

Capital Expenditure 2020/21: Housing Services					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
	R' 000				
Total All	0	0	0	0%	0

OVERALL PERFORMANCE OF HOUSING FUNCTION

The period under review has been the most challenging given the implications of Covid-19 to the operations of the institution, shortage of staff, theft and break ins at our offices, shortage of equipment to name but a few, we need to mention that we did manage to provide acceptable minimum levels of services to our people.

One of the most important projects that we set ourselves to achieve is the level 1 Accreditation of the municipality as developer in housing but this could not be achieved as a result of challenges mentioned here above.

The housing and erven allocation policy has been one of the key performance indicators that the section had to grapple with in these challenging times of Covid -19, unemployment and negative economic growth. The policy was developed and signed off by the Director Local Economic Development and Planning.

Allocation of residential erven is one challenge that faces the municipality in dealing with backyard dwellers and informal settlements. While the informal settlement has been partially addressed by allocations in Matlwangtlwang, Rammulotsi and parts of Kroonstad /Maokeng the backlog is still there as a result of lack of basic infrastructure

Chapter 3

The long waiting list in Kroonstad /Maokeng in particular is a worrying fact that need urgent attention and request has been made with the Housing Development Agency, the Human Settlement Directorate and Cooperative Governance and Traditional Affairs to assist.

We hope the much awaited District Development Model will fastrack provision of basic services to mitigate the adverse frustration as a result of our people not having sites and some even decided to claim back their deposits from the municipality.

The absence and/a shortage of municipal land to address local economic development is one area that we will be focusing on in the next planning cycle.

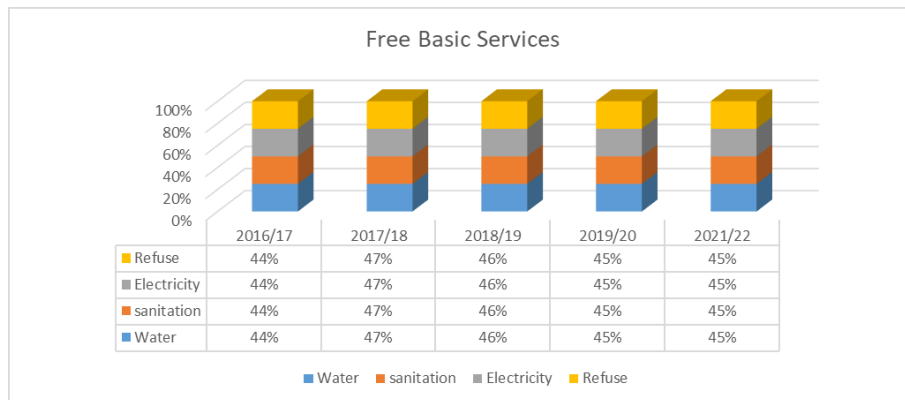
3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

The municipality provides 10kl of water per household per month, free sanitation and refuse removal as well 50 kWh units of electricity per indigent household per month. There is also Property Rates exemption for properties with a valuation of R200 000 and lower.

The policy on the indigent households extends to the child headed families and any other households with circumstances that may be approved in terms of the policy to try alleviate the poverty the households find themselves in.

Figure 8: Free Basic Services



Chapter 3

Table 47: Free Basic Services

Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R3,780 per month								
		Free Basic Water			Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
		Total	Access	%	0	%	Access	%	Access	%
2015/16	32 274	32 133	12 551	39%	12 551	39%	12 551	39%	12 551	39%
2016/17	32 274	32 133	14 145	44%	14 145	44%	14 145	44%	14 145	44%
2017/18	32 274	32 029	15 013	47%	15 013	47%	15 013	47%	15 013	47%
2018/19	32 274	32 168	14 945	46%	14 945	46%	14 945	46%	14 945	46%
2019/20	32 274	32 007	14 433	45%	14 433	45%	14 433	45%	14 433	45%
2020/21	32 280	32 048	14 327	45%	14 327	45%	14 327	45%	14 327	45%
										T 3.6.3

Table 48: Financial Performance: Free Basic Services

Financial Performance 2020/21: Cost to Municipality of Free Basic Services Delivered						
Services Delivered	2018/19	2019/20	2020/21			
	Actual	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	14 747	22 172	20 243	20 243	24 261	16,56%
Waste Water (Sanitation)	14 123	17 697	18 626	18 626	20 043	7,07%
Electricity	9 276	12 463	12 108	9 828	8 463	-43,08%
Waste Management (Solid Waste)	11 100	13 735	14 860	14 860	14 960	0,67%
Total	49 246	66 067	65 837 287	63 556 777	67 726 257	2,79%
						T 3.6.4

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Financial Viability

KPA: Municipal Financial Viability

IDP Priority: Free Basic Services

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Report of Performance	Comments
TL 12	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management	% of registered indigent Households that received free basic services.	No of households registered as indigent/Total Number of households x 100	Chief Financial Officer.	43%	45%	45%	≤45%	44%	Target achieved.	None	Indigents Register Report	The municipality maintained its performance.
TL 13	To implement and effective and efficient system of expenditure and supply chain	Municipal Financial Viability and Management	Rand value of free basic services to indigent households as a % of equitable share.	Rand value of free basics services/by the equitable share x 100	Chief Financial Officer.	25%	40%	33%	≤33%	26%	Target achieved	None	GS560 vs Section 52(d) Report	The municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in % of Performance	Comments
	management													
TL 14	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management.	Rand value of free basic services to indigent households.	Sum of value of free basic services to indigent households.	Chief Financial Officer.	≤R45 968 179	R65 059 418m	R64.86 m	≤R65m	R17.54 m	Target not achieved. This target is mainly affected by the indigents who are on conventional water supply for which a limit cannot be imposed.	The solution in this regard will be to have SMART Water meters installed so as to ensure that indigents only consume what has been allocated to them as per the approved Policy.	GS560 (FBS Expenditure) Section 52(d)	This target has not been achieved in the last three financial years. There is need to review.

Chapter 3

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

Total number of indigent households decreased from 14 945 in 2018/2019 financial year to 14 443 in 2019/2020 financial year and further decreased to 14 329 in 2020/2021 financial year due to verification that disqualifies recipients. Indigent households currently account for 45% of the total households in the Municipality. The Municipality endeavours to register poor and qualifying households on daily basis

COMPONENT B: ROAD TRANSPORT

INTRODUCTION TO ROAD TRANSPORT

All roads were visually inspected and a visual assessment was done for each road according to the Technical Methods for Highways (TMH) engineering guidelines, reviewed by a Consultant appointed on a GIS system by the RRAMS project, which was funded by the District Municipality. The program was used for planning of road maintenance and a Road Maintenance plan was submitted with the IDP to Council. Road maintenance and projects is planned from this information as well as roads identified by the community through the IDP Process. Business plans are submitted to Sector Departments to apply for possible funding to do these projects.

Table 49: Kilometre Roads in Moqhaka

TOWN	TAR ROADS (Km)	BRICK PAVING ROADS (Km)	GRAVEL ROADS (Km)	TOTAL ROAD LENGTH FOR EACH TOWN (Km)
KROONSTAD	228.67	28.596	159.63	416.896
VILJOENSKROON	40.678	20.414	129.062	190.154
STEYNSRUS	4.9	17.89	63.556	86.346
TOTAL	274.25	66.9	359.25	693.4 KM ROADS

Chapter 3

3.7 ROADS

INTRODUCTION TO ROADS

The Road Division prioritised road maintenance on main routes, roads around schools, roads around churches and businesses. The Roads Section also ensure the all roads are assessable for vehicles in all three towns.

Targets were set out for road maintenance on patching of roads, grading and re-graveling of roads, construction of new roads and storm water. Most of these targets were reached except the construction of new paved roads. The contractor appointed for one of the projects with draw from the project.

Maintenance work was properly planed, supervised and quality control measures were implemented with proper record keeping. The Roads Section hired equipment in when and as needed to improve service delivery. The Road maintenance teams also worked overtime to catch up with back locks. The Road Section also assisted the community with road maintenance where funerals and weddings were held.

Table 50: Gravel Road Infrastructure

Gravel Road Infrastructure				Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2015/16	329,0	0,0	2,6	509,0
2016/17	326.0	0.0	3.0	200.7
2017/18	359.3	31.4	1.9	409.0
2018/19	275.906	0.0	2,484	739.2
2019/20	275.9	0.0	0.6	498.4
2020/21	274,7	0,0	1,2	227,7
				T 3.7.2

Chapter 3

Table 51: Tarred Road Infrastructure

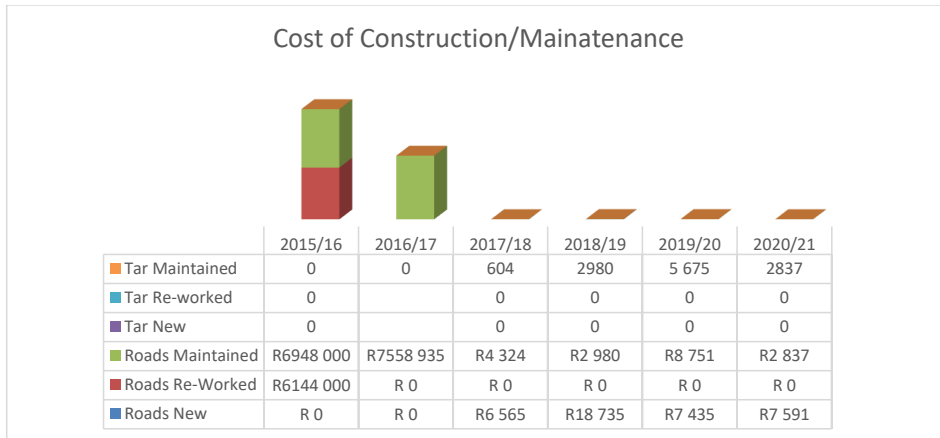
Tarred Road Infrastructure					
	Kilometers				
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2015/16	287,0	2,6	0,0	1,6	287,0
2016/17	287,0	0,0	0,0	0,0	287,0
2017/18	274,3	0,0	4,0	0,0	603,9
2018/19	306,1	2,5	0,0	0,0	297,1
2019/20	306,1	2,5	0,0	0,0	297,1
2020/21	305,0	1,2	0,0	0,0	306,1
					T 3.7.3

Table 52: Cost of Construction/Maintenance

	Roads			Tar		
	New	Re-Worked	Maintained	New	Re-worked	Maintained
2015/16	R0	R6 144 000	R6 948 000	0	0	0
2016/17	R0	R0	R7 558 935	0	0	0
2017/18	R6 565	R0	R4 324	0	0	604
2018/19	R18 735	R0	R2 980	0	0	2980
2019/20	R7 435	R0	R8 751	0	0	5 675
2020/21	R7 591	R0	R2 837	0	0	2837
			T 3.7.4			T 3.7.4

Chapter 3

Figure 10: Roads: Cost of Construction/Maintenance



Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Service Delivery

KPA: Basic Service Delivery and Infrastructure Investment

IDP Priority 3: Roads

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 152	By ensuring that Capital Projects are rolled out in terms of approved project plan.	Basic Service delivery	Number of capital Infrastructure projects completed.	Sum of capital infrastructure projects completed.	Director Technical Services	4	9	6	4	5	Target achieved.	None.	Completion Certificates	The Municipality maintained its performance.
TL 154	By ensuring that newly built roads are built with storm water drainage and mobilize funding for rehabilitation, refurbishment and replacement	Basic Service delivery	km gravel roads maintained and or re-gravelled	Sum of km roads maintained and or graveled	Director Technical Services	409 km	752.84 km	498.43km	125 km	227,695 km	Achieved above target	None	Technical Report.	Achieved above target

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	nt of ageing infrastructure.													
TL 155	By developing and implementing a maintenance programme specific to potholes	Basic Service delivery	m ² of potholes patched	Sum of m ² of potholes patched	Director Technical Services	25 000m ²	28 715.74m ²	49 440.75m ²	26 500m ²	83109m ²	Target achieved.	None	Technical Report	Achieved above target.
TL 156	By identifying and prioritizing access, connector and strategic roads to be developed	Basic Service delivery	KMs of new paved roads to be built	Sum of km new paved roads built	Director Technical Services	1 km	2.5012 km	0.56km	2km	1,18km	Target not achieved. Due to cash flow problems of the contractor.	New Contractor was appointed to complete the project.	Completion Certificates	The performance of the Municipality regressed.

Chapter 3

Table 53: Employees: Road Services

Employees: Road Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	1	5	2	3	60%
7 - 9	3	12	10	5	5	50%
10 - 12	15	11	14	14	0	0%
13 - 15	12	10	36	12	24	67%
16 - 18	18	25	92	18	74	80%
19 - 20	5	2	5	5	0	0%
Total	55	55	163	57	106	65%

T3.7.7

Table 54: Financial Performance: Road Services

Financial Performance 2020/21 Road Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue			720	720	95	-659%
Expenditure:						
Employees	10 729	16 472	17 256	17 739	18 254	5%
Repairs and Maintenance	2 694	9 744	11 923	11 951	5 180	-130%
Other	45	1 187	2 029	2 029	1 554	-31%
Total Operational Expenditure	13 468	26 410	31 208	31 719	24 988	-25%
Net Operational Expenditure	2 739	26 437	30 488	30 999	24 893	-22%

T3.7.8

Chapter 3

Table 55: Capital Expenditure: Road Services

Capital Expenditure 2020/21: Road Services					
R' 000					
Capital Projects	2020/21				
	Budget	Adjusted Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	9 484	9 484	7 591	-25%	
<i>Maokeng: Construction of 0.8km paved road from 16084 to 15680 with V- drain storm water in Koe Koe village</i>	4 224	4 224	4 204	0%	4 204
<i>Maokeng: Construction of 0.55km paved road from 10673 to 10857 with V- drain storm water in Koe Koe village.</i>	5 260	5 260	3 387	-55%	3387
<i>T 3.7.9</i>					

COMMENT ON THE PERFORMANCE OF ROADS OVERALL

The following road was constructed in the municipal area for the 2020 / 2021 financial year:

Maokeng: Construction of 0.8km paved road from 16084 to 15680 with V- drain storm water in KoeKoe village

The planned value of the project amounts to R 4 224 283.21. The project consists of the construction of an interlock brick paving road with proper concrete V-drains on the side of the road as well as the installation of small culverts. Proper road signs and road markings was done as well as the installation of several speed humps. The total amount spent on this project was R4204339.13.

Maokeng: Construction of 0.55km paved road from 10673 to 10857 with V- drain storm water in Koe Koe village.

The planned value of the project amounts to R 5 260 330.00. The project consists of the construction of an interlock brick paving road with proper concrete V-drains on the side. Proper road signs and road markings was done as well as the installation of several speed humps. The total amount spent on this project was R3 387 975.19

As a result of one contractor who withdrew from a project due to financial constraints not all the capital projects could not be completed this financial year and therefore the Roads Section did not reach the set target for

Chapter 3

construction of new roads, but with hard work and extra time worked the Roads Section did reach all the other set targets for maintenance.

3.8 TRANSPORT

The municipality does not perform this function.

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The Municipal storm water network consists of the following types of storm water systems.

- 1) Underground storm water pipes
- 2) Open concrete V-channels
- 3) Open soil storm water channels

Maintenance was done on all types of storm water system, but challenges are shortage of funds and equipment to address the back locks.

Table 56: Storm water Infrastructure

Stormwater Infrastructure				Kilometers
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
2015/16	469.0	2.6	0,0	3,7
2016/17	469.9	0.9	0,0	4,1
2017/18	470.8	0,0	0,9	4,1
2018/19	373.0	2.2	0,0	0,3
2019/20	373,6	0,6	0,0	0,0
2020/21	375,7	2,1	0,0	0,0
				T 3.9.2

Table 57: Cost of Storm water Construction/Maintenance –

Cost of Construction/Maintenance				R' 000
	Stormwater Measures			
	New	Upgraded	Maintained	
2015/16	6 144	-		40
2016/17	236	-		63
2017/18	-	14 273		96
2018/19		1 577		46
2019/20	0	0		0
2020/21	9894,0	-		-
				T 3.9.3

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Service Delivery

KPA: Basic Service Delivery and Infrastructure Investment

IDP Priority 3: Roads

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 157	By ensuring that newly built roads are built with storm water drainage and mobilize funding for rehabilitation, refurbishment and replacement of ageing infrastructure	Basic Service delivery	Kms of storm water drainages built, rehabilitated, or replaced in addition to existing one	Sum of km storm water drainage installed in addition to current one	Director Technical Services	2 km	2.5012km	0.56km	1.5 km	1.83km	Target achieved.	None	Completion certificates	The performance of the Directorate improved.

Chapter 3

Table 58: Employees: Storm water Service

Employees: Road Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	Roads Services employees also perform the storm water function, Included in the Roads Services employees in table 53 above					0%
4 - 6						50%
7 - 9						82%
10 - 12						36%
13 - 15						12%
16 - 18						20%
19 - 20						93%
Total						59%

Table 59: Financial Performance: Storm water Services:

Financial Performance 2020/21: Storm Water Services						
						R'000
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	Included in table 54					
Expenditure:						
Employees						
Repairs and Maintenance						
Other						0%
Total Operational Expenditure						0%
Net Operational Expenditure						0%

Table 60: Capital Expenditure: Storm water Services

Capital Expenditure 2020/21: Storm Water Services					
					R' 000
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	9 894	9 894	9 890	0%	0
Maokeng Koe Koe village upgrading Of 0.93km Storm water system and channelling of vleis areas Phase 2	9 894	9 894	9 890	0%	9890
					T 3.7.9

Chapter 3

COMMENT ON PERFORMANCE OF STORMWATER DRAINAGE OVERALL

The technical department did maintain the storm water network, but there are still some areas which needs urgent upgrades. Several collapsed storm water pipes were replaced and storm water manholes were cleaned to ensure proper drainage of roads. Challenges are a shortage of funds and equipment to address the backlogs. The municipality did submit business plan to sector departments for possible funding to address the above mentioned backlogs and one project was approved regarding the channelling of vlei area project in Maokeng was completed for a total amount of R9 894 522.49.

The Maokeng Koekoe Village upgrading Of 0.93km storm water system and channelling of vlei areas phase 2 for the amount of R9 894 522.49. The total amount spend on this project was R 890 940.18.

Chapter 3

COMPONENT C: PLANNING AND DEVELOPMENT

INTRODUCTION TO PLANNING AND DEVELOPMENT

This component includes Planning and Local Economic Development.

3.10 PLANNING

INTRODUCTION TO PLANNING

The planning landscape in South Africa changed during 2013 with the promulgation of the Spatial Planning and Land Use Management Act, 2013 (No 16 of 2013), also referred to as SPLUMA. In terms of this Act Local Governments became and forthwith were the authority of first instance and all development application must be considered on local level by the Municipal Planning Tribunal, whereas in the past this type of applications was considered by the provincial authorities. The Act was, however, only made effective with effect from 1 July 2015. No applications could, however, be received and/or considered before the Municipality's by-laws on Planning were in place. These by-laws were promulgated in the Provincial Gazette of 27 November 2015 and since then the new era of planning started in Mqohaka.

The Spatial Planning Department is striving to ensure that the long-term planning of the Municipality caters for the development of the town along the five SPLUMA development principles mentioned in Section 7 of SPLUMA, viz spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. This ensures that the Municipality not only grows in population, but also develops an economy that can sustain the growth in numbers.

The four top priorities of the Spatial Planning Department are to (i) compile and maintain a Spatial Development Framework (SDF), which encapsulates the long term spatial vision of the Municipality, (ii) compile and maintain a Land Use Scheme (LUS), which governs the use of each parcel of land situated in the jurisdiction area of the Municipality, (iii) attend to Land Use and Development applications so as to ensure that development and growth in the Municipality is not hampered, and (iv) attend to building plans on a continuous basis so as to ensure the continuous growth and development of the Municipality.

Both the SDF and LUS has been compiled, public participated, approved by Council and subsequently promulgated on 06 December 2019. In terms of the third priority the Department have been performing above its ability and land use and development applications have been dealt with on a continuous basis, this notwithstanding a shortage of personnel. The Municipality is currently also one of the only Municipalities in the Free State where the Municipal Planning Tribunal (MPT) is active and functional. In terms of the fourth priority the Department struggled and did not perform as expected, as two of the three (3) employees that made up the

Chapter 3

inspectorate, the Chief Building Control Officer passed away during August 2019 and the one Building Inspector resigned with last working day on 30 September 2019. Measures were put in place to ensure that the Spatial Planning Department is further capacitated in terms of human resources as well as equipment to ensure it excels in the coming year.

Table 61: Applications for Land Use Development

Applications for Land Use Development									
Detail	Formalisation of Townships			Rezoning			Built Environment		
	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
Planning application received	N/A	N/A	N/A	8	17	10	253	N/A	N/A
Determination made in year of receipt	N/A	N/A	N/A	5	5	1	170	N/A	N/A
Determination made in following	N/A	N/A	N/A	18	6	3	18	N/A	N/A
Applications withdrawn	N/A	N/A	N/A	7	1	11	34	N/A	N/A
Applications outstanding at year	N/A	N/A	N/A	3	11	8	49	N/A	N/A
									T 3.10.2

Table 62: Employees: Urban Planning & Property Management

Employees: Urban Planning & Property Management						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	2	2	3	2	1	33%
4 - 6	0	0	9	1	8	89%
7 - 9	3	1	3	3	0	0%
10 - 12	0	2	0	0	0	0%
13 - 15	2	0	1	0	1	100%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	7	5	16	6	10	63%
						T 3.10.4

Chapter 3

Table 63: Financial Performance: Urban Planning & Property Management

Financial Performance 2020/21: Urban Planning & Property Management							R'000
Details	2018/19	2019/20	2020/21				
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	-	(1 377)	(508)	(1 444)	(1 563)	67%	
Expenditure:							
Employees	1 528	2 557	7 252	6 391	3 110	-133%	
Repairs and Maintenance	-	662	1 685	1 815	438	-285%	
Other	11	44	276	259	7	-3843%	
Total Operational Expenditure	1 539	3 263	9 213	8 465	3 555	-159%	
Net Operational Expenditure	1 539	4 640	9 721	9 909	5 118	-90%	
						T 3.10.5	

Table 64: Capital Expenditure: Urban Planning & Property Management

Capital Expenditure 2020/21: Urban Planning & Property Management						R' 000
Capital Projects	2020/21					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original	Total Project Value	
Total All	854	784	84	-917%	0	
Aircons	140	70	0	0%		
Furniture and office	194	194	0	0%		
Machinery and equipment	355	355	50	-610%		
Office furniture	165	165	34	-385%		
					T 3.10.6	

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

In terms of capital the Spatial Planning Department did not have any capital projects for the 2020/21 year. In terms of operating expenditure of the Spatial Planning Department the variance between the budgeted amount and the actual expenditure is 62.22% and can mainly be attributed to the COVID-19 and accompanying lockdown during which no expenditure apart from labour cost was incurred. Appointments that should have been done during the first quarter of the financial were never done and will most probably only be done during the next financial year. The cash flow of the Council was also under pressure due to the existing agreement with Eskom in respect of the repayment of the amount owed to them. A further contributing factor is that the Planning Section is not yet functioning as it is not on capacity yet.

Chapter 3

In terms of operating revenue, the variance (8.23%) was due to the relaxation in the alert level of the COVID-19 lockdown and the community attending to outstanding application which they wanted to do last year, but could not. The revenue generated thus was better than originally anticipated.

3.11 LOCAL ECONOMIC DEVELOPMENT

INTRODUCTION TO ECONOMIC DEVELOPMENT

As mandated by the Constitution, Our LED Department must manage and coordinate the economic development function and strategies to create a conducive environment and or enabling environment for business to grow. By so doing, the ultimate aim is the creation of job opportunities and a stable economy.

The year under review saw our municipality working hand in gloves with other sector towards the implementation strategies based good governance. Projects such as Farmers Support Production was implemented. The purpose this programme is to provide support to farmers and rural communities in Moqhaka through agricultural development programmes and to facilitates, coordinates as well as to provide support to smallholders and commercial farmers through sustainable agricultural development within agrarian reform initiatives.

The renewal of R76 road leading to Viljoenskroon will play a pivotal role towards public transport service and will increases a community's access to other areas such as Botha Ville, Parys and North West Province. The road will also influence economic growth through a direct productivity effect that arises from roads being an input in the production process of many goods and services.

One the major output for the year under review was the appointment of a service provider to do a feasibility study towards the Kroonstad / Moqhaka Airport. The main objective of the study is to investigate the commercial viability of developing the airport through enabling cargo services passenger services and other ventures as well as to determine the long-term financial sustainability of the most feasible options to develop the airport

However the under review was very daunting to our SMMES as Covid-19 devastated any opportunity in every level of the country. The department administered the grant for the SMMES and Tourism relief programmes and performed a coordination role of this initiative between all departments that have labour components on both capital and operational projects.

TOURISM has embarked on a number of Tourism activities as part of promoting the district as a tourist destination of choice. We have developed Tourism Sector Plan and although not fully implemented, it provides programs that will assist to showcase our tourism offerings in order to increase the demand for tourism products.

The Kroon Park resort, though hit by Covid-19 remains a destination of choice to many holiday lovers in South Africa. As part of marketing, The Municipality has also developed tourism booklets and a video that will be released to world to see our offerings.

Chapter 3

Kroonstad Town Hall is now being fenced to protect the heritage building and to start holding some of the exhibitions in conjunction with business community. The re-opening of Tourism office will also play a pivotal role to provide tourism related information as it used to be in the past.

The overall municipal economic development strategy is to give expression to its mission which states that; “to maintain and enhance the quality of life by providing effective, efficient quality and affordable services equitably and facilitating sustainable socio economic growth through active community participation”. Labour intensive infrastructure development and maintenance projects has proven to be the most effective means of retaining and attracting investors in our locality. These initiatives has created employment and provided skills to our people more especially our young people. The reconstruction and maintenance programs of the provincial road from Vredefort via Viljoenskroon to Bothaville (R59) and between Kroonstad and Viljoenskroon (R76) which are still ongoing is but an example of initiatives that facilitate job creation.

The Good Green Deed Project that we implemented with the Department of Environmental Affairs has not only created twenty (20) job opportunities for our young people but is assisting creating a clean environment to attract new investment.

Our newly established agriculture development office is working very closely with the Provincial Department of Agriculture in assisting emerging farmers with the necessary skills and support to grow their businesses. We have in this instance established good working relations with tenants in our commonages to try mitigate the unbearable situation they are working from such that they understand the fact of maturing and ultimately leaving the commonage to be an independent commercial farmer, this we will achieve by working with the established Farmer Production Support Unit in Kroonstad.

Bomme Ha Re Lemeng is one of the many projects that we are supporting and it is progressing well in implementing and managing a garden services project whereat different crops are being grown.

The project team is constituted of six women among them one is young and they are recruiting young women into the project as part of their skills development and knowledge imparting program.

Small, Medium and Micro Enterprise sector constitute a critical area for investment in the local economy as it contribute so immensely in job creation. It is this sector that needs more attention in recent times than before given the scourge of COVID-19 and its implications to the economy and livelihood in general. We have been working very closely with the Department of Economic, Small business, Tourism and Environmental Affairs, Small Enterprise Development Agency and Agriculture to mention but a few in providing training to ensure sustainability of this businesses.

Township and Rural Enterprise Program (TREP) is but one of the programmes that we pulled during this period under review and it has been a resounding success hence the call for it to be brought back. This because it has proven to be what young people need to participate meaningfully with commitment in the economy of the Municipality, but most importantly to mitigate the effects of COVID-19 to our economy and wellbeing. We managed to conduct workshops in all the three towns and they were well received.

While we appreciate the fact that the year under review brought about some challenges it also provided an opportunity to reflect and review our strategies and approach to dealing with different challenges. We are

Chapter 3

currently reviewing our Local Economic Development Strategy to ensure that it talks to issues and challenges brought about by COVID-19 that the entire country and the world is facing. It cannot be overemphasised that our planning should take into account these challenges and begin to develop strategies that will address them.

Table 65: Jobs Created during 2018/19 by LED Initiatives

Jobs Created during 2020/1 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)				
2015/16	13	0	0	
2016/17	0	0	0	
2017/18	38	0	0	
2018/19	195	0	195	
2019/20	80	0	80	
2020/21	128	0	128	
Initiative A (2020/21)	49			Vrededor/Viwoenskroon road CLO
Initiative B (2020/21)	47			Kroonstad/Viwoenskroon road CLO
Initiative C (2020/21)	10			3ML Reservoir pipeline project CLO
Initiative C (2020/21)	22			Good Green Deeds Project

T 3.11.5

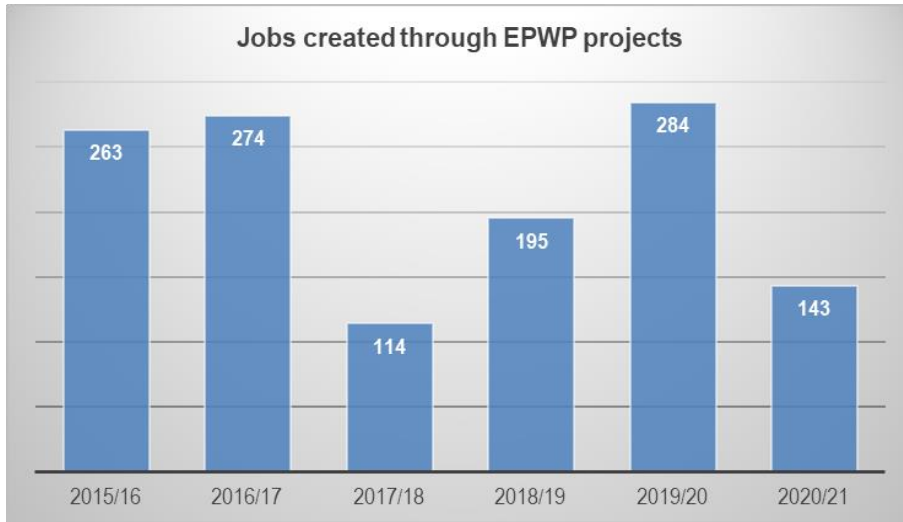
Table 66: Jobs Created through EPWP projects

Job creation through EPWP* projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2015/16	13	263
2016/17	10	274
2017/18	7	114
2018/19	13	195
2019/20	9	284
2020/21	10	143
* - Extended Public Works Programme		

T 3.11.6

Chapter 3

Figure 8: Jobs created through EPWP Projects



Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Local Economic Development

KPA: Local Economic Development

IDP Priority 7: LED

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence of Support of Performance	Comments
TL 21	To review the Housing Sector Plan.	Local Economic Development.	HSP reviewed and approved by Director Annually	Date Housing Sector Plan approved.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	Housing Sector Plan	New KPI, no comparison could be made.
TL 22	To support the orderly and coordinated development of the urban areas within the municipal area.	Local Economic Development.	Review Spatial Development Framework and approve by June annually.	Date Reviewed Spatial Development Framework approved.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	2020/21 SD	New KPI, no comparison could be made.
TL 23	To support the orderly and coordinated development of the urban areas within the municipal area.	Local Economic Development.	Review Land Use Scheme and approve by June annually.	Date Land Use Scheme approved.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	Moqhaka Land Use Scheme	New KPI, no comparison could be made.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 46	Explore the potential for the tourism sector in creating sustainable jobs and income for communities.	Local Economic Development and Planning	Develop a Tourism Sector Plan and submit for approval by Council by 30 June annually	Date Tourism Sector Plan approved.	Director LED.	Tourism Master Plan	0	30 June	30 June	30 June	Target achieved.	None	Council Resolution	The Municipality maintained its performance
TL 47	To explore commercialisation within the agriculture sector for optimum socio-economic benefits by local communities.	Local Economic Development and Planning	Develop agriculture sector plan by 30 June annually.	Date Agriculture Sector Plan approved.	Director LED.	Approved Agriculture Development Plan	0	30 June	30 June	0	Target not achieved. The Municipality is working on developing the plan in consultation with the Department of Agriculture.	Develop the plan in the financial year	None	The Municipality regressed compared to last financial year.
TL 48	Create an environment that promotes the development of the local economy and facilitate job creation.	Municipal Transformation and Institutional Development	Number of jobs created through the municipality's LED, EPWP and other initiatives (Reg 796)	Sum of jobs created per year	Director LED.	33	52	80	30	30	Target achieved.	None.	Contracts of employment	Target achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 49	Create an environment that promotes the development of the local economy and facilitate job creation.	Local Economic Development and Planning	Review the LED Strategy and submit to Council for approval by 30 June annually	Date LED Strategy approved.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	Council Resolution.	This is a new KPI no comparison could be made.
TL+ 50	To support the expansion of the tourism potential of the municipality.	Local Economic Development and Planning	Develop a marketing strategy for the municipality and submit to Council for approval	Date Marketing strategy approved.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	Council Resolution.	This is a new KPI no comparison could be made.
TL 56	To advance the implementation of the Housing Sector Plan.	Local Economic Development and Planning	Ensure Level 1 accreditation of the Municipality is completed by 30 June 2021.	Date of approval of accreditation application.	Director LED.	NEW KPI	0	0	30 June	30 June	Target achieved.	None	None	This is a new KPI no comparison could be made.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 57	To advance the implementation of the Housing Sector Plan.	Local Economic Development and Planning	Review and customise Housing and Erven Allocation Policy and submit to the Director for approval.	Date of approval by the Director	Director LED	NEW KPI	0	0	31 Dec	31 Dec	Target achieved.	None	Signed Policy	This is a new KPI no comparison could be made.
TL 58	To ensure land ownership by allocating	Local Economic Development and Planning	Number of residential erven allocated	Sum of residential erven allocated.	Director LED	NEW KPI	0	0	2000	50	Target not achieved due to lack of infrastructure.	Tender was advertised for the installation of infrastructure.	Permission to occupy	New KPI no comparison could be made.
TL 59	To support the licencing of businesses governed by the Business Act, 1991	Local Economic Development and Planning	Percentage of business licence applications received and considered within a period of thirty days.	Number of business licence applications considered within 30 days/total number of business licence applications received.	Director LED	NEW KPI	0	0	80%	94%	Target achieved.	None	Business licence register	This is a new KPI no comparison could be made

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 60	To support the legalisation of construction work governed by the National Building Regulations and Standards Act, 1977	Local Economic Development and Planning	Percentage of building plans received and approved within a period of 60 days.	Number of building plans considered within 60 days/the total number of building plans Received.	Director LED	NEW KPI	0	0	85%	18%	Target not achieved due to backlog in plans to be considered and no Building Inspectors appointed yet.	Appointment of Building Inspectors will be done	Building Plans Register	This is a new KPI no comparison could be made
TL 61	To consider Land Use applications in respect of rezoning of land as determined in the Moqhaka Land Use Planning By-Laws, 2015.	Local Economic Development and Planning	Percentage of applications for rezoning received and approved within 90 days.	Number of rezoning applications considered within 90 days/total number of rezoning applications received.	Director LED	NEW KPI	0	0	100%	80%	Target not achieved. This result is due to the 20% achieved in the first quarter.	Improve performance in the next financial year.	Rezoning Register	This is a new KPI no comparison could be made.

Chapter 3

Table 67: Employees: LED Services

Employees: Local Economic Development Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	0	5	4	1	20%
4 - 6	0	0	13	9	4	31%
7 - 9	0	0	10	2	8	80%
10 - 12	0	0	12	5	7	58%
13 - 15	0	0	1	1	0	0%
16 - 18	0	0	15	15	0	0%
19 - 20	0	0	0	0	0	0%
Total	0	0	56	36	20	36%

T 3.11.8

Table 68: Financial Performance : LED Services

Financial Performance 2020/21: Local Economic Development Services						
R'000						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	0	0%
Expenditure:						
Employees	788	743	1160	0	1924	40%
Repairs and Maintenance	0	0	0	0	0	0%
Other	6	308	477	1087	265	-80%
Total Operational Expenditure	7947	1051	1637	1087	2189	25%
Net Operational Expenditure	7947	1051	1637	1087	2189	25%

T 3.11.9

Table 69: Capital Expenditure : LED Services

Capital Expenditure 2020/21: Economic Development Services					
R' 000					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
There were no capital projects.	0	0	0	0%	0

Chapter 3

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

Local Economic Development plays a critical role for Municipality. However the year under review faced with many challenges that saw more efforts channelled to disaster management due to Covid19. Many of our programs were halted and our internal funding became limited, resulting in Municipality's not completing some of the major projects on time. However, Efforts to leverage alternatives to perform our mandate now are in place and the council is doubling its efforts to make for the lost time.

We have also been in collaboration with other department that share similar vision and as results our efforts extend to programs such as EPWP where 145 youths were employed. This will ensure that the development efforts, in terms of implementing the programs are solicited for the purpose of creating synergy within the LED stakeholders.

The newly established LED forum will play a huge role in unlocking some of the developmental programs including the Airport Feasibility Study that is already underway.

Chapter 3

COMPONENT D: COMMUNITY & SOCIAL SERVICES

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The municipality only have the Civic Theatre. The Civic Theatre is a Community based Arts and Culture venue that promotes arts in its diversity in order to enhance social cohesion through cross cultural activities to advance tolerance and celebrate heritage.

3.12 CIVIC THEATRE, ARTS AND CULTURE

Moqhaka Civic Theatre is here to grease the wheel, to promote and support start-ups and our emerging new artistry while celebrating the been-ups, veteran artists who from time to time will host their activities in this venue. Integrating artists' practices into civic theatre participation can make people feel more welcome, make meetings more enjoyable, lead to a more level playing field, create safe spaces for those who have historically been left out or disenfranchised, and help sustain engagement for long planning processes.

The theatre provides the opportunities in which the artists can work with agencies and residents to raise awareness of underfunded municipal programs, to amplify their value and mobilize for budget increases. The Civic Theatre was built between 1973 and 1976 in which the officially opening was on the 12 June 1976 during the uprising of the Youth in South Africa. It has a 688 capacities Auditorium and Multipurpose Hall (Allen-Rau-ten-Bach-hall) with capacity of +-300 people seats including tables. Its main objectives are to promote Arts and Culture, music, drama/theatre, poetry, language in school and community; creating partnership with government department and NGO's; Enhancing social cohesion through Arts and culture activities; as well as creating vibrancy within our locality to advance Tourism.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Community Development and Social Cohesion

KPA: Community Development and Social Cohesion

IDP Priority 10: Arts and Culture

	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 119	To optimize community participation in Arts and Culture.	Local Economic Development and Planning.	Number of arts and culture activities and events held in the municipal area	Number of activities held	Director Community & Social Services	7	15	1	4	7	Target achieved.	None	Execution List and reports submitted to Council	The municipality achieved this target in the last here financial years.

Chapter 3

Table 70: Employees: Civic Theatre

Employees: Civic Theatre						
Job Level	2017/18	2018/19	2019/20			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0%
4 - 6	1	1	1	1	0	0%
7 - 9	1	1	1	1	0	0%
10 - 12	1	1	1	1	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	3	3	4	4	0	0%
19 - 20	0	0	0	0	0	0%
Total	6	6	7	7	0	0%

T 3.13.4

Table 71: Financial Performance: Civic Theatre

Financial Performance Year 2020/21: Civic Theatre						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	125	970	171	171	28	-511%
Expenditure:						
Employees	1 784	1 104	2 001	1 755	1 989	-1%
Repairs and Maintenance	141	167	231	231	132	-75%
Other	7	479	655	630	182	-260%
Total Operational Expenditure	1 932	1 750	2 887	2 616	2 303	-25%
Net Operational Expenditure	1 807	780	2 716	2 445	2 275	-19%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.12.5

Table 40: Capital Expenditure: Civic Theatre

Capital Expenditure 2019/20 : Civic Theatre					
Capital Projects	R' 000				
	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

T2.13.6

CIVIC THEATRE, ARTS AND CULTURE PERFORMANCE OVERALL

Chapter 3

Even though the impact of Covid-19 pandemic had prevented some of the event to be held in the theatre, there has been some few events organised and hosted successfully here. These are good achievement bearing in mind the challenges and pandemic. Some of the main event hosted here are, Function of Ibrahim Engrar; Department of Sports Art Culture and Recreation – Boxing event; Gospel & Jazz concert; Caroline Peter function; PACOFS – Script Writing and Directing workshop; Local Economic Development Forum; Amadodana and Clap & Tap competition; and Maokeng Dram & Culture – WAYZA production.

The challenges experienced during the financial year were of operations and structural defect in nature. This includes mainly gradual dilapidating infrastructure with leaking roof, non-functional air-condition, non-functional sound and lighting system, shortage of skilled labour, insufficient budget, shortage of operational equipment such as vehicle, and old and poor ICT infrastructure which need urgent upgrade. The operational challenges were exacerbated by the scourge of pandemic, Covid-19, which has impacted on the number of events to be organised and held in the theatre



Figure 1: Old Power control rack

Chapter 3



Figure 2: Old Air Condition system that need to be fixed

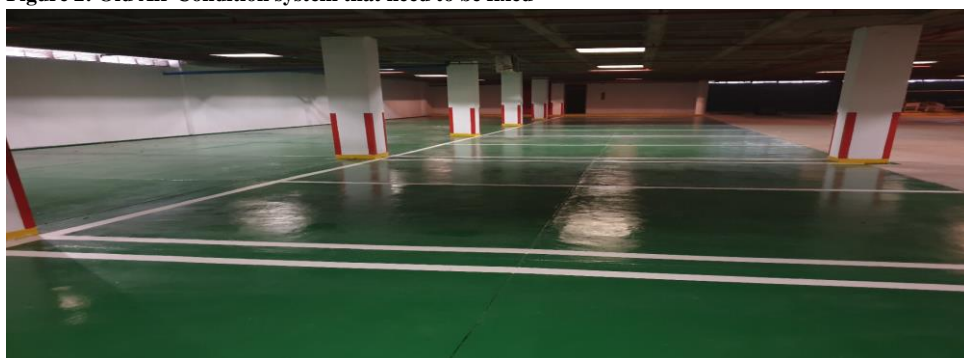


Figure 3: Repurposing of the parking to multipurpose area

3.13 PARKS AND CEMETERIES

INTRODUCTION TO PARKS AND CEMETERIES

Park maintenance: The main objective for this section within Biodiversity Parks Sports Arts and Culture is to develop quality parks through the provision of sustainable parks infrastructure relies on efficient park management systems includes all the work necessary to keep public parks and open spaces safe and clean to serve the needs, to establish quality of life and contributing to the economic and environmental well-being of

Chapter 3

the community. The Section undertakes local services provision and land use management policies as its central administrative functions. The development, maintenance of parks and open spaces is guided by the policies and Procedures developed by the municipality to address the needs of different government regulations, acts and policies as well as international agreements which RSA is a signatory to, such as United Nation Convention on Combating Desertification (UNCCD), The United Nation Framework Convention on Climate Change and the Kyoto Protocol, Copenhagen Accord, Cancun Agreements. Parks maintenances include planting of shrubs, flowers, trees, pruning thereof, irrigation, mowing and infrastructure maintenance.

Cemetery management just like any municipality, Moqhaka Local Municipality is mandated to provide graveyards for its communities to have the place last place to lay their beloved family members. Many people see cemeteries as gloomy places that have little impact on their local area. But this couldn't be further from the truth. Cemeteries bring families together and offer us an insight into local history, and so within this article, we'll take an in-depth look at the importance of Flagstaff County cemeteries to people in the surrounding regions

Beyond their functional value as an area in which to place people after they've passed, cemeteries present the memorial places for the communities. They provide families places to host ritual events and post-funeral events, allowing the family to give their loved one a respectful and dignified burial process at the end of their life. Cemeteries have a deep historical connection to the local community. They bring residents closer to an understanding of the past and help to provide insights into how people within the area used to live. The headstones and reading can provide details about those that have passed and can present valuable information on the importance of individuals to the community at the time.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Social Services and Community Development

KPA: Community Development and Social Cohesion

IDP Priority 13: Parks and Cemeteries

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 120	Removing of invasive plants as scheduled in the Biodiversity Act.	Social Services and Community Development	Establishment of a Bio-Diversity Unit in all three towns	Date Unit established on the organogram	Director Community & Social Services	0	0	0	30 June	30 June	Target Achieved.	None	Approved Structure.	The Municipality improved its performance compared to 2019/20 financial year.
TL 121	Expansion of cemeteries	Social Services and Community Development	Number of expansion of cemeteries	Sum of cemeteries expanded	Director Community & Social Services	0	0	0	2	0	Target not achieved. SCM process took too long..	Speed up SCM process.	None	Target no achieved in the last three financial years.0
TL 122	Effective maintenance of cemeteries.	Social Services and Community Development	Fencing of cemeteries	Number of cemeteries fenced.	Director Community & Social Services	0	0	0	1	0	Target not achieved.		None	Target no achieved in the last three financial years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 124	Effective maintenance of recreational facilities.	Social Services and Community Development	Business plans submitted to request funding for the development of the two parks.	Sum of Business Plans submitted.	Director Community & Social Services	0	0	2	2	1	Target not achieved	Provide tools of trade to the newly appointed Manager Parks.	Business Plan and proof of submission	This target was not achieved in this financial year.
TL 125	Development of Parks for heritage and Recreation purposes	Social Services and Community Development	Number of areas identified for parks	The number of sites identified for development of parks.	Director Community & Social Services	1	0	0	2	8	Target achieved	None	List of sites identified.	The Directorate improved its performance as the target was achieved.

Chapter 3

Table 73: Employees: Parks and Cemeteries

Employees: Parks and Cemeteries						
Job Level	2017/18	2018/19	2019/20			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	2	1	1	50%
4 - 6	1	1	0	0	0	0%
7 - 9	5	4	7	4	3	43%
10 - 12	9	4	25	6	19	76%
13 - 15	43	38	72	42	30	42%
16 - 18	17	27	28	28	0	0%
19 - 20	0	0	0	0	0	0%
Total	76	75	134	81	53	40%

T 3.13.4

Table 74: Financial Performance: Parks and Cemeteries

Financial Performance 2020/21: Parks and Cemeteries						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1 097	1 322	1 359	2 709	2 381	43%
Expenditure:						
Employees	18 090	4 010	16 910	19 247	17 216	2%
Repairs and Maintenance	1 351	977	1 059	1 513	779	-36%
Other	0	0	6 691	6 742	1 735	-286%
Total Operational Expenditure	19 441	4 987	24 660	27 502	19 730	-25%
Net Operational Expenditure	19 440	3 665	23 301	24 793	17 349	-34%

T 3.13.5

Chapter 3

Table 75: Capital Expenditure: Parks and Cemeteries

Capital Expenditure 2020/21 : Parks and Cemeteries					
					R' 000
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	12 319	10 817	3 416	-261%	0
Nyakallong: Upgrading Of Resort	12 319	0	476	-2488%	
Mkeng: Con In/Out Sport Fac Kvillage Ph1	0	10 000	2 911	100%	
P/Long: Upgrade Sports Fac (Mis:338426)	0	817	29	100%	
					T2.13.6

COMMENT ON PARKS AND CEMETERIES PERFORMANCE OVERALL

The division implemented the different procedures at municipal parks and open spaces for maintenance with the aim to improve the aesthetic value of both formal parks and open spaces around the municipality with the assistance of the organised Moqhaka local municipality business chamber. Amongst those procedure are repair and maintenance of landscaped areas, fixing of irrigation system, mowing, tree pruning and removal of alien inversive plants and application of herbicides.

Cemetery management requires many skills which ranges from grounds work, landscaping and horticultural skills as well as administration of the burial logistic activities and record keeping in compliance with the relevant by-laws. On a day-to-day basis, the cemetery supervisor and horticulturist must plan for the funerals that have been booked in the different cemeteries, taking care of everything from the booking, signage of grave numbers, opening of the graves in time and making sure each burial goes smoothly.

Maintenance of both old and currently in use cemeteries is done in all three town for moqhaka local municipality. Some of the maintenance done is the maintenance of the access and internal roads, construction and maintenance of fences and ablution facilities structures and general gardening activities. The responsibility of the horticulturist and the cemetery teams

Chapter 3

has been mowing, weed control, watering and pruning trees, shrubs and maintain flower beds. The cemetery services demand increased rapidly since the covid-19 pandemic and the cemetery space is gradually approaching the shortage. The cemeteries in Kroonstad in general are quickly getting to their full capacity which would need the extension of some cemetery urgently. The funds has been allocated through budget processes to implement the cemetery expansion programme as well as the implementation of cemetery management system for record safe keeping.

The main operational challenges experienced during this financial year are budgeting constrains, shortage of human resources, and the ineffective and shortage of equipment. These poses risks to the effective management of the cemeteries. Limit the ability of this division to maintain the existing cemeteries, parks and the development thereof.

. An amount of R 500 000.00 was made available for the expansion at Wespark. A tender was done for the removing of a portion of trees to allow expansion at Wespark cemetery for funeral in the short term. None of the two tenderers was responsive. However, a new block was developed internal that will last for about two years. All three cemeteries in Kroonstad need to be expand and the funds on the budget was insufficient. Unfortunately, MIG do not provide funds anymore for cemetery development, which results that the cemetery services must be subsidised by the Municipality.

The generated revenue for this financial year was 43% of the total amount of expenditure within the budget of the cemetery section.

Budgeting constrains and lack of human resources limit the ability of this division to maintain the existing cemeteries, parks and the development thereof.

Chapter 3



Figure 4: Tree Pruning and removal of fallen trees



Chapter 3

Figure 5: Application of Herbicide



Figure 6: Maintenance of Cemeteries – Cutting of grass

Chapter 3



Figure 7: Maintenance of open spaces

3.14 SPECIAL PROGRAMMES

INTRODUCTION TO SPECIAL PROGRAMMES

The special programs are the activities of the office of the Executive Mayor that try to intervene and assist the vulnerable in time of need. The programs play a creative role in the development of people, children and youth who are in distress.

Service statistics for special programmes:

Number of programmes on youth participated in/held:	7
Number of programmes on women participated in/held:	4
Number of programmes on disabled participated in/held:	2
Number of programmes on children participated in/held:	5
Number of programmes on HIV/AIDS participated in/held:	3

Chapter 3

COMMENTS ON THE PERFORMANCE OF SPECIAL PROGRAMMES OVERALL

The performance of the special programmes is making some strides in assisting the vulnerable communities but let me hasten to declare that because these programs are driven from political office which changes after every five years it does create improper political and administrative interface, so this does not get sufficient support from administration because there is no administrative commitment. Therefore, it will be necessary to come up with a model that will address this important program. In overall, we have been able to meet programs we target.

COMPONENT E: ENVIRONMENTAL PROTECTION

INTRODUCTION TO ENVIRONMENTAL PROTECTION

The National Environmental Management Act (NEMA) has been going through thorough changes and amendments during the past few years and continues to do so. These affect all aspects of Environmental Management. Most aspects of Environmental Management are scattered in different Sections between the Community and Social Services and the Technical Services Directorates. This makes it more challenging to address Environmental Management aspects. It would have been easier if the Municipality had the Environmental Management Department.

In trying to address the Environmental Management issues, the Solid Waste Management

Section is dealing with illegal dumping. This poses more challenges due to the communities not being cooperative. This can be resolved by procurement of sufficient vehicles for the removal of illegal dumping spots and appointment of a specialised Law Enforcement team that will deal only with Environmental Management issues.

On disposal of waste to landfill, new base liner designs for different landfill classes have been detailed, however, no new landfill capping designs for rehabilitation have been detailed since the Minimum Requirements (2nd Edition, 1998) issued by the Department of Water Affairs and Forestry (DWAF) at the time. There were however recent suggestions by the Department of Water and Sanitation (DWS) in a Record of Decision issued to the Department Environmental Affairs for the licence applications for the closure of 192 landfill facilities under the National Outcome 10 Project.

However, the Minimum Requirements were used in the past as guideline for the design of the capping layers as well as the capacity of the storm water drainage system and to subsequently calculate rehabilitation cost estimates, which was industry standard. The closure and rehabilitation of a landfill involves firstly the application for a closure licence during which a Basic Assessment and specialist studies are conducted specific to the landfill in question. From this application, it becomes clear as to the specific requirements to properly rehabilitate the landfill and render it environmentally suitable to its proposed end use. If a landfill was issued with an operating permit/licence, a closure design would have been proposed before the issuing of the permit, only now requiring modification (if necessary) rather than a new design.

Chapter 3

However, with most landfills being unlicensed/unpermitted (this includes our own Viljoenskroon Landfill Site), no designs have been done or approved. A rehabilitation engineering design, which included the proposed capping layers was then presented to the Department of Water and Sanitation and was approved. Within no time the construction of the new landfill site will begin in Viljoenskroon and rehabilitation of the current landfill will begin as part of Environmental Protection.

3.15 POLLUTION CONTROL

The Municipality does not perform the above functions

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

The key areas:

- ✓ Monitoring and controlling of invasive species;
- ✓ Monitoring programs and projects in line with the protection of the ecosystems and to consider biodiversity in all aspects of planning at local level;
- ✓ Environmental conservation including Biodiversity management and awareness;
- ✓ Arboriculture program.

COMPONENT F: HEALTH

This component includes clinics; ambulance services; and health inspections. The Municipality does not perform the above function.

COMPONENT G: PUBLIC SAFETY

This component includes security services, traffic management, fire services and disaster management.

3.17 SECURITY SERVICES

Chapter 3

Security Services mandate is derived from Chapter 7 of the Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996). The department has functions to develop security related policies and procedures for the Council and monitor the implementation of the following:

- Security policy
- Vetting policy
- Fraud/corruption policy
- Access and key control procedure
- Utilization of Council vehicle procedure

VISION

To be a united, non-racial, transparent, responsive development and efficient municipality that renders sustainable services, so as to improve the quality of life in the community.

MISSION

Working effectively with all stakeholders to serve the people of Moqhaka Municipality through:

Ensuring a safe, secure and healthy environment;

VALUES

As a Division we have committed ourselves to set standards and values. These standards and values are the foundation by which we deliver our services and interact with one another on a personal and professional level.

Respect for the individual, employees and the public, First rate public service; and Organizational excellence; and integrity.

Each of us must be committed to ensure that these values and standards are practiced daily and that they provide the framework and principles by which we function as a department. Nothing less will be acceptable.

ETHICS

Chapter 3

As Security Services our fundamental duties are to protect employees, Councillor's, Council property and to serve the community safeguard lives and property protect the peaceful against violence and disorder; and to respect the constitutional rights of all persons as to liberty, equality and justice.

We will keep our private lives unsullied as an example to all maintain courageous calm I the face of danger, scorn, or ridicule; develop restraint and remain constantly mindful of the welfare of others. Honest in thought and deed, both in personal and professional interaction, we will serve as an example in obeying the laws of the land and the department's regulations. Whatever confidential matters are confided upon us within our official capacity will kept ever secret unless revelation is necessary in the performance of duty.

We will never act officiously or permit personal feeling, prejudices, animosities, or friendships to influence our decisions. With no compromise for crime and with relentless prosecution of criminals, we will enforce the law courteously and appropriately without fear of favour, malice or ill will, never employing unnecessary force or violence, and never accepting gratuities.

We recognize the badge of our office as a symbol of public faith and accept it as public trusts to be held so long as we true to the ethics of the department. We will constantly strive to achieve these objectives and ideals.

PRIORITIES

Ensuring a safe, healthy and secure environment a enshrined in the Constitution

GOAL

Actively assist the SAPS in the reduction of crime levels in Moqhaka Municipal jurisdiction

	Details	2020/21
1	Number of key points visited	12 420
2	Number of by-law infringements attended	654
3	Number of Security Officers in the field on an average day	3
4	Number of Security Officers on duty per day Kroonstad	3
5	Number of Security Officers on duty per day Steynsrus	2
6	Number of Security Officers on duty per day Viljoenskroon	2

Table 76: Employees: Security Services

Chapter 3

Employees: Security Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime No.)	Vacancies (as a % of total posts) %
	No.	No.	No.	No.		
0 - 3	1	1	1	1	0	0%
4 - 6	2	2	2	2	0	0%
7 - 9	4	3	19	3	16	84%
10 - 12	5	5	20	4	16	80%
13 - 15	10	10	31	9	22	71%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	22	21	73	19	54	74%

Table 77: Financial Performance: Security Services

Financial Performance 2020/21: Security Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-		-	-	-	0%
Expenditure:						
Employees	8 638	8 913	9 806	-	8 859	-11%
Repairs and Maintenance	386	155	610	-	119	-413%
Other	20 027	177	47 801	47 791	38 935	-23%
Total Operational Expenditure	29 051	9 244	58 217	47 791	47 913	-22%
Net Operational Expenditure	29 051	9 244	58 217	47 791	47 913	-22%

T 3.19.5

Table 78: Capital Expenditure Security Services

Capital Expenditure 2020/21: Security Services					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

Chapter 3

COMMENT ON THE PERFORMANCE OF SECURITY SERVICES OVERALL:

The role of the Private Physical Security is to do guarding and access control.

Alarms

Security Services overall manage to deliver a service with the minimum man power and resources available.

3.18 TRAFFIC SERVICES

To provide an effective traffic service to substantially reduced the number of road traffic accident injuries and deaths on all roads within the of jurisdiction of Moqhaka Local Municipality.

To actively promote traffic safety, order and mobility by maintaining committed goals directed on law enforcement, traffic control and conduct public information as well as road safety awareness programs.

SERVICE STATISTICS FOR TRAFFIC SERVICES

Table 79: Service Statistics: Traffic Services

Details		Traffic Service Data			
		2017/18	2018/19	2019/20	2020/21
		Actual	Actual	Actual No.	Estimate No.
1	Number of road traffic accidents during the year	688	650	527	500
2	Number of by-law infringements attended	13 338	14 00	7 999	10 000
3	Number of police officers in the field on an	21	21	20	40
4	Number of police officers on duty on an	17	18	16	35
					T 3.20.2

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Development

Municipal KPA: Social and Community Development & Good Governance

IDP Priority 12: Traffic Law Enforcement

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 134	Draft and submit By-Laws to Council for approval and implementation	Social Services and Community Development.	Number of 'by-law enforcement operations held	Sum of all by-law operations held	Director Community & Social Services	4	99	4	4	44	Target achieved.	None	Date events were held.	This target was achieved in the last three years.
TL 135	To ensure the provision of an effective and efficient law enforcement service to increase public safety.	Social Services and Community Development.	Number of fines issued against law transgressors	Number of tickets issued to transgressors	Director Community & Social Services	7 604	7606	7867	4700	3 582	Target not achieved due to Covid19.	Review target in the next financial year.	Revenue reports from financial system	The performance of the Directorate regressed as this target was not achieved in 2020/21 financial year.
TL 137	To provide an effective and efficient Traffic Law Enforcement	Social Services and Community	Number of law enforcement	Sum of all events held	Director Community & Social Services	5	170	196	100	130	Target achieved.	None.	Date events were held and No. of	The Directorate maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	Service to the residents of Moqhaka local municipality in collaboration with other stakeholders	ty Development.	operations conducted										violations issued	
TL 138	To conduct Road Safety Education and Communication Campaigns within Moqhaka local municipality in collaboration with the Free State Department of Police, Roads and Transport	Social Services and Community Development.	No of road safety Education and communications campaigns conducted	Sum of all events held	Director Community & Social Services	1	8	7	4	9	Target achieved.	None	Date events were held and attendance registers.	The Directorate achieved above set target.

Chapter 3

Table 8041: Employees: Traffic Services

Employees: Traffic Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	2	2	2	0	0%
7 - 9	4	2	51	4	47	92%
10 - 12	10	13	42	13	28	67%
13 - 15	4	7	15	5	10	67%
16 - 18	5	1	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	25	26	111	25	86	77%

T 3.20.4

Table 81: Financial Performance: Traffic Services

Financial Performance 2020/21: Traffic Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	693	615	3 167	588	450	-604%
Expenditure:						
Employees	10 444	11 148	11 570	12 559	11 886	3%
Repairs and Maintenance	235	152	208	228	205	-1%
Other	595	462	1 379	1 438	491	-181%
Total Operational Expenditure	11 274	11 762	13 157	14 225	12 582	-5%
Net Operational Expenditure	10 581	11 147	9 990	13 637	12 132	18%

T 3.20.5

Table 82: Capital Expenditure: Traffic Services

Capital Expenditure 2020/21: Traffic Services					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

Chapter 3

COMMENT ON TRAFFIC SERVICE PERFORMANCE OVERALL

- * Officers and administrative personnel received training on the Administrative Adjudication of Road Traffic Offences Act (AARTO).
- * Traffic Management issued a total of 3 718 fines.
- * Except from their normal duties 119 roadblocks were conducted of which some we in collaboration with the South African Police Service, Provincial Traffic, Provincial Transport Unit, South African National Defence Force, Joint Operation Centre Members, Fezile Dabi Health Inspectors and Road Safety.
- * Dockets were opened against offenders providing false information.
- * Dockets were opened for driving under the influence.
- * Warrants of Arrest were executed for offenders not paying traffic fines.
- * Un-roadworthy vehicles were impounded.
- * Traffic Management conducted 35 escorts and 14 awareness campaigns.
- * Nominated personnel received training on:
 - Disciplinary Hearing Procedures
 - Customer Care
 - Management Skills
- * Traffic Management has 12 trainees in training for the course of Traffic Officer funded by the Department of Rural Development

Chapter 3

❖ Joint Operations with the South African Police Service



❖ Joint Operations with Provincial Traffic



Chapter 3

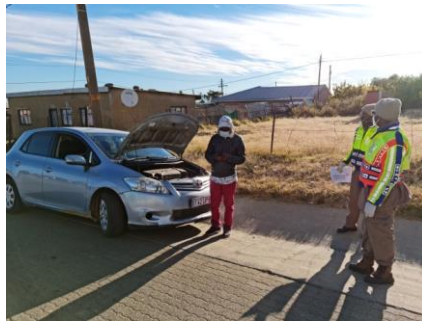
❖ Awareness Campaigns



❖ Roadblocks conducted and Warrants of Arrest executed

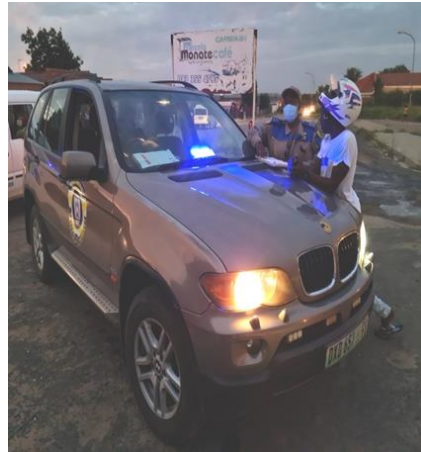
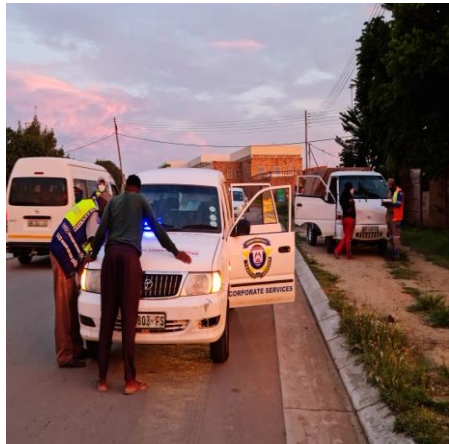
Steynsrus

Kroonstad



Chapter 3

Mackeng



Traffic Management Trainees



Chapter 3

3.19 FIRE SERVICES

INTRODUCTION TO FIRE SERVICES

INTRODUCTION TO FIRE SERVICES

Fire Services in the Republic of South Africa and in particular in Moqhaka are regulated in terms of National Legislation. The top priorities as defined in the Fire Brigade Services Act, Act 99 of 1987, are as follows:

- (a) preventing the outbreak or spread of fire.
- (b) fighting or extinguishing fire
- (c) the protection of life or property against fire or other threatening danger
- (d) the rescue of life or property from fire or other danger.

Fire and Rescue Services is a uniformed discipline that is on call 24/7, 366 days of a year. Activities such as firefighting, fire suppression, rescue operations and HAZMAT operations happens in all weather conditions, during daylight hours and hours of darkness. The discipline operates on a shift system to accomplish this. In our municipality, the shift system is a 12-hour rotating system. A shift consists of a Station Officer in charge of the shift. Crews, on average are six (6) operational members per shift. Shifts change at 07h00 and 19h00.

SERVICE STATISTICS FOR FIRE SERVICES

Table 83: Service Statistics: Fire Services

Fire Service Data					
	Details	2018/19	2019/20	2020/21	2021/22
		Actual No.	Actual No.	Actual No.	Estimate No.
1	Total fires attended in the year	209	228	267	240
2	Total of other incidents attended in the year	134	124	124	120
3	Average turnout time - urban areas	15	15	15	15
4	Average turnout time - rural areas	60	60	60	60
5	Fire fighters in post at year end	31	31	31	31
6	Total fire appliances at year end	1	1	1	1
7	Average number of appliance off the road during the year	2	2	2	2
					T 3.21.2

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Development
 Municipal KPA: Social and Community Development
 IDP Priority 15: Fire fighting

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 126	To provide professional fire services within Stenysrus/Matlwang and Viljoens kroon/Rammulotsi	Municipal Financial Viability and Management	Business plans submitted to request funding for the two fire stations.	Sum of business plans submitted.	Director Community & Social Services	0	0	2	1 Viljoens kroon	1 Viljoens kroon	Target achieved.	None	Proof of submission	The Directorate maintained its performance.
TL 127	To provide effective and efficient fire services in Moqhaka to ensure community safety	Social Services and Community Development.	Number of premises inspected for fire safety and compliance.	Sum of premises inspected for fire safety and compliance.	Director Community & Social Services	200	479	318	280	240	Target not achieved. Some inspections could not be done due to Covid19.	None.	List of premises inspected and signed by owner of premises	This target was not achieved in this financial year due to Covid19.

Chapter 3

Table 84: Employees: Fire Services

Employees: Fire Services						
Job Level	2018/19	2019/20	2020/21			
Fire Fighters	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	No.	%
Chief Fire Officer & Deputy	1	1	1	1	0	0%
Other Fire Officers	5	5	5	5	0	0%
0 - 3	0	1	1	1	0	0%
4 - 6	5	5	5	5	0	0%
7 - 9	12	12	12	12	2	17%
10 - 12	19	19	19	19	4	21%
13 - 15	0	0	0	0	0	0%
16 - 18	4	4	4	4	0	0%
19 - 20	0	0	0	0	0	0%
Total	46	47	47	47	6	13%

T 3.21.4

Table 85: Financial Performance: Fire Service

Financial Performance 2020/21: Fire Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000					
Total Operational Revenue	599	486	8500	838	785	-983%
Expenditure:						
Employees	14 077	15 107	8138	18100	17718	54%
Repairs and Maintenance	297	1 254	390	761	356	-10%
Other	506	485	1122	1045	106	-958%
Total Operational Expenditure	14 880	16 846	9650	19906	18180	47%
Net Operational Expenditure	14 281	16 846	1150	19068	17395	93%

T 3.21.5

Chapter 3

Table 86: Capital Expenditure: Fire Service

Capital Expenditure 2020/21: Fire Services					
R' 000					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditur	Variance from	Total Project
Total All	0	0	0	0%	0
Project Name				0%	

COMMENT ON FIRE SERVICE PERFORMANCE OVERALL

Preventing the outbreak or spread of fire is seen as the first priority of the fire service. To accomplish this priority fire safety is of the utmost importance. Fire safety is done through scrutiny of building plans for new buildings or structures as well as additional building work performed on buildings, structures and premises. At present there is only one staff member in fire safety and this limits the work of fire safety.

The execution of inspections at building sites, existing buildings, structures and premises is to provide protection of life and property against fire or other threatening danger. Inspections performed at premises where flammable substances are stored, handled and or used are carried out to limit as far as possible fire and other threatening danger.

In the year under review fire and rescue services could only be partly done. The reason being that due to a lack of infrastructure, vehicles and equipment and human resources all requests for responses to emergencies had to be done from the only fire station in Moqhaka, that in Kroonstad. The outskirt towns of Steynsrus/Matlwangtlwang (45 kilometres from Kroonstad) and Viljoenskroon/Rammulotsi (65 kilometres from Kroonstad) has no infrastructure, vehicles and equipment nor manpower for fire services operations. A further setback on service delivery is the time it requires a fire engine and crew to reach the outskirt towns. This time lapse could be as high as sixty (60) minutes. This extended time responses frustrates the community to whom the service is delivered and fire crews, on many occasions, had to bear the brunt of the community.

Many a person is rescued at vehicle accidents where rescue equipment is employed to free trapped persons from such vehicles

Chapter 3

Community awareness programmes are done at schools ranging from crèches, pre-primary, primary and high schools visit the fire service. The fire service also participates in community programmes together with the South African Police Services (SAPS).

Fire service forms an integral part of the joint operational centre (JOC) where all fuel depots and national key points (NKP) are represented.

Although the lack of fleet, is a hampering on service delivery the hydrant staff kept on going out to do hydrant maintenance. The designated vehicle for hydrant inspections is an awful and disturbing condition

Fire and rescue services do not feature a fully operational training section, but community awareness programmes were done, lectures and demonstrations were provided to many a schools ranging from crèches, pre-primary, primary and high schools visit the fire service. Fire safety lectures and evacuation drills were conducted at businesses throughout the year.

Fire service also forms an integral part of the joint operational centre (JOC) where all fuel depots and national key points (NKP) are represented.

In march 2020 the chief fire officer were scheduled to attend the institute of fire engineers (SA) branch annual conference in cape town. This did not transpire because of the lockdown level 5.

The institute opted for an online webinar conference. This was done on the 10th and 11th September 2020. The theme for the conference was fire behaviour... can we manage it. Speaker from South Africa Stellenbosch university and the international president of the institute (UK) delivered papers.

Papers included:

Dr Antonio Cicerone PHD, Beng | Stellenbosch university - behaviour of 3d printed concrete in fire, fire dynamics, fds modelling and informal settlement fires.

Vignesh Narayanan msc (fire), Beng (mechanical) | Stellenbosch university - behaviour of products in informal settlements, and how to make settlements safer.

Bruce Varner fire chief (retired), Cfifiree, CFO | international president Life – firefighter safety

Chapter 3

3.20 OTHER (DISASTER MANAGEMENT & OTHER)

INTRODUCTION TO DISASTER MANAGEMENT

The mandate of Disaster management emanates from the Disaster Management Act no 57 of 2002 and the Disaster Management Act amendment act No 16 of 2015.

The act provides for the following:

An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery and rehabilitation; The establishment and functioning of national, provincial and municipal disaster management centres; Disaster management volunteers.

Table 87: Service Statistics for Disaster Management

Covid19 was declared as a National Disaster in March 2020.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Development
 Municipal KPA: Social and Community Development.
 IDP Priority 15: Disaster Management

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 128	To ensure that the municipality have an approved Disaster Management Plan for implementation in the event of such a disaster occurring	Good Governance and Public Participation	Disaster Management Plan for the municipality reviewed and approved by Council	Date DMP approved	Director Community & Social Services	NEW KPI	0	0	30 June	30 June	Target achieved. Awaiting Public participation	To be submitted to next council Meeting.	Reviewed. Disaster Management Plan	Draft document available. Awaiting approval by Council.
TL 129	By Developing a comprehensive risk profile for the municipality	Good Governance and Public Participation	Disaster Risk Assessment Report developed by 30 June 2021	Completion Date	Director Community & Social Services	0	0	0	30 June	30 June	Target partially achieved	None	Risk Assessment Report	Great improvement by the Directorate
TL 130	Develop a Municipal Risk	Good Governance and	Number of awareness	Sum of awareness	Director Community	4	4	4	4	26	Target achieved.	None	Attendance Registers.	The municipality maintained

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	Reduction Plan consistent with the Spatial Development Framework	Public Participation	campaigns conducted.	campaigns conducted.	y & Social Services									its performance
TL 131	Develop and commission a municipal Disaster Management Centre	Social Services and Community Development.	Disaster Management Section adequately staffed by June 2021.	Staff appointed by 30 June 2021	Director Community & Social Services	NEW KPI	0	0	30 June	30 June	Target achieved. We have 21 volunteers assisting the municipality	None	Employment contracts	New KPI no comparison could be made.
TL 132	To ensure that the customer care policy is approved and implemented.	Good Governance and Public Participation	% of customer complaints handled within 24 hrs.	Number of complaints received/Number of complaints resolved within 24 hours	Director Community & Social Services	50%	50%	50%	90%	90%	Target achieved.	None	Call Centre report	Target was achieved.
TL 133	Develop an early warning system	Municipal Transformation and Institutional Development	An operational Early system warning	Operational early warning system	Director Community & Social Services	1	0	0	1	0	Target not achieved due to financial constraints.	Review KPI in the next financial year.	None	This target was not achieved in the 2020/21 financial year. It will

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			developed June 2021											be reviewed in 2021/22 financial year.

Chapter 3

Table 88: Employees Disaster Management

Employees 2020/21: Disaster Management						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	0	0	0	0	0	0%
7 - 9	0	0	0	0	0	0%
10 - 12	0	0	0	0	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	0	0	2	2	0	0%
19 - 20	0	0	0	0	0	0%
Total	1	1	3	3	0	0%

T 3.22.4

Table 89: Employees: Call Centre

Employees 2020/21: Call Centre						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0%
4 - 6	0	0	0	0	0	0%
7 - 9	0	0	0	0	0	0%
10 - 12	9	9	9	9	0	10%
13 - 15	0	0	0	0	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	9	9	9	9	0	0%

Chapter 3

Table 90: Financial Performance: Disaster Management

Financial Performance 2020/21: Disaster Management & Call Centre						
R'000						
Details	2018/19	2019/20	2020/21			Variance to Budget
	Actual		Original Budget	Adjustment Budget	Actual	
Total Operational Revenue	-	-	-	-	-	0%
Expenditure:						
Employees	3 888	1 860	4 280	4 500	4 344	1%
Repairs and Maintenance	5	1 005	2 500	-	30 165	12.067%
Other	2	6 615	2 400	2 500	1 250	49.00%
Total Operational Expenditure	3 895	10 092	9 180	7 000	35 759	80.34%
Net Operational Expenditure	3 895	10 092	9 180	7 000	35 759	80.34%
						T 3.22.5

Table 91 Capital Expenditure: Disaster Management

Capital Expenditure 2020/21: Disaster Management & Call Centre					
R' 000					
Capital Projects	2020/21				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	3 000 000	0	0	0%	0
Emergency Electrification	1 000 000	0	0	0%	
Emergency Housing	1 000 000	0	0	0%	
Early warning System	1 000 000	0	0	0%	

COMMENT ON DISASTER MANAGEMENT PERFORMANCE OVERALL

Household Incidents

The Disaster Management verified reported household incidents and recommends and or implement response interventions. The incidents attended are flash flooding, fire and old collapsed houses.

Storm Disaster

Moqhaka municipality was hit by a storm on the 22nd September 2018. Damages associated with the storm were rooftops of houses, schools, churches and further damages to the electricity and sewage network. COGTA has appointed service providers to repair storm damaged houses.

Nyakallong Homeless Shelter

Chapter 3

The homeless people have been accommodated at Nyakallong hall from 07 April 2020 to date and there are 36 homeless people. The Municipality provided the shelter and purchased mattresses and blankets for the shelter. There is a provision of security 24/7.

Renovation of Disaster Management Centre

The Disaster Management Centre Building was at a dilapidated state and inhabitable. Process were put underway to repair the building by Fixing of cracks on the building, Painting of building, Fixing of the leaking roof, Replacing of broken windows and Provision of signage directions to the Disaster Management Centre. Offices have been partitioned and so far 7 and additional 4 offices, waiting room reception and Emergency call centre are in a process of partitioning and will be completed in the new financial year

Disaster Management JOC

On the 23 March 2020 the Mayor of Moqhaka Local Municipality declares for state of disaster to handle COVID-19 cases and activated the Disaster Management Joint Operation Centre(JOC).

All sector departments form part of JOC to have a central centre to coordinate and disseminated information. The Local JOC reports to Fezile Dabi District JOC and Provincial JOC, National Disaster Management Centre and again through Local Command Council to District Command Council to Provincial Command Council, then to the National Command Centre.

Sectors forming part of JOC are as follows :Moqhaka Municipality, Disaster Management Centre, Traffic, Security, OHS, Mayor's Office, Communication, Fezile Dabi Environmental Health, Department of Health, Department of Social Development, South African Defence Force (SANDF),South African Police Services (SAPS),Department of Education, Department of Labour, Department of Correctional Services, Department of Police, Roads and Transport Farmers, Business Chamber, CPF, Funeral Parlours, Municipal Labour Unions, Department of Home Affairs, *NGO.S and CBO'SFuneral Parlous*

Disaster management plan

A stakeholder consultation session was held to review the Disaster Management Plan. Robust discussions and engagement were heightened and the consultation culminated in a review of the disaster management plan.

COVID 19

A world Health Organisation (WHO) Emergency Committee meeting was convened on Wednesday, 22 January 2020 by the WHO director-General under the International Health Regulations (IHR2005) regarding the outbreak of COVID-19 in the People's Republic of China. The WHO Experts Committee acknowledged that developments in China are concerning, noted the country's intense efforts to investigate and contain the outbreak, but concluded that at this stage, a Public Health Emergency of International Concern (PHEIC) would not be declared.

Chapter 3

The WHO Emergency Committee met again on the 30 January 2020 and declared the Coronavirus outbreak a PHEIC. A Public Health Emergency of International Concern is a formal declaration from WHO that an ongoing outbreak or epidemic is a serious risk of multiple Countries and needs a concerted international effort in order to control the disease.

On the 15th of March 2020, the President of South Africa, Mr Cyril Ramaphosa, declared the State of emergency and Level 5 lockdown was implemented in an effort to flatten the curve of infection. From this time the Municipality through Disaster Management Centre was mandated to put in place measures to enable fighting the epidemic and prepare Response Plan. The President Declared the national COVID disaster which set in motion the establishment and activation of the provincial, District and Local JOC's. This further gave birth to the Policy overarching structures of the National Command Centre, Provincial Command Centre, District Command Centre and Municipal / Local Command Centre's.

National Treasury worked with the National Disaster Management Centre (NDMC) to coordinate the declaration of Disaster relief fund release in response to the national state of disaster declared in Government Gazette No. 43096 on 15 March 202 relating to the COVI-19 pandemic.

National Treasury officials have worked with the officials of the National Disaster Management Centre to clarify the amount allocated to each municipality and ensured that the allocations are appropriately aligned with the functions of each municipality. Based on this work, and the maximum amount available in terms of section 28 (1)(b) of the Act, allocations per municipality were determined, and Moqhaka Municipality was allocated R 1 013 000.

Emergency Call Centre

The management and administration of the emergency call centre has been transferred from Disaster Management to the office of the Municipality Manager . Plans are in progress to Develop the disaster emergency the Call Centre. Procumbent of Desktop (20),20 ear phones, Voice IP System (20) and laptops (15) for administration purpose.

Awareness Campaigns

Community awareness programmes are done with various sectors ranging from schools to sector departments as well as both organised and informal sector businesses.

Church service Monitoring

Purpose Compliance awareness during Easter.

Chapter 3

Findings

Between the 2nd and the 3rd about 24 churches inspected about 20 of them were compliant. Some churches were not compliant because of number of the people in the church exceeded allowed compliance quata, not wearing masks, not keeping of register and social distancing. The challenge of interpretation of the regulations, items of hosting night vigil as well as night service by the churches. Legislated time for church services not complied with.

Visiting of churches to monitor compliance



Title Joint Truck project operation

The project was undertaken in conjunction with Provincial Traffic Department, SAPS and Disaster Management as stakeholders.

Discussions:

This project took place at Kroonstad N1, checking Valid driver's license, the road worthiness of trucks, wearing of mask 'and, have sanitizer in the vehicle.

Chapter 3



Road Safety awareness at Kroonstad taxi rank

Stakeholders were checking and reminding the drivers and passengers the importance of wearing a safety belts, checking also whether they have valid papers to be on the road they also checked Covid-19 compliance from the drivers and the commuters



Awareness Campaign of shops in Kroonstad town.

Checking Covid compliance, expired food, unlabeled items.

Discussions:

Shops and tuck shops were visited in both Kroonstad and Maokeng to ensure compliance

Findings : Shops not adhering to compliance prescripts and selling expired goods

Chapter 3



Awareness Campaign at Steynsrus to monitor covid compliance

Monitoring Covid compliance in different shops

Discussions

Findings : The shops are not complying their employees are working without wearing mask. Customers still entering premises without wearing of masks. Because of shocking behavior around business area it was decided that the operation be intensify and be done frequently. All businesses that contravening the Disaster Management Act be issued with a fine



Covid Funeral Monitoring

Chapter 3



RENOVATED DISASTER MANAGEMENT CENTRE

Chapter 3



Homeless Shelter



Chapter 3

Information Sessions

Disaster Management Centre together with Dept. of Health conducted information session for the schools with positive case of Covid-19. Phepetso, JM Stiloane, Brandvalle, Kroonheuwel, Kananelo, Dr. Cingo, Thakameso, Phomolong, Boikemisetso



Compliance monitoring

IZEKHAYA Guest House

Chapter 3



Information sessions held at the Municipal Offices



DISINFECTING OF MANICIPAL MAIN OFFICES



Chapter 3



COMPONENT H: SPORT AND RECREATION

3.21 SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

Local Government through municipalities is mandated to ensure that sports and recreational activities are active within its community, so do Moqhaka Local Municipality through Sports and Recreation section. As such the Moqhaka Local Municipality strive to provide the quality facilities for both sports and recreation through development and continuous maintenance of the Sport and Recreation to build stronger, healthier, happier and safer communities. Sport has a way to connect people with each other. Therefore, is it of the utmost importance that sport grounds are well maintained and sport to be developed.

Chapter 3

Sport and Recreation affirm the Democratic Constitutional values of human dignity, equality and freedom which are paramount to all citizens of the Republic of South Africa and beyond. Sport and Recreation, therefore, promote social change by utilizing sport as a platform to advance the very change. Sport and Recreation create equal access and equal opportunity for all, and help eliminate discrimination, violence and abuse. Through Sport and Recreation, we see a clear purpose and role for education and the learning process for all stakeholders as well as uniting the nation. Sport and Recreation is a human right and should be available to everyone regardless of age, race, sex, economic status, disability, or any other potential barrier hence the municipality should also make provision for sports and recreations.

Moqhaka Local Municipality is no exception when it comes to matters related to Sport and Recreation development, therefore, to fulfil its mandate it sets the following goals and objectives: 1. Establishment of Sport Council Confederation(s); 2. Recreational Facilities; and 3. Recreational Activities/programs/events. The main purpose of Sport and Recreation section within Biodiversity Parks Sports Arts and Recreation is to attain its fullest potential pillars, which is active nation building, winning nation, enabling environment, and using Sport and Recreation as tools to achieve specific desired outcome to the community.

In spite of trying circumstances of COVID-19, the municipality managed to embark on a number of activities complying with all regulations published by the Department of Corporative Governance and Traditional Affairs (COGTA) and the Department of Sports Arts and Culture, under the disaster management Act with aim to contain the infection in terms of protocols to be followed.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Development

KPA:

IDP Priority 9: Sport and Recreation and Community Facilities

	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 123	Effective maintenance of recreational facilities.	Social Services and Community Development.	Upgrading of Community Halls.	Sum of Community Halls upgraded.	Director Community & Social Services	0	0	1	1	1	Target achieved.	None	Completion certificate	The municipality maintained its position
TL 136	Effective maintenance of sport and recreation facilities	Social Services and Community Development.	Establishment of sport and recreation maintenance unit	Date of approval of the organogram	Director Community & Social Services	0	0	0	30 June	30 June	Target achieved.	None.	None.	The performance of the Directorate improved.

Chapter 3

Table 92: Employees: Sport and Recreation

Employees: Sport and Recreation						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	0	1	0	1	100%
4 - 6	0	1	2	1	1	50%
7 - 9	1	1	5	1	4	80%
10 - 12	4	3	8	3	5	63%
13 - 15	1	15	5	15	-10	-200%
16 - 18	8	4	39	4	35	90%
19 - 20	0	0	0	0	0	0%
Total	14	24	60	24	36	60%
T 3.23.3						

Table 93: Financial Performance: Sport and Recreation

Financial Performance 2020/21: Sport and Recreation						
R'000						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	162	156	283	283	70	-304%
Expenditure:						
Employees	44 010	2 272	4 625	4 625	4 411	-5%
Repairs and Maintenance	977	648	2 315	2 315	1 336	-73%
Other	0	284	1 321	1 143	591	-124%
Total Operational Expenditure	4 978	3 204	8 261	8 083	6 338	-30%
Net Operational Expenditure	4 825	3 048	7 978	7 800	6 268	-27%
T 3.23.4						

Table 94: Capital Expenditure: Sport and Recreation

Capital Expenditure 2020/21: Sport and Recreation					
R' 000					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
There were no capital Projects	0	0	0	0%	0

Chapter 3

COMMENT ON SPORT AND RECREATION PERFORMANCE OVERALL

Moqhaka Sport Confederation is finally established after successful series of meetings to elect the Steynsrus and Viljoenskroon Sport Confederations representatives. The election was done in the present of the FREE STATE SPORT CONFEDERATION representatives to enforce its strategic objective through guidance. Figure below present the picture of the members of Moqhaka Sports Confederation, representing elected members from three towns within the municipality, Kroonstad, Viljoenskroon and Steynsrus.



Figure 8: elected Moqhaka Sport Confederation members.

Seisoville Stadium, Artificial Turf, Viljoenskroon Stadium, Steynsrus Stadium need to be refurbished and restored so that they can assist in carving the great demand of sports facilities. The schedule of grading the informal playgrounds is in place to continuously maintain these valuable grounds to the communities. Kroonstad Cluster Netball Teams preparation for the under 19 and 21 Netball Tournament selection was conducted successfully. The figure bellow presents an example of informal playground which was graded in prepare for a tournament which was a success

Chapter 3

KROONPARK HOLIDAY RESORT

INTRODUCTION TO KROOPARK

The resort was mainly established and built as a recreational facility for the larger community of Kroonstad and services as a tourist attraction facilities in South Africa.

The core function of resort is to provide accommodation, leisure facilities to tourists and cater for conferences.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Municipal Development

KPA: Local Economic Development and Planning

IDP Priority 7: Kroonpark Resort.

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 51	To support the expansion of the tourism potential of Kroonpark Holiday Resort.	Local Economic Development and Planning	Develop a turnaround strategy for the Resort by 30 June 2021.	Date Turnaround strategy approved by the Director	Director LED.	NEW KPI	0	0	30 June 2021	0	Target not achieved.	Turnaround strategy will be developed in the 2021/22 financial year.	None	This is a new KPI no comparison could be made
TL 52	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of visitors at Kroonpark	Sum of visitors at Kroonpark for the period 01 July 2020 to 30 June 2021	Director LED	24 000	23 535	33 908	28 000	4 174	Target not achieved due to Covid19.	None	Systems Report	The Municipality did not achieve this target due to Covid19..

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TI 53	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of chalets renovated	Sum of chalets renovated.	Director LED	0	0	0	10	20	Achieved above target.	None	Invoices for payment.	The performance of the Municipality improved greatly.
TL 54	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of ablution facilities upgraded.	Sum of ablution facilities upgraded.	Director LED.	0	0	2	2	1	Target not achieved.	None	Invoices for payment.	The municipality did not achieve the target

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 55	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of annual entertainment activities held.	Sum of activities held.	Director LED.	6	4	7	6	0	Target not achieved due to Covid 19.	None	None	No activities were held due to COVID 19.. This was beyond the control of the Municipality.

Chapter 3

Table 95: Employees: Kroonpark

Employees: Kroonpark						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	0	1	1	1	0	0%
4 - 6	2	2	2	2	0	0%
7 - 9	1	1	2	1	1	50%
10 - 12	6	4	7	4	3	43%
13 - 15	13	13	14	13	1	7%
16 - 18	13	13	14	13	0	0%
19 - 20	2	1	1	1	0	0%
Total	38	40	40	36	4	10%

T 3.23.3

Table 96: Financial performance: Kroonpark

Financial Performance 2020/21: Kroonpark						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	3	2 101	(4 173,606)	(4 173,606)	964,568	533%
Expenditure:						
Employees	9	4 326	8 896,822	8 711,745	9 315,387	4%
Repairs and Maintenance	1	319	1 719,734	2 448,421	2 189,668	21%
Other	0	849	861,340	887,888	697,454	-23%
Total Operational Expenditure	10	5 494	11 477,896	12 048,054	12 202,509	6%
Net Operational Expenditure	7	3 393	15 651,502	16 221,660	11 237,941	-39%

T 3.23.4

Chapter 3

Table 97: Capital Expenditure: Kroonpark

Capital Expenditure 2020/21: Kroonpark					
R' 000					
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	280 000	0	304 777	8%	200000
Project Name Electrical equipment (TV's, Refrigerators, Electric stoves, Micro ovens)	200 000		244 466	18%	200 000
Project Name Mowing Equipment and machinery (Ride-on lawnmower and brushcutters)	80 000		60 311	-33%	80000

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes Corporate Policy Offices, Financial Services, Human Resource Services, ICT Services, and Property Services.3.22 EXECUTIVE AND COUNCIL

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

INTRODUCTION TO OFFICE OF THE EXECUTIVE MAYOR

The office of the Executive Mayor is to give political direction to the Municipality in terms of the political mandate as enshrined in various policies adopted by the Council. The office is also ensures that various National and Provincial Legislations are complied with. The other most critical role is for the Executive Mayor to make sure the needs of the community are implemented in terms of the Integrated Development programmes.

Chapter 3

SERVICE STATISTICS FOR THE OFFICE OF THE EXECUTIVE MAYOR

Number of MAYCO committee meetings held: 4

Number of quarterly stakeholder meetings convened: 3

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Governance

KPA: Good Governance and Community Participation

IDP Priority 28: Corporate and Democratic Governance

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in of Performance	Comments
TL 18	To ensure that all key municipal stakeholder is engaged.	Good Governance and Public Participation	Number of constituency report back meetings convened by Councillors for improved communication on service delivery including IDPs, SDBIP	Number of constituency report back meetings held	Manager Speaker's Office	4	4	3	4	0	Target not achieved. due to Covid 19..	None.	None	The meeting could not be held due to Covid19. This was beyond the control of the Municipality
TL 19	To ensure that functional ward committees	Good Governance and Public	Number of meetings per ward per quarter.	Number of meetings held from 1 July to 30 June.	Manager Speaker's Office.	92	92	69	92	0	Target not achieved due to Covid 19.	None	None	The meeting could not be held due to Covid19. This was beyond the

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in of Performance	Comments
	are established.	Participation												control of the Municipality
TL 20	To ensure that functional ward committees are established.	Good Governance and Public Participation	Number of ward profiles developed and submitted.	Sum of completed ward profiles submitted.	Manager Speaker's Office.	0	0	0	23	0	Target not achieved.	Review in the next financial year as target has not been achieved in the last three years.	None	Review in the next financial year as target has not been achieved in the last three years.

Chapter 3

Table 98: Employees: Office of the Executive Mayor

Employees: Office of the Executive Mayor						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	3	4	4	4	0	0%
4 - 6	3	12	13	12	1	8%
7 - 9	0	0	0	0	0	0%
10 - 12	1	1	1	1	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	7	17	18	17	1	6%

T 3.24.4

Table 99: Financial Performance: Office of the Executive Mayor

Financial Performance 2020/21: Office of the Executive Mayor						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-	0%
Expenditure:						
Employees	9 858	5 003	6 193	6 612	10 943	43%
Repairs and Maintenance	1 922	138	64	50	85	25%
Other	1 090	885	1 945	1 578	237	-721%
Total Operational Expenditure	12 870	6 026	8 202	8 240	11 265	27%
Net Operational Expenditure	12 870	6 026	8 202	8 240	11 265	27%

T 3.24.5

Chapter 3

Table 100: Capital Expenditure: Office of the Executive Mayor

Capital Expenditure 2020/21: The Executive and Council					
					R' 000
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

COMMENT ON THE OVERALL PERFORMANCE OFFICE OF THE EXECUTIVE MAYOR

It is commendable to note the improvements in relation to our spending and expenditure patterns, but we need to do more. The present excuse of lack of resource might be a legitimate one, but the key question is how effectively we use the resources at our disposal. It is clear on these annual report we are moving in the right direction, although not there yet.

It is of paramount importance to synchronise our programme plans with quarterly targets to achieve our broader goals of effective and efficient Municipality.

INTRODUCTION TO OFFICE OF THE SPEAKER

The Office of the Speaker is responsible for effective Public Participation within the jurisdiction of Moqhaka Local Municipality. The Office ensures that the wellness of Councillors is looked after. The Speaker is responsible for sitting and running of the Municipal Council meetings, the functioning of all Council Committees and attendance of Councillors to respective Committees that they were allocated to.

The Office is also responsible for the functioning of the Ward Committees. This include: training of Ward Committee Members, day to day operations of the Ward Committees in respective Wards, sitting of Ward Committee meetings, monthly Ward Committee reports by respective Wards and participation in all Municipal Programs.

The Office was responsible of ensuring that Ward Committees help the Municipality to identify community members that we stealing the Municipal electricity by reporting culprits and identifying water meters that were leaking as Municipality was losing a lot of money due to water loss.

Chapter 3

SERVICE STATISTICS FOR THE OFFICE OF THE SPEAKER

Number of public participation meetings held:	64
Number of ward committees established:	23
Number of ward committee meetings held:	92
Number of council meetings convened:	7
Number of CDWs employed	0

Table 101: Employees: Office of the Speaker

Employees: Office of the Speaker						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	2	2	2	2	0	0%
4 - 6	4	4	4	4	0	0%
7 - 9	0	0	0	0	0	0%
10 - 12	0	0	0	0	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	6	6	6	6	0	0%

T 3.24.4

Table 102: Financial Performance: Office of the Speaker

Financial Performance 2020/21: Office of the Speaker						
Details	R'000					
	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-	0%
Expenditure:						
Employees	5 236	2 451	6 193	6 612	6 242	1%
Repairs and Maintenance	49	10	64	50	28	-129%
Other	843	1 588	1 945	1 578	1 093	-78%
Total Operational Expenditure	6 128	4 049	8 202	8 240	7 363	-11%
Net Operational Expenditure	6 128	4 049	8 202	8 240	7 363	-11%

T 3.24.5

Chapter 3

INTRODUCTION TO THE OFFICE OF THE MUNICIPAL MANAGER

The main focus for the Office of the Municipal Manager is and has always been service delivery to the community of Moqhaka.

This can only be achieved through efficient administrative governance and oversight in order to optimise the available resources and also adhere to regulations, policies, procedures etc, not only in terms of good financial management but also inter alia infrastructure management & maintenance, asset management, housing, community services but to name a few.

Monitoring by the office is achieved amongst other through structures such as the Senior Management Meetings, Broad Management Meetings as well as the Audit Steering Committee meeting which are standing arrangements.

These meetings serve as a platform for effective communication and feedback on issues raised with the main purpose of always improving in all aspects of the municipality's mandate.

COVID-19 restrictions impacted the capacity to conduct physical meetings however these meetings continued to be conducted on virtual platform in order to ensure that the operational efficiency of the municipality is not compromised.

SERVICE STATISTICS FOR THE OFFICE OF THE MUNICIPAL MANAGER

Number of senior management meetings held:	10
Number of quarterly stakeholder meetings convened:	4

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Governance

KPA: Good Governance and Public Participation

IDP Priority 28: Corporate and Democratic Governance

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 24	To ensure that the customer care policy is approved and implemented.	Good Governance and Public Participation	Complete customer satisfaction survey by end of March and submit report with recommendations to Council.	Number of survey conducted and number of reports submitted to Council.	Municipal Manager.	0	0	0	1	0	Target not achieved. The Municipality does not have the capacity to conduct the survey.	Request for assistance from Statistics South Africa.	None	Target has not been achieved in the last five years.
TL 25	To facilitate the optimal functioning of Council	Good Governance and Public Participation	Annual Report tabled in Council on or before 30 April 2021.	Date annual report tabled.	Manager PMS	28 Feb	31 Jan	28 Feb	30 April	30 April	Target achieved.	None	Council Resolution	The municipality improved its performance compared to the 2019/20 financial year.
TL 26	To facilitate the optimal	Good Governance and	Annual review of IDP completed	Date annual	Manager IDP	31 May	31 May	31 May	31 May	31 March	Target achieved.	None	Council Resolution	The Municipality improved its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	functioning of Council	Public Participation	before end of May annually.	review completed.										
TL 27	To facilitate the optimal functioning of Council	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed time frame stipulated on resolution register	Number of Council resolutions implemented within time frame divided by total Number of resolutions	Municipal Manager	50%	85%	85%	85%	85%	Target achieved	None	Resolutions report.	The Municipality maintained its performance.
TL 28	To facilitate the optimal functioning of Council	Good Governance and Public Participation	IDP Process Plan adopted by Council by 31 August annually	Date process plan approved by Council	Manager IDP	31 Aug	31 Aug	31 Aug	31 Aug	28 Sept	Target achieved after set deadline.	Submit document to Council for approval timeously in the next financial year.	Council Resolution.	The performance of the Municipality regressed as target was achieved after set deadline.
TL 29	To facilitate the optimal functioning of Council	Good Governance and Public	IDP completed/reviewer and adopted by	Date IDP adopted by Council.	Manager IDP	30 June	30 June	30 June	30 June	30 June	Target achieved	None	Council Resolution	The Municipality has achieved this target in last five years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
		Participation	Council by 30 June annually.											
TL 30	Develop and monitor repeat findings register to address repeat AG findings	Good Governance and Public Participation	Reduce AG audit findings by 50% in the 2020/21 financial year.	Number of resolved repeat findings/by total number of repeat findings	Manager Internal Audit	NEW KPI	0	0	50%	50%	Target achieved.	None	Audit Action Plan.	This is a new KPI no comparison could be made.
TL 31	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	Manager Internal Audit	0%	92%	75%	100%	74%	Target not achieved. Audit Action Plan was only tabled at Council on 29 April 2021 due to delays caused by Covid19.	None.	Audit Action Plan	The performance of the Municipality regressed due to Covid19.
TL 32	To ensure a fully functional Audit Unit.	Good Governance and Public	Develop a risk based audit plan with an internal audit	RBAP with internal audit programme submitted	Manager Internal Audit.	31 Aug	31 Aug	31 Ag	31 Aug	27 Oct.	Target achieved after set deadline.	Submit plan for approval timeously in the next	Minutes of Audit Committee and Risk	The target could not achieved on time due to delays caused by Covid19..

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
		Participation	plan (RBAP) (MFMA - Section 165(2)(a)) and submit to the Audit Committee by 31 Aug annually.	to the Audit Committee by 31 August annually.								financial year.	Based Audit Plan	
TL 33	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Number of audit committee meetings held per annum	Sum of audit committee meetings held	Manager Internal Audit	4	5	5	4	4	Target achieved.	None.	Minutes of Audit Committee and attendance register	The Municipality maintained its performance. The target was achieved.
TL 34	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Internal Audit/ Audit Committee charter reviewed and completed annually (reviewed charter must be approved	Date IA and AC Charter approved	Manager Internal Audit	30 June	0	30 July	30 June	0	Target not achieved.	Submit Charters to Audit Committee timeously in the next financial year.	None.	This target was not achieved in the last two financial years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			by the Audit Committee before the end of June annually)											
TL 35	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Audit action plan developed to address AG Findings and submitted to council for approval on or before 30 April 2021.	Date Audit action plan submitted to council for approval	Manager Internal Audit	28 Feb	31 Jan	28 Feb	30 April	30 April	Target achieved	None	Council Minutes	The performance of the Municipality improved compared to 2019/20 financial year.
TL 36	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Number of internal audit reports produced	Sum of IA reports produced	Manager Internal Audit	18	17	13	15	17	Achieved above	None	Internal Audit Reports	More Audits were conducted that in the last financial year.
TL 37	To ensure a fully functional Audit Unit.	Good Governance and	Number of performance audits.	Sum of performance audits	Municipal Internal Audit	1	2	2	2	2	Target achieved.	None	Internal Audit Reports.	The Municipality maintained. Its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
		Public Participation												
TL 38	To facilitate optimal functioning of Council	Good Governance and Public Participation	Number of signed performance agreements.	Sum of signed performance agreements.	Manager PMS	NEW KPI	0	0	6	6	Target achieved in the first quarter.	None	Signed performance agreements.	This is a new KPI no comparison could be made.
TL 39	To facilitate optimal functioning of Council	Good Governance and Public Participation	Approval of the SDBIP before the legislative deadline.	Date SDBIP approved by Executive Mayor	Manager PMS	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	1	Target achieved.	None	Signed SDBIP	The Municipality maintained its performance.
TL 40	To facilitate optimal functioning of Council.	Good Governance and Public Participation	Submit quarterly reports to Council on the actual performance in terms of the top layer SDBIP	Number of SDBIP Top Layer performance reports submitted to Council	Manager PMS	4	4	3	4	4	Target achieved.	Submit report to Council as required.	Council Minutes	The Performance of the Municipality improved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 41	To facilitate optimal functioning of Council.	Good Governance and Public Participation	Submit the previous financial year annual report at the end of October 2021.	Annual Report	Manager PMS	19 Sept	31 Aug	28 Sept	31 Oct	31 Oct	Target achieved.	None	Proof of submission	The Performance of the Municipality improved.
TL 42	To facilitate optimal functioning of Council.	Good Governance and Public Participation	Conduct Performance assessments of the directors.	Sum of Performance Assessments conducted.	Municipal Manager	0	2	2	4	3	Partially achieved.	Annual performance assessments will be conducted after audit.	None	Great improvement.
TL 43	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Risk register compiled and updated quarterly and approved by MM	Sum of Risk register quarterly updates	Chief Risk Officer	3	4	4	4	4	Target achieved.	None	Risk Register	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 44	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Number of RMC meetings held.	Sum of RMC meetings held	Chief Risk Officer	2	3	4	4	3	Target partly achieved. Meeting for the third quarter could not sit. There was no Risk Committee Chairperson.	Appoint Risk Committee Chairperson.	Attendance Register and Minutes	The performance of the Risk Section regressed as three meetings were held compared to the 2019/20 financial year.
TL 45	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Approved fraud prevention and anti-corruption strategy reviewed on or before 30 June	Date plan approved	Chief Risk Officer	30 June	0	0	30 June	30 June	Target achieved.	None	Council Resolution	Great improvement. Target achieved this financial year.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 62	Effective management and supervision of the SDBIP on the KPI's of the (Top layer and Departmental KPIs.	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	Director LED	75%	33%	80%	75%	60%	Target not achieved.	Constant monitoring of the SDBIP.	Third Quarter Performance Assessment Report	Performance of the Directorate regressed. Covid19 was the reason some target were not achieved.
TL 63	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	Director LED	1	0	1	1	1	Target achieved	None	Signed Action Plan	The Municipality maintained its performance.
TL 64	Promote Sound risk management	Good Governance and	Submission of complete	Signed Quarterly Reports.	Director LED	4	0	4	4	4	Target achieved.	None	Signed Report	The target achieved in

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	t practices within the Directorate	Public Participation	and signed reports on status of implementation of action plan to address risks.											the last two years.
TL 65	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	Director LED	2	0	2	4	3	Target partially achieved. The meeting for the third quarter did not take place. There was no Risk Chairpersons	Appoint chairperson.	Attendance Register	This was beyond the control of the Directorates.
TL 66	To facilitate the optimal functioning	Municipal Transformation and	Develop an annual schedule	Annual schedule submitted	Director LED	0	30 June	30 June	31 July	31 July	Target achieved.	None	Signed Schedule	The target was achieved in

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	of management.	Institutional Development	of directorate meetings for approval by the Municipal Manager.	and approved by 31 July annually									of meetings.	2019/20 and 2020/21
TL 67	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	Director LED.	10	1	10	10	10	Target achieved.	None	Attendance Registers.	The Directorate maintained its performance.
TL 68	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of quarterly reports submitted to council.	Sum of reports submitted to Council.	Director LED.	14	11	4	4	4	Target achieved	None	Council Resolutions register.	The Directorate maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 86	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Number of assessments conducted on service providers annually	Sum of performance assessments conducted.	Chief Financial Officer	0	4	0	4	4	Target achieved.	None.	Performance evaluation forms.	Great improvement compared to 2019/20 financial year.
TL 87	Effective management and supervision of the SDBIP on the KPI's of the(Top layer and Departmental KPIs>	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	Chief Financial Officer	75%	45%	27%	75%	56%	Target not achieved.	Constant monitoring of the SDBIP.	Third Quarter Performance Assessment Report.	This target has not been achieved in the last three years.
TL 88	Promote Sound risk management practices which the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to	Signed Action Plan	Chief Financial Officer	1	1	1	1	1	Target achieved.	None	Signed Action Plan.	Target achieved

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			address the residual risk.											
TL 89	Promote Sound risk management practices which the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	Chief Financial officer	4	2	3	4	4	Target achieved.	None	Signed Quarterly Reports.	Target achieved
TL90	Promote Sound risk management practices which the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	Chief Financial officer	2	3	1	4	3	Target partially achieved. The meeting for the third quarter did not take place. There was no Risk Chairperson	None	Attendance Registers.	This was beyond the control of the Directorates .
TL 91	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by	Annual schedule submitted and approved	Chief Financial Officer	1	30 June	30 June	31 July	31 July	Target achieved in the first quarter	None	None	Target achieved

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			the Municipal Manager.	by 31 July annually										
TL 92	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	Chief Financial Officer	10	8	4	10	7	Target not achieved.	Conduct meetings as required in the 2021/22 financial year.	None	Target not achieved in the last three financial years.
TL 93	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	Chief Financial Officer	4	9	4	4	4	Target achieved.	None	Council Resolution	The directorate maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 111	Effective management and supervision of the SDBIP on the KPI's of the Directorate (Top Layer and Departmental KPIs.	Good Governance and Public Participation	75% of the KPI's have been met.	Number of KPI's met divided the total number of KPI'S	Director Corporate Services	75%	47%	64%	75%	85%	Target achieved.	None	Annual Performance Assessment Report.	The performance of the Directorate improved greatly. Excellent performance.
TL 112	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Number of performance evaluations for services providers.	Number of assessments conducted on service providers annually.	Director Corporate Services	2	0	4	4	4	Target achieved.	None	Service Provider Evaluation Forms.	The performance of the Directorate regressed.
TL 113	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	Director Corporate Services	1	1	1	1	1	Target achieved in the first quarter.	None	Signed Action Plan	Target achieved in the last three financial years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 114	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks to the risk officer	Signed Quarterly Reports.	Director Corporate Services	4	4	4	4	4	Target achieved.	None	Signed quarterly reports	Target achieved in the last three financial years.
TL 115	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	Director Corporate Services	2	3	4	4	3	Target partially achieved The meeting for the third quarter did not take place. There was no Risk Committee Chairperson	None	Attendance Registers	This was beyond the control of the Directorates .
TL 116	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	Director Corporate Services	30 June	30 June	30 June	31 July	31 July	Target achieved.	None	Signed schedule of meetings.	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 117	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	Director Corporate Services	9	9	8	10	11	Target achieved.	None	Minutes of meetings and attendance Registers	Target achieved.
TL 118	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council.	Director Corporate Services	NEW KPI	4	4	4	4	Reports will serve at the next Council Meeting	None	Submit reports on next Council Meeting.	Target achieved.
TL 143	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Number of assessments conducted on service providers annually.	Number of assessments conducted on service providers annually.	Director Community & Social Services	4	1	4	4	4	Target achieved	None	Service Provider evaluation forms.	The Directorate maintained its performance.
TL 144	Effective management and supervision of the SDBIP on the KPI's of the Top layer and Departmental KPIs.	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	Director Community & Social Services	75%	49%	62%	75%	78%	Achieved above target.	None	Annual Performance Assessment Report	The performance of the Directorate improved. Great performance.
TL 145	Promote Sound risk	Good Governance	Compiling and ensure	Signed Action Plan	Director Community	1	1	1	1	1	Target Achieved	None	Signed Action Plan	The Directorate

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	management practices within the Directorate	and Public Participation	compliance with the directorate action plan to address the residual risk.		ty & Social Services									maintained its performance.
TL 146	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	Director Community & Social Services	4	3	4	4	4	Target Achieved.	None	Signed Quarterly Reports.	The Directorate maintained its performance.
TL 147	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	Director Community & Social Services	3	3	4	4	3	Partially achieved. The meeting for the third quarter did not take place there was no Chairperson for the Risk Committee.	Appoint Chairperson	None.	This was beyond the control of the Director.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 148	To facilitate the optimal functioning of management.	Good Governance and Public Participation	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	Director Community & Social Services	30 June	30 June	30 June	31 July	31 July	Target achieved.	None.	None	The Directorate maintained its performance.
TL 149	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	Director Community & Social Services	10	9	8	10	10	Target achieved	None.	Attendance Registers.	The performance of the Directorate improved.
TL 150	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	Director Community & Social Services	16	15	7	4	5	Target achieved.	None	Resolutions Register	The Directorate maintained its performance.+
TL 164	Evaluate the performance of service providers with contracts of 12 months or longer.	Basic Service delivery	Number of assessments conducted on service providers annually.	Sum of performance assessments conducted annually.	Director Technical Services	4	4	4	4	4	Target achieved.	None	Service Provider Evaluation Forms.	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 165	Effective management and supervision of the SDBIP on KPIs of the Directorate (Top layer and Departmental KPI's)	Good Governance and Public Participation	75% of the KPIs have been achieved.	Number of KPI met/by the total number of KPIs set.	Director Technical Services	75%	81%	70%	75%	67%	Target not achieved. There was not Director Technical Services since October 2020.	The Director was appointed and assumed duty 1 July 2021.	Annual Performance Assessment Report.	The performance of the Directorate decline. This could have been due to the absence of the Director Technical Services and Covid19.
TL 166	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	Director Technical Services	1	1	1	1	1	Target achieved.	None.	Signed Action Plan	The Municipality maintained its performance.
TL 167	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action	Signed Quarterly Reports.	Director Technical Services	4	4	4	4	4	Target achieved.	None	Signed Quarterly Reports.	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			plan to address risks.											
TL 168	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	Director Technical Services	2	3	4	4	3	Target partly achieved. The meeting for the third quarter did not sit due to the absence of the Risk Committee Chairperson.	The Chairperson was appointed.	Quarterly attendance Registers.	This target was not achieved due to reasons beyond the control of the Director.
TL 169	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager..	Annual schedule submitted and approved by 31 July annually	Director Technical Services	30 June	30 June	30 June	31 July	31 July	Target achieved	None.	Signed schedule of meetings	The Municipality maintained its performance.
TL 170	By ensuring that vehicle maintenance and repairs is done for municipal fleet.	Municipal Transformation and Institutional Development	Number of repairs performed internally (by fleet section)	Number of repairs performed internally (by Fleet	Director Technical Services	300	NEW KPI	1138	250	930	Target achieved.	None	Fleet Report and Job cards	Target achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			on municipal fleet.	Section) on municipal fleet										
TL 171	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	Director Technical Services	10	10	11	10	10	Target achieved.	None.	Minutes and attendance registers	Target achieved.
TL 172	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	Director Technical Services	16	16	5	4	6	Target achieved.	None	Reports and Council Resolution	Target achieved.. Great improvement in his financial year.
TL 173	To ensure that the MIG allocation expenditure is done according to an approved plan.	Municipal Financial Viability and Management	Percentage expenditure of the annual MIG allocation year-to-date	Total amount spent/total allocation.	Director Technical Services	NEW KPI	0	0	100%	100%	Target achieved	None	Implementation report.	This is a new KPI no comparison could be made.

Chapter 3

Table 103: Employees: Office of the Municipal Manager

Employees: Office of the MM						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	6	6	6	6	0	0%
4 - 6	6	7	10	7	3	30%
7 - 9	1	1	1	0	1	100%
10 - 12	4	4	9	6	3	33%
13 - 15	2	2	2	0	2	100%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	19	20	28	19	9	32%

T 3.24.4

Table 104: Financial performance: Office of the Municipal Manager

Financial Performance 2020/21: Office of the MM						
						R'000
Details	2018/19	2019/20	2020/21			Variance to Budget
	Actual	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue						0%
Expenditure:						
Employees	11 934	12 480	15 322	15 885	15 710	2%
Repairs and Maintenance	153	280	49	44	-	0%
Other	698	141	1 051	1 192	305	-245%
Total Operational Expenditure	12 786	12 901	16 422	17 121	16 015	-3%
Net Operational Expenditure	12 786	12 901	16 422	17 121	16 015	-3%

T 3.24.5

Table 105: Capital Expenditure: Office of the Municipal Manager

Capital Expenditure 2020/21: The Executive and Council					
					R' 000
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

Chapter 3

COMMENT ON THE OVERALL PERFORMANCE OF THE OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager has its priorities set out in the Municipal Integrated Development Plan and its performance is measured against these given specific targets annually but also broken down to quarterly reports as contained in our Services Delivery and Budget Implementation Plan.

The key performance indicator that the municipality must ensure that the Integrated Development Plan must have been reviewed and adopted by Council by the 30 June annually and it gives us pleasure to report that this target was achieved during the period under review.

The audit committee was suppose to have held four meetings during this period but could only hold three. This might be attributed to the COVID 19 pandemic which hit country so hard during this period.

Approval of the Services Delivery and Budget Implementation Plan is one of the key responsibility of this office and given the challenges brought about by the pandemic we manage to have it approved within the legislative deadline.

The fraud prevention and anti-corruption strategy was timeously approved and reviewed as planned thus the target was achieved.

The overall performance of this office has been satisfactory and can improve if adequately manned as it has always been led by Directors appointed in an acting capacity as Municipal Managers.

3.23 FINANCIAL SERVICES

INTRODUCTION TO FINANCIAL SERVICES

The Municipality is making strides with its endeavours with regards to debt collection, this was evident from the month of June 2021 when the municipality collected 92% of its billed service charges and rates & taxes. Debt Collection & Credit Control mechanisms are implemented in line with the approved policies of the Municipality. The 40% collection from prepaid electricity sales towards outstanding debtor's accounts is another tool that was implemented in 2020-2021. The services of Contractors were sourced to assist the municipality in addressing both water and electricity meter installations backlogs so as to further improve levels of service delivery and recover the revenue which was not recovered. Tampering Fines are imposed on those community members found to have tampered with water or electricity meters as approved by Council in its tariff structure.

Chapter 3

Average collection on billing for 2020/2021 is 82%. Average collection on billing for 2019/20 was 87% and average collection on billing for 2018/19 was 84%. Collection on billing needs to be as close as possible to 100%, as that will enhance revenue. Arrears must also be collected to fund daily operations and pay salaries, but Covid-19 paralysed collection efforts as jobs were lost by Households and businesses suffering while others closed their doors

Table 106: Debt Recovery

Debt Recovery													R' 000
Details of the types of account raised and recovered	2017/18			2018/19			2019/20			2020/21			
	Billed in Year	Proportion of accounts value billed that were collected	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected	Proportion of accounts value billed that were collected	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected	Proportion of accounts value billed that were collected	
Property Rates	58 954	48 700	83%	64 055	53 047	83%	71 512	51 246	72%	76 836	51 847	67%	
Electricity - C	152 779	149 741	98%	156 601	148 231	95%	163 278	163 868	100%	193 357	171 674	89%	
Water	85 469	55 204	65%	89 768	43 694	49%	101 390	51 246	51%	120 877	57 809	48%	
Sanitation	36 829	19 350	53%	40 331	24 998	62%	42 752	30 469	71%	50 214	27 706	55%	
Refuse	27 184	24 157	89%	28 624	17 829	62%	30 610	22 341	73%	34 513	17 163	50%	
Other	25 877	2 314	9%	54 911	30 144	55%	60 837	71 538	118%	62 277	44 300	71%	
												T 3.25.2	

Average collection on billing for 2020/2021 is 82%. Average collection on billing for 2019/20 was 87% and average collection on billing for 2018/19 was 84%. Collection on billing needs to be as close as possible to 100%, as that will enhance revenue. Arrears must also be collected to fund daily operations and pay salaries, but Covid-19 paralysed collection efforts as jobs were lost by Households and businesses suffering while others closed their doors

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Financial Management

KPA: Financial Viability and Financial Management

IDP Priority 26: Financial accountability and compliance

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 1	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Municipal Financial Viability and Management.	Financial Viability: Cost coverage. (Reg 796)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Chief Financial Officer	≥1	2	10	≥1	4	Target achieved	None	Section 52(d)	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 2	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Municipal Financial Viability and Management.	Financial Viability: Debt Coverage. (Reg 796)	Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	Chief Financial Officer	≤45%	4%	15%	≤45%	14%	Target achieved.	None	Section 52(d)	The Municipality maintained its performance.
TL 3	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Municipal Financial Viability and Management.	Financial Viability: Service Debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue actually	Chief Financial Officer	90%	326.25%	92%	95%	783%	Target achieved.	None	Section 52(d) Report	The performance of the directorate improved as target was achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
				received for services; A=(B/C)										
TL 4	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan. (MFMA Circular 71)	Actual Capital Expenditure/Budget Capital Expenditure x 100	Chief Financial Officer	95%	100%	88%	95%	96%	Target achieved.	None	Section 52(d) Report	The performance of the directorate improved as target was achieved.
TL 6	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	Number of formal households connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excl	Number of households which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June	Chief Financial Officer	23 182	23 486	23 794	23 950	24 137	Target achieved.	None	BS506 Report	The municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
			uding Eskom areas) at 30 June											
TL 7	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	Number of households, which are billed for water or have pre-paid meters.	Sum of households which are billed for water or have pre-paid meters.	Chief Financial Officer	30 836	32 131	32 007	32 500	32 048	Target not achieved.	We will liaise with Water Section to determine as to why is the number of households billed for water is less than the target.	BS506 Report	This performance of the municipality regressed as the target was not achieved.
TL 8	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	Number of households which are billed for refuse removal	Sum of households, which are billed for refuse removal.	Chief Financial Officer	30 686	31 686	31 132	31 500	31 212	Target not achieved.	We will liaise with Solid Waste to determine as to why is the number of refuse removal billed for Residents is less than the target.	BS506 Report	This performance of the municipality regressed as the target was not achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 9	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	Number of households which are billed for sewerage.	Sum of households which are billed sewerage.	Chief Financial Officer	30 836	32 174	31 191	32 100	31 274	Target not achieved.	We will liaise with Sanitation section to determine as to why is the number of sanitation services billed for Residents is less than the target.	BS506 Report	This performance of the municipality regressed as the target was not achieved.
TL 12	To implement and effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	% of registered indigent Households that received free basic services.	No of households registered as indigent/Total Number of households x 100	Chief Financial Officer.	43%	45%	45%	≤45%	44%	Target achieved.	None	Indigents Regi BP753 Valuation Report	The municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 13	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management	Rand value of free basic services to indigent households as a % of equitable share.	Rand value of free basics services/by the equitable share x 100	Chief Financial Officer.	25%	40%	33%	≤33%	26%	Target achieved	None	GS560 vs Section 52(d) Report	The municipality maintained its performance.
TL 14	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management	Rand value of free basic services to indigent households.	Sum of value of free basic services to indigent households.	Chief Financial Officer.	≤R45 968 179	R65 059 418m	R64.86 m	≤R65m	R17.54 m	Target not achieved. This target is mainly affected by the indigents who are on conventional water supply for which a limit cannot be imposed.	The solution in this regard will be to have SMART Water meters installed so as to ensure that indigents only consume what has been allocated to them as per the approved Policy.	GS560 (FBS Expenditure) vs Section 52(d) Report	This target has not been achieved in the last three financial years. There is need to review.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 69	To ensure the effective, efficient and economical management of municipal assets.	Municipal Financial Viability and Management	Fixed Asset Register (FAR) compiled and updated annually on or before 31 October 2021 in line with GRAP requirements	Fixed Asset Register (FAR)	Chief Financial Officer	1	1	1	1	1	Target achieved.	None	Proof of submission	The Municipality maintained its performance.
TL 70	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Number of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor, National and Provincial Treasury by no later than 10 working days after the end of each month	Sum of Sec 71 reports submitted.	Chief Financial Officer	12	12	12	12	12	Target achieved	None.	Proof of submission by email.	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 71	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	Chief Financial Officer	25 Jan	25 Jan	25 Jan	25 Jan	25 Jan	Target achieved.	None	Proof of submission.	The Municipality maintained its performance.
TL 72	No of quarterly National Treasury returns submitted	Municipal Financial Viability and Management	Number of quarterly National Treasury returns submitted.	Sum of returns submitted	Chief Financial Officer	4	4	4	4	4	Target achieved.	None.	Proof of submission by email.	The directorate maintained its performance. Target achieved for three financial years.
TL 73	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	%reduction of outstanding consumer debtors at the end financial year (monitored quarterly)	Gross Debtors-opening balance less quarter closing balance.	Chief Financial Officer	-15%	NEW KPI	-16%	10%	1.25	Target not achieved.	Revenue collection enhancement	FS201-AD Debtors Age Analysis Report	The target was not achieved in 2019/20 financial and 2020/21 financial year.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 74	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Chief Financial Officer	95%	80%	64%	95%	92%	Target Not Achieved	"The municipality is currently looking at additional debt collections mechanisms which will aid in the collection of outstanding debt. This ratio was further affected by the outstanding creditors accrual journal entry which is effected during the finalisation of the AFS."	Section 52 (d) report.	This target has not been achieved in the last three financial years. There is need to review the target.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 75	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue [excl Capital Grant Revenue] / Budgeted Operating Revenue x 100	Chief Financial Officer	95%	88%	87%	95%	65%	Target not achieved.	None	Section 52(d) Report	This target has not been achieved in the last three financial years. There is need to review the target.
TL 76	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	Chief Financial Officer	95%	79%	81%	95%	60%	Target Not Achieved	We are investigating the decline in the billing which is adversely affecting this target.	Section 52(d) Report	This target has not been achieved in the last three financial years. There is need to review the target.
TL 77	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	Chief Financial Officer	30 June	30 June	30 June	30 June	30 June	Target achieved.	None	Council Resolution	The Municipality maintained its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL 78	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Compiled Annual Financial Statement submitted to the Auditor-General by the end of August each year	Date annual financial statements submitted to the AG	Chief Financial Officer	31 Aug	31 Aug	19 Sept	31 Oct	31 Oct	Target achieved.	None	Proof of submission	The performance of the Municipality improved. Financial Statements were submitted on time.
TL 79	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	Number of SCM reports submitted to Council.	Sum of reports submitted	Chief Financial Officer	4	2	2	4	4	Target achieved	None.	Quarterly Report and Council Resolution	The directorate improved its performance.
TL 80	To implement an effective and efficient system of expenditure and supply chain	Municipal Financial Viability and Management	% actual expenditure on repairs and maintenance as a percentage of the	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and	Chief Financial Officer	84%	76%	83%	95%	67%	Target not achieved.	None.	Section 52(d) Report	Target has not been achieved in the last three financial years. Target needs to be reviewed.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
	management.		approved/adjusted budget	maintenance x 100										
TL 81	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	Creditors Payment period (Creditors are paid within 30 days as per Sec 65(2)(e) of the MFMA	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Chief Financial Officer	321 days	387 days	684 days	<140 days	384 days	Target not achieved. "The Decline in the payment levels directly affected the payment of creditors during the quarter	.Management is currently exploring other debt collection measures to impose in this regard. The main creditor impacting this ratio is the Eskom debt which accounts for 91% of total creditors"	Section 52(d) Report	Target not achieved in the last three financial years. There is need to review.
TL 82	To implement an effective and efficient system of expenditure and supply chain	Municipal Financial Viability and Management	% of tenders awarded within 90 days of tender closing date	Number of tenders awarded/Tenders awarded within 90 days	Chief Financial Officer	95%	35%	49%	95%	90%	Target not achieved.	Target was achieved in Quarter 3 and four.	Section 52(d) Report	Great improvement compared to the last two financial years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
	management.													
TL 83	To ensure the effective and efficient management of municipal revenue and cash flow according to national norms and standards.	Municipal Financial Viability and Management	% of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Chief Financial Officer	90%	77%	82%	95%	73%	Target Not Achieved	Radical enforcement of the debt collection policy and mechanisms in collecting the outstanding debtors book.	Section 52 (d) Report	Target not achieved in the last three financial years. There is need to review.
TL 84	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue – Total Operating Expenditure) / Total Operating Revenue x 100%	Chief Financial Officer	≥0	-16%	-28%	≥0	6.5%	Target achieved.	None	Section 52 (d) Report	The directorate improved its performance.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performance	Comments
TL85	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies - Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	Chief Financial Officer	84%	77%	81%	76%	79%	Target achieved.	None	Section 52 (d) Report	Target achieved.

Chapter 3

Table 107: Employees: Financial Services

Employees: Financial Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	7	7	4	5	-1	-25%
4 - 6	13	14	27	18	2	7%
7 - 9	11	12	12	11	1	8%
10 - 12	17	18	18	16	2	11%
13 - 15	20	21	21	11	10	48%
16 - 18	2	2	3	2	1	33%
19 - 20	20	20	0	18	-18	-100%
Total	90	90	85	81	3	4%

T 3.25.4

Table 108: Financial Performance: Financial Services

Financial Performance: Financial Services						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	73 408	83 268	90 954	90 671	84 394	7%
Expenditure:						
Employees	29 608	35 057	36 795	39 189	38 296	2.3%
Repairs and Maintenance	19	920	963	1 067	1 067	0%
Other	13 144	21 224	11 253	9 126	8 163	11%
Total Operational Expenditure	42 771	57 201	49 011	49 382	47 526	4%
Net Surplus/(Deficit)	30 637	26 067	41 943	41 289	36 868	11%

R'000

Table 109: Capital expenditure: Financial Services

Capital Expenditure: Financial Services				
Capital Projects	2020/21			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Office Equipment	534	478	65	14%

R' 000

Chapter 3

3.24 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

Human Resources is one of the supporting function within Corporate Support Services Department, its main functions are as follows: Leave Administration, Recruitment, Benefits, Terminations, Labour Relations, Skills Development, Employment Equity, Occupational Health & Safety and Employee Wellness.

HUMAN RESOURCES ADMINISTRATION

Effort to ensure effective and accountable administration of personnel records and information have been a priority to ensure that human resources contribute effectively to achieving better audit opinion.

HR POLICIES

The municipality had its human resources policies reviewed to ensure that they are current and are in line with legislation and contribute to good governance. The reviewed policies were adopted by council in December 2020.

TRAINING AND DEVELOPMENT

The municipality approved Workplace Skills Plan which is both funded by the municipality and the LGSETA through grants received to ensure capacity building of both internal and unemployed learners. Implementation of the 2020/21 WSP has been met with challenges which included the national lock down, which had a negative effect on implementation of planned training interventions and under expenditure. A total of 100 officials have been trained in 2020/21 financial year. Further to training of employees a total number of 45 Ward Committee members were trained on National Certificate Ward Committee Governance NQF Level 2.

EMPLOYEE WELLNESS PROGRAM

The municipality values wellness of staff as a mechanism for the achievement of municipal strategic goals and provide such services to employees as and when requested and managers recommending such services for employees as part of the managerial referrals. Although the access to the wellness service is voluntary, the municipality annually plan to implement awareness activities with the aim of promoting utilization of wellness services by staff members.

Chapter 3

ORGANIZATIONAL DEVELOPMENT

During the year under review the municipality reviewed its organisational structure and have approved a total number of 1 886 positions. The process of ensuring equal pay for work of equal value will be addressed the process of job evaluation which is coordinated at a district level by the job evaluation committee as established through SALGA processes.

OCCUPATIONAL HEALTH AND SAFETY

The municipality has a functional occupational health and safety structure in line with Occupational Health and Safety Act. Legal appointments in terms of OHSA have been made and health and safety representatives meetings take place regularly. Although health and safety is a joint effort between management and employees, management continues to capacitate/train health and safety representatives. Internal Auditing of contractor on health and safety systems is implemented and on-site project health and safety inspections are conducted. The municipality ensured compliance with Covid-19 regulations in order to minimize the spread of the pandemic by appointing a Covid-19 Compliance Officer and introducing measure and protocols necessary.

HR PERFORMANCE HIGHLIGHTS

- Approval of the reviewed twenty five (25) HR Policies
- Implementation and timeous submission of WSP,ATR and PIVOTAL Plan 2020/2021 to LGSETA
- Timeous submission of Employment Equity Report to Department of Labour
- Reviewed, approved and implemented the organizational structure
- Roll-out of the employee wellness service program and implementation of 13 wellness activities
- Functional local labour forum leading to sound labour relations within the municipality
- Functional occupational health and safety committees

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

The municipality is currently standing with a total staff component 817 employees as at end June 2020.

During the financial year 2020/2021 the municipality filled a total number of 18 positions, 17 of the positions were filled externally and 01 position was filled internally. A total of 44 terminations were recorded due to different types of terminations e.g. Death, dismissals, retirement, end of contracts, abscondment and resignations.

A total number of 11 training interventions were implemented with 100 employees being trained.

A total of 13 wellness activities were implemented on the following pillars of wellness:

1. Physical Wellness : six activities

Chapter 3

2. Emotional Wellness : four activities
3. Social Wellness : three activities

Other main service statistics are included in Chapter 4 of the Annual Report.

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Institutional Development

KPA: Municipal Transformation and Institutional Development

IDP Priority 18: Human Resources

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 10	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development.	% of a municipality's personnel budget actually spent on implementing its workplace skills plan.	R value spent on training divided by total personnel budget value of the municipality.	Director Corporate Services.	0	0	0.25%	1%	15%	Target achieved	None.	GS560 report or Sundry payments documents submitted to finance for payment	Great improved by the Directorate compared to the last two financial years.
TL 95	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	WSP, annual training report (ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	Director Corporate Services	30 April	30 April	30 April	30 April	30 April	Target achieved.	None	Proof of submission.	The Municipality maintained its performance
TL 96	To ensure continuous training and development of employees.	Municipal Transformation and Institutional	Apprenticeships /Learnerships	Sum of Apprenticeships implemented	Director Corporate Services.	1	0	0	1	1	Target achieved	None	Enrolment forms	The performance of the Directorate improved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
		Development	implemented as per WSP.											
TL 97	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	Number of skills programmes implemented	Sum of skills programmes implemented	Director Corporate Services	3	2	0	3	6	Target achieved.	None	Attendance Registers for the programme	Even though the target was not achieved, the performance of the directorate improved.
TL 98	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	Number of Senior & Finance officials trained on MFMP competency levels	Sum of students enrolled	Director Corporate Services	11	11	0	10	0	Target not achieved.	Implement approved training programmes in the next financial year.	None	The performance regressed. This target was not achieved in 2020/21 compared to 2019/20.
TL 99	To ensure that the HR function responsibly forecast the future staffing	Municipal Transformation and Institutional Development	Approved Macro and Micro Organisational Structure to Management	Date condoned by Management by June 2021.	Director Corporate Services	0	0	0	30 June	30 June	Target achieved.	None	Approved Structure	Great improvement compared to last two financial years.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	needs and create plans for recruiting, hiring and retaining top talent.													
TL 100	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Number of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	Director Corporate Services	350	181	437	400	311	Target not achieved due to nonattendance of some employees in the Water Works Section.	Conduct awareness in all departments and frequent visits to the departments.	Medical Certificates	The performance regressed. This target was not achieved in 2020/21 compared to 2019/20.
101	To ensure that the HR function responsibly forecast the future staffing needs and create plans for	Municipal Transformation and Institutional Development	Number of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Date report Submitted.	Director Corporate Services	15 Jan	15 Jan	15 Jan	15 Jan	15 Jan	Target achieved.	None	Proof of submission.	Target achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	recruiting, hiring and retaining top talent.													
102	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Review of EE Plan and numerical goals and targets annually	Revised EE Plan and Council Resolution	Director Corporate Services	0	0	0	Annual Review	0	Target not achieved in the first quarter.	Non	None	There has been no movement. This target was not achieved in the last five years.
TL 103	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting,	Municipal Transformation and Institutional Development	Submit quarterly reports to the Management regarding activities carried out	Sum of reports submitted	Director Corporate Services	4	4	4	4	4	Target achieved.	None	Quarterly report	Target achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
	hiring and retaining top talent.													
TI 104	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Number of Wellness awareness programmes undertaken.	Sum of wellness awareness programmes undertaken.	Director Corporate Services.	8	8	8	8	11	Target achieved	None.	Attendance Registers.	The performance of the Directorate regressed
TL 105	To ensure the effective functioning of the LLF	Municipal Transformation and Institutional Development	Number of LLF meetings held per annum	Sum of LLF meetings held per year	Director Corporate Services	10	9	6	10	10	Target achieved.	None..	Minutes and Attendance Registers	Some meetings could not sit due to the lack of a quorum.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 106	To ensure the effective functioning of the LLF	Municipal Transformation and Institutional Development	% implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements)	Number of resolutions implemented /Number of resolutions taken	Director Corporate Services	85%	85%	85%	85%	85%	Target achieved.	None	Resolutions Register	Target achieved.

Chapter 3

Table 110: Employees: Human Resource Services

Employees: Human Resource Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	2	2	1	1	0	0%
4 - 6	5	6	7	6	1	14%
7 - 9	4	4	4	4	0	0%
10 - 12	1	1	1	1	0	0%
13 - 15	1	1	1	1	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	13	14	14	13	1	7%
T3.26.4						

Table 111: Financial Performance: Human Resource Services

Financial Performance 2020/21 Human Resource Services						
R'000						
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2	-	495	-	495	0,00%
Expenditure:						
Employees	6 573	3 522	6 107	7 565	8 689	29,72%
Repairs and Maintenance	-	4	29	29	-	0,00%
Other	382	2 142	1 046	99	371	-181,94%
Total Operational Expenditure	6 955	5 668	7 182	7 693	9 060	20,73%
Net Operational Expenditure	6 953	5 668	6 687	7 693	8 565	21,93%
T 3.26.5						

Table 112: Capital Expenditure: Human Resource Services

Capital Expenditure 2020/21: Human Resource Services					
R' 000					
Capital Projects	200/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	0

COMMENT ON HUMAN RESOURCE SERVICE PERFORMANCE OVERALL

No Capital projects within the HR Section for 2020/2021 financial year therefore, no capital items were procured.

Chapter 3

3.25 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The role of Information and Communications Technology (ICT) is to provide an effective and developmental ICT service to all users with Moqhaka Local Municipality and the Community. Moqhaka Local Municipality has an in-house department, therefore is not an outsourced service. The ICT department is an integral part of Moqhaka Local Municipality, which is supported/serviced by a team of six people. Their core services are:

Maintenance of communication (Wireless connectivity, Telephony, Internet, etc) services to all offices/sites.

Maintenance of all ICT equipment/infrastructure on a daily basis.

Facilitation of acquisition and utilization of hardware and software.

Meeting all ICT requirements of Moqhaka through effective use of service.

The team has managed to continue functioning despite the current outbreak of the pandemic. This was achieved through the utilization of virtual meeting platforms (Zoom, Teams, Jitsi, etc.) that allowed us to still meet and continue with the functions of government without being in physical contact. We continually strive to remain abreast with the latest technologies, this all in an effort to deliver quality services that are sustainable and equitable.

SERVICE STATISTICS FOR ICT SERVICES

Number of power back-up batteries installed	29
Number of VoIP/PABX systems installed	131/131 (126 active)

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Institutional Development

KPA: Municipal Transformation and Institutional Development

IDP Priority 25: ICT

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in S of Performan	Comments
TL 11	Ensure that an effective and efficient ICT System master plan is developed.	Municipal Transformation and Institutional Development.	Review ICT policy and strategy biennial (every two years).	Date ICT policy and strategy approved by the Director.	Director Corporate Services.	1	0	30 June	31 Dec	31 Dec	Target achieved.	None	Approved Policy and Council Resolution.	This target was achieved in this financial year.

Chapter 3

Table 113: Employees: ICT Services

Employees: ICT Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	1	1	1	1	0	0%
4 - 6	1	1	1	1	0	0%
7 - 9	1	2	2	2	0	0%
10 - 12	2	2	2	2	0	0%
13 - 15	0	0	0	0	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	5	6	6	6	0	0%

T3.27.4

Table 114: Financial Performance: ICT Services

Financial Performance 2020/21: ICT Services							R'000
Details	2018/19	2019/20	2020/21				
	5-Apr-00	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	96	318	-	-	-	0,00%	
Expenditure:							
Employees	1 273	5 453	1 560	1 500	1 241	-25,71%	
Repairs and Maintenance	-	794	1 589	666	597	-166,16%	
Other	2 014	1 258	8 446	5 359	8 570	1,45%	
Total Operational Expenditure	3 287	7 505	11 595	7 525	10 408	-11,40%	
Net Operational Expenditure	3 191	7 187	11 595	7 525	10 408	-11,40%	

T 3.27.5

Chapter 3

3.26 LEGAL AND COUNCIL SUPPORT SERVICES

INTRODUCTION TO COUNCIL SUPPORT SERVICES

Effective committee services were provided to the council and the various portfolio committees. These services were also provided during public meetings and budget road shows. Tracking of the execution of council resolutions is done effectively and efficiently in ensuring quality service delivery.

SERVICE STATISTICS FOR COUNCIL SUPPORT SERVICES

Number of ordinary council meetings convened 4

% of Council, MAYCO and Committees agendas delivered on time 100%

Number of Quarterly reports submitted to council on tracking of council resolutions 4 (1st, 2nd, 3rd & 4th quarters)

Chapter 3

Policy Objectives taken from IDP and SDBIP

Municipal Scorecard Perspective: Institutional Development

KPA: Municipal Transformation and Institutional Development

IDP Priority 23: Legal Services and Support Services

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 94	To facilitate the optimal functioning of Council	Municipal Transformation and Institutional Development	Number of quarterly reports to Management on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	Number of reports submitted.	Director Corporate Services	4	3	4	4	4	Target achieved.	None	Resolutions Register	Target achieved.
TL 107	To provide efficient and effective legal services	Municipal Transformation and Institutional Development	Number of by-laws developed and approved as per priority functional area	Number of by-laws developed	Director Corporate Services	8	3	2	1	1	Target achieved.	None	Council Resolution	Target achieved.

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	Comments
TL 108	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	Number of agendas distributed 48 hours before the meeting divided by the total Number of agendas distributed	Director Corporate Services	98%	98%	98%	98%	98%	Target achieved.	None	Delivery list and E-mail list	Great performance this target is always achieved.
TL 109	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	% of Council Minutes submitted to management within 7 working days after each meeting	Number of council minutes submitted to management within 7 days after each council meeting divided by Number of council meetings	Director Corporate Services	98%	98%	9%	98%	98%	Target achieved.	None.	Delivery list and E-mail list	Great performance this target is always achieved.
TL 110	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional	Annual council schedule compiled and	Annual Schedule provided on or before due date	Director Corporate Services	1	1	1	1	1	Target achieved.	None	Council Resolution	The Municipality maintained is

Chapter 3

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Baseline	2018/19	2019/20	Annual Target	Annual Result	Performance Comment	Corrective Measures	Evidence in Support of Performance		Comments
		Development	approved by end of June each year												performance

Chapter 3

Table 116: Employees: Legal and Council Support Services

Employees: Legal and Council Support Services						
Job Level	2018/19	2019/20	2020/21			
	Employees	Employees	Posts	Employees	Vacancies (fulltime No.)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%
0 - 3	2	2	2	0	2	100%
4 - 6	3	4	2	0	2	100%
7 - 9	5	5	5	0	5	100%
10 - 12	4	4	4	0	4	100%
13 - 15	6	2	2	0	2	100%
16 - 18	19	22	22	0	22	100%
19 - 20	0	0	0	0	0	0%
Total	39	39	37	0	37	100%

T 3.28.4

Table 117: Financial Performance: Legal and Council Support Services

Financial Performance 2020/21: Legal and Council Support Services						
						R'000
Details	2018/19	2019/20	2020/21			
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	96	318	308	-	374	17,65%
Expenditure:						
Employees	1 273	5 453	7 520	-	9 388	19,90%
Repairs and Maintenance	-	794	255	321	324	21,30%
Other	2 014	1 258	2 138	-	1 152	-85,59%
Total Operational Expenditure	3287	7505	9913	321	10864	8,75%
Net Operational Expenditure	3191	7187	9605	321	10490	8,44%

T 3.28.5

Table 118: Capital Expenditure: Legal and Council Support Services

Capital Expenditure 2020/21: Legal and Council Support Services					
					R' 000
Capital Projects	2020/21				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
No Capital Projects	0	0	0	0%	0

COMMENT ON LEGAL AND COUNCIL SUPPORT SERVICE PERFORMANCE OVERALL

No capital projects were undertaken for the year under review.

Chapter 3

COMPONENT J: MISCELLANEOUS

No additional functions to report.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

Performance Management is a process, which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, and measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At Local Government level, performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of S.A (1996), Section 152, dealing with the objectives of Local Government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of Performance Management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration
- to be transparent by providing information,
- to be responsive to the needs of the community,
- and to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Section 57 makes the employment of the Municipal Manager and Managers directly accountable to him subject to a separate performance agreement concluded annually before the end of July each year. Section 67 regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to hold municipal staff accountable to serve the public efficiently and effectively. Performance Management, therefore, is not only relevant to the

Chapter 3

organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities.

Chapter 3

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

INTRODUCTION

The municipality is aiming at maximising the potential of staff and their contribution to service delivery and organisational performance. Human resources are the primary investment for the municipality and the municipality endeavour to maintain its investment in its staff.

To ensure effectiveness and efficiency within the organisation, the Municipality annually develops a Workplace Skills Plan, after conducting a training needs analysis. The necessary training is then provided depending on available financial resources.

Employees are also provided with all the necessary tools including, but not limited to, ICT tools, furniture, and machinery. Necessary policies, systems, procedures, and mechanisms are put in place to ensure organizational development. These include, but are not limited to, recruitment, selection, training, discipline, and the retention of staff. Employees are developed as far as possible to assist them to function effectively as human beings and to reach their full potential

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

In November 2020 reviewed organisational structure was approved by the Municipal Manager. In February 2021 critical and compliance positions that needed to be filled were advertised. e.g. Director Infrastructure Management, GIS Specialist, Town Planners, Building Inspectors, Manager Fleet, Assistant Accountants, Process Controllers...etc.

Position of Manager Parks was filled in January 2021. The position of Director Infrastructure Management was vacant for a period eight months, appointment on this position was finalised in June 2021.

- During the 2020/2021 financial year a total number of 89 positions were advertised both internally and externally.
- HR Policies has been reviewed and approved by Council.
- Turnover is mainly as a result of terminations e.g. Death, Dismissals, Resignations, Retirements, Abscondment and ending of contracts.

Chapter 3

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Table 119: Total Number of Employees

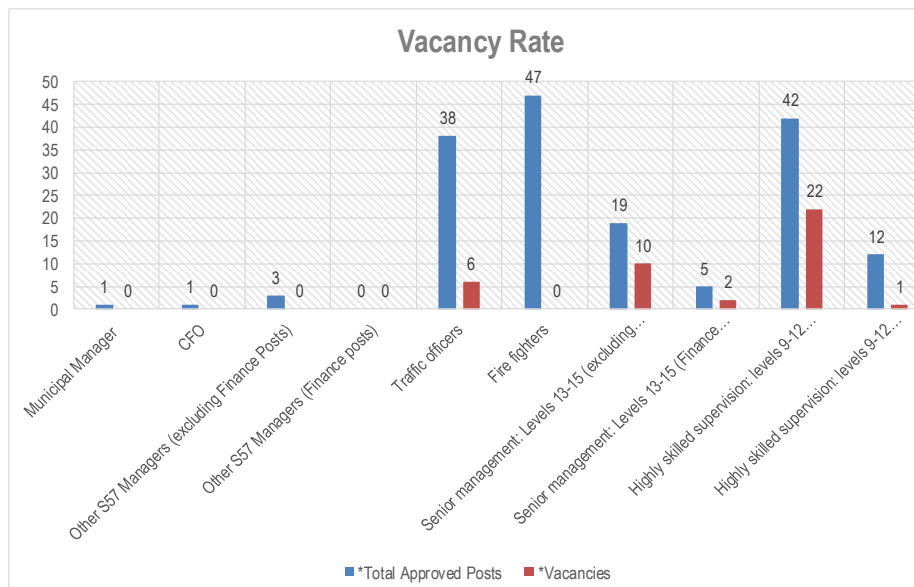
Description	Employees					
	2018/19	2019/20	Approved Posts	2020/21		
	Employees	Employees		Employees	Vacancies	Vacancies
No.	No.	No.	No.	No.	%	
Water and Sanitation	146	131	301	122	179	59%
Electricity	51	52	165	51	114	69%
Waste Management (Refuse)	125	126	161	117	44	27%
Housing	15	15	26	14	12	46%
Roads and Storm water	60	62	168	60	108	64%
Spatial Planning	4	5	16	6	10	63%
LED, Rural Dev & Tourism	0	3	14	4	10	71%
Fire and Rescue	36	35	95	34	61	64%
Call Centre	12	10	16	9	7	44%
Security and Safety	20	21	73	19	54	74%
Parks	117	98	328	97	231	70%
Office of the Executive Mayor	15	16	20	14	6	30%
Office of the Speaker	7	8	10	9	1	10%
Office of the Council Whip	3	4	5	4	1	20%
Municipal Manager, Audit, Risk & ID	8	14	18	15	3	17%
Infrastructure & PMU	3	4	13	3	10	77%
Corporate Services	65	63	62	62	0	0%
Units Steynsrus & V/Skroon	3	3	11	3	8	73%
Kroonpark Resort	46	38	45	38	7	16%
Workshop/Fleet Management	11	8	27	5	22	81%
Finance	69	93	109	91	18	17%
Traffic	30	29	101	29	72	71%
Sports & Recreation	8	8	71	8	63	89%
Community & Social Services & Disa	2	2	31	3	28	90%
Totals	856	848	1886	817	1069	57%

T 4.1.1

Chapter 3

Table 120: Vacancy Rate

Vacancy Rate: 2020/21						
Designations	2019/20			2020/21		
	*Total Approved Posts No.	*Vacancies No.	*Vacancies (as a proportion of total posts in each category) %	*Total Approved Posts No.	*Vacancies No.	*Vacancies (as a proportion of total posts in each category) %
Municipal Manager	1	0	0,0%	1	0	0,0%
CFO	1	0	0,0%	1	0	0,0%
Other S57 Managers (excluding Finance Posts)	3	0	0,0%	4	0	0,0%
Other S57 Managers (Finance posts)	0	0	0,0%	0	0	0,0%
Traffic officers	38	6	15,8%	101	72	71,3%
Fire fighters	47	0	0,0%	95	61	64,2%
Senior management: Levels 13-15 (excluding Finance posts)	19	10	52,6%			0,0%
Senior management: Levels 13-15 (Finance posts)	5	2	40,0%			0,0%
Highly skilled supervision: levels 9-12 (excluding Finance posts)	42	22	52,4%			0,0%
Highly skilled supervision: levels 9-12 (Finance posts)	12	1	8,3%			0,0%
Total	168	41	24,4%	202	133	65,8%



Chapter 3

Table 121: Turnover rate

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year No.	Turn-over Rate*
2015/16	236	68	29%
2016/17	40	72	180%
2017/18	69	36	52%
2018/19	34	41	121%
2019/20	22	25	114%
2020/21	18	44	244%
			T 4.1.3

COMMENT ON VACANCIES AND TURNOVER:

In November 2020 reviewed organisational structure was approved by the Municipal Manager. In February 2021 critical and compliance positions that needed to be filled were advertised. e.g. Director Infrastructure Management, GIS Specialist, Town Planners, Building Inspectors, Manager Fleet, Assistant Accountants, Process Controllers...etc.

Position of Manager Parks was filled in January 2021. The position of Director Infrastructure Management was vacant for a period eight months, appointment on this position was finalised in June 2021.

- During the 2020/2021 financial year a total number of 89 positions were advertised both internally and externally.
- HR Policies has been reviewed and approved by Council.
- Turnover is mainly as a result of terminations e.g. Death, Dismissals, Resignations, Retirements, Abscondment and ending of contracts.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Management finalised the process of reviewing the organisational structure, structure was approved in November 2020. Twenty five (25) HR Policies have been reviewed and approved by council in December 2020. The municipality strives to achieve its IDP goals achieve by ensuring on- time human resources provisioning following a rigorous recruitment process. Employees are valued as assets of the municipality and processes are in place to ensure capacity building of staff in support of their career aspirations.

Training and development opportunities are available for staff in the form of short courses and long-term interventions in the form of skills programmes with accredited institutions of higher learning. An Employment Equity Plan has been developed and implemented. Employment Equity annual reports on the implementation

Chapter 3

of the plan are sent to the Department of Labour as required by Employment Equity Act. A variety of policies were developed and implemented as indicated in Section 4.2 on policies.

4.2 POLICIES

Table 122: HR Policies and Plans

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Affirmative Action	0%	0%	Policy still to be drafted
2	Attraction and Retention	100%	100%	Policy approved by council 14 December 2020
3	Code of Conduct for employees	100%	n/a	SALGBC/MSA
4	Delegations, Authorisation & Responsibility	100%	90%	Policy approved by council 2007
5	Disciplinary Code and Procedures	100%	n/a	SALGBC
6	Essential Services	100%	n/a	SALGBC
7	Employee Assistance / Wellness	100%	100%	Policy approved by council 14 December 2020
8	Employment Equity	100%	100%	Policy approved by council 14 December 2020
9	Exit Management	0%	0%	Policy still to be drafted
10	Grievance Procedures	100%	n/a	SALGBC
11	HIV/Aids	100%	100%	Policy approved by council 14 December 2020
12	Human Resource and Development	100%	100%	Policy approved by council 14 December 2020
13	Information Technology	100%	100%	Policy approved by council 07 November 2013
14	Job Evaluation	100%	100%	Guidelines approved by council 22 August 2014, policy reviewed and on consultation.
15	Leave	100%	100%	Policy approved by council 14 December 2020
16	Occupational Health and Safety	100%	100%	Policy approved by council 07 November 2013, reviewed policy on consultation
17	Official Housing	100%	100%	Policy approved by council 14 December 2020
18	Official Journeys	100%	100%	Policy approved by council 30 March 2016
19	Official transport to attend Funerals	100%	100%	Policy approved by council 14 December 2020
20	Official Working Hours and Overtime	100%	100%	Policy approved by council 14 December 2020
21	Organisational Rights	100%	n/a	SALGBC

Chapter 3

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
22	Payroll Deductions	100%	100%	Policy approved by council 14 December 2020
23	Performance Management and Development	100%	100%	Policy approved by council 30 March 2016
24	Recruitment, Selection and Appointments	100%	100%	Policy approved by council 14 December 2020
25	Remuneration Scales and Allowances	100%	n/a	SALGBC
26	Relocation	100%	100%	Policy approved by council 14 December 2020 reviewed policy on consultation
27	Sexual Harassment	100%	100%	Policy approved by council 14 December 2020
28	Skills Development	100%	100%	Policy approved by council 14 December 2020
<i>Use name of local policies if different from above and at any other HR policies not listed.</i>				

T 4.2.1

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

Management finalised the process of reviewing HR policies a total number of twenty five (25) policies have been reviewed and approved by Council in December 2020.

The following policies have been reviewed:

1. Introduction and definitions
2. Normative framework of human resources management
3. Organisational design, approving and changing the organisational structure, creating and abolishing posts and the staff establishment
4. Recruitment, selection, appointment, promotion, demotion and transfer
5. Relocation policy
6. Labour relations
7. Employment equity
8. Employee remuneration
9. Allowances
10. Vehicle allowance policy
11. Acting allowance policy
12. Legal aid to employees and cession of action
13. Working hours and attendance
14. Leave
15. Employee wellness programme policy
16. Hiv/aids policy
17. Private work
18. Training and development
19. Internship and experiential training policy
20. Career opportunities and succession planning
21. Confidentiality of information
22. Overtime
23. Theft / loss procedure

Chapter 3

- 24. Membership of professional societies
- 25. Substance abuse (alcohol and drugs)

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Table 123: Number and Cost of Injuries on Duty

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)		0%	0	0	0	0
Skilled (Levels 3-5)		0%	0	0	0	0
Highly skilled production (levels 6-8)		0%	0	0	0	0
Highly skilled supervision (levels 9-12)		0%	0	0	0	0
Senior management (Levels 13-15)		0%	0	0	0	0
MM and S57		0%				
Total	0	0%	0	0	0	0

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

T 4.3.2

COMMENT ON INJURY AND SICK LEAVE:

Employees using IOD sick leave are submitting their progress medical report, we make follow up with the doctors and supervisors and we send them to any doctors according to the nature of the injury and the distance from their working places. Occupational Health and Safety liaise with HR IOD sick days to be recorded.

Table 124: Number and Period of Suspensions

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
	None		

T 4.3.6

Table 125: Disciplinary Action Taken on Cases of Financial Misconduct

Number and Period of Suspensions

Chapter 3

Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
General worker	Intimidation	01-Oct-20	Matter proceeding. Covid19	Pending
General worker	Intimidation	01-Oct-20	Matter proceeding. Covid19	Pending
General worker	Intimidation	01-Oct-20	Matter proceeding. Covid19	pending

T 4.3.5

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT

There were no cases on financial misconduct.

4.4 PERFORMANCE REWARDS

In terms of regulation 8 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 R.805 a performance bonus based on the affordability, may be paid to the employee, after - (1) the annual report for the financial year under review has been tabled and adopted by the municipal council; (2) an evaluation of performance in accordance with the provision of regulation 23; and (3) approval of such evaluation by the municipal council as a reward for outstanding performance.

All Directors appointed in terms of Section 56 of the MSA are on fixed-term performance contracts. The individual Performance Management System has not yet been cascaded down to the second reporting line of managers. Currently no performance bonus system exists to pay bonus to non-section 57 employees. This will be put in place once the organisation achieves the necessary performance management maturity level.

Table 126: Performance Rewards by Gender

Designations	Performance Rewards By Gender				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards 2018/19 R' 000	Proportion of beneficiaries within group %
Lower skilled (Levels 1-2)	Female	No performance rewards paid during the year under review.			
	Male				
Skilled (Levels 3-5)	Female				
	Male				
Highly skilled production (levels 6-8)	Female				
	Male				
Highly skilled supervision (levels 9-12)	Female				
	Male				
Senior management (Levels 13-15)	Female				
	Male				
MM and S57	Female				
	Male				
Total					

Chapter 3

COMMENT ON PERFORMANCE REWARDS

There were no performances rewards paid to employees during the period under review.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a Municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The WSP 2020/2021 and annual implementation plan 2020/2021 was submitted to LGSETA on 30 April 2021. With submission of the report and implementation plan thereof the Municipality received reimbursement of 20% of total levies paid to SARS from LGSETA.

Training Programmes were not effectively implemented as planned due to Covid-19 restrictions

Improvements made in terms of capacity building by the municipality

- A total amount of R XXXXX was received by the municipality as a mandatory grant from LGSETA after submission of WSP & ATR 2020/2021.
- With the mandatory grant received from LGSETA and the municipal budget a total number of 100 employees were trained on the following courses:
- Report writing and minutes taking : 09
- Performance Management Training : 04
- Customer Care Training : 25
- Managerial Skills Training : 20
- Finance for non-financial managers : 08
- Disciplinary Skills Training : 29
- AET – English Level 1-3 : 07
- Incapacity Training : 06

Challenges facing capacity development in the municipality

- Financial affordability of the municipality

Chapter 3

- Slow implementation of the Workplace Skills Plan (WSP) is still a challenge
- Assessment of the (ROI) value of training in the municipality.

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

Table 127: Skills Matrix

Skills Matrix														
Management level	Gender	Employee s in post as at 30 June 2020	Number of skilled employees required and actual as at 30 June 2020/21											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
			No.	Actual: End of 2018/19	Actual: End of 2019/20	2020/21 Target	Actual: End of 2018/19	Actual: End of 2019/20	2020/21 Target	Actual: End of 2018/19	Actual: End of 2019/20	2020/21 Target	Actual: End of 2018/19	Actual: End of 2019/20
MM and s57	Female					3				1		3	2	
	Male	1			1	3				1	1	3	4	
Councillors, senior officials and managers	Female	8			8	12	2			2	10	12	12	
	Male	1			1	26				1	1	26	28	
Technicians and associate professionals*	Female	1			1	2					1	2	2	
	Male	4			4	30					4	30	33	
Professionals	Female					3						3	4	
	Male	2			2	6				1	2	6	3	
Sub total	Female					19	2			3		19	20	
	Male					65				3		65	71	
Total		8	17	0	0	17	169	4	0	0	12	19	169	179

T 4.5.1

Chapter 4

Table 128: Financial Competency Development: Progress Report

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials	24	0	24	5	5	23
<i>Accounting officer</i>	1	-	1	1	1	1
<i>Chief financial officer</i>	1	-	1	1	1	1
<i>Senior managers</i>	11	-	11	3	3	10
<i>Any other financial officials</i>	12	-	12	0	-	12
Supply Chain Management Officials	0	0	0	0	0	0
<i>Heads of supply chain management units</i>	1	-	1	0	-	0
<i>Supply chain management senior managers</i>	0	-	0	0	0	0
TOTAL						

Chapter 4

Table 129: Skills Development Expenditure

Skills Development Expenditure										R'000	
Management level	Gender	Employees as at the beginning of the	Original Budget and Actual Expenditure on skills development Year 1								
			Learnerships		Skills programmes & other short courses		Other forms of training		Total		
			No.	Original Budget	Actual	0	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female									0	0
	Male									0	0
Legislators, senior officials and managers	Female									0	0
	Male									0	0
Professionals	Female									0	0
	Male									0	0
Technicians and associate professionals	Female									0	0
	Male									0	0
Clerks	Female									0	0
	Male									0	0
Service and sales workers	Female									0	0
	Male									0	0
Plant and machine operators and Elementary occupations	Female									0	0
	Male									0	0
Sub total	Female									0	0
	Male									0	0
Total		0	0	0	0	0	0	0	0	-	-
										%*	*R
T4.5.3											

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

In the effort to develop competency, the Municipality provides relevant, effective training and learning programmes that meet its service and sustainability requirements. The training provided by the Municipality was based on the requirements to address the priorities determined in accordance with the Workplace Skills Plan and relevant legislation.

Chapter 4

For the year under review, the Municipality has shown improvement on human resource development. Total number of 100 employees received training as compared to 33 employees that received training on the previous financial year (2019/20).

The sum of RXXXX was allocated internally to implement employees' skills development initiatives in line with the approved Workplace Skills Plan. Total expenditure for the year amounted to RXXXXX. Due to performance disruptions in terms of the state of national lockdown implementation of training initiatives was negatively affected resulting in under expenditure for the year under-review. A concerted effort is made to ensure that both the relevant employees and financial management interns are trained to be compliant with the MFMA Competency Regulations

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

Workforce expenditure forms part of the municipal operational expenditure budget and managed by each directorate with the support of our Finance Directorate. It involves salaries, contributions to medical aids, pension funds, housing scheme, UIF, group life insurance, travelling, and cell-phone allowances.

All the expenditure incurred should be in line with the approved budget. When the staff establishment is approved, provision is made in the budget for all the posts which can be filled and the time frames in respect thereof. No unfunded posts may be filled. The municipality ensures that it recruits employees that are capable of effectively rendering the service towards achieving its strategic goals

4.6 EMPLOYEE EXPENDITURE

The success or failure of a municipality depends on the quality of its political leadership, sound governance of its finances, the strength of its institutions and the calibre of staff working for the municipality.

Although sound financial governance is perceived to be most important, without proper personnel management, municipalities are likely to have trouble. This has become increasingly evident in a number of large municipalities that have recently found themselves in precarious financial situations, and is certainly true of many smaller municipalities. An analysis of municipal finances suggests that personnel issues lie at the heart of many of the financial problems experienced by municipalities.

Chapter 4

At an aggregate level, about 30 per cent of the total municipal operating budget is spent on the remuneration of personnel.

Municipalities are required to carry out quality services in an effective, efficient and financially sound manner by supporting the principles of ensuring cost-effective and affordable service delivery. Accountability and transparency are, therefore, important when managing workforce expenditure. If the Municipality wants to be effective, it is important to ensure that the Municipality plan properly. To ensure that the Municipality adhere to legislation, only approved and budgeted posts on the structure are advertised. The training and development of internal staff are aimed at ensuring that they are able to perform their duties better.

Table 130: Number of Employees Whose Salaries Were Increased Due to Their Positions Being Upgraded

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	0
	Male	0
Skilled (Levels 3-5)	Female	0
	Male	0
Highly skilled production (Levels 6-8)	Female	0
	Male	0
Highly skilled supervision (Levels9-12)	Female	0
	Male	0
Senior management (Levels13-16)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		0

Table 131: Employees Whose Salary Levels Exceed the Grade Determined by Job Evaluation

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
		NONE		
<p><i>There was no upgrade of positions due to job evaluation for the financial year 2020/21 Some variances are legacy issues that occurred as a result of previous amalgamation.</i></p> <p style="text-align: right;">T 4.6.3</p>				

Chapter 4

Table 132: Employees appointed to posts not approved

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist

There were no appointments made on positions that are not on the approved structure during 2020.2021 financial y

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

There was no upgrade of positions due to delays in unfolding of the job evaluation process for the financial year 2020/21. Some variances are legacy issues that occurred as a result of previous amalgamation.

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

The municipality is highly dependent on the generation of its own revenue. The municipality had an actual ratio of 67% of own revenue generated during the financial year, and the 33% comprising of government grants and subsidies. This puts a lot of financial pressure on municipality in terms of collecting the outstanding debt to fund operations.

The total assets of the municipality amounts to R2.7 billion with current assets amounting to R616 million and non-current assets amounting to R2.1 billion. The current assets mainly comprised of cash and cash equivalents, Inventories, Investments, receivable from exchange transactions, receivables from non-exchange transactions and VAT receivable.

The chapter comprises of the following three components:

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

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention, unless specified otherwise. The Financial Statements have been prepared in accordance with the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) and effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB) in accordance with Section 122 (3) of the MFMA.

*Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K**.*

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The following sections provide an overview of the financial results of the Municipality for the year under review per economic classification compared to the prior year audited results, the original and final adjustments budget.

Table 133: Financial Summary

Financial Summary							
Description	2018/19	2019/20	Current:2020/21			2020/21 Variance	
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
R'000							
Financial Performance							
Property rates	64 056	71 512	80 720	79 352	51 847	35.76%	34.66%
Service charges	415 018	456 803	576 749	608 722	388 065	32.71%	36.24%
Investment revenue	14	0	1 883	1 883	1 883	0.00%	0.00%
Transfers recognised-operational	260 176	258 565	225 857	262 565	262 565	-16.25%	-16.25%
Other own revenue	68 435	82 915	49 402	53 839	44 300	-8.98%	10.32%
Total Revenue (excluding capital transfers and contributions)	807 699	869 795	932 728	1 006 361	748 660		
Employee costs	249 368	268 971	279 979	293 646	292 921	2.77%	-1.71%
Remuneration of councillors	19 258	19 673	19 483	19 369	20 175	3.43%	7.83%
Depreciation & asset impairment	113 085	113 860	69 492	2 962	114 617	40.55%	96.46%
Finance charges	19 309	9 655	3 297	6 552	29 670	81.70%	61.71%
Materials and bulk purchases	227 978	244 612	299 308	273 440	280 066	-4.76%	4.34%
Transfers and grants	1 000	-	-	-	-	0.00%	0.00%
Other expenditure	243 765	230 984	213 308	259 942	275 377	20.74%	4.33%
Total Expenditure	873 763	887 755	884 867	853 320	1 012 825	11.33%	14.49%
Surplus/(Deficit)	(187 585)	(120 194)	26 471	13 822	(203 132)	113.34%	111.48%
Transfers recognised - capital	-	28 290	55 178	67 469	48 545	-13.66%	-13.66%
Contributions recognised - capital & contributed assets	87 711	7 736	(6)	6	-	0.00%	0.00%
Surplus/(Deficit) after capital transfers & contributions	(99 875)	(84 169)	81 643	13 882	(154 587)	154.44%	151.99%
Share of surplus/ (deficit) of associate	-	-	-	-	-	0.00%	0.00%
Surplus/(Deficit) for the year	(99 875)	(84 169)	81 643	13 882	(154 587)	154.44%	151.99%
						-	-

Chapter 5

Financial Summary							
R'000							
Description	2018/19	2019/20	Current:2020/21			2020/21 Variance	
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance							
Capital expenditure & funds sources							
Capital expenditure	4 215	8 604	80 143	74 494	2 433	-3193.77%	-2961.59%
Transfers recognised - capital	353	1 406	55 178	53 169	53 169	100%	100%
Public contributions & donations						0.00%	0.00%
Borrowing	-	3 173	-	-	-	0.00%	0.00%
Internally generated funds	160	3 802	24 965	21 325	2 433	-926.03%	-776.41%
Total sources of capital funds	513	8 380	80 143	74 494	2 433	-3193.77%	-2961.59%
Financial position							
Total current assets	132 740	207 791	125 618	236 030	347 446	56.09%	17.49%
Total non current assets	2 328 278	2 303 312	2 420 298	2 414 649	2 157 518	-12.37%	-12.11%
Total current liabilities	389 213	468 294	309 579	309 579	577 589	51.31%	51.31%
Total non current liabilities	59 062	63 638	58 081	58 081	189 188	12.20%	12.20%
Community wealth/Equity	2 012 744	1 979 171	2 178 256	2 283 018	1 738 187	1552.57%	1622.43%
Cash flows							
Net cash from (used) operating	118 902	84 136	(803 607)	(759 489)	46 122	0.00%	0.00%
Net cash from (used) investing	(80 696)	(89 031)	10	-	(47 394)	204.22%	100.00%
Net cash from (used) financing	(1 334)	(4 244)	732	-	(1 959)	73.76%	100.00%
Cash/cash equivalents at the year end	42 254	(15 889)	(796 594)	(753 218)	5 343	4522.41%	4281.60%
Cash backing/surplus reconciliation							
Cash and investments available	6 477	15 450	6 520	117 916	(28 357)	122.99%	515.83%
Application of cash and investments	210 635	227 454	239 954	240 492	463 201	48.20%	48.08%
Balance - surplus (shortfall)	(204 158)	242 905	246 474	358 409	(491 558)	150.14%	172.91%
Asset management							
Asset register summary (WDV)	2 273 405	2 253 811	2 373 326	2 367 677	2 098 291	-13.11%	-12.84%
Depreciation & asset impairment	113 085	113 860	69 492	4 137	114 617	40.55%	96.46%
Renewal of Existing Assets	16	-	40 178	28 219	-	0.00%	0.00%
Repairs and Maintenance	48 163	37 757	74 862	51 727	62 411	-19.95%	17.12%
Free services							
Cost of Free Basic Services provided	61 696	60 086	65 880	65 880	66 406	-0.79%	-0.79%

Chapter 5

Financial Summary							
R'000							
Description	2018/19	2019/20	Current:2020/21			2020/21 Variance	
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
<u>Financial Performance</u>							
Revenue cost of free services provided	14 479	14 433	14 433	14 433	14 327	0.73%	0.73%
<u>Households below minimum service level</u>						0.00%	0.00%
Water:	89 768	101 390	141 715	152 768	120 877	14.70%	20.87%
Sanitation/sewerage:	40 331	42 752	50 701	50 701	50 214	0.96%	0.96%
Energy:	156 601	163 278	337 597	367 517	307 285	8.97%	16.38%
Refuse:	28 624	30 610	37 736	37 736	34 513	8.54%	8.54%
<i>T 5.1.1</i>							

COMMENT ON FINANCIAL PERFORMANCE

The municipality underperformed with regards to its total revenue budget for the 2019/20 financial year.

Chapter 5

5.2 GRANTS

Table 135: Grant Performance

Grant Performance						
Description	R' 000					
	2019/20	2020/21		2019/20 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants	260 602	264 619	264 619	257 551	96.3%	96.3%
National Government:						
Equitable share	205 660	258 842	258 842	258 842	100%	100%
Municipal Systems Improvement	-	-	-	-	0%	0%
Water Services Infrastructure Grant	15 000	15 000	15 000	8 367	56%	56%
Financial Management Grant (FMG)	2 215	2 000	2 000	2 000	100%	100%
EPWP	1 000	1 228	1 228	1 228	100%	100%
Municipal Infrastructure Grant (MIG)	40 178	49 311	49 311	49 311	100%	100%
LG SETA	500	495	495	303	61%	61%
Provincial Government:						
Health subsidy	-	-	-	-	0.00%	0.00%
Housing					0.00%	0.00%
District Municipality:						
[insert description]	-	-	-	-	0.00%	0.00%
					0.00%	0.00%
Other grant providers:						
[insert description]	-	-	-	-	0.00%	0.00%
					0.00%	0.00%
Total Operating Transfers and Grants	260 602	264 619	264 619	257 551	96.3%	96.3%

Table 138: Grants received from sources other than Division of Revenue Act (DoRA)

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant 2018/19	Actual Grant 2019/20	2019/19 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Parastatals – No grants received						
Foreign Governments/Development Aid Agencies – No grants received						
Private Sector / Organisations – No grants received						

Chapter 5

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

There are no variations in terms of grants received.

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

The Assets of the municipality are managed under section 63 of the Municipal Finance Management Act and the asset management policy as approved by council at its sitting on the 28th June 2019. The policy dealing with accounting (GRAP compliance) for assets, safeguarding and derecognition or disposals of assets.

Table 136: Treatment of the three largest assets acquired

Chapter 5

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED IN 2020/21				
Asset 1				
Name	IT Equipment			
Description	IT Network Infrastructure			
Asset Type	IT Equipment			
Key Staff Involved	Corporate Services			
Staff Responsibilities	Repairs and Maintenance			
Asset Value	2017/18	2018/19	2019/20	2020/21
				2 580 819
Capital Implications	None			
Future Purpose of Asset	Service Delivery Support			
Describe Key Issues	None			
Policies in Place to Manage Asset	Asset Management Policy			
Asset 2				
Name	Transport Assets			
Description	Water Tanker			
Asset Type	Vehicle			
Key Staff Involved	Technical Services			
Staff Responsibilities	Repairs and Maintenance			
Asset Value	2017/18	2018/19	2019/20	2020/21
				1 550 000
Capital Implications	None			
Future Purpose of Asset	Service Delivery			
Describe Key Issues	None			
Policies in Place to Manage Asset	Asset Management Policy			
Asset 3				
Name	Electricity Assets			
Description	Transformer			
Asset Type	Vehicle			
Key Staff Involved	Technical Services			
Staff Responsibilities	Repairs and Maintenance			
Asset Value	2017/18	2018/19	2019/20	2020/21
				1 315 106
Capital Implications	None			
Future Purpose of Asset	Service Delivery			
Describe Key Issues	None			
Policies in Place to Manage Asset	Asset Management Policy			
T 5.3.2				

COMMENT ON ASSET MANAGEMENT:

Movable asset acquisitions for the 2020/21 financial year amounted to R3 million and the additions on immovable assets amount to R7.2 million. Work in progress including project completed in the financial year amount to R51.7 million. Additions to intangible assets amounted to R293 380 and Buildings R26 085. There were no additions to heritage assets and land for the 2020/21 financial year.

Chapter 5

Table 137: Repairs and Maintenance Expenditure

Repair and Maintenance Expenditure: 2019/20				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure 2016/17	64 050	67 334	57 327	85%
Repairs and Maintenance Expenditure 2017/18	77 303	55 045	43 485	79%
Repairs and Maintenance Expenditure 2018/19	56 302	67 177	32 455	48%
Repairs and Maintenance Expenditure 2019/20	62 207	69 325	62 728	100%

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The majority of the Repairs and maintenance expenditure for the 2018/19 has been reclassified to contracted services and materials as a result of the municipal Standard Chart of Accounts classification requirements which came into effect on the 01 July 2017.

The majority of these repairs maintenance work carried out relates to the sewer and water infrastructure which continues to collapse and burnt time and again.

Chapter 5

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

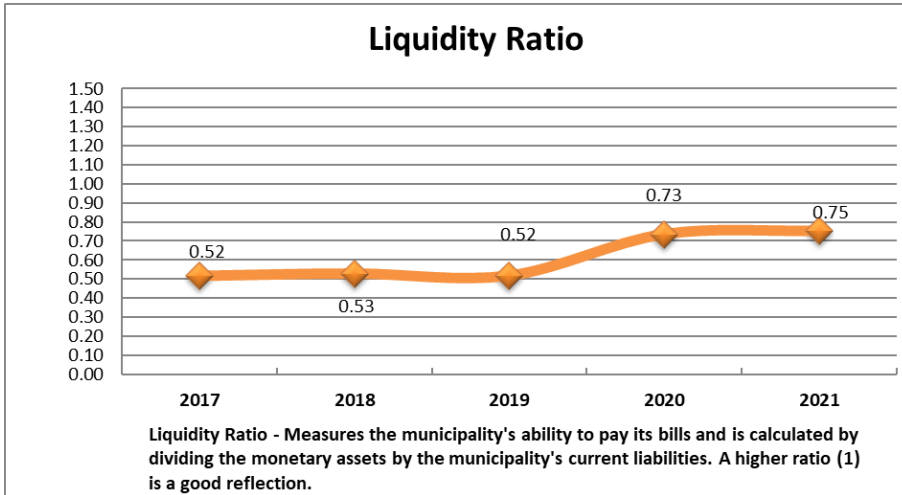


Figure 9: Liquidity Ratio

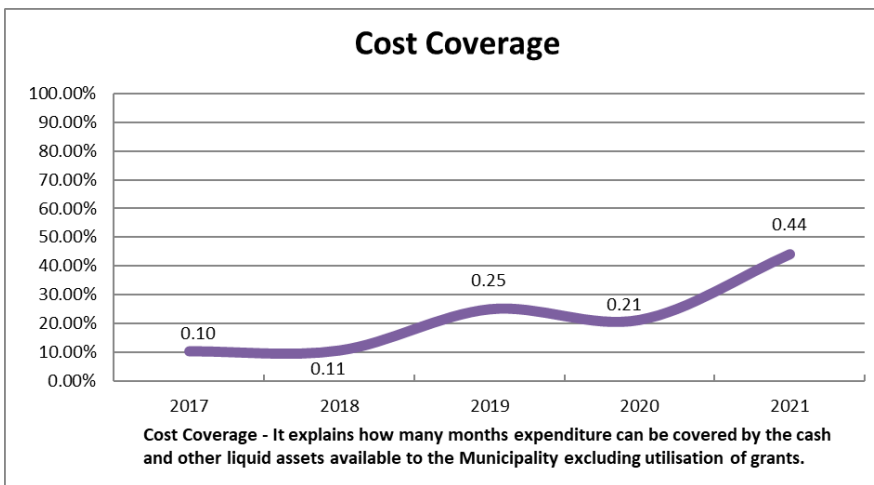


Figure 10: Cost Coverage Ratio

Chapter 5

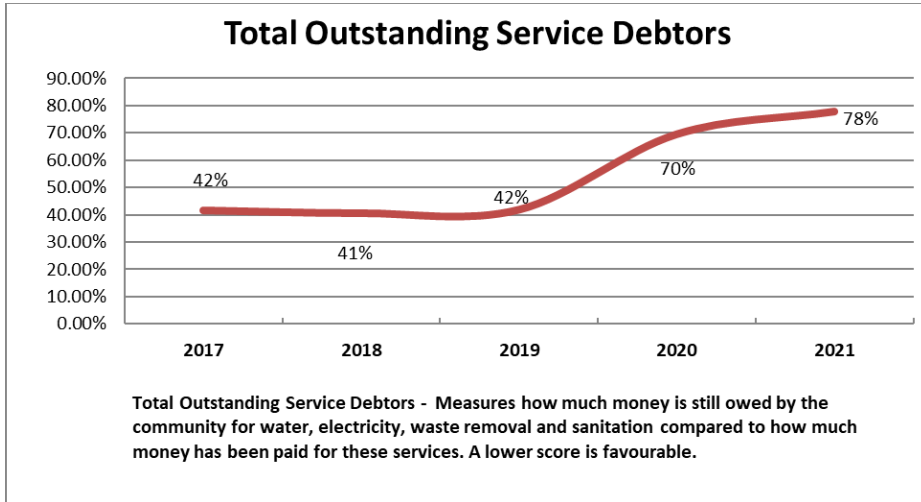


Figure 11: Ratio: Total Outstanding Service Debtors

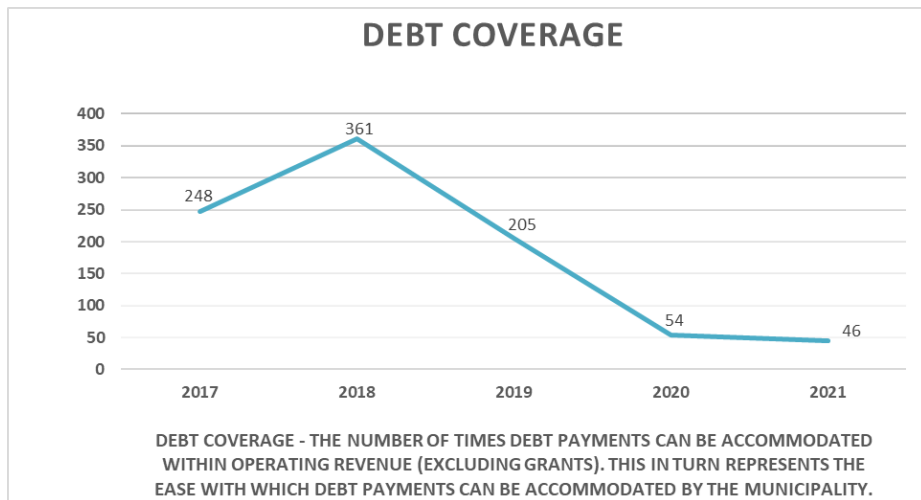


Figure 12: Debt Coverage Ratio

Chapter 5

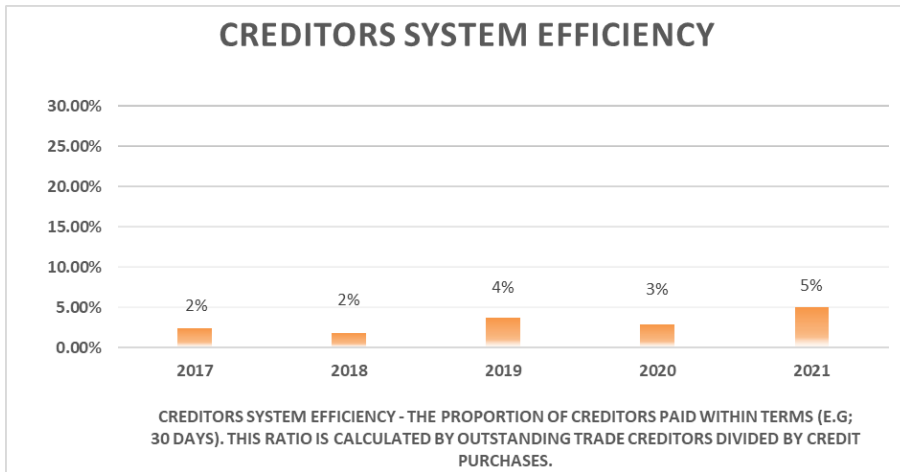


Figure 13: Creditor System Efficiency

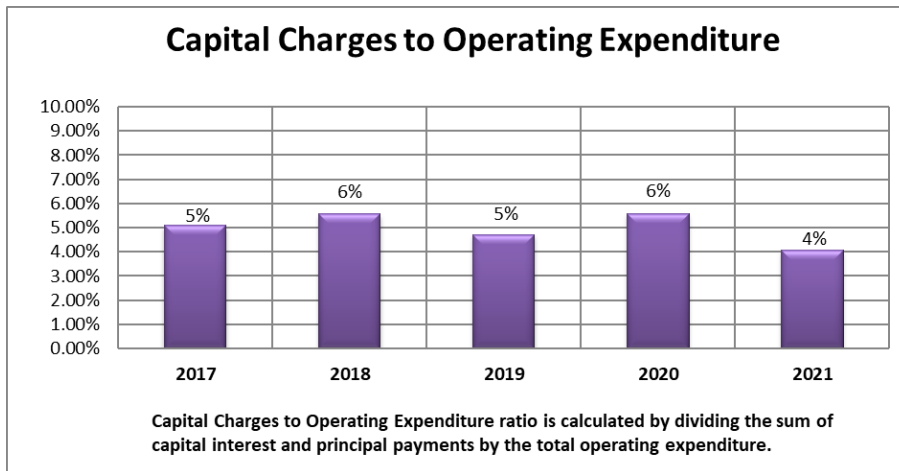


Figure 14: Capital Charges to Operating Expenditure

Chapter 5

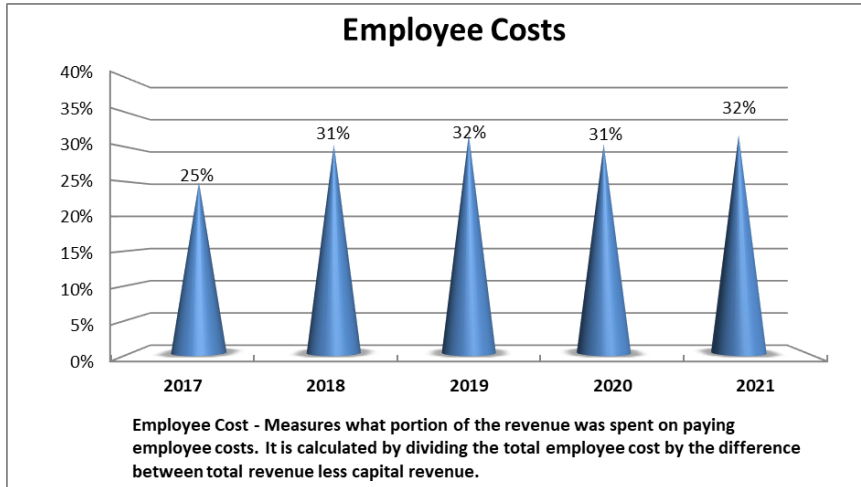


Figure 15: Employee Cost

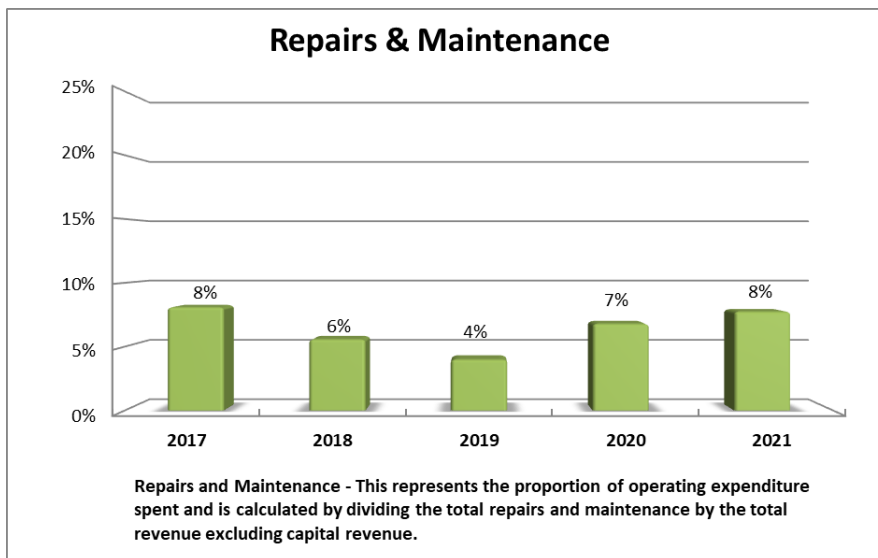


Figure 16: Repairs and Maintenance

Chapter 5

COMMENT ON FINANCIAL RATIOS:

Liquidity ratio – this ratio is unfavourable at 0.75, as it is below the 1.5 as compared to the 0.73-1.5 of the previous financial year. There has been minimal improvement in relation to this ratio as compared to the previous years. This ratio is mainly impacted by the low collection rates which directly impacts on the liquidity of the municipality.

Cost Coverage ratio – this ratio proves to be unfavourable, as the liquid resources of the municipality cannot cover the costs for at least 1 month (0.44) versus the norm of 1-3 months.

Debt Coverage ratio – this ratio is favourable as it exceeds the norm of 1.5 times in terms of debt repayments.

Creditors System Efficiency ratio – this ratio is unfavourable as the municipality could not honour its main obligations on time due to cash flow problems and adverse economic conditions experienced during the 2019/20 financial year which still played out during the 2020/21 financial year. This is further affected by the non-payment of services by our consumers as a result.

Capital Charges ratio – this ratio is favourable as it amounts to 4% which is well within the acceptable norm of 8%.

Employee Cost ratio – this ratio is favourable as it amounts to 32% which is well within the norm of 25% - 40%.

Repairs and Maintenance ratio – this ratio is favourable (8%) as it does meet the minimum requirement of 8% of total operating expenditure. The availability of sufficient cash-flows also affects the repairs and maintenance spending.

Chapter 5

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

Capital expenditure relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and operating expenditures and surpluses. Component B deals with capital spending indicating where the funding comes from and whether Municipalities are able to spend the available funding as planned. In this component, it is important to indicate the different sources of funding as well as how these funds are spend. Highlight the five largest projects and indicate what portion of the capital budget they use. In the introduction briefly refer to these key aspects of capital expenditure (usually relating to new works and renewal projects) and to **Appendices M** (relating to the new works and renewal programmes), **N** (relating to the full programme of full capital projects, and **O** (relating to the alignment of projects to wards).

5.5 CAPITAL EXPENDITURE

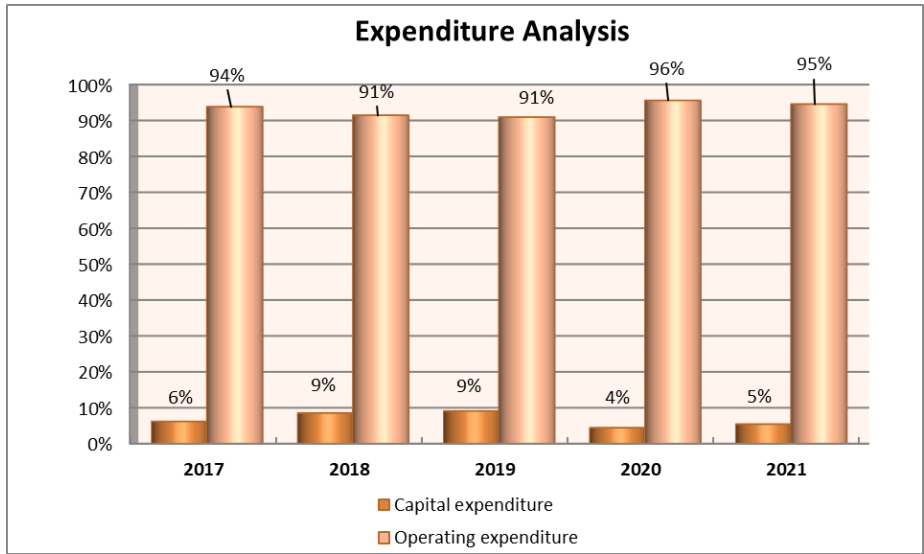


Figure 17: Expenditure Analysis

Chapter 5

5.6 SOURCES OF FINANCE

Table 138: Capital Expenditure Funding Sources

Capital Expenditure - Funding Sources							R' 000
Details	2019/20	Original Budget (OB)	Adjustment Budget	2020/21			
	Actual			Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)	
Source of finance							
External loans	-	-	-	-	-	-	
Public contributions and donations	-	-	-	-	-	-	
Grants and subsidies	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
<i>Percentage of finance</i>							
External loans	-	-	-	-	-	-	
Public contributions and donations	-	-	-	-	-	-	
Grants and subsidies	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
Capital expenditure							
Water and sanitation	-	-	-	-	-	-	
Electricity	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	
Roads and storm water	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
<i>Percentage of expenditure</i>							
Water and sanitation	-	-	-	-	-	-	
Electricity	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	
Roads and storm water	-	-	-	-	-	-	
Other	-	-	-	-	-	-	

T 5.6.1

Chapter 5

COMMENT ON SOURCES OF FUNDING:

The municipality's grant spending was in line with the budget, as all the projects in undertaken were implemented by the municipality.

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Table 139: Capital Expenditure: Five Largest Projects

Capital Expenditure of 5 largest projects*					
Name of Project	Current: 2020/21			Variance: Current 2020/21	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
	R' 000				
Steynsrus: Construction of 3ml new reservoir with pipeline	13 625 000	-	11 855 762	13%	100%
Maokeng: Construction of indoor/outdoor sports facilities in Koekoe Village – phase 1	9 924 457	-	9 924 457	0%	100%
Rammulotsi: Development and fencing of new landfill site - phase 2	9 239 187	-	9 239 187	0%	100%
Maokeng (Koekoe Village): Upgrading of 0.93km Storm Water System and Channeling of Vlei Areas – Phase 2	5 230 640	-	5 230 640	0%	100%
Maokeng: Construction of 0.7km paved road from 13040 – 13956 with V-drain storm water in Koekoe Village	4 665 255	-	4 665 255	0%	100%
* Projects with the highest capital expenditure in 2020/21					
Name of Project - A	Steynsrus: Construction of 3ml new reservoir with pipeline				
Objective of Project	To construct new reservoir for the communities				
Delays	Late appointment of contractor				
Future Challenges	None				
Anticipated citizen benefits	To better water consumption to the communities				
Name of Project - B	Maokeng: Construction of indoor/outdoor sports facilities in Koekoe Village – phase 1				
Objective of Project	To construct state of the art sports facilities for Moqhaka communities				
Delays	Late appointment of contractor				
Future Challenges	None				
Anticipated citizen benefits	Used state of the art sport facilities for communities				
Name of Project - C	Rammulotsi: Development and fencing of new landfill site - phase 2				
Objective of Project	To fence the landfill site to prevent illegal access and protect animals of nearby farmers				
Delays	Late appointment of contractor				
Future Challenges	None				
Anticipated citizen benefits	Propper control of solid waste				
Name of Project - D	Maokeng (Koekoe Village): Upgrading of 0.93km Storm Water System and Channeling				
Objective of Project	To protect communities properties from flooding				
Delays	Heavy rain				
Future Challenges	None				
Anticipated citizen benefits	Proper control of storm water to prevent flooding of community houses				
Name of Project - E	Maokeng: Construction of 0.7km paved road from 13040 – 13956 with V-drain storm w				
Objective of Project	To allowed				
Delays	Heavy rain				
Future Challenges	None				
Anticipated citizen benefits	Good access to communities houses and proper roads for emergency services				
T 5.7.1					

Chapter 5

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

The municipality has set targets for achieving the national outcomes for basic services in the 2017-2021 approved Integrated Development Plan (IDP). By the end of 2020/21 financial year, 100% of the households in the municipal area had access to piped water within 200m from their dwelling. With regard to access to basic sanitation, 99% of households had access to basic sanitation, and 100% of households received a weekly refuse removal service. Hundred percent (100%) of the households located in the Municipality's area of jurisdiction have access to electricity, namely: Kroonstad, Maokeng, Viljoenskroon and Steynsrus. There is a 10.4% backlog of access to electricity in the Eskom distribution area, namely: Rammulotsi and Matlwangtlwang. However, Eskom completed an electrification project in Rammulotsi during the 2020/21 financial year; another electrification project will be completed in Matlwangtlwang during the 2020/21 financial year in an effort to eradicate the backlog.

Table 140: Service Backlogs

Service Backlogs as at 30 June 2020				
Households (HHs)				
	*Service level above minimum standard 2019/20		**Service level below minimum standard 2019/20	
	No. HHs	% HHs	No. HHs	% HHs
Water	34 639	100.0%	0	0.0%
Sanitation	34 334	99%	305	1%
Electricity	31 049	86.6%	3 576	10.4%
Waste management	34 624	100.0%	0	0.0%
Housing	34 625	100%	0	0%

Table 141: MIG Expenditure on backlogs

Municipal Infrastructure Grant (MIG)* Expenditure 2019/20 on Service backlogs						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Infrastructure - Road transport				0,0%	0,0%	
<i>Roads, Pavements & Bridges</i>	22 139	22 139	22 139	0,0%	-100,0%	
<i>Storm water</i>				0,0%	0,0%	
Infrastructure - Electricity				0,0%	0,0%	

Chapter 5

Municipal Infrastructure Grant (MIG)* Expenditure 2019/20 on Service backlogs						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Generation				0,0%	0,0%	
Transmission & Reticulation				0,0%	0,0%	
Street Lighting	3 573		3 573	0,0%	-100,0%	
Infrastructure - Water				0,0%	0,0%	
Dams & Reservoirs				0,0%	0,0%	
Water purification				0,0%	0,0%	
Reticulation	2 378		2 378	0,0%	-100,0%	
Infrastructure - Sanitation				0,0%	0,0%	
Reticulation	10 138		10 138	0,0%	-100,0%	
Sewerage purification				0,0%	0,0%	
Infrastructure - Other				0,0%	0,0%	
Waste Management	1 441		1 441	0,0%	-100,0%	
Transportation				0,0%	0,0%	
Gas				0,0%	0,0%	
Other Specify:				0,0%	0,0%	
Sports	1 949		1 949	0,0%	-100,0%	
PMU	1 792		1 792	0,0%	-100,0%	
				0,0%	0,0%	
Total	43 410		43 410	0,0%	-100,0%	

COMMENT ON BACKLOGS:

As can be seen the basic services backlogs have reduced over the past few years. The backlogs remaining will however require big infrastructure spending to eradicate and it should be borne in mind that existing infrastructure in some areas are outdated and in need of major overhaul to prevent service interruptions.

Chapter 5

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The proper management of cash resources is paramount in ensuring viability and sustainable growth and development. The collective objectives of the cash and investment management is to ensure availability at all times of adequate liquid resources for operational purposes and investment in assets and maintaining optimal balance between available cash and cash investments. The municipality did not maintain significant investments due to pressing operational requirements and an effort to maintain creditors' payment within 30 days and addressing the long-term liabilities.

5.9 CASH FLOW

Table 142: Cash flow

Description	2019/20	Current Year 2020/21			
	R thousands	Actual	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Government grants		264 661	264 661	264 661	327 550
Interest		3 066	1 883	1 973	880
Dividends		-	-	-	-
Cash receipts from customers		413 664	650 955	650 955	452 481
Other receipts		46 297	31 801	31 801	44 710
Total Receipts		727 689	949 300	949 300	825 621
Payments					
Employees and suppliers		(654 629)	(586 542)	(586 542)	(742 563)
Finance charges		(18 015)	(6 725)	(6 725)	(6 821)
NET CASH FROM/(USED) OPERATING ACTIVITIES		672 644	593 267	593 267	749 384
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Proceeds from sale of property, plant and equipment		-	-	-	-
Increase/ (decrease) of financial assets		-	11	-	-
Payments					
Purchase of property, plant and equipment		(46 230)	(81 653)	(81 653)	(59 330)
Purchase of investment property		0	-	-	(293)
Other cash item		(2 768)	-	-	(4)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(48 997)	(81 664)	(81 653)	(59 627)
CASH FLOWS FROM FINANCING ACTIVITIES					
Increase/(decrease) in Long-term loans		1 490	(1 500)	(1 500)	(2 119)
Increase/(decrease) in finance leases		(1 060)	-	-	(1 054)
Increase/(decrease) in consumer deposits		-	(554)	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		430	(2 054)	(1 500)	1 065
Net increase in cash and cash equivalents		6 480	-	-	17 676
Cash and cash equivalents at the beginning of the year		8 574	-	-	15 053
Cash and cash equivalents at the end of the year		15 054	-	-	32 730

Chapter 5

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

This long-term borrowing is attributable to the Development bank of South Africa (DBSA), with a remaining repayment period of 6 years as at 30 June 2021. The municipality has made arrangements to servicing this debt as per the agreement.

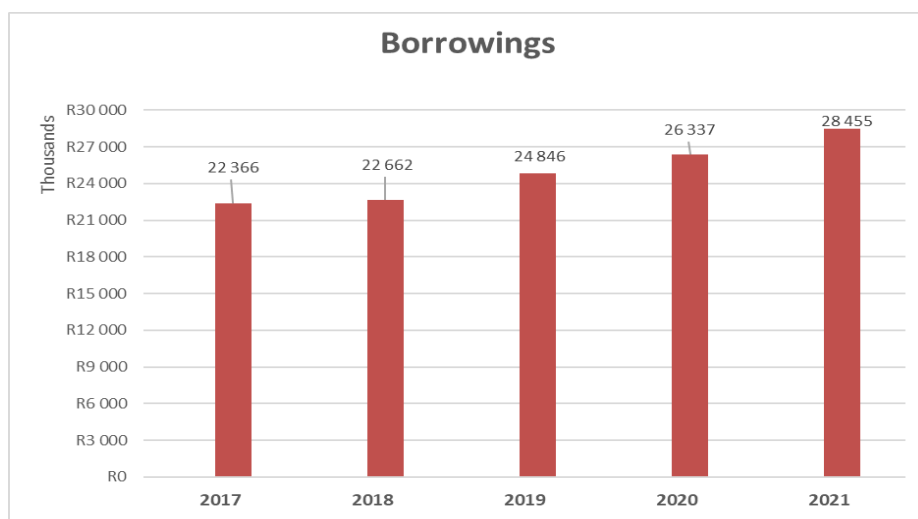


Figure 18: Actual Borrowings

Table 143: Municipal Investments

Investment* type	Municipal Investments R' 000				
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual
Municipality					
Deposits - Bank	1 166	125	8 574	9 710	26 598
Other	228	206	218	209	252
Municipality sub-total	1 394	331	8 792	9 919	26 850
Entities sub-total	-	-	-	-	-
Consolidated total:	1 394	331	8 792	9 919	26 850

Chapter 6

COMMENT ON BORROWING AND INVESTMENTS:

The municipality's investments were made in line with the municipal investment regulations GNR 308 01 April 2005. This mainly relates to grants funding which were kept in the call account until needed to defray project costs/expenditure.

5.11 PUBLIC PRIVATE PARTNERSHIPS

The municipality did not enter into any Public Private Partnerships during the 2020/21 financial year.

Chapter 6

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

COMMENTS ON SUPPLY CHAIN MANAGEMENT

The municipality's implementation of the supply chain unit is progressing slowly due to significant shortage of staff. Three of the existing supply chain officials have attained the required MFMA Competency level.

The municipality continues to make effort to revise the organogram of supply chain and employ independent and reputable officials within the SCM Unit.

The following tenders was awarded during the 2020-21 financial year.

NO	SERVICE PROVIDER / S	DESCRIPTION OF SERVICES RENDERED BY THE SERVICE PROVIDER	START DATE OF CONTRACT	EXPIRY DATE OF CONTRACT	TERM	AMOUNT	CONTRACT MANAGER
1	Lamak Trading (Pty) Ltd	Panel of Service Providers For The Removal And Destruction of Records/Archives Belonging To Moqhaka Local Municipality For The Period of Three Years As And When Required	18-Aug-21	17-Aug-24	3 Years	As and When Required	Mr. Ngope Motaung
2	1. Kgosihadi Trading And Projects 78 2. Vick Pule Construction And Projects 3. Ncisana Trading And Projects (Pty) Ltd 4. Zozimus 501 Trading CC JV Tumileng Trading 16 5. Re-Solve Consulting (Pty) Ltd 6. Hluvukiso Construction Company (Pty) Ltd 7. KC Middleman Trading And Projects 8. Excellence Business Academy	Panel of service provider for repair, replacement of water meters for a period of three years (As and when required) within Moqhaka Local Municipality	18-Aug-21	17-Aug-24	3 Years	As and When Required	Ms. Lerato Ngobeni

Chapter 6

NO	SERVICE PROVIDER / S	DESCRIPTION OF SERVICES RENDERED BY THE SERVICE PROVIDER	START DATE OF CONTRACT	EXPIRY DATE OF CONTRACT	TERM	AMOUNT	CONTRACT MANAGER
	9. Sakh'ikhaya Supplies						
3	1. Lebmac Enterprise (Pty) Ltd 2. Tallship Haulers (Pty) Ltd 3. Vick Pule Construction And Projects 4. Tuhin and Tawhid Traders CC	Panel of tyre workshop for supply, delivery, tyre fitment, wheel puncture repairs and wheel alignment for a period of three years	18-Aug-21	17-Aug-24	3 Years	As and When Required	Ms. Tshepiso Skosana
4	Kunene Makopo Risk Solutions (Pty) Ltd	Short Term Insurance for a period of three years	02-Sep-2021	01-Sep-2024	3 Years	R 107,000.00	Ms. Irene Mokheseng
5	Technomobile CC	Refurbishment of the Kroonstad Waste Water Treatment	23-Sep-2021	22 March 2022	6 Months	R 11 853 274.09	Ms. Lerato Ngobeni
6	Vuxeni Information Technologies	Supply and delivery of 2x servers	01-Oct-2021	Once Off	Once Off	R 1 666 028.00	Mr. Karabo Moroke
7	Sky Metro Equipment	Supply, Installation, Delivery, Deployment and Printing Services (Including print management software) for a period of three years	18-Oct-2021	17-Oct-2024	3 Years	R 933 226.11	Mr. Karabo Moroke
8	Sebatsi (Pty) Ltd JV	Maokeng: 2.5 km Sewer Pipeline at Gelukwaarts	18-Oct-2021	17- April-22	6 Months	R 10 923 079.74	Mr. Onalenna Garegae
9	Berakhah Trading (Pty) Ltd	Construction of 0.83 Paved Road from 4278-4218 and 0.33km from 4756-4902 with V-Drain Storm Water at Rammolutsi	29-Oct-2021	28-Apr-22	6 Months	R 5 768 103.00	Mr. Onalenna Garegae
10	Dwellers Trading And Projects	Maokeng Selection Park: Upgrading of Roads 1.34km Water Storm Water	29-Oct-2021	29-Jun-2022	6 Months	R 6 010 404.91	Ms. Selloane Modise
11	Motlalepula Infotech And Projects	Rammolutsi (Northleigh): Construction of 1km Storm Water and Channeling of Vlei Area	29-Oct-2021	29-Jun-2022	6 Months	R 6 531 353.33	Mr. Onalenna Garegae
12	1. Jicama 167 (Pty) Ltd T/A AAS Operations 2. Ndulamiso Aqua Solutions 3. Ifa Lethu Technologies CC 4. Majava Water (Pty) Ltd	Panel of Service Providers for Supply and Delivery Chemical and Commodities Water and Waste Water Treatment Works, Plant Optimisation and Service of Chemical Dosing System for Duration of Three Years	01-Dec-2021	30-Nov-2024	3 Years	As and When Required	Mr. Benjamin Xaba

Chapter 6

NO	SERVICE PROVIDER / S	DESCRIPTION OF SERVICES RENDERED BY THE SERVICE PROVIDER	START DATE OF CONTRACT	EXPIRY DATE OF CONTRACT	TERM	AMOUNT	CONTRACT MANAGER
	5. Mojisaule Events JV Olwami Holdings						
13	Jolenhla Consulting CC	Implementation of Disaster Server Room	22-Dec-2021	Once Off	Once Off	R 573 992.20	Mr. Karabo Moroke
14	Proper Consulting Engineers	Provision of Water Quality Management and Monitoring of Water and Waste Water Quality for a period of three years	22-Dec-2021	21-Dec-2024	3 Years	R 4 424 895.03	Mr. Benjamin Xaba

5.13 GRAP COMPLIANCE

COMMENTS ON GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The municipality complies with the requirements of all GRAP standards, which are effective and applicable to its environment. On a yearly basis, the Accounting Standard Board issues new/updated/revised standards, which are implemented accordingly by the municipality.

GRAP STANDARDS	
Audit Report Status*:	Qualified Audit Opinion
Standards not yet adopted	Remedial Action Taken
IGRAP 20: Accounting for Adjustments to Revenue	The municipality is currently reviewing the impact of this IGRAP on the operations and the financial statements.
Guideline on Accounting of Landfill sites	
The Application of Materiality to Financial Statements	

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

The following table outlines the municipality’s performance in the Audit outcomes from prior year to current financial year.

Refer to the Annual Financial Statements set out in Volume II and the timescale for the audit of these accounts and the audit of performance and the production of reports on these matters by the Auditor General as set out in this Chapter.

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2019/20

6.1 AUDITOR GENERAL REPORTS 2019/20

Auditor-General Report on Financial Performance: 2019/20	
Audit Report Status*:	Qualified Audit Opinion
Non-Compliance Issues	Remedial Action Taken
Annual Financial Statements	Management has put processes in place to enhance the quality of the financial statements through the quality assurance process by an external service provider in the accounting field.
Strategic Planning and Performance Management	The municipality has tabled a schedule of key deadlines which will assist in ensuring that the required amendments are made available for public comment.
Expenditure Management	Controls have been implemented / improved to ensure that the irregular, fruitless and unauthorised expenditure is prevented by the municipality in line with section 62 (1) (d) of the MFMA. The municipality is entering into various debt repayment plans to service the outstanding debt.
Procurement and Contract Management	The municipality has put processes in place to ensure that deviations are reduced and that the SCM Regulations are adhered to. Priority is been placed on the monitoring of performance of service providers on a monthly basis.
Consequence Management	The municipality has established a Section 32 Committee, which is a committee of Council. To investigate and hold accountable all those officials who are contravening section 32 of the MFMA. A bulk of this S32 Expenditure relates to prior financial years, which are been investigate by the Committee.

Chapter 6

Auditor-General Report on Service Delivery Performance: 2019/20**	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken
T 6.2.2	

COMPONENT B: AUDITOR-GENERAL OPINION 2020/21 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT 2020/21

Auditor-General Report on Financial Performance: 2020/21	
Audit Report Status*:	Qualified Audit Opinion
Non-Compliance Issues	Remedial Action Taken
Annual Financial Statements	Management has put processes in place to enhance the quality of the financial statements through the quality assurance process by an external service provider in the accounting field.
Expenditure Management	Controls have been implemented / improved to ensure that the irregular, fruitless and unauthorised expenditure is prevented by the municipality in line with section 62 (1) (d) of the MFMA. The municipality is entering into various debt repayment plans to service the outstanding debt.
Consequence Management	The municipality has established a Section 32 Committee, which is a committee of Council. To investigate and hold accountable all those officials who are contravening section 32 of the MFMA. A bulk of this S32 Expenditure relates to prior financial years, which are been investigate by the Committee.
Procurement and Contract Management	The municipality has put processes in place to ensure that deviations are reduced and that the SCM Regulations are adhered to. Priority is been placed on the monitoring of performance of service providers on a monthly basis.
Utilisation of Conditional Grants	The grant spending process will be reviewed to align the grant expenditure reporting requirements to the accounting treatment in the financial system.
T 6.1.1	

Auditor-General Report on Service Delivery Performance: 2020/21**	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken
T 6.2.2	

Chapter 6

AUDITOR GENERAL REPORT ON THE ANNUAL FINANCIAL STATEMENTS: 2020/21

Report of the auditor-general to the Free State Legislature and the council on the Moqhaka Local Municipality

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Moqhaka Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement, and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects of the matters described in the basis for qualified opinion section of my report, the financial statements present fairly, in all material respects, the financial position of the Moqhaka Local Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 10 of 2020 (Dora).

Basis for qualified opinion

Payables from exchange transactions

3. The municipality did not recognise all trade payables in accordance with GRAP 104, *Financial instruments*. The amortised cost for trade payables subject to a new payment agreement with extended payment terms was not correctly determined by discounting the future cash flows over the term of the payment agreement. In addition, the municipality did not recognise trade payables in accordance with GRAP 1, *Presentation of financial statements* as the municipality did not separately disclose the amounts to be settled in more than 12 months in terms of the payment agreement as non-current liabilities. As a result, payables from exchange transactions were overstated and non-current liabilities were understated. I was unable to determine the impact on trade payables disclosed in note 15 to the financial statements as it was impracticable to do so.

Chapter 6

Government grants and subsidies

4. The municipality did not recognise all items of government grants and subsidies in accordance with GRAP 23, *Revenue from non-exchange transactions* as revenue from conditional grants was recognised before the conditions relating to the grant were satisfied. Consequently, government grants and subsidies was overstated, and unspent conditional grants were understated by R14 694 272 (2020: R13 091 844). Additionally, there was an impact on property, plant and equipment, prepayments, deficit for the period, and accumulated surplus.

Context for the opinion

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

Material uncertainty relating to going concern

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.
9. Note 51 to the financial statements indicates that the municipality incurred a net loss of R52 314 751 during the year ended 30 June 2021 and, as of that date, the municipality's current liabilities exceeded its current assets by R82 672 217. In addition, the municipality owed Eskom R541 565 770 (2020: R423 718 686), which was long overdue. These events or conditions, along with other matters as set forth in note 51, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

Emphasis of matters

10. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Chapter 6

Irregular expenditure

11. As disclosed in note 54 to the financial statements, irregular expenditure of R137 163 687 (2020: R116 761 414) was incurred due to non-compliance with supply chain management (SCM) requirements.

Unauthorised expenditure

12. As disclosed in note 56 to the financial statements, unauthorised expenditure of R76 693 867 (2020: R158 434 685) was incurred due to overspending of the budget.

Restatement of corresponding figures

13. As disclosed in note 49 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2021.

Material uncertainty relating to claims against the municipality

14. With reference to note 47 to the financial statements, the municipality is the defendant in various claims against the municipality. The municipality is opposing these claims. The ultimate outcome of these matters could not be determined and no provision for any liabilities that may result was made in the financial statements.

Material losses

15. As disclosed in note 53 to the financial statements, material water distribution losses of R21 673 374 (2020: R16 997 561) and electricity distribution losses of R29 155 243 (2020: R68 991 303) were incurred by the municipality mainly due to pipe bursts, faulty meters, tampering or theft.

Material impairment

16. As disclosed in notes 6 and 7 to the financial statements, receivables from exchange transactions and receivables from non-exchange transactions were impaired by R616 345 588 (2020: R529 824 157).

Other matters

17. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Chapter 6

Unaudited disclosure notes

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

Responsibilities of the accounting officer for the financial statements

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

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

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

Chapter 6

Report on the audit of the annual performance report

Introduction and scope

23. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance area (KPA) presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
24. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
25. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the municipality's annual performance report for the year ended 30 June 2021:

KPA	Pages in the annual performance report
KPA 1 – basic services and infrastructure investment	x – x

26. I performed procedures to determine whether the reported performance information was properly presented and whether the performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate, and complete.
27. The material finding on the usefulness and reliability of the performance information of the selected KPA is as follows:

Chapter 6

KPA 1 – Basic services and infrastructure investment

Number of households without access to minimum sanitation standards

28. The achievement of 133 households was reported against target 200 households in the annual performance report. However, the supporting evidence provided materially differed from the reported achievement.

Other matters

29. I draw attention to the matters below.

Achievement of planned targets

30. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraph(s) x to x of this report.

Adjustment of material misstatements

31. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA 1 – basic services and infrastructure investment. As management subsequently corrected only some of the misstatements, I raised a material finding on the usefulness and reliability of the reported performance information. This reported performance information that was not corrected is reported above.

Report on the audit of compliance with legislation

Introduction and scope

32. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

33. The material findings on compliance with specific matters in key legislation are as follows:

Chapter 6

Annual financial statements

34. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, current liabilities, revenue, expenditure, and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Expenditure management

35. Reasonable steps were not taken to ensure that the municipality implements and maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal, and payment of funds, as required by section 65(2)(a) of the MFMA.
36. Reasonable steps were not taken to prevent irregular expenditure amounting to R137 163 687 as disclosed in note 54 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the disclosed irregular expenditure was caused by non-compliance with local content requirements
37. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R76 693 867, as disclosed in note 56 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed unauthorised expenditure was caused by overspending of the main division of the vote by the technical services department.

Consequence management

38. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(a) of the MFMA.
39. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(b) of the MFMA.
40. Irregular expenditure incurred by the municipality were not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Chapter 6

Procurement and contract management

41. Some of the contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM Regulation 43. This non-compliance was identified in the procurement processes for the upgrading of 0.608 km gravel road to paved road project in Rammulotsi.
42. Some of the invitation to tender for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2). Similar non-compliance was also reported in the prior year.
43. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis as required by section 116(2)(b) of the MFMA. A similar limitation was also reported in the prior year. This limitation was identified in the contract management processes for the construction of a 2.15 ML reservoir and upgrading of the water treatment plant project at Matlwangtlwang Steynsrus.
44. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management as required by section 116(2)(c)(ii) of the MFMA. This limitation was identified in the contract management processes for the construction of a 2.15 ML reservoir and upgrading of the water treatment plant project at Matlwangtlwang Steynsrus.

Utilisation of conditional grants

45. The municipal infrastructure grant was not spent for its intended purposes in accordance with the applicable grant framework, as required by section 17(1) of the Dora.

Other information

46. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report, and the KPA presented in the annual performance report that has been specifically reported in this auditor's report.

Chapter 6

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

Internal control deficiencies

50. I considered internal control relevant to my audit of the financial statements, reported performance information, and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report, and the findings on compliance with legislation included in this report.
51. Leadership did not always take timely and adequate action to address weaknesses in the reporting on financial, performance management and preventing qualifications reported in the audit report due to a lack of adequate monitoring and supervision, which again resulted in material adjustments to the financial statements and annual performance report.
52. The leadership's lack of accountability for sound and effective financial management negatively impacted the municipality's financial sustainability, overspending of the budget, and irregular expenditure not being prevented.

Chapter 6

53. Management did not ensure that internal control processes were adequately designed and implemented to ensure cost-effective procurement in certain instances and to prevent non-compliance with SCM requirements. Management relied on inadequate internal control processes to ensure compliance with procurement regulations, but it is evident from the amount of irregular expenditure incurred that these internal control processes were ineffective and subject to abuse.
54. Consequence management was not effectively implemented as the council did not investigate all instances of unauthorised, irregular and fruitless and wasteful expenditure incurred to determine whether any person was liable for the expenditure.

Auditor - General

Bloemfontein

29 November 2021



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Chapter 6

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected KPA –basic service delivery and infrastructure investment and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
 - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Moqhaka local municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease operating as a going concern

Chapter 6

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, the actions taken to eliminate threats or the safeguards applied.

COMMENTS ON AUDITOR-GENERAL’S OPINION YEAR 2020/21:

The municipality maintained a qualified audit opinion during the 2020/21 financial year’s audit outcomes. The municipality strives to efficiently administer its financial resources, so as to ensure that it renders appropriate services to its local community. Despite the challenges of non-by a number of consumers to whom services have been rendered. The municipality values the audit process and as a result, we ensure that issues raised by the AGSA are timeously attended to and corrected so as to ensure continuous and improved service delivery to the community of Moqhaka Local Municipality.

Some of the technical issues as contained in the report, the municipality plans to get the necessary support to have such issues addressed and ensure that it does not recur on the upcoming audit.

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer) Dated

Glossary

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give "full and regular" reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to

Glossary

	which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
BABA JM	PT	17 Council meetings sitted	Ward	60% and 10% leave of absence	30%
BOEIJE HME	PT	17 Council meetings sitted	Ward	100%	0%
BOLOFO LD	PT	17 Council meetings sitted	Ward	100%	0%
CHAKANE MS	FT	17 Council meetings sitted	Ward	100%	0%
DALTON CM	PT	17 Council meetings sitted	Party Represented	100%	0%
GELDENHUIS J	PT	17 Council meetings sitted	Ward	100%	0%
GREEN MM	FT	10 Council meetings sitted	Ward	70% and 10 leave of absence	20%
HATTINGH JM	PT	17 Council meetings sitted	Party Represented	90% and 10% leave of absence	0%
KHASUDI D	PT	17 Council meetings sitted	Party Represented	100%	0%
KHIBA SV	FT	17 Council meetings sitted	Party Represented	100%	0%
KHUNYELI MJ	PT	17 Council meetings sitted	Party Represented	70%	30%
KOKAMI KL	FT	17 Council meetings sitted	Party Represented	70% and 10 leave of absence	20%
LEBOKO OA	PT	17 Council meetings sitted	Ward	100%	0%
LITHUPA MJ	PT	17 Council meetings sitted	Party Represented	100%	0%
MAGADLELA ZS	FT	17 Council meetings sitted	Ward	100%	0%
MAHLATSI JR	PT	17 Council meetings sitted	Party Represented	80% and 10% leave of absence	10%
MAHLATSI MS	PT	17 Council meetings sitted	Ward	100%	0%

Appendices

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
MAKAE HG	PT	17 Council meetings sitted	Ward	60%	40%
MAKHANDA LM	PT	17 Council meetings sitted	Party Represented	80%	20%
MALEJOANE AM	PT	17 Council meetings sitted	Party Represented	60% and 30% leave of absence	10%
MANEFELDT ZJC	FT	17 Council meetings sitted	Party Represented	100%	0%
MARAKO TJ	PT	17 Council meetings sitted	Ward	100%	0%
MAREKA J	PT	17 Council meetings sitted	Party Represented	80% and 10 leave of absence	passed away
RAMAJOE	PT	17 Council meetings sitted	Ward	80%	20%
MOHOALADI ME	pt	17 Council meetings sitted	Party Represented	100%	0%
MOKOENA S	FT	17 Council meetings sitted	Ward	100%	0%
MOKOTEDI MV	PT	17 Council meetings sitted	Ward	100%	0%
MOLETSANE ER	FT	17 Council meetings sitted	Ward	100%	0%
MNTUZE ME	PT	17 Council meetings sitted	Ward	100%	0%
MPELE MPE	PT	17 Council meetings sitted	Party Represented	100%	0%
MPONDO VL	FT	17 Council meetings sitted	Ward	100%	0%
MULLER ND	PT	17 Council meetings sitted	Ward	100%	0%
NHLAPO M	PT	17 Council meetings sitted	Ward	100%	0%
NZUNGA DN	PT	17 Council meetings sitted	Party Represented	100%	0%
PIETERSEN ML	FT	17 Council meetings sitted	Party Represented	100%	0%
PITTAWAY SH	PT	17 Council meetings sitted	Party Represented	100%	0%
PHOOKO PJ	FT	17 Council meetings sitted	Party Represented	10% and passed away	passed away
RAMATHIBE ME	PT	17 Council meetings sitted	Party Represented	80% and Resigned	0%

Appendices

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
RAMATHIBE BS	PT	17 Council meetings sitted	Ward	100%	0%
ROOSKRANS B	FT	17 Council meetings sitted	Ward	100%	0%
SERAPELA DJ	PT	17 Council meetings sitted	Party Represented	80% and 10% leave of absence	10%
THAJANE MI	PT	17 Council meetings sitted	Party Represented	100%	0%
TLADI SB	FT	17 Council meetings sitted	Ward	100%	0%
VAN SCHALKWYK L	PT	17 Council meetings sitted	Party Represented	100%	0%
DR VILJOEN AH	PT	17 Council meetings sitted	Party Represented	100%	0%
YHO-YHO M	PT	17 Council meetings sitted	Ward	40% and 10% leave of absence	50%
MAPHAZIE BD	FT	17 Council meetings sitted	Ward	40% and passed away	40% passed away

Appendices

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Community and Social Services Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Corporate Support Services Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Local Economic Development and Planning Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
IDP Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Spatial Development and Human Settlement Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
municipal infrastructure and Technical Services Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Public Safety and Transport Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Policy Development and Monitoring Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.
Finance, Audit and Risk Management Portfolio Committee	Oversight over departmental activities through consideration of reports from the Municipal Manager and Directors. Make recommendations for consideration by the Mayoral Committee.

Appendices

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Municipal Public Accounts Committee	Roles and responsibilities as outlined by section 129 of the MFMA and the National Treasury guidelines issued in MFMA Circular 32 (18 March 2006)

Appendices

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the Acting Municipal Manager	Chief Internal Auditor
Ms S J Monyaki	Mr V Thantsi
	Manager: IDP
	Mr T Leie
	Manager: PMS
	Ms Eunice Lungu
Financial Services	Manager: Revenue
CHIEF FINANCIAL OFFICER	Mr S Theletsane
Mr T Marumo	Manager: Expenditure
	Mr J Muller
	Manager Budget and Expenditure
	Mrs I Mokheseng
	Manager: SCM
Technical Services	Manager: PMU
DIRECTOR: Technical Services	Mrs P. Botha
Ms L D Ngwenya	Manager: Electricity
	Mr L Greef (Acting)
	Manager: Water And Sanitation
	Ms L. Ngobeni
	Manager : Roads
	Mr M. Geringer
Corporate services	Manager: Human Resources
DIRECTOR: Corporate Services	Mrs G Ramaboea
Mr MS Mthwalo	Manager: Information Technology
	Mr K. Moroke
	Manager Records and Administration
	Ms M Maqena
Community and Emergency Services	
Director: Community and Emergency Services	Manager: Solid Waste
Mrs PH Tshabalala	Mr. T. Qena
	Manager Parks, sports and Recreation

Appendices

Third Tier Structure	
Directorate	Director/Manager (State title and name)
	Mrs H de Bruin
	Chief Fire Officer
	Mr L Ingram
	Chief: Traffic Services
	Ms Darel Van Der Westhuizen

Appendices

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

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

TD

Appendices

APPENDIX E – WARD REPORTING

Functionality of Ward Committees

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Cllr Thabo Marako	Y	7	7	5
	Adoonsie D Mohlakoane Dimakatso B Maloka Dimakatso M Motaung Khathetse Mooko Matsie Eunice Makume Matsietso S Borotho Morapeli J Matsora Mottalepule F Nkaota Ramasimong Mahlatsi				
2	Cllr Selake Tladi	Y	5	6	4
	Busisiwe Khumalo Seipati Hlongwane Phillip Lipholo Sello Mosala Sibongile Shasha Memeng Mokoena Ntswaki Mahlatsi Tonobel Tumahole Malinga				
3	Cllr Muller	Yes	7	2	0

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Nomasonto Patsa Wilhelmiena Petrus Simon Taje Dikeledi Motsumi Nteleki Elisa Rantie Elizabeth R Vorster Maria Mamokoai Mariti Moses Mokoteli Selloane Nteleki				
4	Cllr Mntuze Nomathemba	Yes	6	6	2
	Popie Molefe Mawesi Maletse-Mosia Puseletso Maphokoane Ntswaki Mano Dorothy Maloisane Consy Phiri Ntswaki Bekker Annah Oeso				
5	Cllr Green Mangaka	Yes	4	4	2
	Ditabe Motaung Seipati Mahlatsi Jane Matee Molehali Rabannye Angelina Mpevana Mamoodi Mokaeanne Thabo Thabane Pappy Lenkwane				
6	Cllr Mokotedi Mpho	Yes	6	2	5

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Disemelo Malejoane Dineo Seekane Nthabiseng Mokoena Nelson Baba Sello Malema Mirriam Maseko Sellwane Mabikinyane Mmemi Malinga Teboho Mabatla Lesole				
7	Cllr Bolofo Lerata	Yes	3	5	3
	TP Seranyame Maserame Legopo Masabata Matube Sidwell Magwaba Piet Phakoe Seponono Makhale Willemiena Mathige Thabo Mashiya Moswa Semase Samuel Ngozo				
8	Cllr Mahlatsi Suzan	Yes	6	5	3
	Bernard Mngqebisa Maliphatsa Mofolo Kefiloe Moepcoe Moipone Molifi Lerato Khotle Segametsi Mokanyane Mokhele Theletsane L.MThinane M.A.Mokete W.M.Lulama				
9	Cllr Leboko Aupa	Yes	5	5	3

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Puleng Tsolo Thabiso Chakane Makapi Molebatsi Mamokhothu Makoko Mpho Mthimkulu Elizabeth Moloji Victoria Khetsi Esther Mpenga Maise Sempapalele Pulane Wolf				
10	Cllr Chakane Mpho	Yes	6	7	5
	Thamsanqa Kabuza Rebeca Mateba Nonkie Motaung Moekene Yawa Sarah Bothetsa Manana Mutumi Puseletso Dlhamini N.N.Khumalo Joyce Lebeko				
11	Cllr Makae Hiettie	Yes	3	5	3
	Lulama Rahaba Anna Tsekahali Tshokolo Phalatsa Dimakatso Ramoji Nthabiseng Manare Dimakatso Ranthimo Johannes Morabe Zepho Xaba A.M.Shonqula				
12	Cllr Mpondo Lydia	Yes	6	5	3

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Moses Mokoena Selina Lesholi Martha Mthombeni Sello Legopo Paulina Bulwana Agnes Thooe Moleboheng Khaue S.J Letaba				
13	Cllr Rooskrans Brenton	Yes	4	6	4
	Joyce Coetzee Mapulosi Rankali Jabulile Mashinini Paseka Mvimbi Nora Monare Seipati Sefatsa Makhosana Doris Nkonka				
14	Cllr Nhlapo Mthandeki	Yes	6	5	3
	Martha Njabane Josephina Sehebeng Boitumelo Hlaole Motheo Morapeli Sechaba Selele Mokalanya Ntaoleng Dire Thakane Tonjane Chomane Radebe				
15	Cllr Ramathibe Solomon	Yes	6	7	4

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Machini Mosokwene Violet Modisenyane Jim Mofokeng Godfrey Mehlo Meisie Mohlolo Tshepo Kobuoe Mamolelekoa Mofokeng				
16	Cllr Boetjie Hendrina	Yes	0	3	1
	Majane Morapeli Ernest Tsolo Gaelebale Mokotedi Molefi Mokalanyaane De Villiers				
17	Cllr Geldenhuis Johan	Yes	2	2	0
	Sibongile Cingo M P Liphoko Hester Thibatsane Selina Masisi Thabo Sejake Linda Louwrens David Gullett Elzaan Bester P E Ponase R E McLaren				
18	Cllr Moletsane Rachere	Yes	0	5	3

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Alina Seobi Annah Zenzile Dimakatso Snail Motshabi Marupelo Jemmina Letsoara Elias Moremoholo Moeketsi Lesaoana Zwelinzima Buza Buntse Tshabalala				
19	Cllr Mokoena Simon	Yes	5	5	2
	Vuyelwa Sakata Nodoli Guza Dumzela Nondlela Rantobo Thekiso Ditsietsi Sehla Teboho Kopane Dorah Mahlatsi Godla				
20	Cllr Enock Ramajoe	Yes	2	4	2
	John Fundu Mosweu Rapiro Tshidi Redrie Kwahela Sekonyela Eunice Lomo Manapo Mohlakoane Puseletso Meso Vuyelwa Folodi ThokoaneSebetoane				
21	Cllr Magadlela Zenzile	Yes	1	5	3

Appendices

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Matumelo Peter Themba Mthinkulu Roseline Tshupane Ishmael Tlhakung Sonnyboy Hlatshwayo Maditaba Modungwa Florence Madibo Thamae				
22	Cllr Yhoiho Mcedisi	Yes	1	2	0
	Enock Malashi Sinah Tshofela Zenzele Sixubane Mohlolo Mofokeng Seiso J Gobile Kamla Jackson Roderick				
23	Cllr Baba Mafonza	Yes	1	6	4
	Funeka Skhapha Sara Molefi Molebogeng Phakeli Kedibone Gaarekoe Makgala Thekiso Moipone Ntepe Matshidiso Golisi Modiehi Moleleki Matshediso Maphakisa				

Appendices

APPENDIX F – WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in 2020/21 (Full List at Appendix O)				
				R' 000
No.	Project Name and detail	Start Date	End Date	Total Value
1	Steynsrus: Construction of 3ml new reservoir with pipeline	29-Jan-21	15-Sep-21	13 625
2	Maokeng: Construction of indoor/outdoor sports facilities in Koekoe Village – phase 1 (MIS:364289)	14-Nov-20	30-Aug-21	9 924
3	Rammulotsi: Development and fencing of new landfill site - phase 2 (MIS:388674)	18-Dec-20	15-Dec-21	9 239
4	Maokeng (Koekoe Village): Upgrading of 0.93km Storm Water System and Channeling of Vlei Areas – Phase 2 (MIS:293760)	08-May-20	26-Feb-21	5 231
5	Maokeng: Construction of 0.7km paved road from 13040 – 13956 with V-drain storm water in Koekoe Village (MIS:338399)	15-Sep-20	30-Aug-21	4 665
6	Maokeng: Construction of 0.55km paved road from 10673 – 10857 with V-drain storm water in Koekoe Village (MIS:338427)	15-Sep-20	30-Oct-21	4 107
7	Maokeng: Construction of 0.8km paved road from 16084 – 15680 with V-drain storm water in Koekoe Village (MIS:338384)	11-Jan-21	30-Aug-21	3 888
				<i>T.F.1</i>

Basic Service Provision					
2019/20					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	34 846	34 713	25 797	34 846	
Households without minimum service delivery	0	205	3 576	0	
Total Households*	34 846	34 918	29 374	34 846	
Houses completed in year					
Shortfall in Housing units					
*Including informal settlements					<i>T.F.2</i>

Appendices

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2020/21

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
30 July 2020	Internal Audit Report: Third Quarter: The audit committee reviewed the internal audit report planned for the third quarter. The overall assessment for all audited sections indicates that the controls are partially satisfactory and there is room for improvement, which management should champion.	Yes
	AG Audit Action Plan: The audit committee received the municipality's audit action plan and work in progress update and from this management report, the external audit findings still not fully resolved is 73% of the total finding. The audit committee is concern about this high number of unresolved AG findings. The committee also acknowledged the impact of the Lockdown from March 2020 and COVID cases leading to closure of offices on the plan.	Yes
	Audit Committee Charter: The Committee reviewed and adopted the Audit Committee Charter with amendment.	Yes
	Internal Audit Charter: The Committee reviewed and approved Internal Audit Charter.	Yes

Appendices

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	<p>Revision of Audit Plan (COVID-19):</p> <p>The Municipality indicated that to date it has spent about R1 000 000 on PPE, which includes office cleaning and decontamination and food parcels. The Municipality did not receive any new PPE specific allocation..</p> <p>The AG indicated that it will audit COVID related expenditure. The Committee directed the Internal Audit to amend its year plan to include COVID related expenditure in the plan. The Internal Audit and AG should communicate to avoid duplication. The Committee emphasised the Internal Audit approach on COVID should ensure that there was PPE needs assessment and prices paid are market related and applicable Treasury guidelines are observed.</p>	Yes
	<p>Section 71 Report: April 2020</p> <p>The audit committee reviewed and took note of the monthly Section 71 report for April 2020, which has been already submitted to Treasury. The latest report, either May and June was not submitted</p>	No, management committed to addressing the recommendation in the next Audit Committee meeting by including the most recent report in the next meeting.
	<p>Quarterly Financial Statements:</p> <p>The quarterly financial statement report was not submitted to the audit committee, so the audit committee was unable to process this matter</p>	No, management indicated that the current system does not allow them to produce quarterly or interim financial statements, but will communicate with the service provider to work out a way to have interim financial statements.
	<p>Irregular expenditure register and Fruitless and wasteful expenditure report:</p> <p>The irregular expenditure register and fruitless and wasteful expenditure report were not submitted to the audit committee, so the audit committee was unable to process these matters.</p>	No, management committed to provide the reports and registers in the next Audit Committee Meeting.
	<p>Litigation register:</p> <p>The Litigation register report was not submitted to the audit committee, so the audit committee was unable to process this matter.</p>	No, Management committee to provide the register in the next Audit Committee meeting.

Appendices

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	<p>Risk Management Reports</p> <p>The risk management report was submitted to the Audit Committee and the committee was satisfied with the report and also suggested positive improvements to the content. The audit committee raised the concern about the limited number of times the risk committee has sat for meetings to give assurance on municipality's risk management processes and its effectiveness. The municipal manager's risk action plan indicates that the municipal manager is concerned about the high risk on inaction/slow pace of addressing AG findings.</p>	Yes
	<p>Performance management reports:</p> <p>The Committee acknowledges the report. The committee's concern is the submission of portfolio of evidence to support the achievement, as management was unable to provide the Internal Audit with portfolio of evidence for the same performance achieved during its oversight audit,</p>	Yes
	<p>Provincial Treasury report:</p> <p>The Audit Committee noted Provincial Treasury assessments reports on the municipality and Audit Committee and its recommendations for improvements. The Audit Committee and Internal Audit Unit will develop an action plan to ensure recommendations are effected.</p>	Yes

Appendices

Municipal Audit Committee Recommendations			
Date of Committee	Committee recommendations during 2020/21		Recommendations adopted (enter Yes) If not adopted (provide explanation)
27 October 2020	<p>Internal Audit Report: Fourth Quarter:</p> <p>It is our view that by addressing these weaknesses, the system of internal control will be enhanced to provide reasonable assurance that risks are adequately managed, and business objectives will be achieved.</p> <p>The overall internal audit opinion regarding these audit areas ranges between partially satisfactory and unsatisfactory, as controls are inadequate and ineffective and these controls require urgent attention.</p> <p>All municipal governance structures should monitor the control environment and controls implementation within the municipality.</p>		Yes
	<p>Three Year Rolling Plan and Annual Coverage Plan 2020/21:</p> <p>The audit committee reviewed and approved the Three Year Rolling Plan and Annual Coverage Plan 2020/21.</p>		Yes
	<p>Draft MLM Annual Financial Statements:</p> <p>The committee reviewed the Annual Financial Statements (AFS) and approved the AFS with amendments. The committee is concerned that the CFO did not attend the meeting to present these financials. The committee was informed that the CFO was still busy updating the AFS, as the municipality was chasing the AFS submission deadline to Auditor General</p>		Yes
	<p>Draft Audit Action Plan:</p> <p>The audit committee received a working draft audit plan, which had gaps. The committee took note of the draft and requested management to provide a final audit action plan in the next meeting which must include progress to date.</p>		Yes

Appendices

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	<p>Draft Annual Performance Report:</p> <p>Performance information was not presented to the audit committee due to incomplete information. It was reported in the meeting that information from the CFO was still outstanding after several attempts of requests.</p>	Yes
	<p>Audit Committee Evaluation by the Accounting Officer:</p> <p>The Acting Municipal manager deferred this matter to the audit committee meeting.</p>	Yes
	<p>Irregular Expenditure Register:</p> <p>The irregular expenditure register was not submitted to the audit committee, so the audit committee was unable to process this matter.</p>	No, management committed to providing the item in the next Audit Committee meeting.
	<p>Fruitless and wasteful expenditure report:</p> <p>The fruitless and wasteful expenditure report was not submitted to the audit committee, so the audit committee was unable to process this matter.</p>	No, management committed to providing the item in the next Audit Committee meeting.
	<p>Risk Management Reports:</p> <p>Risk management committee reports were not tabled because the meeting could not take place before the audit committee meeting could take place. The acting Municipal manager was advised to ensure that RMC meetings take place before the Audit Committee meetings and the reports should be tabled.</p>	Yes

Appendices

Municipal Audit Committee Recommendations			
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)	
12 February 2021	<p>Internal Audit Reports for Q1 and Q2:</p> <p>The overall internal audit opinion regarding these audit areas are all partially satisfactory, as controls are inadequate and ineffective and these controls require urgent attention.</p> <p>The committee acknowledge the challenging environment the municipality and management are operating under with shortage of staff and funding to execute certain critical projects. The audit committee want to bring some of the internal audit findings relating to service delivery and working conditions to Council with the view for prioritisation of funding to address these internal audit findings.</p> <p>All municipal governance structures should monitor the control environment and controls implementation within the municipality.</p>	Yes	
	<p>Risk Management Committee Report Q1:</p> <p>The audit committee reviewed and approved the risk management report.</p> <p>The committee encouraged management to use the report to monitor, evaluate and manage the organisational risks identified and note possible impacts if not managed.</p>	Yes	
	<p>Section 52 Report - December 2020:</p> <p>The committee noted the Section 52 Report for December 2020 that has been submitted to the relevant authorities.</p>	Yes	

Appendices

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	<p>Mid-Year Performance Assessment Report:</p> <p>The committee noted the unaudited mid-term performance report, which indicates that the municipality has achieved 53% of its targets and 13% of their indicators were not achieved for the period 1 July 2020 to 31 December 2020, which is a good attempt/achievement. In summary the below indicates the performance breakdown/details. The municipality is 13% behind schedule, as per its annual performance plan.</p>	Yes
	<p>Audit Communication Register:</p> <p>The committee notes that the outcome of this AG Technical Office regarding debtors' impairment will assist the municipality and AG audit staff on an agreed treatment of debtors' impairments, presentation and input system reports to be used to determine impairment, which is one of the key drivers for negative audit outcome</p>	Yes
	<p>Audit Committee Evaluation by the Accounting Officer:</p> <p>The committee acknowledged the assessment and also committed to improve its service to the municipality, where applicable. It was also resolved that the committee members should be favoured with self-assessment tools, in order to self-assess. Furthermore, it was noted in the meeting that Free State Department Cooperative Governance and Traditional Affairs (COGTA) and Provincial Treasury both also planned to conduct audit committee assessments, as part of their mandates. All these audit committee assessments should be synchronised and consolidated.</p>	Yes

Appendices

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2020/21	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	<p>Irregular expenditure register:</p> <p>The irregular expenditure register was not submitted to the audit committee, so the audit committee was unable to process this matter. Please take note that this matter is a standing agenda item.</p>	No. Will be addressed in the next Audit Committee Meeting.
	<p>Fruitless and wasteful expenditure report:</p> <p>The fruitless and wasteful expenditure report was not submitted to the audit committee, so the audit committee was unable to process this matter. Please take note that this matter is a standing agenda item.</p>	No. Management committed to address the recommendation in the next Audit Committee meeting.

T G

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into during 2020/21)					
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Five Star Trading Enterprise CC T/A Auction 24	Request for Proposal: Services of the Auctioneer For A Period of Three Years	24-Aug-20	23-Aug-23	Mr. Mphalane Mosese	4.6%
Percee Group Pty T/A Projects JV Bics Engineering and Supply Pty Ltd	Establishment And Development of New Landfill Site And Closure of Existing Landfill	25-Aug-20	30-Aug-24	Ms. Selloane Modise	R 39 635 103.88
Distinctive Choice 712 CC	Upgrading of 0.608km Gravel Road to paved road in Rammulotsi	14-Sep-20	13-Mar-21	Mr. Onalenna Garegae	R 2 994 346.60
Lele and Tshidi Construction and Plant Hire	Maokeng Construction of .070km Paved Road to Koekoe Village	14-Sep-20	13-Mar-21	Ms. Selloane Modise	R 3 879 920.74
Distinctive Choice 712 CC	Upgrading of 0.55km Gravel Road to paved road in Rammulotsi	14-Sep-20	13-Mar-21	Mr. Onalenna Garegae	R 2 915 581.99

Appendices

Long Term Contracts (20 Largest Contracts Entered into during 2020/21)					
					R' 000
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Khabokedi Waste Management	Management and Maintenance of The Viljoenskroon and Steynsrus Landfill Sites For A Period of Three Years	17-Sep-20	30-Sep-23	Mr. Tokelo Qhena	R 8 690 220.00
Baile Trading (Pty) Ltd	Construction of Indoor / Outdoor Sports Facilities in Koekoe Village	24-Nov-20	31-May-21	Mr. Onalenna Garegae	R 7 565 077.98
Thabo Mosebetsi General Trading	Maokeng Construction of .55km Paved Road with V-Drain Storm Water	09-Dec-20	09-Jun-21	Ms. Selloane Modise	R 2 859 257.30
Percee Group Pty T/A Projects Pioneers JV Bics Engineering and Supply Pty Ltd	Maokeng construction of .60km paved road with V-Drain Storm Water	09-Dec-20	09-Jun-21	Ms. Selloane Modise	R 2 915 631.00
Ntiyiso Consulting (Pty) Ltd	Appointment Of A Service Provider To Conduct A Feasibility Study Into The Commercial Viability of The Kroonstad Airport	10-Dec-20	31-Mar-22	Mr. Khojane Madiba	R 6 200 000.00
Moipone Fleet (Pty) Ltd	Supply and Deliver of Municipal Fleet on Finance lease	12-Dec-20	19-Apr-24	Ms. Tshepiso Skosana	R 152 777 509.94
Xeno Energy Pty Ltd JV Kroonheuwel Filing Station	Supply of Fuel (Petrol & Diesel) for a period of three years	20-Jan-21	17-Jan-24	Ms. Tshepiso Skosana	95=R14.69, 93=R14.52, 50ppm=R13.49
LKGA Construction and Project JV Sebatsi (Pty) Ltd	Construction of 2.15ML Reservoir and Upgrading of Water Treatment Plant at Matlwangitwang Steynsrus	26-Jan-21	18-Jul-21	Ms. Lerato Ngobeni	R 9 141 850.00
Top Ten Technology CC	Supply and Construction of Welded Mesh High Security Double Galvanised Fence Complete With Posts, Panels and Gates at Steynsrus landfill site	09-Apr-21	06-Dec-21	Mr. Tokelo Qhena	R 2 698 762.50
Lamak Trading (Pty) Ltd	Renovations of Maokeng Offices	15-Jun-21	15-Sep-21	Mr. Ngoepe Motaung	R 366 331.68
Excellence Business Academy	Upgrading of C Sewer Pump Station At Kroonstad	15-Jun-21	15-Oct-21	Ms. Lerato Ngobeni	R 2 199 984.50

T.H.1

Appendices

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote							
R' 000							
Vote Description	2018/19	2019/20	Current: 2020/21			2020/21 Variance	
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Councillors - Vote 1	129 447	149 644	161 243	197 951	197 243	-22.76%	-22.76%
Municipal Manager - Vote 2	-	-	-	-	-	0%	0%
Corporate Services - Vote 3	1 803	863	804	801	801	0.33%	0.33%
Finance Services - Vote 4	71 328	87 372	90 936	90 690	90 690	0.27%	0.27%
Technical Services - Vote 5	614 593	625 274	670 947	716 621	716 621	-6.80%	-6.80%
Community Services - Vote 6	49 207	54 582	60 900	60 510	60 510	0.64%	0.64%
Local Economic Development - Vote 7	14 085	14 604	11 833	8 422	8 422	28.82%	28.82%
Total Revenue by Vote	880 463	932 339	941 568	1 074 995	1 074 955		

T K.1

Appendices

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source							
Description	R '000						
	2018/19	2019/20	2020/21			2020/21 Variance	
	Actual	Actual	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustments Budget
Property rates	53 047	48 055	80 720	79 352	51 847	-56%	-53%
Property rates - penalties & collection charges	-	-	-	-	-	0%	0%
Service Charges - electricity revenue	247 925	282 642	337 597	367 517	285 387	-18%	-29%
Service Charges - water revenue	43 694	51 246	141 715	152 768	57 809	-145%	-164%
Service Charges - sanitation revenue	24 998	30 469	50 701	50 701	27 706	-83%	-83%
Service Charges - refuse revenue	17 829	22 342	37 736	37 736	17 163	-120%	-120%
Service Charges - other	35 884	39 896	58 401	55 722	44 300	-32%	-26%
Rentals of facilities and equipment	-	-	-	-	-	0%	0%
Interest earned - external investments	-	-	-	-	-	0%	0%
Interest earned - outstanding debtors	-	-	-	-	-	0%	0%
Dividends received	-	-	-	-	-	0%	0%
Fines	-	-	-	-	-	0%	0%
Licences and permits	-	-	-	-	-	0%	0%
Agency services	-	-	-	-	-	0%	0%
Transfers recognised - operational	187 902	207 994	225 857	262 565	262 565	14%	0%
Other revenue	-	-	-	-	-	0%	0%
Gains on disposal of PPE	-	-	-	-	-	0%	0%
Environmental Protection	-	-	-	-	-	0%	0%
Total Revenue (excluding capital transfers and contributions)	611 279	682 644	932 727	1 006 361	746 777	-24.90%	-34.76%

TK.2

Appendices

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant	-		-	-	-	
Public Transport Infrastructure and Systems Grant	-		-	-	-	
<i>Other Specify:</i>	-		-	-	-	
Total	-	-	-	-	-	
						TL

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

The municipality did not receive any additional conditional grants in this regard.

Appendices

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*								R '000
Description	2019/20	2020/21			Planned Capital expenditure			
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3	
Capital expenditure by Asset Class					0%			
Infrastructure - Total	-	-	-	-	-	-	-	
Infrastructure: Road transport - Total								
<i>Roads, Pavements & Bridges</i>								
<i>Storm water</i>								
Infrastructure: Electricity - Total								
<i>Generation</i>								
<i>Transmission & Reticulation</i>								
<i>Street Lighting</i>	-							
Infrastructure: Water - Total					-	-	-	
<i>Dams & Reservoirs</i>								
<i>Water purification</i>								
<i>Reticulation</i>	-							
Infrastructure: Sanitation - Total					-	-	-	
<i>Reticulation</i>	-							
<i>Sewerage purification</i>								
Infrastructure: Other - Total					-	-	-	
<i>Waste Management</i>	-							
<i>Transportation</i>								
<i>Gas</i>								
<i>Other</i>								
Community - Total		-	-	-	-	-	-	
<i>Parks & gardens</i>					-	-	-	
<i>Sportsfields & stadia</i>								
<i>Swimming pools</i>								
<i>Community halls</i>								
<i>Libraries</i>								
<i>Recreational facilities</i>								
<i>Fire, safety & emergency</i>								
<i>Security and policing</i>								
<i>Buses</i>								
<i>Clinics</i>								
<i>Museums & Art Galleries</i>								
<i>Cemeteries</i>								
<i>Social rental housing</i>								
<i>Other</i>								

Appendices

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	R '000						
	2019/20	2020/21			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	41 607	51 390	66 288	47 209	-	-	-
Infrastructure: Road transport -Total	11 696	19 691	33 988	26 786	-	-	-
Roads, Pavements & Bridges	8 151	14 084	28 754	21 360			
Storm water	3 545	5 607	5 234	5 426			
Infrastructure: Electricity - Total	1 758	1 316	1 316	2 077	-	-	-
Generation							
Transmission & Reticulation	1 758	1 316	1 316	2 077			
Street Lighting							
Infrastructure: Water - Total	27 982	14 198	19 325	8 860	-	-	-
Dams & Reservoirs		14 010	19 325	7 920			
Water purification							
Reticulation	27 982	188	-	940			
Infrastructure: Sanitation - Total	171	-	1 111	2 276	-	-	-
Reticulation							
Sewerage purification	171	-	1 111	2 276			
Infrastructure: Other - Total	-	16 185	10 548	7 210	-	-	-
Waste Management		16 185	10 548	7 210			
Transportation							
Gas							
Other							
Community	1 696	10 817	10 817	9 404	-	-	-
Parks & gardens							
Sportsfields & stadia		10 817	10 817	9 404			
Swimming pools							
Community halls	1 622						
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
Heritage assets	-	-	-	-	-	-	-
Buildings							
Other							

Appendices

Capital Expenditure - Upgrade/Renewal Programme*							
Description	2018/19	2019/20		Actual Expenditure	Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget		FY + 1	FY + 2	FY + 3
R '000							
Capital expenditure by Asset Class							
Investment properties	-	-	-	-	-	-	-
Housing development							
Other							
Other assets		-	-	-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
Agricultural assets	-	-	-	-	-	-	-
List sub-class							
Biological assets	-	-	-	-	-	-	-
List sub-class							
Intangibles	-	-	-	-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal of existing assets	43 303	62 207	77 105	56 613	-	-	-
Specialised vehicles	-	-	-	-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)

T M.2

Appendices

APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2020/21

Capital Programme by Project: 2020/21					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
					R' 000
Water	14 312 907		12 543 669	100%	-14%
Sanitation/Sewerage	4 192 659		3 135 329	100%	-34%
Electricity					
Roads	24 387 482		24 387 482	100%	0%
Cemetries					
Refuse Removal	9 239 187		9 239 187	100%	0%
Sports, Arts & Culture	10 719 128		10 719 128	100%	0%
Safety and Security					
					T N

Appendices

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2019/20

Capital Programme by Project by Ward: 2020/21			R' 000
Capital Project	Ward(s) affected	Works completed (Yes/No)	
Rammulotsi: Development and fencing of new landfill site - phase 2 (MIS:388674)	23	NO	
Maokeng (Koekoe Village): Upgrading of 0.93km Storm Water System and Channeling of Vlei Areas – Phase 2 (MIS:293760)	5	YES	
Brentpark/Seisoville: Construction of water reticulation network for 265 erven - Phase 1 (MIS:328264)	4	YES	
Brentpark/Seisoville: Construction of sewer reticulation network for 265 erven - Phase 1 (MIS:293762)	4	YES	
Maokeng: Construction of 0.8km paved road from 16084 – 15680 with V-drain storm water in Koekoe Village (MIS:338384)	4	NO	
Maokeng: Construction of 0.7km paved road from 13040 – 13956 with V-drain storm water in Koekoe Village (MIS:338399)	5	NO	
Maokeng: Construction of 0.55km paved road from 10673 – 10857 with V-drain storm water in Koekoe Village (MIS:338427)	6	NO	
Rammulotsi: Construction of 0.61km paved road from 2325 – 2330 with V-drain storm water (MIS:338432)	18	NO	
Rammulotsi: Construction of 0.83km paved road from 4274 – 4218 and 0.33km from 4756 – 4902 with V-drain storm water (MIS:338433)	19,20	NO	
Rammulotsi: Construction of 0.55km paved road from 7058 – 1867 with V-drain storm water (MIS:338480)	21	NO	
Phomolong: Upgrading of sports facility (MIS:338426)	9	YES	
Maokeng: Construction of indoor/outdoor sports facilities in Koekoe Village – phase 1 (MIS:364289)	5	NO	
Steynsrus: Construction of 3 ML new reservoir and pipeline	2	NO	
Refurbishment and resealing of the Maokeng reservoir	11	YES	
Refurbishment of C Pump Station	17	NO	
			TO

Appendices

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (NAMES, LOCATIONS)				
None that the municipality is aware of.				
Clinics (NAMES, LOCATIONS)				
None that the municipality is aware of.				

Appendices

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

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:	None that the municipality is aware of.	
Housing:		
Licensing and Testing Centre:		
Reservoirs		
Schools (Primary and High):		
Sports Fields:		

TQ

Appendices

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Declaration of Loans and Grants made by the municipality: 2019/20				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2019/20 R' 000	Total Amount committed over previous and future years
No grants or loans were made during the financial year.				
* Loans/Grants - whether in cash or in kind				TR

VOLUME II: ANNUAL FINANCIAL STATEMENTS