

CHAPTER 1

MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVEVIEW

1. INTRODUCTION

This Annual Report mirrors the performance of the Emfuleni Local Municipality against pre-determined objectives, as well as on achievements obtained and challenges encountered by the municipality during the period under review.

The Annual Report is structured into the following 5 Chapters:

- ♣ Chapter 1 of the report provides an overview of the municipality, and a summary of key service delivery imperatives;
- ♣ Chapter 2 is Good Governance and Public Participation;
- ♣ Chapter 3 is on the implementation of the municipality's Service Delivery and Budget Implementation Plan ("SDBIP");
- ♣ Chapter 4 includes the Human Resource Administration and Organizational Development aspects of the municipality.
- ♣ Chapter 5 are the unaudited financial statements of the municipality; and
- ♣ Chapter 6 Auditor General Findings and Action Plans

The annual report of the Emfuleni Local Municipality for the period of 1 July 2021 to 30 June 2022 is presented in accordance with Treasury Regulations and section 121 of the Municipal Finance Management Act 56 of 2003, when read in conjunction with section 46 of the Municipal Systems Act of 2000.

1.1 Municipal Overview

Emfuleni Local Municipality (ELM) is one of the three local municipalities that constitute the Sedibeng District Municipality. It is the Western-most local municipality of the district, which covers the entire southern area of the Gauteng Province extending along a 120 kilometers axis from east to west. It covers an area of 987.450 km².

The municipality has two main business districts, namely, Vereeniging and Vanderbijlpark. It forms the "heartland" of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa.

It comprises six large townships namely Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso. The other ten small settlements that are suburban in nature and are within a six kilometers radius of the above towns: they are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonair park.

The following map depicts the townships that constituted by the municipality:



Map-showing-different-locations-in-Emfuleni Local Municipality

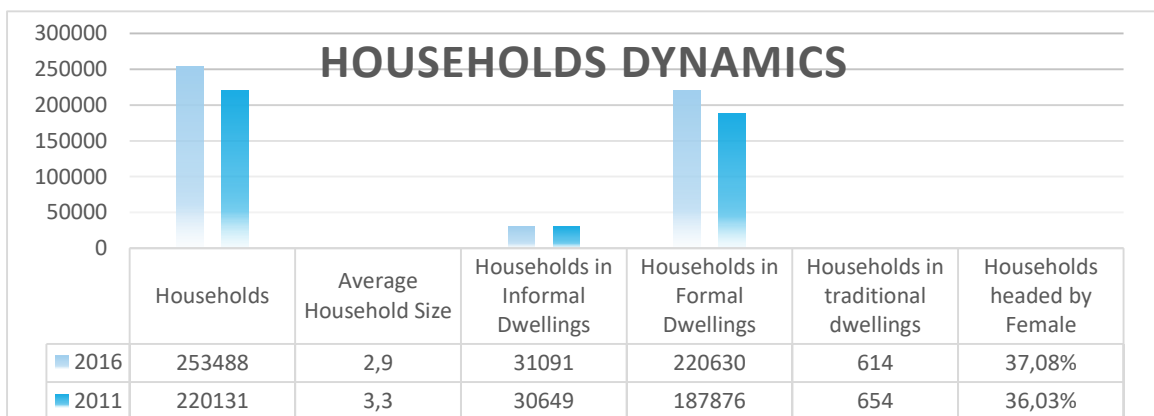
1.1.1 Population Distribution

Year	Population By Sex		Population Group By Age			Total Population
	Males	Females	0-14	15-64	65 -	Total
2016	361 692	371 752	188 801	474 865	69 779	733 445

(Source: Community Survey 2016)

According to the 2016 community survey, Emfuleni Local Municipality has a population of 733,445 people. In 2016, people aged 0-14 were 188,801, people aged 15-64 were 474,851, which is a majority age group with and those aged 65 and up were computed at 69,779.

1.2.2 Households Dynamics



Source: Stats SA 2011 and Community Survey 2016

According to Stats SA 2011 and the Community Survey 2016, the number of households increased from 220 131 in 2011 to 253 488 in 2016. In terms of average household size, it has decreased from 3.3 in 2011 to 2.9 in 2016.

The table also depicts Emfuleni household distribution by principal dwelling type. Emfuleni is mostly made up of formal dwellings, with only a few informal, traditional, and other types of households.

1.1.3 Socio- Economic Status

Employment levels

The municipality area has a relatively high unemployment levels, with 33% of the economically active population being unemployed or discouraged to continue looking for work. In total, 61% of the economically active population in the municipality are employed. The unemployment rate can be expressed as the number of economically active people who are willing and able to work but do not have jobs. Unemployment is one of the major contributors to poverty as unemployed people are not able to provide for their household's basic needs due to the lack of disposable income.

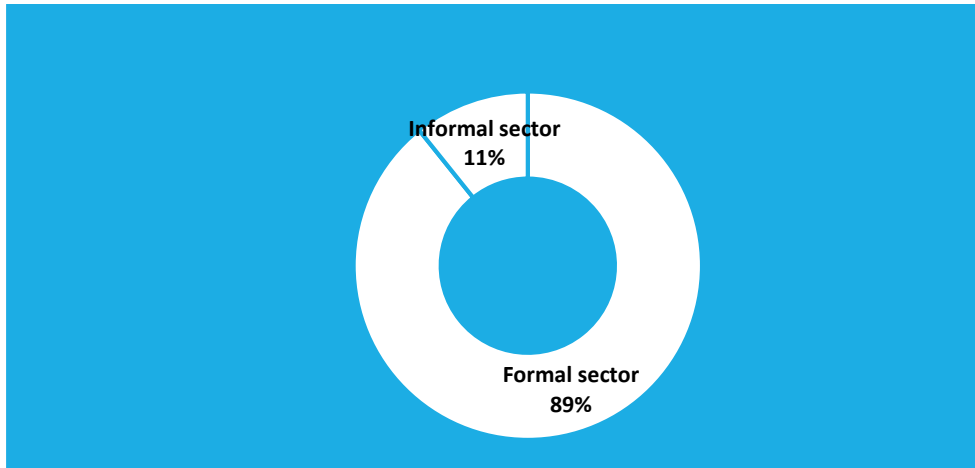
Sector Analysis

Agriculture, forestry and fishing, manufacturing, wholesale, retail trade characterize the economy with the municipal area. However, growth in these sectors are fluctuating while infrastructure services are declining. Finance, property, etc. and government, community and social services are steadily growing.

The table below surveys the performance of these sectors:

SECTOR	PERFORMANCE
Agriculture, forestry and fishing	180 839
Mining and quarrying	339 654
Manufacturing	7 079 430
Wholesale and retail trade	3 182 991
Finance, property, etc.	10 129 447
Government, Community, and social services	6 291 198
Infrastructure services	878 668

Formal and Informal Sector



Source: Census 2011

According to the graph, 90% of the economically active population of Emfuleni Local Municipality are employed in the formal sector of the economy. Only 11% is the economically active population work in the informal sector of the economy.

1.2 NATURAL RESOURCES

Major Natural Resource	Relevance to Community
Natural Watercourses, Vaal River and Wetlands.	Watercourses define uninterrupted greenbelts with many opportunities to develop recreational open spaces to generate greater business opportunities and employment.
Rich coal fields close to the Vaal River.	The discovery of coal close to the Vaal River led to the establishment of Vereeniging in 1892 and in 1941 a new Iron and Steel works for ISCOR(Mittal) was built in Vanderbijlpark and attracted other industries that contributed to employment and economic growth of the area.

Other Resources

The municipality's combined effects of its natural resources and historical heritage have carved an important economic/market niche that gives it an edge over other localities in Gauteng Province. The physical landscape is predominantly structured by continuous natural watercourses (spruits) which empty their content into the Vaal River that constitutes the former's municipal boundary.

ELM is rich in history as it encapsulates the South African War with the signing of the peace treaty in Vereeniging, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic in 1996 in Sharpeville.

Overview of Neighborhoods within Emfuleni Municipality

Vanderbijlpark	29 998	
Vereeniging	31 113	
Sebokeng	51 546	
Boitumelo	4 809	
Sharpeville	10 497	
Evaton	28 614	
Arconpark, Sonlandpark, Three Rivers and extensions	7 677	
Three Rivers East and Extensions, Sebokeng and units	52 323	
Evaton and Extensions, Evaton West	28 614	
Extensions, Sharpeville and Extensions	10 497	
Bophelong and Extensions, Boipatong and Extensions	18 216	
Lasiandra, Mantervrede, Van Waartshof	303	
Stephano Park, Staalrus, Houtkop	348	
Loch vaal/Barrage, Boiketlong, Lybya	3 546	
Vaaloewer, New Village, Sebokeng Zone 7	150	
Sonderwater, Sebokeng zone 24	No official stats figure available	No official stats figure available

1.3. SERVICE DELIVERY

1.3.1 Electricity

Emfuleni Local Municipality is licensed by NERSA to provide electricity in Vanderbijlpark, Bophelong, Boipatong, Vaal Oewer, Ironsyde, Eatonside, Roshnee, Rust-ter-Vaal, Tshepong and Vereeniging areas while Eskom has a license to provide electricity in the remaining areas.

However, the Municipality is still responsible for provision and maintenance of all public lighting in Emfuleni and Eskom Licensed areas.

The municipality's electricity infrastructure is characterized by the following:

Item	Quantity
Primary substations	38
Secondary substations	636
Miniature substations	505
High voltage cables (m)	80,488
High voltage overhead lines (m)	88,782
Low voltage cables (m)	1210,445
Low voltage overhead lines (m)	635,782
Streetlights	24 500
High mast lights	662
Traffic lights	124
Household with Prepaid electricity meters	70 089
Bulk Meters connected on-line	1391
Conventional electricity meters	13635

Electricity Bulk Purchases

In accordance with the latest statistics reported to National Energy Regulator of South Africa (NERSA) there are approximately 69330 consumers of which 64751 are residential and agricultural. The residential and agricultural consumers consume approximately 20% of the total energy distributed by the municipality. The other 80% of electricity is consumed by the industrial and business consumers.

The bulk purchase of electricity procured from Eskom for 2021/22 amounted to R 2 868 906 429. The material electricity losses of R598 556 898 were incurred, which represents 23% of total electricity purchased. These losses occur mostly from illegal connections to electricity networks, physical losses related to network activities and economic losses due to faulty meters.

Energy Efficiency and Green Energy Initiatives

ELM adheres to the international drive for energy efficiency and utilizes electricity equipment that has the highest possible level of efficiency. This include low loss transformers and the optimization of cable and overhead line systems to reduce "losses" to the minimum. Further use is made of more energy efficient lighting sources for public lighting (street lighting as well as traffic signals).

Most of the street lighting in the area has been replaced with more energy efficient units and the plan is to replace the remaining 5% financial reporting year. The replacement to date has put already led to a saving of 55% of the streetlight energy consumption. Furthermore, with the change in technology the municipality is piloting LED lights as an initiative to save energy. The municipality also encourages the developers of new areas to make use of energy efficient building methods as well as solar power systems.

Illegal connections

In dealing with illegal connections, the municipality has installed special locking mechanisms in most meter boxes in the area. This was done with the aim of reducing the chances of consumers connecting

themselves illegally onto the reticulation system and also to keep the meter boxes locked at all times for the safety of the households situated near these meter boxes. The municipality has security measures in place also in all its main substations and selected substations in order to eradicate theft and illegal connections.

The municipality has moved 1202 business meters to online system in order to issue accurate billing and detect any discrepancies in bulk meters. This migration to online meter reading system is instrumental to the efforts of the municipality to provide customers with accurate billing and improvement of revenue.

Free Basic Electricity

Free Basic Electricity (FBE) is provided to all registered indigents at 50kWh per month. FBE is provided to approximately 3411 consumers on a monthly basis (to date 610 consumers are supplied by the municipality and 2801 consumers supplied by Eskom). Above 90% of all electricity complaints received were resolved. Attended to within 24 hours of being received by the municipal Control Centre.

1.3.2 Water and Sanitation

The mandate for the municipality is to ensure that households have adequate access to basic services. The current level of providing basic services to the municipal community is high. Most formal households have access to both water and sanitation services, and 98.8% of informal settlements have access to basic water within 200 meters.

Bulk Water Purchases

The total cost of bulk water purchases for the municipality in 2021/2022 was R 952 820 279.00 Total material water losses of R733 720 550 were incurred by June 2022, representing 63,7 % purchased. Water losses were primarily caused by illegal network connections during the financial year under review, while economic losses were caused by faulty metres.

1.3.3 Solid Waste and Landfill Management

The municipality waste management function focuses into the following areas: household waste, illegal dumping, business and industrial refuse collection, clean-up of the informal settlements, clean-up of the central business district, and landfill site operations and management. ELM regions have a total of 22014 households, with 190786 households receiving weekly waste collection. The remaining households are informal settlements that benefit from the removal of illegal dumping from their surroundings. Daily waste collection from businesses takes place in the Vanderbijlpark-Vereeniging area, as well as in the region of Sebokeng and Evaton.

There are three landfills in the municipality: (Boitshepi, Palm Springs and Waldrift). During the 2021/2022 fiscal year, operational landfills sites were audited. The audits' goal is to determine the extent and amount of waste disposed of, as well as the remaining usable airspace. The audit findings indicated Boitshepi and Palm Springs are usable and proposed closure Waldrift.

1.3.4 Roads and Storm water

The Roads and Storm Water function is responsible for planning, constructing, and maintaining Emfuleni's road and storm water infrastructure network. The functions are divided into three divisions: planning and projects, operations, and maintenance. There are three (3) maintenance depots in the Vanderbijlpark, Vereeniging, and Sebokeng areas. In total, these depots are in charge of maintaining 1,510 km of asphalt roads, 1,045 km of gravel roads, 158,445 m² of road markings, and 14,602 road signs. This makes sure that the road network works.

In regard to annual maintenance of roads and storm water, the table below indicates achievements for 2021/22 financial year.

Key Activities	Actual Achievement
Stormwater Maintenance	3 508 m
Road Re-sealing	14.02 km
Potholes patching	11 528 m ²
Gravel Roads Maintained	272.7 km

Challenges

There is still backlog in the repair and maintenance of the tar roads, and Emfuleni is working hard to address the issue before it worsens and affects the entire roads structures.

Despite having insufficient yellow and white fleets, a little plant, and a personnel shortage, the department was able to meet its financial year targets by utilizing the few resources available.

Considering the current size of the available workforce, which accounts for approximately 80% of the vacant positions in the section, the municipality is considering recruiting trained personnel and even speeding up acquiring training and skills development programs for existing employees.

1.4 ORGANIZATIONAL DEVELOPMENT

The municipality has reviewed the Service Delivery Model and Macro –Organizational Structure in the quest to align with the Integrated Development Plan, Budget Processes and the MSA Regulations 21 September 2021. The Macro- structure was approved by Council on the 30th June 2022, which consists of the following Clusters:

- a) Corporate Services;
- b) Community Services;
- c) Executive Cluster (COO and Political Offices);
- d) Economic Development & Planning;
- e) Financial Services;
- f) Public Works;
- g) Water & Sanitation Services;
- h) Infrastructure Planning & Development; and
- i) Internal Audit is indirect reporting administratively to the Accounting Officer, the function reports direct to the Internal Audit Committee.

The position of the COO has been re-introduced as the following functions were “hanging”:

- a) Political Offices;
- b) Performance Management;
- c) Integrated Development & Planning;
- d) Strategy & Policy;
- e) Chief Risk Officer;
- f) Intergovernmental Relations;
- g) Monitoring & Evaluation;

The Micro-Structure is yet to be finalized as the process of consultations is still on-going with the target of finalization in the third quarter of 2022/23 due to many considerations, e.g. financial position, some vacant Executive Director positions etc

Another significant performance milestone is the establishment of the body of knowledge and capacity in the Municipal Standard Charts of Accounts (mSCOA) throughout the organization. The municipality has workstreams as prescribed in the mSCOA circular and departments are currently engaging in

mapping out the Fifteen Business Processes as required. Managers, Assistant Managers and other supervisory levels have been trained in mSCOA hence the ability to map departmental business processes.

Ethics awareness workshops were conducted at various job levels, for example Job Level 2-3, Level 6-14 were and training on Train the Trainer were done by the Ethics Institute of South Africa for Ethics Champion and other change agents. The awareness workshops are scheduled for the new financial year with organized labour and other stakeholders. The Speaker's Office was very key to the training of Councillors on ethics. The structure and policies are at the advanced stage of establishment and approval. The Ethics Committee has been exposed to the Ethics Committee Terms of Reference, Ethics Committee Tool Booklet from SALGA, Ethics Strategy, and Ethics Pledges for Councillors, Officials and Ward Committees and Ethics Implementation Plan 2021/2022.

The Job Evaluation committee has thus far evaluated three hundred and fifty-four (354) jobs at various levels in the organization. The Job Evaluation processes for the next financial year will be affected with the pronouncement of section 139 of the Municipal Finance Management Act 56 of 2003. This pronouncement has amongst other interventions prompted the Review of the Functional Organizational Structure of the municipality.

Employees Assistance Programme

- ❖ Ongoing EAP counselling: 300+ Employees consulted
- ❖ HIV Counselling and Testing (HCT)- none were conducted due to lack of appetite from Executive Director to fill the two-budget existing HIV & AIDS Counselor positions.
- ❖ Medical Surveillance- employees took part (vital signs e.g. glucose, TB, Body Mass Index, High Blood and cholesterol, etc. with the partnership with Clinix Sebokeng
- ❖ Trauma Awareness Workshops: 60+ employees took part in the trauma awareness workshops at various Departments;
- ❖ Financial Management Workshops: 217 employees were reached through financial management workshops, including pre-retirement programmes
- ❖ Additionally, Flu vaccinations were provided to ELM employees belonging to various Medical schemes: 200+ employees were reached

The above are meant to address and contribute to the National Key Performance Area "Releasing Human Potential" and which is in line with section 152 (1) (d) of Act 108 of 1996.

The following Employee Assistance Programme (EAP) interventions are continuously done for the employees by self and formal referrals and pro-active programmes.

- ❖ Individual Counselling
- ❖ Financial Management Workshops/pre-retirement
- ❖ Communication & Conflict management Workshops
- ❖ Attitudes/Behaviour & Absenteeism Workshops
- ❖ Trauma debriefings/awareness
- ❖ Medical Surveillances
- ❖ HCT
- ❖ World Aids Day
- ❖ Referrals for Counseling and Psychological interventions

1.4.1 Human Resources

The responsibility of the Human Resources function is to render effective as well as innovative HR services that address both skills development and the personnel administrative function. Only 44% of reviewed HR policies drafted is yet to be approved by Council due to non-sitting of the LLF and Basic Conditions subcommittee. Furthermore 36 Vacancies were filled on the critical priority vacancies list

during the year under review. The Municipal Council approved the Human Resources Management and Development Strategy which is a blueprint for the Human Capital Management.

The Workplace Skills Plan (WPSP) for 2022/2023 financial year together with the Training Plan were submitted to the Sector Education and Training Authority for Local Government (LGSETA) by end April 2022 as required by the Skills Development Act, 1998 (as amended).

1.5 FINANCIAL OVERVIEW

The municipality had budgeted for a surplus of R300m for this financial year, however only realized a deficit of R1 566b. The deficit was mainly due to bulk purchases and other expenditure (unallocated) which performed above projections.

The operating revenue was 6% over the annual budget, this can be attributed to fines income as well as grants in kind income which did not perform as per projection. Budget provision for fines was based on previous trends, however the Corona virus and Disaster Management Regulations resulted focus being based on other priorities and less fines being written out.

The below table depicts a snapshot of the audited statement of financial performance for the financial year under review.

2021/22			
	Adjusted Budget R'000	Actual R'000	Achievement %
Operating revenue	6,551,362	6,975,533	106%
Operating expenditure	6,250,644	8,577,208	137%
Surplus/(deficit)	300,719	1,566,610	

*See detailed Statement of Financial Performance in Chapter 5

Analysis of operational income

Services	2021/22	2020/21	Year on Year increase (%)	Approved tariff increase (%)
	R'000	R'000 (Restated)		
Assessment rates	1,016,800	915,309	4.8	17.2
Electricity	2,868,907	2,563,294	4.8	8.61
Water	952,821	779,742	5.8	19.9
Refuse	190,164	170,936	5.82	9
Sewer	307,366	280,468	5.82	17.2

Assessment rates – the tariff increase was 5.2% in 2021/22. Actual increase in revenue was 5%, which can be attributable mainly to the increase in valuation of properties and new developments around Emfuleni Municipality.

Electricity – the tariff increase for 2021/22 was 4.8% and actual increase in revenue was 8%. The difference is attributable to increase in electricity consumption by consumers. Water – the tariff increase was 7.9% in 2021/22%, and revenue for the current year reduced by 29% which can be to a certain extent be attributed to the Nationwide campaign by the Department of Water and Sanitation and Local Government on utilization of water sparingly.

Refuse – the approved tariff increase was 9%. The actual increase in revenue was 13%, which is in line with the tariff increase. Sewer – the approved tariff increase for 2021/22 was 5.82%. Sewer revenue for

the current year reduced 15%. This can be attributed to the nationwide campaign by the Department of water and Sanitation and Local Government to utilize water sparingly.

Analysis of operational expenditure:

Major Key cost drivers and non-cash items are analyzed below:

	2021/22 (Adjusted budget)	2021/22 (Actual)	2020/21 (Actual) Restated	2020/21 Achievement (Budget vs Actual)
	R'000	R'000	R'000	
Cash items				
❖ Employees cost	1,342,599	1,137,542	1,100,479	85%
❖ Repairs and maintenance	112,126	395,918	103,531	353%
❖ Bulk purchases – Electricity	1,152,780	2,513,980	2,166,639	218%
❖ Bulk purchases – Water	1,906,754	1,043,811	1,056,346	55%
❖ Contracted services	439,961	13,705	3,069	3%
Non-Cash items				
❖ Depreciation	374,524	3,424	19,684	1%
❖ Debt impairment	942,430	1,355,132	1,080,097	144%

- Employee remuneration was 15% underspent due to savings from funded but unfilled positions.
- Repairs and maintenance was over spent by 253% due to insufficient provision being made in the budget.
- The high expenditure on bulk water and electricity is due to electricity and water theft, unmetered households and water leakages due to old infrastructure.
- An amount of +-R76 million which relates to security was re-classified from general expenditure to contracted services due to the quantum and the fact that we are using contractors for security. The security cost increased because the municipality took over the security for sewer treatments plants when ERWAT left.
- Depreciation was above the budgeted amount due to insufficient provision made in the budget.
- Debt impairment provision was 44% above the budgeted amount due to insufficient provision made in the budget.

Cash flow and liquidity ratios

	NORM	2018/19	2019/20	2020/21	2021/22
Liquidity Ratio	2.1	0.28	0.36	0.36	0.28
Cost coverage ratio	1.1	0.18	0.43	0.43	0.18
Creditors payment period	30 Days	385	442	361	339

Analysis

The municipality continued to experience the cash flow challenges in the year under review and the situation has further declined when compared to the previous year. The current ratio was sitting at

0.36:1(2021/2022 - 0.28:1) at the end of the financial year which was below the norm of 2:1. This indicates the inability to settle invoices within the regulated 30 days' timeframe. On average as per the above table, the current turnaround time to settle creditors' invoices is 339 days.

The cost coverage ratio is also not favorable, indicating that the challenge faced by the municipality to cover its monthly fixed costs with the available reserved funds. The norm for this ratio is 90days (three months) and the municipality was sitting at less than a month, meaning the municipality cannot survive a single month without additional cash collection.

Remedial action

Certain sections of the Municipality (Finance, Fleet, & IP&D) were under administration in the current financial year, as a result a team of administrators with a Lead Administrator were seconded to the Municipality to assist turn around the above-mentioned departments. Cash flow was directly managed by the team of administrators in consultation with the municipality's executive team.

1.6 STATUTORY ANNAUL PROCESS

No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalize the 4th quarter Report for previous financial year	August
4	Submit draft year 2021/22 Annual Report to Internal Audit	
5	Audit/Performance committee considers draft Annual Report of municipality and entities	
6	Executive Mayor tables the unaudited Annual Report at the council	
7	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	September /October November
8	Auditor General audits Annual Report including Annual Financial Statements and Performance data	
9	Municipalities receive and start to address the Auditor General's queries	
10	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	January
11	Audited Annual Report is made public and representation is invited	
12	Oversight Committee assesses Annual Report	
13	Council adopts Oversight report	December
14	Oversight report is made public	
15	Oversight report is submitted to relevant provincial councils	
16	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input	January

1.7 AUDITOR GENERAL REPORT

REPORT OF THE AUDITOR-GENERAL TO GAUTENG PROVINCIAL LEGISLATURE AND THE COUNCIL ON EMFULENI LOCAL MUNICIPALITY

Report on the audit of the financial statements

Qualified opinion

I have audited the financial statements of the Emfuleni local municipality set out on pages 1 to 110, which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the municipality as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with Standards of Generally Recognised Accounting Practise (Standards of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 9 of 2021 (Dora).

Basis for qualified opinion

General expenditure

The municipality did not recognise all general expenditure incurred in the current year financial statements. Consequently, general expenditure was understated by R729 870 648, and the total trade payables was understated by R729 870 648 in the financial statements. Furthermore, the misstatement had an impact on the surplus for the period on the financial statements.

Context for the opinion

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.

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.

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

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

I draw attention to note 35 to the financial statements, which indicates how the structural economic challenges and resultant financial distress have affected the municipality to date, resulting in certain material uncertainties related to the future financial position, performance and cash flows of the municipality. These events or conditions along with the other matters as set forth in note 35, 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

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

Restatement of corresponding figures

As disclosed in note 33 to the financial statements, the corresponding figures for 30 June 2021 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2022.

Material uncertainties

With reference to note 31 to the financial statements, the municipality is the defendant in various lawsuits. The outcome of these matters could not be determined and/or reliably measured; therefore, no provision for any liabilities that may result was made in the financial statements.

Material Impairments

As disclosed in note 3 to the financial statements, the trade and other receivables from exchange transactions balance has been significantly impaired. The allowance for impairment amounts to R4 417 610 273 (2022: R8 671 786 694), which represents 87.9% (2020-21: 95. %) of total trade and other receivables from exchange transactions. The contribution to the allowance for impairment was R964 106 985 (2020-21: R788 546 015).

As disclosed in note 4 to the financial statements, the trade and other receivables from non-exchange transactions balance has been significantly impaired. The allowance for impairment amounts to R1 103 787 516 (2020-21: R1 801 935 154), which represents 80.5% (2020-21: 72,6%) of total trade and other receivables from non-exchange transactions. The contribution to the allowance for impairment was R391 024 689 (2020-21: R291 550 695).

Distribution losses

As disclosed in note 40 to the financial statements, material electricity losses of R598 556 898 (2020-21: R527 403 154) were incurred, which represents 23% (2020-21: 21.87%) of total electricity purchased.

As disclosed in note 40 to the financial statements, material water losses of R733 720 550 (2020-21: R592 530 225) were incurred, which represents 63.7% (2020-21: 57%) of total water purchased.

Disclosure on the impact of Covid-19

I draw attention to note 44 in the financial statements, which deals with the impact and possible effects of Covid-19 on the municipality's current, future performance and cash flows

Responsibilities of the accounting officer for the financial statements

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.

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

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.

A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

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 presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

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.

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 key performance area presented in the municipality's annual performance report for the year ended 30 June 2022:

Key performance area	Pages in the annual performance report
KPA 2 – Basic service and infrastructure	4-16

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

The material findings on the usefulness and reliability of the performance information of the selected key performance area are as follows:

Key Performance Area (KPA) 2- Basic Service and Infrastructure

Indicator BS. 03 Number of new electricity meters replaced in ELM licensed area of supply

The achievement of 1285 electricity meters replaced in ELM licensed areas of supply was reported against the target of 2200 in the annual performance report. However, some supporting evidence provided materially differed from the reported achievement, while in other instances I was unable to obtain sufficient appropriate audit evidence. This was due to the lack of accurate and complete records. I was unable to further confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.

Various indicators

The achievements reported in the annual performance report materially differed from the supporting evidence provided for the indicators listed below:

Indicator description	Reported achievement
BS 02 Number of additional dwellings provided with connections to main electricity supply by the municipality.	17
BS 05 Number of electrical substations refurbished/upgraded/new.	5

Various indicators

I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 2 of the 28 indicators relating to this programme. This was due to the lack of accurate and complete records. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below:

Indicator description	Planned target	Reported achievement
BS. 15 Percentage achievement to a turnaround time to restore all potable water service interruptions (current norm to comply with is 48 hours).	50%	36%
BS. 20 Percentage achievement to a compliance to turnaround time (48 hours) to restore wastewater service interruptions after reported.	50%	45%

Other matter

I draw attention to the matter below.

Achievement of planned targets

Refer to the annual performance report on pages 1 to 39 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 paragraphs 26 to 28 of this report.

Report on the audit of compliance with legislation

Introduction and scope

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.

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

Annual financial statements

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 revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatement resulted in the financial statements receiving a qualified audit opinion.

Expenditure management

Money owed by the municipality was not always paid within 30 days as required by section 65 (2)(e) of the MFMA.

Reasonable steps were not taken to prevent unauthorised expenditure amounting to R2 708 864 475 as disclosed in note 37 to the financial statements, in contravention of by section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending on the public works budget vote.

Reasonable steps were not taken to prevent irregular expenditure amounting to R232 305 800 as disclosed in note 39 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with supply chain management (SCM) regulation 36.

Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R827 881 210, as disclosed in note 38 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest charged by suppliers due to late payments.

Procurement and contract management

Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.

Some of the contracts above R30 million did not include a condition for mandatory subcontracting to advance designated groups, as required by the 2017 Preferential Procurement Regulation 9(1).

The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA. Similar non-compliance was also reported in the prior year.

Consequence management

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.

Irregular expenditure incurred by the municipality were not investigated to determine whether any person was liable for the expenditure, as required by section 32(2)(b) of the MFMA.

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.

Other information

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 selected key performance area presented in the annual performance report that has been specifically reported in the auditor's report.

My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on thereon.

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 key performance area presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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 the auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

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 accounting officer did not exercise adequate oversight responsibility regarding financial and performance reporting, compliance with laws and regulations and related internal controls which resulted in instances of non-compliance with the MFMA and SCM regulations.

Senior management did not prepare accurate and complete financial and performance reports that are supported by reliable evidence. The financial statements and the annual performance report contained material misstatements which were identified during the audit process. In addition, there were repeat non-compliances with the MFMA and SCM regulations.

Material irregularities

In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit.

Material irregularities identified during the audit

The material irregularity identified is as follows:

Failure to pay tax payable (VAT) by the required timeframe

The municipality failed to pay the tax payable amounting to R19 295 711,75 for the month of April 2021 by the last business day of the month of May 2021 to the commissioner as required by section 28(1)(b)(iii) of the Value Added Tax Act. As a result of this failure to pay the tax payable by the required timeframe, the commissioner of the South African Revenue Services (SARS) imposed a penalty amounting to R1 929 571 which represents 10% of the tax payable for the month of April 2021. The municipality paid the penalty on 11 June 2021.

The non-compliance is likely to result in a material financial loss if not recovered. The amount is disclosed in note 38 as a comparative to the 2021-22 annual financial statements.

The accounting officer was notified of the material irregularity on 15 December 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter.

The accounting officer has taken the following action to address the material irregularity:

- Filed a request for a remission with SARS on 31 March 2022 to request the Commissioner to remit the imposed penalty.

I will follow up on the progress of the filed request for remission with SARS during my next audit.

Material irregularities in progress

I identified material irregularities during the audit and notified the accounting officer, as required by material irregularity regulation 3(2). By the date of this auditor's report, I had not yet completed the process of evaluating the responses from the accounting officer. These material irregularities will be included in the next year's auditor's report.

Other reports

There were no investigations in the financial period under review.



Johannesburg , 2 December 2022

CHAPTER 2: GOVERNANCE

Good Governance in the municipality embodies processes, structures and systems by which municipality is directed, controlled and held to accountable. It is characterized by a dynamic interface between political office bearers, political structures and administration,

Administration governance in the municipality focuses on seven (7) areas, namely Risk Management, ICT Governance, Integrated Development Plan, Performance Management, Monitoring and Evaluation, Inter-governmental Relations. Whilst the political governance, encompasses Council, the Mayoral Committee, Section 79 and 80 Committees of Council.

The Political wing constitute the Executive Mayor, which then appoints the Members of the Mayoral Committee to serve on the Mayoral Committee. Each member of the Mayoral Committee heads a portfolio committee in terms of Section 80 of the Municipal Systems Act of 1998. The Speaker acts as Chairperson of Council whereas the Chief Whip is the chairperson of all parties in Council.

POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

The Mayoral Committee of Emfuleni Local Municipality is the political governance structure that is established in terms of Section 60 of Local Government: Municipal Structures Act 117 of 1998. Cllr Siphso Radebe is the Executive Mayor of Emfuleni Local Municipality and the public face of the municipality. He is the chair of the Mayoral Committee comprising of ten (10) Councillors accountable him. The Mayoral Committee meets on a regular basis to co-ordinate the work of municipality and make recommendations to Council. The Executive Mayor steers the development and implementation of Integrated Development which encapsulates service delivery and performance.

Cllr Sibongile Soxuza is the Speaker of Emfuleni Local Municipality. The Speaker carries out the duties of Chairperson of the Municipal Council under the Municipal Structures and Systems Act. She enforces the Code of Conduct and exercises delegated authority in terms of the Municipal Systems Act. She ensures that Council meets frequently as per the as part of the legal provision under Municipal Structures Act. She maintains order during the meetings and that Council meetings are conducted in accordance with rules and orders of Council. Over and above these roles, the Speaker also a driving force of the public participations, petitions, ward committees, capacitation of Councillors' with specific reference to their portfolios.

Cllr Cllr. Jantjie is the Chief Whip of the municipality. The role of the Chief Whip is to strengthen and maintaining healthy relations between all the parties in Council. The Chief Whip is also responsible for ensuring that that portfolio committees are functional and that councillors are allocated appropriately. In addition, the Chief Whip of Council also ensure facilitation and implementation of whippery, study groups, multi-party forums.

2.1.1 Municipal Council

Council collectively is comprised of 90 councilors of which 45 are Ward Councilors and 45 are Proportional Representatives (PR) Councilors. The Councilors at Emfuleni Local Municipality participate in the decision making and represent the local constituencies in Council.

Councilors contributes to the strategic direction of the municipality through their participation in the development and revision of Integrated Development Plan (IDP). They engage through the public participation meeting, ward committee meeting to consider the diversity of interest of the local communities.

Council and Mayoral Committee Meetings as at June 2022:

	Meetings	Resolutions Passed
Council	17	215
Mayoral Committee	16	17
Total	33	232

During the year under review Council held seventeen (17) meetings. During these meetings 215 resolutions were passed. On the other hand, the Mayoral Committee had Sixteen (16) meetings and in those, seventeen (17) resolutions were passed.

Key decisions and commitments taken in these meetings:

During the period under review; the municipality passed a total of 196 resolutions which were considered under ordinary and special sittings. These types of meetings are opened to members of the public who attends under the observer status.

Council also considered and approved a total of 19 resolutions which were approved in enclosed meetings; referred to as In-Committee Meeting. Under this arrangement only confidential reports are considered and members of the public as well officials including members of the Executive Committee are excluded.

This brings the number of resolutions to 215 between July 2021 to June 2022. All Council resolutions are equally important; however, their key resolutions that stand-out in that they determine the direction the municipality ought to take and have direct impact on a number of areas that form part of the mandate of the municipality. These types of resolutions directly impact on the following areas:

- Governance
- Service Delivery
- Economic Development and Enhancement
- Improving Quality of Lives
- Policy Gaps
- Cost Curtailment and Control of Excessive Expenditure
- Budget Monitoring & Control
- Improving Labour Peace
- Support and Enhancement of Public Participation

2.1.2 Council Committees

Section 80 Committees

Each member of the Mayoral Committee heads a Portfolio Committee in terms of Section 80 of the Municipal Structures Act of 1998. The Section 80 Committees are set up to deal with oversight roles, support and perform the advisory role to the Executive Mayor and Council.

The Mayoral Committee of the municipality has the following portfolios: Corporate and Governance, Basic Services, Environmental Management and Planning, Public Safety, Health and Social Development, Finance and Revenue, Agriculture, Local Economic Development and Planning, Human Settlement, and Infrastructure Planning, Development and Assets Management.

Section 79 Committees

Ethics Committee: The Ethics Committee is chaired by the Speaker of Council Cllr. Sibongile Soxuza. The committee ensures compliance with the Code of Conduct as set out in Schedule 1 of the Local Government: Municipal Systems Act 32 of 2000 as amended. The Code requires that a Municipal

Council may establish a special committee to investigate and make a finding on any alleged breach of the Code and make appropriate recommendations to the Municipal Council.

The Audit Committee: The Audit Committee is a committee of the Council and performs the statutory responsibilities assigned to it by the Local Government: Municipal Finance MFMA (sections 165 and 166), and other relevant responsibilities delegated to it under its charter by the Council. The committee is chaired by DS Nage. It is an independent advisory body that advise Council, the political office-bearers, the accounting officer and the management of the municipality on matters relating to internal financial control and internal audits; risk management; accounting policies; the adequacy, reliability and accuracy of financial reporting and information and performance management.

Municipal Public Accounts Committee: The Municipal Public Accounts Committee (MPAC) is functional and is headed by Cllr. MM Nthebe. The MPAC is the custodian of the Annual Report and also heads up all forms of community or public participation on the annual report. During the year under review the committee held nine 4 meetings to give an expression on the quarterly performance report and annual report. The committee has fully considered the 2020/2021 Annual Report with its content submitted to Council to adopt the Oversight Report.

Council approved 2020/2021 Annual Report on time with reservations. In addressing the reservations, the following recommendations were made:

- *Operational Clean Audit Plan and key commitments be submitted to Council on quarterly basis addressing the Auditor General's findings;*
- *Measures be taken to improve cash flow;*
- *Financial Statements be prepared quarterly to comply with Section 122 of Local Government: Municipal Finance Management Act of 2003;*
- *Supply Chain Management Policy and Regulations be enforced at all times; and*
- *Report on all investigation as indicated by the Auditor General of South Africa be finalised.*

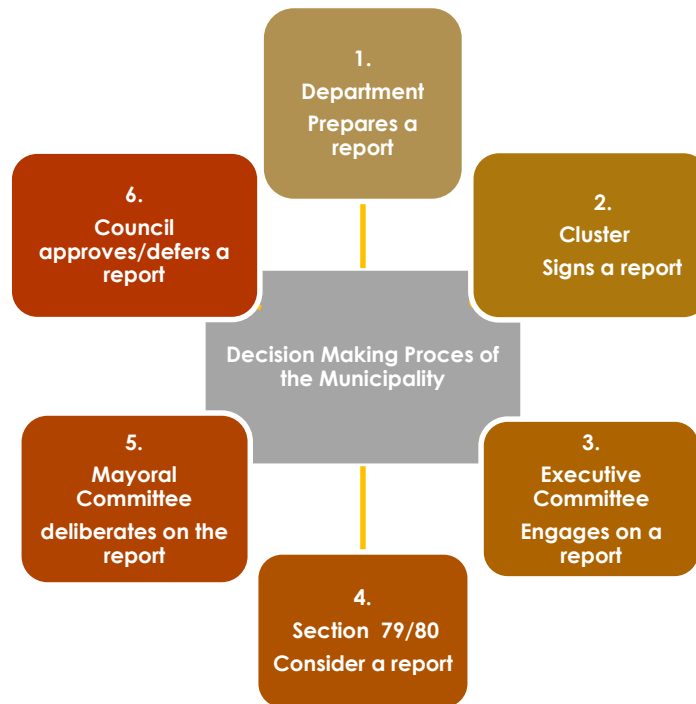
Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013 is a new framework which prescribes that municipalities embark on a process of disestablishing the old Land Tribunal Committee established in terms of section 79 of the Municipal Structures Act 117 of 1998 the Town Planning and Townships Ordinance 15 of 1986.

The Emfuleni Municipal Planning Tribunal (MPT) is chaired Mr. OC Mathoma and the Deputy Chairperson is Mr. PJ Steyn. Whereas **the municipality's Appeals Authority (AA)** were established in 2016 in terms of the provisions of Sections 35 and 51 of the Spatial Planning and Land Use Management Act 16 of 2013. (SPLUMA) is headed by Ms. M Mohlala-Mulaudzi and the Deputy Chairperson is Mr. SS Short.

The purpose of the Municipal Planning Tribunal (MPT) is to consider and adjudicate on land development applications within the municipal's area of jurisdiction in terms of the delegated authority as delegated by Council. The purpose of the Appeal Authority (AA) is to consider and adjudicate on land development applications within the municipal's area of jurisdiction wherein the applicant has lodged an appeal against unsatisfactory decision taken at the MPT level. For the reporting year, eleven (11) tribunals were held.

2.1.3 Decision Making

The following is a cycle of decision-making that is followed by Emfuleni Local Municipality:



The process flow above indicates that Council decisions are taken after the report has been deliberated by various levels of authority and submitted to the Mayoral Committee which must make a recommendation to Council. When Council agrees by a majority vote, the recommendation becomes a resolution of Council.

2.2 ADMINISTRATION GOVERNANCE

The Administrative Governance of the municipality was driven by the Municipal Manager - Mr L Leseane as the Accounting Officer during the year under review. The Municipal Manager was supported by a team of 8 members of the Executive Committee. The municipal administration has the overall responsibility for management and strategic direction of the municipal business affairs. Other duties of the Municipal Administration amongst others include financial planning, reporting and accountability, enforcing internal controls, revenue enhancement etc.

The municipality is divided into 9 Administrative Clusters, each with focused and clear roles and responsibilities. They provide support function and service delivery to the community. Each cluster is responsible for its own planning and budget in accordance with the municipality's overall strategic plan. The Executive Management meetings are conducted weekly, to discuss reports that are recommended to Sections 79 and 80 respectively, Mayoral Committees and Council for approval.

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 National Intergovernmental Structures

The municipalities participate in national forums through the provincial structures such as the Min-MEC IGR Forums and other forums. Decisions taken/resolutions taken at national level are then cascaded to provincial and local governments.

2.3.2 Provincial Intergovernmental Structure

The municipality attends to issues of mutual interest with neighboring municipalities, provincial government and national government to address the nine government outcomes, policy and practice matters. The structures that our municipality participate are the following structures:

- Premiums IGR Forum;
- Ntirhisano Forums;
- Provincial and National Departmental /Sectoral IGR Forums;
- International IGR Forum;
- Municipal Managers IGR Forums headed by DG;
- Chief Financial Officers IGR Forums;
- Working Groups Forum;
- MECs/MMC's IGR Forums;
- COGTA IGR Forum;
- IGR Practitioners Forum;
- SALGA IGR Forums.

The value obtained from these forums, especially at provincial level, is implemented across the spheres of government and drive a common agenda.

2.3.3 District Intergovernmental Structures

The Emfuleni Local Municipality currently has no entities but intends to establish same in the near future. The municipality participates in the Sedibeng District Forums. The intention of the forum is to promote and facilitate intergovernmental relations and co-operative governance between the district and its locals, ensure coherent planning, development and effective provision of services, strive to eliminate conflict and competition between the different spheres of government, monitor implementation of priorities as set out in the IDPs and agree on joint programmes.

The forum is also a consultative platform on matters of mutual interest. While it is not an executive decision making body, it may adopt resolutions or make recommendations in terms of agreed procedures. Furthermore, discuss and implement matters arising from the different IGR Forums attended between the different government forums.

Locally, the municipality has established a manager's IGR forum with the sole purpose of avoiding to work in silos as clusters, support each other and implement decisions/resolutions taken at provincial and national government.

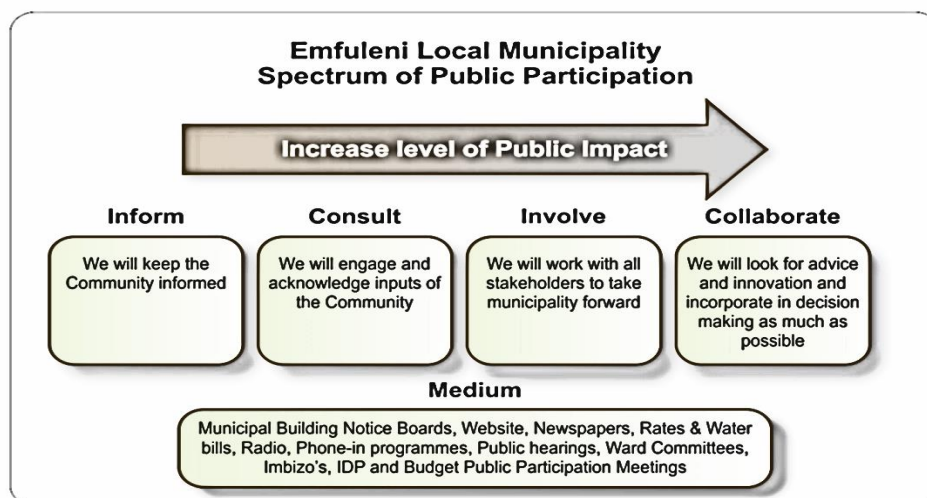
2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4.1 Public Participation and Meetings

Public participation process plays a vital role of bridging the gap between the municipality and communities. The process of communication cannot be regarded as a phenomenon which simply occurs but should be seen as a process which involves the municipality and its communities negotiating their roles with desired outcomes.

Effective communication with communities is important for both the development of our municipality and its communities. It is central and key to the work of our municipality and plays a crucial important role in contributing to the public's understanding of public service and their engagement with local issues. It also plays a vital role of bridging the gap between the municipality and communities.

The following diagram depicts the municipality's public participation and engagement spectrum: -



Public participation in the municipality is coordinated through ward committees, Petitions committee, Public hearings, IDP & Budget Public Participation Meetings, Sectors engagement meetings and Mayoral Izimbizo. These forums are also utilized as report back platforms on service delivery matters. The Speaker of Council plays an important role in coordinating public participation programs. The municipality uses various media platforms such as Notice boards, Website, Newspapers, Rates and water bills to spread information about prices, new plans, budget priorities, etc. The commercial media as well as community radio is also used to inform people, and in some cases through phone-in programmes.

2.4.2 Ward committees

There are 45 functional Ward Committees in the municipality comprising of 10 members per ward with total of 450 ward committee members. Ward Committees are established:

- To get a better participation from the community and to inform them about Council decisions. These committees seek to ensure that there is more effective communication between the Council and the community.
- To create formal unbiased communication channels and cooperative partnership between the community and the municipality in the ward
- To create harmonious relationship between the communities of a ward, the ward councillor, geographically spread community and the municipality.

During the year under review 200 ward committee meetings were held to engage on Integrated Development Plan and infrastructure projects.

2.4.3 Public Meetings

REGION	WARD NO:	DATE & VENUE	2021	2022
Region 1	18, 29, 37, 38, 39, 42 & 44	05 April Mafatsane Hall	324	223
Region 1B	19, 20, 24, 26, 40, 41 & 43	07 April Wilberforce College Hall	337	201
Region 4	2, 17, 27, 28, 31 & 33	12 April Saul Tsotetsi Sports Centre	363	196
Region 4B	30, 32, 34, 35 & 36	13 April Saul Tsotetsi Sports Centre	306	223
Region 3	11, 12, 13 & 14	14 April Rhoda Yende Hall	158	226
Region 2C	3, 8 & 22	20 April Boipatong Community Hall	405	159
Region 2B	6, 7, 23 & 25	26 April Bophelong Community Hall	472	216
Region 2C	4, 5, 9 & 10	04 May Mayor's Parlour	58	78
Region 3B	1, 11, 15, 16, 21 & 45	06 May Vereeniging Banquet Hall	132	168

2.5 INTEGRATED DEVELOPMENT PLAN AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	No
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 be calculated into a score?	YES
Does the budget align directly to the KPIs in the strategic plan?	YES
Do the IDP KPIs align to the section 57 Managers	YES
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	YES
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	YES
Were the indicators communicated to the public?	YES

2.6 RISK MANAGEMENT

Enterprise Risk Management is recognized as an integral part of responsible management to ensure improved performance, growth and sustainable value creation; and as such the municipality adopts a comprehensive and consistent approach to the management of risks within the institution.

Risk management deals with identification, evaluation and addressing risks on a continuous basis before such risks can impact negatively on the service delivery. It forms a critical part of any municipality's strategic management and operations. It is the process whereby the municipality both methodologically

and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities.

2.6.1 Risk Management Policy Statement

The municipality, in recognition of the prescripts of the Local Government Municipal Systems Act and the Local Government Municipal Financial Management Act as well as in recognition of the Batho Pele Principles and the principles of Good Corporate Governance, undertakes herein to consciously execute its executive and legislative authority through exercising and displaying qualities of ethical and effective leadership and by that promote an ethical municipal culture, effective control, good performance, good risk taking and legitimacy.

As an integral part of society, the municipality is furthermore committed to promoting growth and sustainable value creation by acknowledging the need for integrated thinking, stakeholder inclusivity and corporate citizenship in the pursuit of the achievement of municipal service delivery in a volatile, uncertain, complex and ambiguous world.

All operations are subjected to the ERM processes and it is the intention of the municipality that all Clusters work together in a consistent and integrated manner with the overall objective of ensuring that there is informed decision making in the presence of uncertainty, and that all risks are properly identified and managed. This will ensure the municipality's ability to advance and achieve its service delivery objectives with reasonable certainty.

The municipality has in terms of the implementation of risk management achieved the following successes in the reporting period:

- The position of the Chief Risk Officer was vacant during the financial year but has been advertised and in the process of recruitment. In the interim the Acting Chief Audit Executive was also acting as both the Acting Chief Risk Officer for 7 months and later the Manager Internal Audit was acting for the remainder months of the financial year.
- The functions of risk management were being performed under the internal audit unit, due to limited capacity and resources within the municipality.

The Risk Management, Anti-Fraud and Anti-Corruption Committee (RMAAC)

- The Committee has been established by Council to assist the Municipal Manager to fulfill his risk management and internal control responsibilities in accordance with the MFMA, Treasury Regulations and good corporate governance principles
- Council appointed the independent external Chairperson of Risk Management and Anti-Fraud and Anti-corruption Committee

The Risk Management Committee held meetings on the following dates:

- 28 July 2021 – In-Committee Meeting with SALGA and GPT to discuss combined risk management assistance to ELM;
- 19 August 2021 – Ordinary RMAAC Meeting
- 3 March 2022 – Chairperson In Committee Meeting with new Acting Chief Risk Officer;
- 1 April 2022 – Presentation to MAYCO at the IDP and Budget Lekgotla on the state of Risk Management within ELM;
- 5 May 2022 – In Committee Meeting with MM to discuss the state of Risk Management.
- 17 May - RMAAC Meeting
- 18 July-RMAAC meeting

The following Strategic Risk Management Documentations were developed and approved

- Risk Management framework
- Risk Management Policy
- Risk Management, Anti-fraud and Anti-Corruption Committee Charter
- Risk management Anti-Fraud and Anti-Corruption strategy
- Risk management Implementation plan
- Strategic Risk Register

Support from Gauteng Provincial Treasury and SALGA

Service Level Agreement between Emfuleni, SALGA, and Gauteng Provincial Treasury in an attempt to improve the effectiveness of the functions of risk management due to limited capacity and resources within the Municipality.

Gauteng Provincial Treasury assisted the municipality with the review of the strategic and operational risk assessments, strategic risk management documents, risk management training and workshops for both councilors and employees.

The Risk management Maturity level

The risk management maturity level is low due lack of capacity and resources and budget constraint in the department.

2.7 INTERNAL AUDIT

The Emfuleni Local Municipality (ELM) has a fully functional Internal Audit Cluster which is mandated to provide independent, objective assurance and consulting services geared towards adding value to ELM and improved quality of the service delivery. Internal Audit is an independent cluster which is a significant contributor to corporate governance within the municipality by providing assurance services.

To this end, the Internal Audit Cluster has developed and implemented a risk-based Annual Audit Plan which is aligned to the ELM strategy (IDP) and Strategic Risk Register which was adopted and approved by the Audit Committee and Council respectively.

Contributions to Corporate Governance and Operation Clean Audit (OPCA): Audit Committee and Performance Audit Committee- Internal Audit contributed to strengthening of the governance mechanisms within ELM by supporting the Audit Committee and Performance Audit Committee presenting audit reports of value adding and system enhancing nature at meetings and in so doing assisting them in exercising their legislative mandates:

MPAC- Further, the Cluster contributed to strengthening other governance mechanisms within ELM by providing technical support to the MPAC as well as by providing quality reports, which the Audit Committee used to exercise its oversight responsibility effectively in terms of its charter.

Consulting Services- Internal Audit plans includes a consulting services framework, strategy and methodology, aimed at increasing the range of value-added services that internal audit provides to its stakeholders, while maintaining its independence in relation to assurance services. Consulting services comprise a wide range of activities based on management's needs. These services are tailored to resolve specific issues that senior management identifies as requiring attention which ranges from advisory, educational and/or facilitative in nature.

Continuous Auditing- Internal Audit has introduced a continuous auditing/real time audit technique which is used to provide a snapshot of the internal controls in order to enable timely and regular

assurance of ELM control effectiveness by monitoring the compliance with key controls. This approach assists to identify the internal control gaps or deficiencies and send the warning signs to management timeously.

Internal Audit Outcomes for 2021/22

Execution of the risk based Annual Audit Plan

Based on the approved risk-based audit plan Internal Audit provided assurance and reported on the adequacy and effectiveness of controls in ELM's business processes as well as in specialized areas such as Management, Supply Chain (Acquisition), cost containment measures, waste management review, programme change management, revenue management review, review of performance information and Internal and External OPCA follow-up which resulted in a **83%** audit coverage.

Annual Assessment of the ELM internal controls

Internal Audit provided assurance in respect of the adequacy and effectiveness of controls in all the clusters. Based on the outcomes of these audits, Internal Audit provided the Audit Committee with a written assessment on the status of the ELM internal controls for the 2020/21 reporting period. For seamless approach on the achievement of clean administration at ELM this process was aligned to the Auditor-General Dash Board Report-Drivers of Internal Control which also contributes to commitments made by the Executive Mayor to improve the audit outcomes. Internal Audit reached the same assessment results and/or conclusion as the Auditor-General.

The Auditor-General requested Internal Audit to assist Management with the completion of the Dashboard by facilitating the Key Internal Control of ELM.

Summary of the status of internal Audit as Assurance provider.

The Auditor-General has assessed internal audit as unit that provide some assurance and indicated the following:

- Internal audit prepared an internal audit plan which was also implemented in the current year. Findings were raised to management which included some findings that recurred during the final external audit relating to the financial statements, compliance and performance information. However, management did not address some of the findings raised in time.
- Although internal audit has executed their plan they have been limited by the high vacancy rate as key positions such as the CAE position remain vacant in the unit.

Internal and External OPCA Follow-up, Management is committed to the OPCA process by continuously implementing the internal and external audit recommendations so as to retain an unqualified audit opinion and move towards the clean audit opinion, demonstrating a clean administration.

OPCA External Audit follow-up

Internal Audit followed up on the progress made to date in terms of the implementation of recommendations and action plans to address internal control deficiencies and resolving External Audit findings.

Internal Audit therefore advised management to consider implementing actions as set to address the Auditor-General's observations.

The table below provides a high-level summary of the audit findings dated 30 August 2022:

CLUSTER/DEPARTMENT	NO OF FINDINGS	RESOLVED	NOT RESOLVED	PARTIALLY RESOLVED
Office of Municipal Manager	10	1	6	3
Shared Services	9	0	6	3
Financial	19	4	12	3
Utilities and Public Works	2	1	0	1
IPD	2	0	2	0
TOTAL	42	6	26	10

OPCA - Internal Audit

Internal Audit followed up on the progress made to date in terms of the implementation of recommendations and action plans to address internal control deficiencies and resolving Internal Audit findings.

Progress in Implementing Internal Audit findings has been slow in the year 2021/22.

The table below provides a high-level summary of the internal audit findings dated August 2022.

Audits	Total Audit Findings	Less Audit finding not due for Follow up	Total Audit Finding due for follow up	Resolved	PoE to be verified by Internal Audit	Partially Resolved	Not Resolved
Internal Audits reports	134	0	134	28	0	10	96
			100%	21%	0%	7%	72%

Internal Audit Highlights and Successes for 2021/22

- Executed a 100% performance audit methodology which is aligned to National Treasury Framework on performance management adding value to the service delivery quality.
- Followed a communication strategy to build good communication and client relations with management and all related stakeholders; and
- Successfully performed a cluster-audit approach.
- Followed up on internal audit and External Audit findings.

2.8 AUDIT COMMITTEE REPORT

The Chairperson of the Audit Committee has pleasure in submitting herewith the annual report of the Audit Committee for the financial year ended 30 June 2022.

LEGAL FRAMEWORK GOVERNING THE AUDIT COMMITTEE

- (a) Section 166(1) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003 as amended) (MFMA) requires from each municipality to have an audit committee.
- (b) In terms of section 166(2)(a) of the MFMA the audit committee is an independent advisory body which must “amongst others” advise the municipal council . . . on matters relating to-
 - i. Internal financial controls and internal audits;
 - ii. risk management;
 - iii. accounting policies;
 - iv. the adequacy, reliability and accuracy of financial reporting and information;
 - v. performance management;
 - vi. effective governance;
 - vii. compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
 - viii. performance evaluation; and
 - ix. any other issues referred to it by the municipality.

© In addition sections 166(2)(b), (c), (d) and © require from the committee to review the annual financial statements, respond to Council on any issues raised by the Auditor-General (South Africa) (AGSA) in the audit report, carry out such investigations into the financial affairs of the municipality and to perform such other functions as may be prescribed by the Council.

ADDITIONAL LEGISLATION GOVERNING/GUIDING THE AC

- i. The Constitution of the Republic of South Africa No. 108 of 1996, Section 152(1)(a).
- ii. Local Government: Municipal Systems Act, No. 32 of 2000, section 46.
- iii. Local Government: Municipal Finance Management Act, No. 56 of 2003, section 166.
- iv. Local Government: Municipal Structures Act, No.117 of 1998, Section 79(1)(a) – (c).
- v. All MFMA, MSA and Structures Act Regulations.

AUTHORITY

In order to carry out its responsibilities effectively and independently, the AC has the following authority:

- i. Pre-approve all requests for internal audit consulting services.
- ii. Access to all information it needs in terms of its mandate.
- iii. Obtain any relevant information it requires from the CAE, Management and AGSA sources.
- iv. Request independent professional advice, in consultation with the MM when necessary.
- v. Call the attendance of municipal officials at AC meetings when required.
- vi. Initiate special investigations per MFMA, section 166, in consultation with the MM.
- vii. Resolve any disagreements between Management and AGSA regarding audit findings.
- viii. Review/Oversee the activities of the IA and AGSA.
- ix. Engage freely with Council, Executive Mayor and Speaker of the Council on any matter requiring attention.
- x. Investigate any activity within its terms of reference.

GOVERNANCE OF THE COMMITTEE

- (a) All members of the Audit Committee are non-executive members and all meetings of the committee were held in accordance with the charter and process plan of the committee as approved by Council. The annually revised charter for the committee has been approved by

Council. The Chief Audit Executive reports operationally to the Municipal Manager and functionally to the Audit Committee.

- (b) The Audit Committee has executed its responsibilities in accordance with section 166 of the Local Government: Municipal Finance Management Act, 2003 (Act number 56 of 2003 as amended).
- © The members of the Audit Committee and Sub-committees during the period under review were:

Name	Audit Committee	Sub-Committees		
		Performance Audit Committee	Risk Management and Anti-Fraud and Corruption Committee	Information Communication Technology and Governance Committee
D Nage	Chairperson	Member	-	-
R Mnisi	Member	Chairperson	-	-
M Mkaza	Member	Member	-	-
MD Mnisi	Member	Member	-	-
NT Baloyi	Member	Member	-	-
H Maritz	-	-	Chairperson	-

The membership of the Audit Committee as at 30 June 2022 comprised of 5 (five) independent external members and their attendance is reflected in the table below.

Name	Audit Committee	25/08/2021	30/08/2021	05/10/2021	07/12/2021	21/01/2022	20/01/2022	16/02/2022	25/02/2022	24/03/2022	18/05/2022	26/05/2022	23/06/2022
D Nage	Chairperson	√	√	√	√	√	√	√	√	√	√	√	√
R Mnisi	Chairperson	√	√	√	√	√	√	√	√	√	√	√	√
M Mkaza	Member	√	√	√	√	√	√	√	√	-	√	√	-
MD Mnisi	Member	√	√	√	√	√	√	√	√	√	√	√	√
NT Baloyi	Member	√	√	√	√	√	-	√	√	√	√	√	√
H Maritz	Chairperson	√	√	√	√	√	√	-	√	-	√	√	√

INTERNAL CONTROLS

- (a) Internal audit evaluated effectiveness of municipal system of internal controls following AGSA Methodology and using the tool provided by AGSA.
- (b) Internal Audit reported system weaknesses and recommended corrective actions for management to address the deficiencies. Management implemented internal audit recommendations to enhance the system of internal controls to the acceptable level.
- (c) In the conduct of its duties, the Committee has, inter alia, reviewed the following:
- The effectiveness of the internal control systems;

- The operational risk areas covered in the scope of internal and external audits;
- The adequacy, reliability and accuracy of financial information provided to management and other users of such information;
- Any accounting and auditing concerns identified as a result of internal and external audits;
- Compliance with legal, accounting and regulatory frameworks;
- The activities of the Internal Audit Function, including its annual work program, co-ordination with external auditors, the reports of significant investigations and the response of management to specific recommendations;
- Where relevant, the independence and objectivity of external auditors.

INTERNAL AUDIT

- (a) The Committee is satisfied that the internal audit cluster has during the period under review effectively focused its available resources towards identified critical risk areas in accordance with the approved Risk Based Annual Audit plan for 2021/22 of which they managed to achieve **83%** implementation. The committee also approved the Risk Based Annual Audit plan for the 2022/23 reporting period and was given the assurance that every effort will be made by the Accounting Officer to have all the resources available to properly execute the plan.
- (b) All Internal audit activities were completed in-house in accordance with the approved Internal Audit Charter and independence or objectivity of the function was observed throughout for the year under review.
- (c) With Internal audit follow-up reports, the committee has noted that management has implemented an appropriate tracking system in terms of which the various action plans by management to resolve the reported issues were tracked, managed and reported to the Audit Committee.
- (d) The committee noted a decline in the percentage of audit findings resolved by management from % in 2021/22 financial year.
- (e) The committee also believes that Internal audit has effectively carried out its mandate and responsibility in accordance with the MFMA and approved Internal Audit Charter.
- (f) One-on-one discussions with the Chief Audit Executive did not reveal any matters of concern.
- (g) The Internal Audit Function monitored the effectiveness and efficiency of the internal control systems, report their findings and make recommendations to management and the Audit Committee of the Council and monitored whether corrective actions have been taken. These controls focus on critical risk areas in line with the principles of the cost of control versus the benefit thereof.

RISK MANAGEMENT

- (a) The Risk Management Anti-Fraud and Anti-Corruption Committee and Audit committee have assisted the Accounting Officer to execute his risk responsibilities.
- (b) From the various reports received the Audit Committee is satisfied that the risk management processes were adequately designed although not effectively and efficiently implemented in some instances.
- (c) Further, the committee acknowledges the progress made in risk management processes which improved the risk management maturity level of the municipality.

- (d) Risk management is an ongoing process and is focused on identifying, assessing, managing and monitoring all known forms of significant risk across all Clusters.

MATTERS OF CONCERN

The committee considered the following issues during its in-committee session:

- Appointment of S56 Managers
- Delays in process plan implementation – Performance Management System
- Insurance Risks
- Bulk losses (Water and Electricity)
- Court cases within the Municipality
- Attachment of the Bank Account

PERFORMANCE MANAGEMENT

- (a) The Chief Audit Executive in terms of the MFMA/MSA regulations on a quarterly basis audited the reported performance information. All system weaknesses reported were brought to the attention of the Accounting Officer.
- (b) The monitoring of the Council's performance is a key function of management, executive management and the Council.
- (c) The Committee has ensured, principally through the internal audit function, that the systems of performance measurement and reporting, as well as the systems of internal control that underpin the performance management framework of the Council, remain robust and are addressed routinely in the audit plans.

COMPLIANCE WITH MFMA, THE ANNUAL DIVISION OF REVENUE ACT AND ANY OTHER APPLICABLE LEGISLATION

- (b) The Council approved a materiality framework which provide for zero tolerance for non-compliance with laws and regulations.

ANY OTHER ISSUES REFERRED TO THE AUDIT COMMITTEE BY THE MUNICIPALITY

- (a) The Committee was requested to assist in the process of appointing the Chief Audit Executive / Chief Risk Officer. The Committee made recommendations to enhance the processes and documentation.

REVIEW AND EVALUATION OF QUARTERLY AND ANNUAL FINANCIAL STATEMENTS

The committee has exercised its legislative mandate in terms of section 166 of the MFMA:

- (a) The Annual Financial Statements was discussed with management, and reviewed and analyzed by the AC and AGSA, to be included in the Annual Report;

- (b) the AGSA's management report and management's responses reviewed.
- (c) Reviewed the changes in the Accounting Policies and Practices.
- (e) Reviewed significant adjustments resulting from the audit

AUDITOR-GENERAL (SA) AUDIT OPINION

- (a) The committee is concern that the municipality has obtained an qualified audit opinion which is a regression considering that previous financial year the Municipality has been obtained an unqualified audit opinion.

INTERACTION WITH THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Matters raised by internal audit are periodically referred to MPAC information purposes.

ONE-ON-ONE DISCUSSION WITH THE EXECUTIVE MAYOR

One-on-one discussions with the honorable Executive Mayor on the Audit Outcome.

APPRECIATION

In conclusion the Audit Committee expresses its appreciation towards the Accounting Officer and all other role players for the effective meetings the Audit and Performance Audit Committee.

2.9 BY-LAWS

The following by-Laws were drafted:

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
Cemetery and crematorium by-laws	N/A	NO	N/A	NO
Wayleave by-laws	N/A	NO	N/A	NO
Graffiti by-laws	N/A	NO	N/A	NO
Parks and Public Open Space By-Laws	N/A	NO	N/A	NO

The Councillors will be trained on above-mentioned by-laws. The next step in the process is to conduct public participation and publish them for promulgation.

2.10 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management of Emfuleni Local Municipality has been implemented in terms of Chapter 11 of Municipal Finance Management Act No.56 of 2003; SCM Regulations of 2005; and

relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

The SCM function cuts across all departments and although governance is at its core, supply chain management plays a vital role in contributing towards service delivery in a manner that is fair, equitable, transparent, competitive and cost-effective.

The Municipality applies the bid committee system for procurement above R 200,000 and for the procurement of long-term contracts. The bid committees namely the Bid Specification Committee, the Bid Evaluation Committee and the Bid Adjudication Committee are all functioning effectively. The bid committee members are appointed by the Municipal Manager in line with the relevant legislation. Improvements were made to the structure of the bid committee reports to improve compliance. As Section 217 of the Constitution state that when an organ of state in the national, provincial or local sphere of government contracts for goods or services, it must do so in accordance with a system which fair, equitable, transparent, competitive and cost effective.

In order to ensure that the municipality achieves this constitutional mandate, the following Strategic Objectives have to be attained:

- To ensure that the municipality has and implements a supply chain management policy this gives effect to the provisions of the Act;
- To ensure procurement of goods and services in a fair, equitable, transparent, competitive and cost effective and comply with the prescribed regulatory framework;
- That all reasonable steps are taken to ensure that proper mechanisms are in place and separation of duties in the supply chain management system is implemented to minimize likelihood of fraud, corruption, favouritism and unfair and irregular practices;
- To ensure that all contracts/agreement are in writing and are procured in line with the Supply Chain Management;
- To ensure that the supply chain management delegations are properly enforced and managed as prescribed by the policy;
- That the municipal bid committees are in place and effective, to ensure competitive bidding process;
- Ensure submission of proper, accurate and applicable reports as per MFMA to ensure the disposal of municipal assets in accordance with the applicable legislation; and
- Ensure that municipal inventory levels are kept at an acceptable level as per the Municipal SCM policy.

For the financial year 2021/2022, 38 tenders were awarded and 1 appeal was received. The findings from the Auditor-General for the previous financial year were focused on, and the department attempted to not have repeat findings for the next financial year.

2.11 WEBSITE

Section 75 of the Municipal Finance Management Act, 56 of 2003, requires the accounting officer of a municipality to place on the website referred to in section 21A of the Municipal Systems Act the following documents of the municipality:

Information to be placed on the website	2021/2022
1. Adjustment budget 2021/22	Yes
2 Mid-Year and Performance Report 2021/22	Yes
3. MTREF Budget to 2022/23	Yes
4. Final IDP 2022/23	Yes
5. All budget related policies	Yes
6. SDBIP 2022/23	Yes
7. Annual Report 2020/21	Yes
8. Oversight report for 2020/21	Yes
9. Performance Agreements as per s57 (1) (b) of MSA 2021/22	Yes
10. All service delivery agreements	No
11. All long-term borrowing contracts	Yes
12. All SCM contract above R100 000 per quarter	Yes
13. Public-private partnership agreements	Yes

CHAPTER 3

Chapter 3 of this annual report focuses on service delivery milestones met in relation to the municipality's strategic objectives. These strategic goals have been incorporated into the 2021-2022 IDP and translated into plans for implementing the budget for cluster-based service delivery.

3. WATER AND SANITATION

3.1 Water

The municipality's mandate is to ensure that households have appropriate access to basic services. The current level of basic service provision to the Emfuleni community is high, with the majority of formal households having 100% access to both water and sanitation services. There is a deficit in the supply of basic services to informal settlements, with 98.8 percent of informal household having access to basic water and pit latrine systems within 200 meters of their homes. From 2011 to 2021, the number of households in the Emfuleni area increased at an annual rate of 1.6 percent on average.

During the reporting year, water conservation and demand management programmes were undertaken (Bantsho retrofitting Project for Management of Unaccounted for Water in Emfuleni Local Municipality-UFWP). The UFWP has delivered on the project objectives set by the Rand Water Foundation for domestic water leak repairs in Emfuleni. During phase 3 of the project, during the detection and leak validation, 4527 domestic leaks were identified and validated in Bophelong, Boipatong, and Tshepiso. The project target for Phase 3 was to retrofit 2480 households in the aforementioned areas. It was essential for the programme to reach the project targets while attending to the worst domestic leaks. By June 30, 2022, the project team had exceeded the project target by fixing 2524 leaks in the 3 areas. This equates to 101.7% of the overall project target having been achieved.

In order to reduce the night time flows as well as minimise the water losses in the water systems, the department implemented two projects as part of the 2021/22 MIG implantation plan. The existing award-winning pressure station located in Sebokeng will be refurbished in order to address the excessive night time flows in the Evaton and Sebokeng supply areas. Control valves, valves, and related equipment will be refurbished and replaced at the Vanderbijlpark Reservoirs in order to allow for a more stable supply as well as minimize losses due to overflowing storage systems. The projects commenced in March 2022 and are expected to be completed by the end of June 2022.

In terms of the 2021–2022 financial year, the department managed to attend to the following activities.

- 190 faulty/stolen water meters were replaced;
- 1081 pipe bursts were repaired; and
- 583 new water connections were installed.

Furthermore, 2 432 water meter complaints were completed. Despite a significant lack of manpower, tools of trade, and vehicle constraints, this equates to a completion rate of 70.41 percent and 64.54 percent, respectively (approximately 45 percent availability). The Department of Human Settlements, Water and Sanitation provided Emfuleni with a total of 171 Jojo tanks to be erected within informal areas to secure water supply to the communities as part of the COVID-19 initiative.

Rand Water furnished the Water Department with 13 hired cars in May 2022 as part of the South African Cabinet's decision to place ELM under section 63 intervention of the National Water Services Act. The plumbing tool boxes in the fleet contained enough tools for the department's 16 water teams.

3.1.1 Total Use of water by sector

Agriculture	Forestry	Industrial	Domestic	Unaccountable
				Overall Water Losses
272	0	6,003	26,927	58,724,502kl

3.1.2 Water Service Delivery Levels

<i>Water Service Delivery Levels</i>				
	2018/19	2019/20	2020/21	2021/22
<i>Water: (above min level)</i>				
Piped water inside dwelling	186	189	188	190
Piped water inside yard (but not in dwelling)	60	58	57	58
Using public tap (within 200m from dwelling)	7	6	4	4
Other water supply (within 200m)	0	–	–	0
<i>Minimum Service Level and Above sub-total</i>	252	253	253	253
<i>Minimum Service Level and Above Percentage</i>	99%	99%	100%	99%
<i>Water: (below min level)</i>				
Using public tap (more than 200m from dwelling)	1	1	0	1
Other water supply (more than 200m from dwelling)	1	1	0	0
No water supply	–	–	–	0
<i>Below Minimum Service Level sub-total</i>	2	1	1	2

3.1.3 Households-Water Service Delivery levels below minimum

<i>Water Service Delivery Levels</i>				
	2018/19	2019/20	2020/21	2021/22
<i>Formal Settlements</i>				
Total Households	221	229	224	226
Households below minimum service level	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%
<i>Informal Settlements</i>				
Total Households	32	26	31	33
Households that's below minimum service level	2	1	2	0
Proportion of households that's below minimum service level	5%	5%	5%	1%

3.1.4 Water Service Policy Objectives Taken from IDP

SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	2020/21		2021/22		2022/23
		PREVIOUS YEAR TARGET	PREVIOUS YEAR ACTUAL	CURRENT YEAR TARGET	CURRENT YEAR ACTUAL	FOLLOWING YEAR TARGET
Renewing our communities and reviving a sustainable environment	Number of all formalised stands that have access to clean reticulated water	183387	183408	0	0	
	Number of new / additional water meters installed on previously unmetered areas of the municipality.	48934	4000	500	0	100% development and Implementation of Technical Support infrastructure for new water meters installed or replaced
	Reduced bulk water purchases to R70 million	Reduced bulk water purchases to R95 million	R100, 739 664.87	Reduced bulk water purchases to R100 million	R109 322 298.30	
	Percentage achievement of turnaround time to restore all potable water service interruptions reported (48 hours norm)			50%	36%	50%
	Percentage compliance with the South African National			95%	50%	80%

	Standards (SANS 241) on average for potable water quality.					
	Percentage compliance standards with discharge license requirements on effluent quality at 3 waste water care works	90.00%	0.00%	90%	22%	90%
	Percentage achievement of all critical milestones on Water Conservation and Water Demand Management			100.00%	101,7%	
	Percentage reduction of Water Distribution losses. Reduce Water consumption of Unaccounted For Water by implementing WCWDM related strategies to reduce by at least 400ml/month (reduced					49%

	from 58% to 49%)					
	Percentage achievement to a compliance to turnaround time (24 hours) to restore waste water service interruptions after reported.	50%	45%			50%

3.1.5 Employees: Water

EMPLOYEES: WATER SERVICES (WATER, WATER CARE WORKS & MAINTAINANCE)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Full time	Vacancies as %
0 - 3	4	1	1	3	75%
4 - 6	20	9	9	11	55%
7 - 9	98	31	31	67	68%
10 - 12	52	22	22	30	58%
13 -15	41	9	9	32	78%
16 - above	200	106	106	94	47%
	415	178	178	237	57%

3.1.6 Water Services

Water Services					
Financial Performance 2021/22: Water Services					
R'000					
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	896,891	956,127	831,372	989,261	3%
Expenditure:					
Employees	23,231	27,048	27,048	22,881	-18%
Repairs and Maintenance	5,153	0	20,000	24,102	100%
Other	1,183,142	879,177	991,659	1,214,038	28%
Total Operational Expenditure	1,211,526	906,225	1,038,708	1,261,021	28%
Net Operational (Service) Expenditure	-314,634	49,901	-207,335	-271,760	118%

3.2 SANITATION

With the appointment of SANDF and ERWAT, the Vaal River System Intervention Project got underway. The project was taken over by the Department of Water and Sanitation after the ERWAT contract expired in June 2020.

After a while, the South African Human Rights Commission published a critical report on the current sewage spillages/crisis within Emfuleni Local Municipality's jurisdiction in February 2021. To address existing sanitation issues, the previous Minister of Human Settlements, Water, and Sanitation invoked a special focused intervention in April 2021 under Section 63 of the Water Services Act. Rand Water was appointed as the Implementing Agent, and an agreement was signed on 5 October 2021, between Rand Water and the Department of Water and Sanitation.

DWS appointed ten (10) Service Providers to provide plant and equipment to unblock the sewage network, and eight (8) Service Providers to handle bio-solids. The current unblocking and bio-solids handling procedure is not long-term viable unless the mechanical and electrical infrastructure is repaired/refurbished on schedule. To avoid more the risk of more sewage spillages to persist, recommended intervention method must be implemented consistently in combination with the replacement of crucial components of the sanitation infrastructure. Consultant was appointed at Sebokeng Wastewater Treatment Works to develop the Module 7 (extra 50 MI) improvement. Due to significant personnel restrictions, Rand Water is now assisting with the operation and maintenance of Module 6 as well as other Pump stations.

Emfuleni Local Municipality was audited for Greed Drop Certification in January 2022, with the goal of auditing the complete Municipality's Sanitation administration, including By-Laws, reticulation, pump-stations and Wastewater Treatment.

Emfuleni Local Municipality has a score of 37% (Orange), indicating that it needs to improve its Sanitation Management.

Challenges

Continuous cable theft and infrastructure vandalism in Sewer Pump-stations and Wastewater Treatment Works result in raw sewage being released to Rietspruit and Vaal River receiving water resources that are not treated.

3.2.1 Sanitation Service Delivery Level

Sanitation Service Delivery Levels				
*Households				
Description	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Actual	Actual
<u>Sanitation/sewerage: (above minimum level)</u>				
Flush toilet (connected to sewerage)	203	203	203	203
Flush toilet (with septic tank)	6	6	6	6
Chemical toilet	1	1	1	1
Pit toilet (ventilated)	1	1	1	1
Other toilet provisions (above in-service level)	–	–	–	0
Minimum Service Level and Above sub-total	210	211	211	211
Minimum Service Level and Above Percentage	99.7%	99.7%	99.7%	99.7%
<u>Sanitation/sewerage: (below minimum level)</u>				
Bucket toilet	0	0	0	0
Other toilet provisions (below in-service level)	0	0	0	0
No toilet provisions	0	0	0	0
Below Minimum Service Level sub-total	1	1	1	1
Below Minimum Service Level Percentage	0.3%	0.3%	0.3%	0.3%
Total households	211	211	211	211

3.2.2 Households - Sanitation Service Delivery Levels below the minimum

Households - Sanitation Service Delivery Levels below the minimum						
Households						
Description	2019/20	2020/21		2021/22		
	Actual	Actual	Actual	Original	Adjusted Budget	Actual
Total households	210	211	226	225	225	226
Households below minimum service level	–	–	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%
Informal Settlements						

Total households	26	31	33	30	30	33
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	1%	1%	1%	1%	1%	1%

3.2.3 Sanitation Service Policy Objectives Taken from IDP

Service Objectives	Outline Service Targets	2020/21		2021/22		2022/23
		PREVIOUS YEAR TARGET	PREVIOUS YEAR ACTUAL	CURRENT YEAR TARGET	CURRENT YEAR ACTUAL	FOLLOWING YEAR TARGET
Renewing our communities and reviving a sustainable environment	Formalized stands with access to Basic Level of Sanitation	183 376	183 408	-	-	-
	Percentage achievement to a compliance to turnaround time (48 hours) to restore waste water service interruptions after reported	50%	27,5%	50%	44,75%	50 %
	Percentage compliance standards with discharge license requirements on effluent quality at 3 waste water	90%	27.50%	90%	22,15%	90%

3.2.4 Employees: Sanitation Services

EMPLOYEES: SANITATION SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	0	0	1	100%
4 - 6	6	4	4	2	25%
7 - 9	16	6	4	12	75%
10 - 12	26	14	14	12	46%
13 -15	12	2	0	12	100%
16 - above	142	59	59	83	58%
	202	84	82	120	59%

3.2.5 Financial Performance 2021-22: Sanitation Services

Sanitation Services					
Financial Performance 2021/22: Sanitation Services					
R'000					
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	348,908	340,202	340,202	144,949	-135%
Expenditure:					
Employees	26,418	31,411	31,411	10,955	-187%
Repairs and Maintenance	29,654	0	0	0	
Other	57,938	43,890	57,190	819,855	95%
Total Operational Expenditure	114,010	75,301	88,601	830,810	91%
Net Operational (Service) Expenditure	234,898	264,901	251,601	-685,861	139%

3.2.6 Capital Projects 2021/22: Water and Sanitation

Capital Projects 2021/22:					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water & Sanitation	133,829,309.00	50,465,359.00	36,312,383.92		
ACQUISITION OF WATER METERS	16000000	16000000	9954990	-61%	-61%
CENTRIFUGAL PUMPS (50MM TO 100MM)	286050	0	0	0%	0%
OPERATIONAL INSTRUMENTS	553000	0	0	0%	0%
WATER SERVICES DEVELOPMENT PLAN	1500000	0	0	0%	0%
N:BULK WATER SUPPLY - TSHEPISO TO SHARPE	16684570	0	0	0%	0%
BULK WATER EVATN RESERVIOR TO DADEVILE	13304814	0	0	0%	0%
SEWER LINE-3 RIVERS; 3 R-EAST & SOLPARK	12273491	6891443	6477290	-6%	-89%
UPGR UNION STR BULK SEWER IN VEREENIGIN	16649502	1472201	0	0%	0%
SEWER LINE HOTKOP&UNISPARK NORTH LEWKUIL	6211879	10711879	9750508	-10%	36%
UPGRADING OUTFALL SEWER ON NORTHEN AREA	18977794	0	0	0%	0%
UPGRADING SEWER PIPELINE PS8: STILLBOX	15731676	0	0	0%	0%
SEWERLINE FROM INDUS; BOIP /TSHEP TO PS4	8494779	2363088	0	0%	0%
REHABILITATION OF PUMP STATION 8;9 & 10	7161754	0	0	0%	0%
COVID-19 REFURBISHMENT OF VDB RESERVOIRS	0	4578947	3557440	-29%	100%
COVID-19 WATERDAL PRESSU STATION EVA/SBK	0	1361982	222000	-514%	100%
COVID-19 CHLORINE DOSING RIETSPRUITWWT	0	7085819	6350156	-12%	100%

3.3 ELECTRICITY

The electricity department's strategic objective is to provide quality-rendered, accessible, sustainable, and reliable municipal services. Within the Emfuleni Local Municipality, the Electrical Department is providing electricity to all the customers that are within the license area as issued by NERSA. The electricity department's vision is to have an uninterrupted electricity supply to customers and working public lights to improve the safety and quality of life of the ELM community.

The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaalower, Sebokeng Hostel, Rust-ter-Vaal, and Vereeniging areas, whilst Eskom has been licensed to provide electricity in the remaining areas. There is 98% electricity coverage to date. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers, and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use. The municipality aims to secure revenue for the municipality through electricity sales. The designs for Tshepong Phase 3 Electrification Project (354 connections) are completed. The designs for Sebokeng Ext 30 Electrification (272 connections) are completed. Electrification for Tshepong commenced in the third quarter of the 2021/2022 financial year and is expected to be energised in the second quarter of the 2022/23 financial.

The municipality's electricity infrastructure is characterized by the following:

Item	Quantity
Primary substations	38
Secondary substations	636
Miniature substations	505
High voltage cables (m)	80,488
High voltage overhead lines (m)	88,782
Low voltage cables (m)	1210,445
Low voltage overhead lines (m)	635,782
Streetlights	24 500
High mast lights	662
Traffic lights	124
Household with Prepaid electricity meters	70 089
Bulk Meters connected on-line	1391
Conventional electricity meters	13635

To date, there are 70,089 active meters in the system. Some of the meters can only be verified through field audits. The municipality is embarking on auditing the electricity prepaid meters to verify the actual number of meters, as it's suspected that some of the houses could have duplicates whereby meters were physically replaced and never removed from the system. The municipality has allocated 6% of the total revenue generated from electricity sales have been budgeted for the maintenance of the existing infrastructure.

Achievements and Challenges

In regards to the annual maintenance of the electricity department, these indicates achievements for the 2019/20, 2020/21 and 2021/22 (mid-term) financial years.

Key Activities	Actual Achievement (19/20)	Actual Achievement (20/21)	Actual Achievement (21/22)
Number of additional electricity connection of formal household with NERSA	20	16	18
Electricity restoration turnaround times after interruptions has been reported	96.11%	N/A	97%
Additional proportion of large power user meters connected to on-line metered services	443	N/A	160
Percentage in electricity distribution losses reduced	23.94%	23.8%	23%
Number of high mast lights retrofitted with energy saving lights	70	N/A	401
Number of new electricity meters installed	130	433	1494
Percentage of electricity infrastructure repairs and maintenance activities achieved	20%	2	92%

Initiatives for Energy Efficiency and Green Energy

ELM adheres to the international drive for energy efficiency and uses electricity equipment that has the highest possible level of efficiency. This includes low-loss transformers and the optimization of cable and overhead line systems to reduce "losses" to the minimum. Further use is made of more energy-efficient lighting sources for public lighting (street lighting as well as traffic signals). In the 2021/22 financial year, 401 high mast lights were retrofitted (HPS lights were replaced with energy-efficient lighting). Furthermore, with the change in technology, the municipality is piloting LED lights as an initiative to save energy. The municipality also encourages the developers of new areas to make use of energy-efficient building methods as well as solar power systems.

The total number of new NERSA electricity connections for formal households.

In the 2021/22 financial year, 18 additional electricity connections for formal households were completed.

An increase in the proportion of large power users' meters linked to online metered services.

Installation of Large Power Users meters (LPU). A total of 1391 LPU's have been migrated from the utilisation of manual meter reading and transferred to meter on-line. The online system is live, and customers can see and plan their consumption on a daily basis. The new system has decreased the time and human error that were associated with billing. It has furthermore contributed to revenue collection at an approximate amount of R15 000 000 per month. In the 2021/22 financial year, online meters increased from 1100 to 1610 large power meters.

Percentage in electricity distribution losses reduced

In the 2020/21 financial year, 23.96% was achieved on electricity distribution losses. In the 2021/22 financial year, 23% was achieved on electricity distribution losses. The reason for slight improvement on electricity losses by 0,4% is due to continuous meter installations while the challenge of damaged pillar boxes which are easily accessible; increase in illegal connections remain persistent. In the 2020/21 financial year, 1340 public lightings were repaired/ maintained.

Electricity restoration turnaround times after interruptions has been reported

In the 2021/22 financial year, 97% of electricity restoration turnaround times after interruptions have been reported.

Fifteen double substation wooden doors, 10 single wooden doors, 3 miniature substation doors and 30 high-mast doors were retrofitted with robust doors.

Free Basic Electricity (FBE) is provided to all registered indigents at 50kWh per month. FBE is provided to approximately 2808 consumers on a monthly basis.

Challenges

The municipality, as part of the strategic plan, continues to address challenges that affect service delivery due to the cable theft, meters bypass, vandalism of electrical infrastructure, ageing infrastructure *et cetera*. In addition, the Emfuleni Electricity Department is currently faced with the following:

- High number of vacant positions that is critical to delivery of services.
- Shortage of fleet and plant has a negative impact to achieve turnaround time.
- Tools of trades.
- Shortage of material which prolongs the repair and response time.
- No control room system that assists to capture all complains reported by communities.
- No central Electricity building since the building burnt in 2018.
- Non-payment of service providers that lead to dishonor of service level agreements.

Challenges	Description	Remedial Action Required
Infections as results of the virus affecting some of the operations	Loss of some of our officers and operations affected when some officers had to be on quarantine and those who tested positive remaining in isolation.	Conduct risk assessment ensure observance of hygiene protocols to minimize the risk. and ensure adequate PPE is provided
Filling of critical Vacancies.	High rate of shortage of staff in the Department causes capacity constraints.	Human Resource to fast-track filling of vacancies.
Lack of Tools, Special	Lack of equipment impact departmental performance negatively.	Availability of capital budget.
Vehicle's shortages.	Vehicles that are damaged beyond repair do not get replaced timely.	Suppliers' accounts must be paid.
Instability of telephone systems.	Unstable network negatively affects our telephone communication.	Stability of the IP telephone facility must be replaced.
Instability of IT network.	The instability of the IT network affects efficiency of the system in use.00000000000000000000	Network stability must be ensured.

Maintenance of buildings and infrastructure.	Facilities Management need to attend to the following repair and maintenance: <ul style="list-style-type: none"> • Lighting in offices • Air conditioner • Interior and exterior paintwork • Security equipment Repair of damage caused by hail and rain to the building, ceiling panels.	The Facility Department must be capacitated to perform the necessary maintenance.
Availability of stock and cleaning material at the Municipality stores.	The lack of stock and materials at the Municipality stores affect, response time, repairs and health and safety of staff and members of public.	Management must sustain stock levels in stores.

3.3.1 Electricity Service Policy Objectives Taken from IDP

Electricity Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		Target	Actual	Target	Actual	Target
Service Objectives	Outline Service Targets	Previous Year	Previous Year	Current Year	Current Year	Following Year
Renewing our communities and reviving a sustainable environment	% in electricity distribution losses reduced	24.00%	21.78%	22%	23%	20%
	Number of new electricity meters installed.	8000.00	537.00			
	Number of additional dwellings provided with connections to main electricity supply by the municipality.			1200	17	
	Number of electrical substations refurbished/upgraded/new			4	5	6
	Number of High Mast Lights retrofitted to energy efficiency light fittings			70	60	

	Number of electrical projects completed.					6
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3.3.2 Employees: Electricity

EMPLOYEES: ELECTRICITY SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	4	1	1	3	75%
4 - 6	26	15	14	12	46%
7 - 9	63	41	39	24	38%
10 - 12	79	28	28	51	65%
13 -15	10	0	0	10	100%
16 -	57	49	49	8	14%
	239	134	131	108	45%

3.3.3 Financial Performance 2021/2022

Electricity Services					
Financial Performance 2021/22: Electricity Services					
R'000					
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	2,609,167	8,000,000	10,000	8,800	9%
Expenditure:					
Employees	41,276	46,861	46,861	42,057	-11%
Repairs and Maintenance		22,000	9,523	8,905	-147%
Other	2,436,220	2,176,887	2,172,325	2,816,717	23%
Total Operational Expenditure	2,477,496	2,245,748	2,228,709	2,867,678	22%
Net Operational (Service) Expenditure	131,671	-2,237,748	-2,218,709	-2,858,878	22%

3.3.4 Capital Projects 2021/22: Electricity

Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Electricity	113,662,000.00	126,531,565.00	165,988,252.85		
Sbk Ext30 Witching Station & Feeder Line	12000000	10000000	0	0%	0%
R:20mva 88/11kv T/Former Vesco S/Station	6000000	3000000	3627968	17%	-65%
R:20mva 88/11kv T/Former Duncaville S/Station	0	6000000	0	0%	0%
Upgrading Of Ne3 Substation	5000000	0	0	0%	0%
Upgrading Of Verdi Substation	5000000	1500000	635477	-136%	-687%
Upgrading Of Sonlandpark Substation	0	2260870	7875562	71%	100%
Upgrading Of Town Substation - Phase 1	10000000	10000000	13320885	25%	25%
Ugrading Of Town Substation Phase 2	10000000	10000000	0	0%	0%
Ugrading Of Powerville Substation Phase 1	0	0	6182476	100%	100%
Ugrading Of Munic Substation	0	12000000	13502687	11%	100%
Supply And Installation Of Robust Boxes	2000000	2000000	6411528	69%	69%
N:New Connection &Network Reinforcement	3000000	337137	0	0%	0%
Tshepong Phase 3 Electrification	5000000	10000000	2788212	-259%	-79%
Tshepong Phase 3 Bulk	0	7000000	3544338	-97%	100%
Sebokeng Ext 30 Electrification	2312000	2312000	0	0%	0%

Lethabong Phase 1 Electrification	1700000	0	0	0%	0%
Lethabong Bulk	5650000	2000000	0	0%	0%
Supply And Install Distribution Pillars	1000000	0	0	0%	0%
Replace Electricity Prepaid Meters	20000000	11350000	0	0%	0%
Supply And Install Meters For Lpu	5000000	0	6097956	100%	18%
Supply & Install Meters Commercial/Busi	5000000	4970000	4810447	-3%	-4%
Supply & Delivery Of Tools	0	3800000	2526977	-50%	100%
Mobile Generator	15000000	0	0	0%	0%
Replace 11kv Switchgear In Sustation	0	2000000	0	0%	0%
Replace 11kv Switchgear In Vereeniging 6 Sustation	0	3800000	3106450	-22%	100%
Transformes Hv	0	6000000	6331771	5%	100%
Transformes Mv	0	14800000	19210657	23%	100%
Transformes Lv	0	0	4958345	100%	100%
Refurbishmenr Of Verref Substation	0	0	3886058	100%	100%
Hv Cables	0	0	1818848	100%	100%
Btu Mv	0	301558	1348086	78%	100%
Mv Switching Gear	0	100000	4499122	98%	100%
Mini Sub Mv	0	1000000	46974000	98%	100%
Dca Stand 594 Vereeniging	0	0	1080684	100%	100%
Hv Switchgear	0	0	1449721	100%	100%

3.5 SOLID WASTE

The Emfuleni Local Municipality's Environmental Management and Planning unit is accountable for the waste management services provided under the National Environmental Management Act: Waste Act (Act No. 59 of 2008). The key tasks include household collection, operation and management of landfill sites (Boitshepi, Palm Springs and Waldrift), litter picking, street sweeping, management of mini dumps / transfer stations, prepaid collection service, cleaning of illegal dumps and environmental management, and education and awareness.

A total of 190 786 households receives the waste collection services once a week. The remainder of the households represents a total of 31 228 households living in informal settlements that are serviced through the removal of illegal dumps. During the year under review, the Municipality removed 200 101m³ of waste of reported illegal dump sites and waste transfer stations.

3.5.1 Solid Waste Service Delivery Levels –A

Description	2019/20	2020/21	2021/22
	Actual	Actual	Actual
	No.	No.	No.
<i>Solid Waste Removal: (Minimum level)</i>			
Removed at least once a week	190 197	190 476	190 786
<i>Minimum Service Level and Above sub-total</i>	190 197	190 476	190 786
<i>Minimum Service Level and Above percentage</i>	85.9%	86.0%	85.9%
<i>Solid Waste Removal: (Below minimum level)</i>			
Removed less frequently than once a week	31 228.00	31 091.00	31 228.00
Using communal refuse dump			
Using own refuse dump			
Other rubbish disposal			
No rubbish disposal			
<i>Below Minimum Service Level sub-total</i>		31 228.00	31 228.00
<i>Below Minimum Service Level percentage</i>	14.1%	14.1%	14.0%
Total number of households	221 098.00	221 425.00	222 014.00

3.5.2 Solid Waste Service Delivery Levels –B

Households					
Description	2019/20	2020/21	2021/22		
	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.
Formal Settlements					
Total households	190 162.00	190 476.00	2 283 120 465.00	152 355 218.00	190 786.00
Households below minimum service level	31 228.00	31 228.00			31 228.00
Proportion of households below minimum service level	16%	16%			
Informal Settlements					
Total households	221 425.00	221 704.00	30 254 714.00	27 093 888.00	222 014.00
Households its below minimum service level	31 228.00	31 228.00			31 228.00
Proportion of households its below minimum service level	14%	14%			14%

3.5.3 Solid Waste Service Policy Objectives Taken from IDP

		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Service Objectives	Outline Service Targets	Previous Year	Previous Year	Current Year	Current Year	Following Year
Renewing our communities and reviving a sustainable environment	% of weekly household waste collection services completed as per schedule including formal and informal settlements	55.00%	50.84%	55.00%	80%	80%
	Total m ³ of waste removed from mini dumps on a weekly basis as per schedule.	120 000m ³	120 000m ³	120 000m ³	120 000m ³	200101m ³
	Average percentage of compliance with the landfill sites operations requirements.	80.00%	82.63%	80.00%	80%	82.63%

3.5.4 Employees: Solid Waste Management

Employees: Solid Waste Management & Waste Disposal Services (Waste Management)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	4	1	1	3	75%
4 - 6	10	6	5	5	50%
7 - 9	20	13	13	7	35%
10 - 12	72	24	23	49	68%
13 -15	19	8	7	12	63%
16 - above	371	257	251	120	32%
	496	309	300	196	40%

3.5.5 Financial Performance 2021/22 Waste Management

Employees: Solid Waste Magement Services					
Financial Performance 2021/20: Solid Waste Management Services					
R'000					
Details	2020/21	2021/22			
	Actual	Original	Adjustment	Actual	Variance to
Total Operational Revenue (excluding tarrifs)	298,071	180,515	202,998	193,571	7%
Expenditure:					
Employees	46,880	56,624	56,624	45,634	-24%
Repairs and Maintenance	20	4,500	2,000	373	-1106%
Other	85,651	64,422	82,437	85,987	25%
Total Operational Expenditure	132,551	125,546	141,061	131,994	5%
Net Operational (Service) Expenditure	165,520	54,969	61,937	61,577	11%

3.5.6 Overall Performance

Estimated life span of three operational landfill sites: Based on the Minimum Requirement of the Waste disposal by Landfilling the municipality operates the three landfill sites with the assistance of service providers who provide their own specialized machinery and staff. During the year under review the Municipality appointed consultants to assist the municipality with the renewal of licenses for the landfill sites owned by the Municipality and conduct one external audit per site per annum.

The audits are performed to assess the extent and volume of waste disposed and the remaining available airspace determined by a topographical survey based on the approved permit for the individual landfill sites and the estimated calculation conclusion for the respective operational landfill sites valuation process.

Life Span of the Landfill sites

Boitshepi and Waldrift Landfill site calculated lifespan to final closure April 2023

Palm Springs landfill site lifespan is calculated at 18 years

3.6 ROADS AND STORM WATER

Roads and Storm Water plays significant role in the economic development of the municipality through planning, provision, and maintenance of the road and storm water infrastructure. The function is classified into three sections, namely: planning, operations and auxiliary each with a different focus but taking an integrated approach in giving the service to the community.

The municipality is also responsible for the development, implementation and management of various electronic management systems and master planning for all roads infrastructure. ELM is also responsible for the quality of implementation of capital projects, administration of the capital budget and approval of applications for new development. The road infrastructure of Emfuleni Local

Municipality links directly to national roads thus making access to other key strategic economic hubs like Johannesburg, Ekurhuleni, and the City of Tshwane et cetera easy and convenient.

3.6.1 Gravel Road Infrastructure

The maintenance of gravel roads includes operations such as the grading of the gravel roads to improve the riding quality, the re-graveling process i.e. to re-work and re-compact the pavement layers, and the operation also includes drainage improvements on gravel roads.

Year	Total gravel roads	Gravel roads graded/maintained
2017/2018	114.2	111.2
2018/2019	206.2	199
2019/2020	121.85	121.85
2020/2021	177.22	177.22
2021/2022	272.7	272.7

In the 2021/2022 period a total of 272.7 km of gravel roads were maintained. In the 2020/2021 period a total of 177.22 kilometers of gravel roads were maintained. In the 2019/2020 period a total of 121.85 kilometers of gravel roads were upgraded to tar. The municipality managed to achieve more due to provincial intervention and assistance in maintenance of gravel roads.

3.6.2 Asphalted Road Infrastructure

In the 2021/2022 period the roads department managed to maintain an equivalent of 11 528 square meters of tarred roads through the patching of potholes programme. The department has achieved as per the SDBIP however this was an under achievement when considering the current state and increased level of deterioration of the municipal tarred roads network. Due to constraints of cash availability to execute the budget, there was only 14.02 kilometers of resealing of existing tarred roads was done during 2021/22. There has been 35% increase in re-sealing output as compared to the 9.1km of re-sealing done in 2020/2021.

	Total tarred roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar Roads maintained
2017/2018	8.46	2.96	0	2.5
2018/2019	28.42	14.12	0	7.2
2019/2020	9.80	3.68	0	6.12
2020/2021	19.21	9.1	0	10.11
2021/2022	25.55	14.02	0	11.53

The maintenance of tarred roads through patching of potholes programme has been negatively affected by cash flow constraints even though funds were appropriately budgeted.

3.6.3 Roads and Storm water Service Policy Objectives Taken from IDP

Roads and Storm water Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Service Objectives	Outline Service Targets	Previous Year	Previous Year	Current Year	Current Year	Following Year
Renewing our communities and reviving a sustainable environment	Number of kilometers tarred on municipal roads	7km	9.1km			
	Length of kilometers of municipal gravel roads maintained	30 km	177.22km	100km	272,7	-200km
	Meters of storm water maintained in line with maintenance plan	1000.00m	7786m			
	Number of square meters of potholes patched on municipal roads and streets			10000 m2	11528 m2	8000
	Length of kilometers resealed/rehabilitated on municipal roads and streets	7km	9.1km	6km	12.65km	
	Length in meter of concrete canals, gravel canals and pipes cleaned		1000m	4000m	3508	2000
Increased accessibility and efficient reliable road network	100 %Construction of Roads					Construction Stage: Progress @ 100%

3.6.4 Employees: Roads and Storm Water Services

EMPLOYEES: ROADS AND STORMWATER SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	3	2	2	1	33%
4 - 6	10	4	4	6	60%
7 - 9	18	8	7	11	61%
10 - 12	167	25	24	143	86%
13 -15	77	2	2	75	97%
16 - above	1115	142	140	975	87%
	1390	183	179	1211	87%

3.6.5 Financial Performance 2021/22: Roads and Storm Water

Financial Performance 2021/22: Roads Services					
R'000					
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	19,972	0	219	233,320	100%
Expenditure:					
Employees	17,832	21,852	21,852	16,894	-29%
Repairs and Maintenance	9,228	62,000	41,000	826	-7404%
Other	130,309	168,400	172,458	148,373	-13%
Total Operational Expenditure	157,370	252,252	235,310	166,093	-52%
Net Operational (Service) Expenditure	-137,397	-252,252	-235,091	67,227	475%

1

3.6.6 Capital Projects 2021/22 Roads & Storm-water

Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Roads & Stormwater	40,593,642.00	13,096,370.00	5,089,266.36		
N:Dhlabeni Str - Umzimvubu To Moshoeshe	3056700	1600000	279521	-472%	-994%
N:Constr Of V/Schalkvyk Str Eatonside	14753255	4000000	1750331	-129%	-743%
N:Construction Of Lakeside Block A Road	11074114	2800000	236810	-1082%	-4576%
N:Tarring Of Pitseng And Uranium Street	11709573	3000000	2822604	-6%	-315%
N:Tarring Of Bikitsha Street Zone 12	0	1696370	0	0%	0%

3.7 HOUSING

Human Settlements division. The municipality provides the following services:

- Rental Accommodation:
 - CW 5;
 - Hertzog flats;
 - Mimi Fouriehof flats;
 - Sonhof flats;
 - Leeuhof ext. 1 (Erf 305)
 - Roshnee Old Age Home; and
 - Rust-ter-vaal flats.

Eradicating informal settlements – through the provision of proclaimed townships, with service stands and houses.

Identifying suitable land for the establishment of new housing projects to reduce the housing backlog on the Gauteng Waiting list.

Rental Housing Information Offices Where Rental Tribunal Administration is performed.

Issuing of Title Deeds; 59 Title Deeds were handed out to the lawful beneficiaries of R.D.P. houses:

- Boitumelo
- Savanah City
- Bophelong
- Sebokeng

- Sharpeville

The following housing units will be transferred to the tenants/purchasers through the Retro Programme:

- Leeuhof Extension 1; Sonhof Flats; CW5 Low-Cost Housing units in Vanderbijlpark; and
- Housing units in Rust-ter-Vaal.

Furthermore, it must be stipulated that the provision of houses is the competency of Gauteng Department of Human Settlements. The land availability is the function of Emfuleni Local Municipality with the view to facilitate building of houses and ultimately delivery to the deserving community members. After the land transfer to Emfuleni Local Municipality, Gauteng Department of Human Settlements interact with the relevant departments before commencing with a project. (E.g. Water and Sanitation, Electricity, Roads and Stormwater and Land Use Management).

Year end	Total Households including informal and informal settlements	Households informal settlements	Percentage of households in formal settlements
2016/17	178 058	9 307	5.23%
2017/18	178 741	8 624	4.82%
2018/19	180 761	6 584	3.64%
2019/20	184 267	3 076	1.66%
2020/21	184 267	3 076	1.66%
2021/22	184 267	3 576	1.94%

The total households (formal and informal) are indicated in the above table, the total houses that was built in informal settlements are 3 576 in the reporting year, whereby a growth increase of only 1.66% is recorded.

3.7.1 Housing Service Policy Objectives Taken from IDP

Housing Service Policy Objectives Taken from IDP							
			2020/21		2021/22		2022/23
			Target	Actual	Target	Actual	Target
Service Objectives	Outline Service Targets	Previous Year	Previous Year	Current Year	Current Year	Following Year	
Renewing communities and reviving sustainable environment	our and a Number of title deeds issued	40	80	50	59	50	

3.7.2 Employees: Housing Services

EMPLOYEES: HOUSING SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	2	1	1	1	50%
4 - 6	16	9	9	7	44%
7 - 9	4	2	2	2	50%
10 - 12	13	0	0	13	100%
13 -15	0	0	0	0	0%
16 - above	17	1	1	16	94%
	52	13	13	39	75%

3.8 PLANNING

Financial Performance 2021/22: Housing Services					R'000
Details	2020/21	2021/22			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue (excluding tariffs)	861,069	15,483	2,115	12,449	-24%
Expenditure:					
Employees	22,808	29,633	29,633	25,502	-16%
Repairs and Maintenance					
Other	10,847	45,729	53,658	60,896	25%
Total Operational Expenditure	33,655	75,362	83,291	86,397	13%
Net Operational (Service) Expenditure	827,414	-59,879	-81,175	-73,948	19%

The Land Use Management (LUM) functions include evaluation and processing of received development applications (rezoning, consent uses, townships establishment, removal of restrictive conditions of title, subdivisions, and divisions of land, site development plans, building plans and other development planning related applications). Spatial Planning is a component of the Land Use that deals with the development of the Spatial Development Frameworks (SDFs) of the municipality. Spatial planning integrates vertical alignment of plans (local, district and provincial level) to guide the development, investments and at ensuring annual compliance in terms of the Local Government: Systems Act (no.32 of 2000).

The Spatial Development Framework (SDF), 2021–2022, was reviewed with no changes, and it was approved in May 2022 together with the IDP. The terms of reference for the appointment of a service provider for the new SDF 2023–2028 were completed, and funding was secured with the province. The

BID evaluation process is finalized, and Emfuleni Local Municipality is currently awaiting the appointment of consultants and the approval of new SDF at the end of the current financial year.

Spatial Planning/Forward Planning responsibilities include the use of methods to influence the distribution of people and activities in spaces on various scales. During this financial year, Emfuleni Local Municipality identified the area surrounding the N1/R54 crossing within the Emfuleni Municipal area as good potential for an Aerotropolis and an Agricultural Hub. To this end, the Department of Agriculture, Land Reform and Rural Development, in consultation with Sedibeng District Office and Municipal Infrastructure Support Agent (MISA), has appointed a service provider to draft the Vaal Aerotropolis Conceptual Framework as espoused in the Emfuleni SDF 2012. Part of the development includes the Rietkuil Agro-processing plant, approved by Emfuleni in August 2019, pursuant to the achievement of the broader agro-industrialisation of the region's objectives. The first status quo draft for this framework has recently been produced. The investment value of the project is worth more than R600 million and 500 jobs are expected to be created in the local economy upon completion of the project. The Rietkuil precinct plan has undergone a public participation process which lapsed on 30 June 2022. The report is currently being finalized to serve at the council policies for a final approval.

The Geographic Information System (GIS) Function, which is designed for capturing, storing, integrating, manipulating, analysing, and displaying data spatially referenced, has assisted in providing usable information to officials, councillors, and ordinary members of the public. The updating and verification of cadastral data has assisted the municipality to plan, manage and implement infrastructural projects, including asset management verification and alienation of municipality-owned parcels of land. In the Emfuleni area, the office of the Premier is currently helping with software licensing and training for the full implementation of the corporate GIS.

Significant progress was made with respect to the GIS capturing of electronic town planning information. Six (6) data capturing interns were assigned to the Land Use Management (LUS) Section of the municipality and two GIS interns were seconded by the Department of Agriculture, Land Reform and Rural Development for period of one year to assist with the completion of the Land Use Scheme project. To date, the Land Use Scheme was completed and approved by the Council in June 2022.

As is stipulated by SPLUMA, 2013, the department developed the SPLUMA BY-LAWS to give effect to the nominations and appointment of members of the Municipal Planning Tribunal (MPT) and the Appeal Authority (AA) committees. Members of both these committees were appointed by Council, replacing the section 79 committee (Land Tribunal). Both committees were subsequently gazetted in March 2018 and in the three year contract term, commenced adjudication of all contested land development applications lodged with the municipality.

Following the COVID-19 lockdown interruption that resulted in increased unfocalized land use applications backlog, the municipality resorted to increase both the frequency of scheduled MPT meetings and the number of land use applications to be adjudicated per meeting. Since March 2022, there were three (3) MPT sittings, scheduling approximately 18 MPT applications. Appeal authority (AA) has seated once until 30 June 2022. The current MPT and AA committee will lapse in September 2022.

3.8.1 Applications for Land Use Development

The Applications for land development entail the administration of development applications that includes (i) Rezoning, (ii) Removal of Restrictions, (iii) Township Establishments, (iv) Consent Uses, (v) Consolidations, (vi) Subdivisions and (vii) Evaluation and assessment of building plans. The municipality received 170 development applications, of which 0 determination were made and 0 withdrawn. A total of 170 applications is outstanding.

Applications for Land Use Development

Detail	Formalisation of Townships		Rezoning		Built Environment	
	Year 2021/22	Year 2022/23	Year 2021/22	Year 2022/23	Year -1	Year 0
Planning application received	2		141			
Determination made in year of receipt	Still in circulation		68			
Determination made in following year						
Applications withdrawn	0		0			
Applications outstanding at year end	2		101			

APPLICATIONS FOR LAND USE DEVELOPMENT				
Detail	Received and still in process for reporting			Approved
	PDA Areas	Vanderbijlpark Areas	Vereeniging Areas	Total
Amendment of Town Planning Scheme	5	72	53	130
Township Establishment	0	0	0	0
Subdivisions & Consolidations	3	14	2	19
Consent uses	4	9	1	14
Removal of Restrictions	1	1	5	7
Total outstanding applications – Applications in Progress	13	96	61	170

The municipality has received a total of 130 applications for Amendment of Town Planning Schemes and approved 0; received 0 Township Establishments which are still under consideration, received 19 Sub-division and consolidations applications and approved 0; received 19 Consent Use applications and approved 0; received 7 Removal of Restrictions and approved 0. The total outstanding applications (applications still in progress) at the end of the current financial year were 170. Non- approval on some of the town planning applications is because some applications were not fully compliant with the statutory requirements such as outstanding municipal accounts and bond holders' consent. Negative comments from relevant Sector Departments arising from Water and Sewer Capacity problems have also contributed to the delay in the finalization of applications.

3.8.2 Township Establishments

Township Name	Nature of Project
Vanderbijlpark SW 7 Extension 11	1100 currently undeveloped erven
<u>Flora Gardens</u> Extension 2	500 – Residential units
Vanderbijlpark SW 7 Extension 10	13 – Residential units
<u>Eaglest Nest</u>	249 - Residential units
Vanderbijlpark SE 8 Extension 1	3 - Retirement Village (3400 Res units)
Vanderbijlpark SE 8 Extension 2	2 - Retirement Village (2500 Res units)
SE 9	5 - Residential units (2400 Res units)
Bophelong Extension 25	142 - Residential units
SW Extension 12	13 - Residential units
	2 - Private Open Space
Sebokeng Unit 6 Ext 6	1- Commercial township (shopping mall).
SW 8	8 - Residential units
Sebokeng Extension 30, 32 & 34	3 343 - Residential units
Bedworth Park X 8	Commercial Township
	200 residential units
	100 commercial stands
	50 Business stands
Powerville Park X 5	Commercial township (31 stands)
Powerville Park X 6	Commercial township (two stands)
Sebokeng Extension 29	203 – Residential
Vaaloewer Ext 1	450 - Residential units
SW 7 Ext 10	39 - Residential units
Lethabong	3200 – Residential
SE 5	1 751 – Residential
SW 7 Extension 5	2 – Business
Driefontein Estate	40 Residential
Sylviavale 4	Residential 2 – 5 Units Business 4 – 1
Lochvaal Extension 1	Residential 1 – 30
Sebokeng Extension 33	Business 1 – 2 Public Garage – 1
Northdene	Residential 1 – 4
Kaalplaats	Residential 1 – 30

Bonane Extension 2 & 4	Residential 1 – 298
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The table above reflects recently approved township establishments not particularly confined to this reporting period, Bonanné Extension 3 Township, Sebokeng Extension 33, and South East 10 Extension 1 Townships were approved by Council. However, during the reporting financial year, the following Townships were received and are still under consideration: 3 Northdene, CW 6 Extension 4, Suttons Rest, SE 5 and SW7 Extension 13.

Work on the Integrated Land Use Management Scheme was established in accordance with the 2013 Spatial Planning and Land Use Management Act (SPLUMA) recently launched.

In addition, SPLUMA BY-LAWS were developed, followed by the appointment of the Municipal Planning Tribunal (MPT) and the Appeal Authority (AA) Committee by the Council, replacing the section 79 Committee (Land Tribunal).

The Municipal Planning Tribunal had 19 applications lodged with the municipality. The Appeals Authority had 7 Appeals wherein 5 of them were concluded and 1 was withdrawn. The Appeal Authority based on the above statistics has therefore eradicated the backlog created from 2015 which was caused by the transition from the Old Order Legislation to the new SPLUMA legislative requirements.

The municipality conducted 87 Land use inspections, 85 transgressions (non-compliance to land use legislations) and 3 Court Cases were submitted.

3.8.3 Planning Service Policy Objectives Taken from IDP

Planning Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	PREVIOUS YEAR	PREVIOUS YEAR	CURRENT YEAR	CURRENT YEAR	FOLLOWING YEAR
Re-inventing our economy and renew our communities	% Key milestones implemented of the ELM Spatial Development Framework (SDF) reviewal and updating Project completed in line with ELM, District and Provincial	100%	100%	100%	50%	100%

	for targeted period					
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3.8.4 Employees: Planning Land Use Management and Building Control

EMPLOYEES: PLANNING (LAND USE MANAGEMENT AND BUILDING CONTROL)

Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	7	5	5	2	29%
4 - 6	33	17	17	16	48%
7 - 9	43	16	16	27	63%
10 - 12	6	1	1	5	83%
13 -15	0	0	0	0	0%
16 -	1	1	1	0	0%
	90	40	40	50	56%

3.8.5 Financial Performance 2021/22 Planning

Planning					
Financial Performance 2021/22:Planning					
R'000					
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-				
Expenditure:					
Employees	1,919	2,377	2,377	1,987	-20%
Repairs and Maintenance					
Other	1,641	1,847	1,936	1,731	-7%
Total Operational Expenditure	3,560	4,224,452	4,313,123	3,717,190	-14%
Net Operational (Service) Expenditure	-3,560	-4,224,452	-4,313,123	-3,717,190	-14%

3.9 PROPERTY MANAGEMENT

Property Department is the custodian of Municipal-owned immovable property assets and exercise control over the property management. With the aim of maintaining Responsive, Accountability, Transparent and Efficient Property Management, subject to legislations and national standards. The department is responsible for disposal and acquisition of Council owned properties (vacant, public

service infrastructure). The department is responsible for maximizing social and economic value of Emfuleni Municipality's property portfolio. Key performance area includes property leasing, sales, Land audit, servitudes and advisory service.

3.9.1 Achievements

Under the Land Regularization programme, the municipality transferred properties to beneficiaries through the Conversions Act facilitated by the Gauteng Department of Human Settlements and 26 title deeds were issued to the people who occupied the old municipal shops in the township without owning them. This initiative will unlock business opportunities in the township as owners with title deeds will be able to access funds.

3.9.2 Statistics

Leases Signed	Number of properties auctioned	of	Number of properties sold	Number of Properties transferred (Conv Act)
20 leases	0 properties		0	26

The Property department's objective is to maximize the Municipal property portfolio. This includes leasing and alienation of municipal-owned property, while generating financial returns. During financial various categories of properties were leased, such as agricultural, vacant land for business purposes, community facilities et cetera, these are properties that stimulate the social and economic development that required creating job especially for previously disadvantage community. During this financial year the 20-lease agreement were entering upon. The impact of renewed leases will ensure income generation for the municipality, which will ensure financial stability.

Municipal did not auction any property during 2022/23 financial year.

3.9.3 Properties Service Policy Objectives Taken from IDP

Properties Service Policy Objectives Taken from IDP						
		2020/21		2021/2022		2022/23
		TARGE T	ACTUAL	TARGE T	ACTUA L	TARGET
SERVICE OBJECTIVE S	OUTLINE SERVICE TARGETS	PREVIO US YEAR	PREVIO US YEAR	CURRE NT YEAR	CURRE NT YEAR	FOLLOWIN G YEAR
Re-inventing our economy and renew our communities	number of key municipals properties commercialized	2	1	1		
	Amount of revenue generated from property leases	R4 million	R4 million	R10 million	R19 363422.2 4million	

3.9.4 Employees: Property Services

EMPLOYEES: PROPERTY SERVICES

Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	1	1	0	0%
4 - 6	9	4	4	5	56%
7 - 9	3	2	2	1	33%
10 - 12	0	0	0	0	0%
13 -15	0	0	0	0	0%
16 -	0	0	0	0	0%
	13	7	7	6	46%

3.9.5 Overall performance

The department is responsible for maximizing social and economic value of Emfuleni Local Municipality. Properties department in its effort to reverse the past, through the conversion Act, transfer 16 properties to the beneficiaries of Emfuleni Local municipality.

Properties department provide leases to community for different use ranging from agricultural and business operations, in this financial year department enter in 49 leases which will have a positive impact to the community and municipal revenue.

Emfuleni Local Municipality in the process of introducing Rapid Land Release Program to increase the distribution on mixed land uses for various income groups. The initiative will promote the redistribution of land in line with the demographics and address housing needs of the people of Emfuleni through Rapid Land Release program council non-strategic land parcel, including farms will be released in order to unlock economic growth.

The target of R19 363422.24 million from leasing municipality owned property were achieved during 2021/22 financial year. This comprised new and renewed leases of various categories, community facilities, and Agricultural and Commercial properties.

3.10 BUILDING CONTROL

Building Controls function is to ensure that compliance with the requirements of National Building Regulations and Standard Act 103 of 1977 is achieved in Emfuleni-area. Building control process (Building Plan Approval) guarantees compliant buildings success in helping to achieve reasonable standards of health and safety, energy conservation, accessibility and sustainability for building users.

Approval of Building plans is one of the core functions. However, all plans received for approval range from houses, commercial buildings, Cell Mast, Temporary Structures. Plans that are not approved are archived for a period of a year only. All plans that have lapsed in the system must be resubmitted again. The annual number of applications submitted to building control for approval fluctuates.

Building control also looks after aspects of construction, including controlling demolition, business licensing and dealing with dangerous structures. Continuously building control monitors, review, improvement and implementation of building regulatory processes, systems, innovation, service excellence and best practice through operational and enforcement initiatives. Building Control also assists in ensuring public safety at events, venues and within sports facilities.

3.10.1 Applications for Approval of Building Plans

Building Plan applications received for approval	1067
Determination made in year of receipt	450
Determination made in following year	0
Applications not approved	544
Applications outstanding at year end	73

The graph above shows the number building applications considered by the Municipality during the different financial years, the municipality is striving towards moving to an online building control system that will assist in fast tracking the adjudication of plans; the initiative is geared towards better service delivery and the overall investment and attraction efforts.

3.10.2 Service standards

The service provided to customers is important; therefore, we provide the following service level, which we consider as our minimum standard:

- Examining applications submitted under Building Regulations
- Inspecting building work in progress
- Providing an advisory service in respect of Building Regulations
- Administering the issue of Occupation Certificates
- Advising on dangerous structures
- Delivering information and training events for the building industry on the Building Regulations and other legislation
- Advising on Public Safety at Events
- Enforcing the Energy Performance of Buildings Regulations

The following additional compulsory inspections are executed as and when:

- Provisional Authorization to commence or proceed with the erection of a building or part thereof is granted.
- Permission to deviate from or for exemption from one or more provisions of the National Building Regulations is granted.
- Demolition Permits to proceed with demolition works are issued.
- Applications to use a building or part thereof before the Certificate of Occupancy has been issued are received.
- Applications to Issue a Certificate of Occupancy for an existing building where such Certificate was not issued on completion of the works and the building is occupied/not occupied are received; and
- Permits for Minor Building Work for new buildings and additions/alterations to existing buildings are issued.

3.10.3 Building Control Service Policy Objectives Taken from IDP

Building Control Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	PREVIOUS YEAR	PREVIOUS YEAR	CURRENT YEAR	CURRENT YEAR	FOLLOWING YEAR
Re-inventing our economy and renew our communities	Percentage building plans applications adjudicated within the required timeframe (30 days) for smaller than 500m ² and (60 days) for greater than 500m ²	65%	58.75%	80%	79%	80%

3.11 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) Emfuleni Local municipality is responsible for identifying and using available local resources in order to facilitate economic growth and employment creation. The role is also focused on developing local relationships with essential and relevant stakeholders, including the national government, provincial governments, district governments, and business. To strengthen and support local economic development, initiatives aimed at boosting economic growth, attracting investment, and developing Emfuleni as a tourist destination are being planned and implemented. Additionally, there are numerous other significant efforts using LED and tourism:

- Promotion of small and medium-sized businesses and cooperatives, as well as encouragement and support for established ones
- Advertising: which regulation includes the issuing of advertising licenses in specific zones, the monitoring and removal of includes unlawful advertising,
- The enforcement of informal street trading by-laws, the delineation of trading spaces, the identification of sites suitable for informal street trading marketplaces, the issuing of trading permits and identification of areas suitable for traders to establish and conduct business.

- Investment, business retention and growth. This encompasses among other things, involved in inner city regeneration, revitalization, and research into innovative methods for improving the business environment.
- Agriculture and networking structure with business cooperatives, provide opportunities and package providers and create data base to track trends within business communities.
- Tourism promotion and marketing are conducted by the municipality. In addition to agriculture, the municipality promotes and supports agricultural growth.

3.11.1 Local Economic Development Service Policy Objectives Taken from IDP

Local Economic Development Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	PREVIOUS YEAR	PREVIOUS YEAR	CURRENT YEAR	CURRENT YEAR	FOLLOWING YEAR
Re-inventing our economy and renew our communities	% Key milestones implemented on the Local Economic Development Plan	100%	50%			
	Number of jobs created through the implementation of the infrastructure projects program, measured as full time equivalents at 300 hours per FTE per quarter	120	0	51	224	100
	Number of LED projects/initiatives facilitated in Collaboration/partnership with public and/or private sector.	-4	-	1	4	4

3.11.2 Employees: Local Economic Development Services

EMPLOYEES: LOCAL ECONOMIC DEVELOPMENT SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	3	1	1	2	67%
4 - 6	10	9	9	1	10%
7 - 9	11	4	4	7	64%
10 - 12	0	0	0	0	0%
13 -15	0	0	0	0	0%
16 - above	0	0	0	0	0%
	24	14	14	10	42%

3.12 LIBRARY AND INFORMATION SERVICES

ELM continues to improve communities' quality of life by providing free access to information that fulfils its users' intellectual, educational, social, and recreational needs. The aspiration of the Emfuleni communities for lifelong learning, literacy, cultural expression, recreation, and economic progress is the impetus for establishing a Community Libraries

The Library and Information Services department manages fifteen (15) libraries across the municipal area. These libraries are divided into three (3) regions. (Region 1: 5 Libraries Region 2: 4 Libraries, Region 3: 6 Libraries).

3.12.1 Libraries Location

Region 1	: Vanderbijlpark	Driehoek, Boipatong-, Bophelong and Stephenson
Region 2	: Vereeniging, Sharpeville-, Tshepiso and Rus-ter-Vaal Libraries	
Region 3	: Residensi, Evaton-, Evaton-North-, Sebokeng Zone 13-, Boitumelo and Roshnee Libraries	

3.12.2 Libraries Service Policy Objectives Taken from IDP

Libraries Service Policy Objectives Taken From IDP							
		2019/20		2021/22		2022/23	
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	
Service Objectives	Outline Service Targets	Previous Year	Previous Year	Current Year	Current Year	Following Year	
Well maintained and accessible libraries	% Proportion of maintains and Refurbishment plan completed.	70%	0%				

	Number of library programs implemented.			32	37	
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3.11.3 Service Statistics for Libraries

Among the service standards and accomplishments, ELM initiated and carried out the Born to Read Program, which consists of two programmes. Reading Instruction: Reading Programs: Legends of Soccer Two vegetable gardens have been established at medical facilities and early childhood libraries. Seven programmes of Early Childhood Development Program Offered in Rural Crèches. a total 142 individuals participated in holiday programmes. There are a total of 14 760 members of the library.

3.12.3 Employees: Libraries

EMPLOYEES: LIBRARIES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	0	0	1	100%
4 - 6	4	2	0	4	100%
7 - 9	40	14	14	26	65%
10 - 12	72	30	28	44	61%
13 -15	3	1	1	2	67%
16 -	35	14	13	22	63%
	155	61	56	99	64%

3.13 PARKS AND CEMETERIES

The purpose of parks and cemeteries is to develop and maintain the arboriculture of public open space, parks, and green belts. It serves the burial needs of the Emfuleni Local Board community. Additionally, the function is responsible for the management and upkeep of passive and active cemeteries. This goal is accomplished through the creation and maintenance of public open spaces that meet the recreational needs of local communities. Provision of a sustainable cemetery for the residents of the Emfuleni Local Municipality

Many of the activities that parks engaged in were developing parks and public spaces, arboriculture maintenance, and while cemeteries ensure is the prompt provision of burials site, and the maintenance of active and inactive cemeteries.

Due to constraints such as a lack of burial sites and other tools of trading, the municipality was unable to implement the library programmes and was unable to function at its peak.

3.13.1 Number of graves provided during 2021/2022

Cemetery	Ward number	TOTAL
Boipatong Cemetery	3	48
Evaton Cemetery	26	816
Jacobskop Cemetery	21	367
Nanescol Cemetery	25	361
Phelindaba Cemetery	12	103
Roshnee Cemetery	21	87
Rustervaal Cemetery	16	74
Vanderbijlpark Cemetery	9	2542
Vuka Cemetery	12	51
Total		4 449

3.13.2 Parks and Cemeteries Service Policy Objectives Taken from IDP

Parks And Cemeteries Service Policy Objectives Taken From Idp						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Service Objectives		Previous Year		Current Year		Following Year
To provide a safe and secure developed and undeveloped public open spaces and municipal owned property	100% implementation of horticultural and aboricultural maintenance program achieved	100%	0	100%	396%	100%
To implement SRACLIS program in order to promote social cohesion to the community	44 social cohesion programs implemented					44

3.13.3 Employees: Parks and Cemeteries

EMPLOYEES: PARKS AND CEMETERIES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	3	2	2	1	33%
4 - 6	13	5	5	8	62%
7 - 9	72	16	16	56	78%
10 - 12	25	5	5	20	80%
13 -15	279	30	30	249	89%
16 -	629	87	78	551	88%
	1021	145	136	885	87%

3.13.4 Financial Performance 2021/2022 Cemeteries and Crematoriums

Financial Performance 2021/22: Cemeteries and Crematoriums					
					R'000
Details	2020/21	2021/22			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	12,250	12,482,386	8,626,165	11,820,425	-6%
Expenditure:					
Employees	7,346	8,255	8,255	7,305	-13%
Repairs and Maintenance					
Other	11,301	6,505	5,964	11,795	45%
Total Operational Expenditure	18,646	14,760,673	14,219,640	19,100,213	23%
Net Operational (Service) Expenditure	-6,397	-2,278,287	-5,593,475	-7,279,787	69%

3.14 SOCIAL DEVELOPMENT (CHILD CARE; AGED CARE; SOCIAL PROGRAMMES)

The role is interdisciplinary in nature and cuts across a wide range of sectors and departments. As part of providing social services to the ELM communities, the department has also hired social workers who, in addition to traditional methods, use casework, group work, community development, and research.

program for low-income families was put in place. There are several socio-economic causes that contribute to the non-payment of basic services, and the program provides a subsidy that is provided to permanent residents who are unable to pay their rates and taxes. The criteria is

Social workers have used a developmental approach to guide and influence the nature of development. Programs for socio-economic development, moral regeneration, empowerment, and poverty reduction are among those that have been implemented. Prevention, early intervention (non-statutory), and

reintegration are some of the levels of intervention that are frequently utilized, including focus group discussions. Victims of child abuse, along with other victims of physical, mental, and financial abuse, are constantly receiving assistance. Door-to-door campaigns, the distribution of educational materials, and the presentation of seminars and meetings are all part of the preventive and early intervention efforts to keep children safe from violence in their communities.

The Indigent Household Programme was put into action. Permanent residents who cannot afford to pay their taxes and rates are awarded a subsidy to cover their basic needs due to a variety of socioeconomic conditions. For financial year 2021/2022, Social Development was in responsible of verifying and processing new indigent applications, as well as reviewing existing indigent households in the database. In the financial year 2021/2022, 336 additional applications for indigent households were processed. Because of the Corona virus (Covid-19) pandemic, there were fewer confirmed cases. Indigent applicants were helped by intake services at four regional offices: Vereeniging, Vanderbijlpark, Sebokeng, and Evaton. Social workers and field workers were in charge of responding to inquiries, making house visits, recording and processing applications, and raising awareness about the impoverished verification program.

An indigent program also designed to assist families in burying their loved ones in a dignified and respectful manner. During the financial year under review, the municipality performed 207 indigent and indigent burials.

Drug and substance abuse program:

Social Development conducted awareness and prevention programs at schools on drug and substance abuse. General Smuts High School, Rustervaal High School, Residensia High School and Mahareng Secondary school were reached through the campaign. Five hundred and five (505) students were educated on drug and substance abuse. Visual presentation and discussions were methods used in implementing the program. Social Development is planning to reach out to many schools as the challenge of drug and substance abuse in schools have increased , putting school children at risk of committing crime, dropping from schools and other socio-economic challenges.

SERVICE STATISTICS FOR CHILD CARE

Statutory childcare and protection is under the auspices of the provincial Department of Social Development. The Emfuleni Municipality - Department of Social Development does not provide care and protection for children. Emfuleni Social Development conducted awareness and prevention campaigns on child abuse and neglect, which are non-statutory functions in Vereeniging and Sebokeng areas. Over one hundred and fifty (150) people were reached.

3.14.1 Employees: Child Care, Age Care & Social Programmes (Social Development)

EMPLOYEES: CHILD CARE, AGE CARE & SOCIAL PROGRAMMES (SOCIAL DEVELOPMENT)

Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	1	1	0	0%
4 - 6	26	9	9	17	65%
7 - 9	13	0	0	13	100%
10 - 12	20	13	12	8	40%
13 -15	0	0	0	0	0%
16 -	0	0	0	0	0%
	60	23	22	38	63%

3.15 PRIMARY HEALTH

A primary health care function has been assigned to the Gauteng provincial health department under the National Health Act 61 of 2003, which came into effect on January 1, 2007. Primary health care services provided by district councils have been transferred to provinces in line with a decision made by the National Health Council on March 19, 2014.

All ELM clinics ensure that they comply with the National Health Core Standards as follows:

- Water tanks and generators are installed.
- A comprehensive manual and electronic health records system in all municipal clinics is in place.
- Medical waste stores were built in each clinic for the proper handling and disposal of medical waste.
- Market Avenue, Bophelong, Boipatong and Sharpeville Community Health Centre are now providing extended operational hours from 07h00-19h00 weekdays and 07h00-13h00 on weekends and public holidays to reduce waiting times at health facilities.

3.15.1 Employees: Clinics (Primary Health Care)

EMPLOYEES: CLINICS (PRIMARY HEALTH CARE)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	2	2	2	0	0%
4 - 6	39	6	6	33	85%
7 - 9	119	43	42	77	65%
10 - 12	24	9	9	15	63%
13 -15	25	2	2	23	92%
16 -	40	14	14	26	65%

3.16 ENVIRONMENTAL HEALTH

It is the responsibility of the Environmental Health Division to supervise all elements of food handling at public events in order to guarantee that all applicable laws and regulations relating to food safety are followed. Additionally, monitoring is carried out in the form of inspections of food establishments for compliance with hygiene standards, inspections of food handlers for compliance with personal hygiene practices, inspections of transportation modes, ascertaining whether or not the service provider possesses a Certificate of Acceptability, and ensuring adequate provision of water supply and proper sanitation.

A significant part of this function is the provision of comprehensive Environmental Health Services needed to guarantee that the community can live in a healthy and hazard-free environment. Environmental health services are provided in accordance with the National Health Act 61 of 2003. In terms of Municipal Health Services, there are nine (9) aspects or focal areas that constitute the mission of ELM with regard to Municipal Health Services.

3.16.1 Environmental Health Service Policy Objectives Taken from IDP

Environmental Health Service Policy Objectives Taken from IDP							
			2020/21		2021/22		2022/23
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Service Objectives	Outline Targets	Service	Previous Year	Previous Year	Current Year	Current Year	Following Year
Renewing our communities and reviving a sustainable environment	Number of inspections to comply with national environmental health norms and standards at any period.	of to with	2600.00	3087.00	1600	2716	2000

3.16.2 Employees: Environmental Health

EMPLOYEES: POLLUTION CONTROL (ENVIRONMENTAL MANAGEMENT)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	1	1	0	0%
4 - 6	3	1	1	2	67%
7 - 9	8	3	3	5	63%
10 - 12	0	0	0	0	0%
13 -15	0	0	0	0	0%
16 - above	0	0	0	0	0%
	12	5	5	7	58%

EMPLOYEES: HEALTH INPSECTION (ENVIRONMENTAL HEALTH)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	1	1	1	0	0%
4 - 6	10	7	7	3	30%
7 - 9	32	9	9	23	72%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 -	4	0	0	4	0%
	47	17	17	30	64%

3.16.3 Service Standards

A total of 2283 inspections and monitoring of all food establishments were undertaken to guarantee food control. Inspectors also checked the product's safety and wholesomeness before it was made available to the public. A total of 299 302kg of foodstuffs were surrendered for destruction because they were unsuitable for human consumption. Besides that, the monitoring of seven exceptional events that took place throughout the financial year 2021/22 was also included.

A total of 68 samples were analysed in order to determine the cleanliness of the water. There's also an assurance of environmental pollution control. Enforcement of illegal dumping and littering is being carried out, with the appropriate corrective steps being taken as needed. Inspections of medical waste generator facilities are part of this process. Health surveillance of the premises is carried out on a regular basis. During the 2021/22 financial year, 509 pre-school inspections were carried out, with inspection reports being produced followed by pre-school proprietors attending a session on subjects linked to environmental health.

The prevention of communicable diseases is regarded as a high priority. During suspected disease outbreaks, campaign activities are held in order to raise awareness. •ELM is working in collaboration with the District and Provincial Outbreak Response Teams. A total of nine notifications from the province were received for investigation, and nine feedback reports were sent to the province.

Several local radio stations, including Hope FM, VUT FM, and Sedibeng FM, were used to spread information and raise awareness. During this epidemic, food safety and the management of COVID 19 human remains were two of the most important concerns discussed.

Pamphlets on COVID 19 were also sent to internal departments and access points, with the hope that they would be disseminated to members of the community and clients that enter the municipal facilities. The booklets were also distributed to facility managers who work in clinics. Other functions include making arrangements for the deceased's final disposal. Three training sessions were held with the Funeral Undertaker Owners in the jurisdiction, with the collaboration of the Department of Forensic and Pathology, the Province, and Sebokeng Hospital as well as Kopanong Hospital, to provide them with information on the COVID 19 Regulations and their implementation.

3.17 Public Safety

It is the responsibility of the Municipality's Public Safety Division to provide services in three divisions: traffic and security, Municipal Courts Services, and Fire and Rescue Services.

The traffic and security department are responsible for the provision of traffic management and enforcement services, administration, logistical support services, management, training and road safety promotion, and social crime prevention and security services.

Fire and rescue are responsible for providing firefighting services, promoting fire safety and prevention, disseminating information, education, and public relations, disaster response, and event safety.

Municipal court services are responsible for adjudicating and processing fines, which include those imposed as a result of legal violations.

3.17.1 Traffic and Security Services

All 45 municipal wards of the Emfuleni Local Municipality (ELM) receive traffic and security services. Additional subdivisions are established to facilitate the administration and regulation of traffic flow and security. These units also provide a variety of duties, including traffic administrative and logistical assistance, accident management, training (including road safety promotion), a control room, social crime prevention, and security services.

The Emfuleni Local Municipality's traffic and security services adhere to the National Crime Prevention Strategy, the Provincial Crime Prevention Strategy, and the District Crime Prevention Strategy.

ELM engaged in and ran static and roaming roadblocks during Joint Operation O Kae Moloa in cooperation with the Army, Gauteng Traffic, the SAPS, and Home Affairs. This includes additional patrols to enforce various phases of the lockdown restrictions, such as the use of public transit and private vehicles supervised and enforced Lock down Regulations in various municipal cemeteries during funerals.

It provided security at a variety of locations and activities, including during the issuing of informal trading licenses and the protection of the General Smuts and Saul Tsotetsi Homeless Shelters

3.17.2 Traffic and Security Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	2020/21		2021/22		2022/23
		Target	Actual	Target	Actual	Target
	Number of community safety programmes implemented	40	46	40	58	40

3.17.3 Employees: Traffic & Security

EMPLOYEES: POLICE OFFICERS (TRAFFIC & SECURITY)					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
Chief Traffic Officer	1	1	1	0	0%
4 - 6	10	5	5	5	50%
7 - 9	201	100	99	102	51%

10 - 12	64	15	13	51	80%
13 -15	4	1	1	3	75%
16 -	63	7	7	56	89%
	343	129	126	217	63%

3.18 FIRE AND DISASTER MANAGEMEN

The primary functions of the Fire and Rescue Services are to provide firefighting, rescue, and fire-security services, as well as to safeguard human life and property. Associations for fire protection have been created to aid in the recovery process following a disaster.

Fire and rescue services are offered across the municipality's 45 municipal wards and the adjacent areas. The ELM municipality is separated into three different regions (Vereeniging, Vanderbijlpark, and Sebokeng / Evaton), each with a different character.

3.18.1 Fire and Disaster Management Service Policy Objectives Taken From IDP

		2020/21		2021/22		2022/23	
Service Objectives	Outline Service	Target	Actual	Target	Actual	Target	Actual
Renewing our communities and reviving a sustainable environment	70% turnaround time within 23 minutes to all calls	70% turnaround time within 23 minutes to all calls	83.25%	70% turnaround time within 23 minutes to all calls	65.75%	70% turn-around time within 23 minutes to all calls	N/A

EMPLOYEES: FIRE SERVICES

EMPLOYEES: FIRE SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
Chief Fire Officer	1	1	1	0	0%
4 - 6	10	5	5	5	50%
7 - 9	233	110	108	125	54%
10 - 12	0	0	0	0	0%
13 -15	6	0	0	6	0%
16 -	8	3	3	5	0%
	258	119	117	141	55%

3.19 SPORTS, ARTS AND CULTURE

The Division of Sport, Recreation, Arts, and Culture's objective is to foster a diverse and integrated local community through various programmes. Several of the programmes implemented included competitions in swimming, cycling, soccer, softball, boxing, netball, korfbal, indigenous games, and athletics. These programmes benefited over 3000 participants and developed over 3000 officials/coaches. Additionally, these divisions are responsible for the maintenance of sports facilities.

The Arts and Culture function focuses on creating a favourable atmosphere for artists by organizing events and supporting local artists who contribute to a variety of genres of art. The other objective is to identify and nurture emerging talent as it grows and matures. By assisting local artists in their quest for quality and professionalism, new job opportunities are created.

The following arts and cultural activities took place during the reporting year:

- Twenty local female writers took part in the Basadi Writers Workshop,
- Auditions for drama and theatre
- Discussion and screening on gender issues
- Emfuleni Hip Hop Auditions
- The Vaal Dance Festival
- Human Rights Day celebration
- Gospel Goes Indigenous event
- The Puisano Jazz Festival
- Madcamp Theatre Festival
- Workshop on writing in the digital era

3.19.1 Sports, Arts and Culture Service Policy Objectives Taken from IDP

Sports, Arts Service Policy Objectives Taken From IDP						
		2019/20		2021/22		2021/22
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	PREVIOUS YEAR	PREVIOUS YEAR	CURRENT YEAR	CURRENT YEAR	FOLLOWING YEAR
Releasing Human Potential	Number of SRACLIS programs implemented and presented to the community.	-	-	32	0	32

3.19.2 Employees: Sports and Recreation

EMPLOYEES: SPORTS AND RECREATION					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	3	2	2	1	33%
4 - 6	8	5	4	4	50%
7 - 9	15	8	6	9	60%
10 - 12	30	19	18	12	40%
13 -15	40	17	16	24	60%
16 -	96	49	48	48	50%
	192	100	94	98	51%

3.19.3 Capital Programme:Sports, Arts & Culture

Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Sports, Arts & Culture	2,026,967.00	2,016,771.00	1,477,462.64		
REFURBISHMENT OF SE 2 SWIMMING POOL	839416	1700000	1477463	-15%	43%
REFURBISHMENT OF BOPHELONG STADIUM	1187551	316771	0	0%	0%

3.20 HUMAN RESOURCES MANAGEMENT

The Human Resources Management Department is well established, and its primary function is to render an effective as well as an innovative human resources service that addresses both skills development and generic human resources functions within the municipality. The HRM Department is also primed to provide a strategic organisational development function aimed at promoting the future growth and sustainability of ELM as an institution.

The functions of the HRM Department comprise the following:

Benefits Administration.

Personnel Administration.

Recruitment and Selection.

Leave Management.

Training and Development; and

Human Resource Policy Development and Following Service Terminations Compliance Monitoring

3.20.1 Service Statistics for Human Resources Services

Resignations	Dismissals	Medical Boarding	Deaths	Retirements	Contract terminations	Total
10	3	1	13	44	9	80

3.20.2 The Workplace Skills Plan

The Workplace Skills Plan (WSP)/Annual Training Report (ATR) inclusive of the ELM Training Plan has been submitted to LGSETA within the prescribed period / time during the financial year under review.

A total number of three hundred (395) employees were successfully trained in different training interventions (13) during the period under review

The following are key achievements from the Skills Development and Training Section of ELM for the year under review: .

Twenty-six (26) employees from various where conferred National Diplomas after completing N6 level studies.

Fifty (50) employees successfully completed the National Treasury compliance course in Municipal Finance Management (MFMA)

Seventeen (17) employees from Parks and Cemeteries acquired their Horticulture professional qualification after 3 years of training

ELM has provided experiential-learning opportunities for 45 unemployed learners in the categories of Internships, Learnerships and Work-Integrated-Learning programs.

A five-day (5) new Councillor Induction was also completed for 95 Councillors who commenced there term of office

3.20.3 Key HR Programmes for 2022/23

Acquisition of time and attendance electronic system

Acquisition of head-count electronic system

Acquisition of E-Recruitment electronic system

Key Policies for Development and Reviews viz; Overtime, Retention, succession, Placement, Shift system, Memorial and Funeral Service, Relocation, Standby etc.

Updating of personnel files

Skills Audit.

3.20.4 Human Resources Service Policy Objectives Taken from IDP

Human Resources Service Policy Objectives Taken from IDP						
		2020/21		2021/22		2022/23
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET
SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	PREVIOUS YEAR	PREVIOUS YEAR	CURRENT YEAR	CURRENT YEAR	FOLLOWING YEAR
Releasing Human Potential	% of change management project implemented	100%	50%	OD		
	Percentage of funded WSP training plan interventions implemented	100%	167%	100%	117%	100%
	Percentage of identified priority HRM Policies developed and reviewed	40%	30%	100%	44.44%	100%

	100% approved Organisational Structure by Council.	100%	50%	100%	0.00	Approved Functional Organisation Structure
	Budgeted priority critical vacancies filled	10%	08%	45.00%	20%	50%

3.20.5 Employees: Human Resources Services

EMPLOYEES: HUMAN RESOURCES SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 - 3	3	3	3	0	0%
4 - 6	18	14	13	5	28%
7 - 9	25	15	15	10	40%
10 - 12	1	0	0	1	100%
13 -15	0	0	0	0	0%
16 - above	1	1	1	0	0%
	48	33	32	16	33%

3.20.6 Overall Performance

The following performance was registered during the period under review:

The Department recorded the appointment of 36 officials from the critical priority vacancies while approximately 59 positions were interviewed pending the conclusion of the vetting of qualifications and the competency-based assessments.

The critical positions filled are as follows:

Manager: Roads and Storm Water

Manager: Occupational Health and Safety

Manager: Legal Services

Manager: Building Control

Assistant Manager: Environmental Management and Planning

Senior Administration Officer: Performance (2)

Clerk/Senior Clerk: Creditors (4)

Clerk/Senior Clerk: Water and Lights (5)

Clerk/Senior Clerk: Rates and Taxes (2)

Technician: Roads

Accountant: Budget (3)

Assistant Town Planner (3)

GIS Administrator

Legal Advisor

Special Workman(2)

Welder

Clerk/Senior Clerk: Building

Foreman: Fleet Services

Senior EHP (2)

Chief Environmental Health Practitioner

Administration Officer: Secretariat & Admin Support

The Department successfully processed 121 employees who exited the employ of the Municipality due to resignations, dismissals, medical boarding, deaths retirements and contract terminations.

3.21 EMPLOYMENT EQUITY

The Employment Equity Act 55 of 1998 was promulgated as part of the transformation process following the 1994 democratic elections. The main purpose of the Act is to achieve equity in the workplace by eliminating discrimination and promoting equal opportunities and fair treatment of people from designated groups. It is therefore important for a designated employer to implement affirmative action measures and make concerted efforts to redress the imbalances of the apartheid era.

The Municipality must therefore ensure that all efforts are made to promote equitable representation of designated groups at all levels and categories in the workplace. To this end a 2 year successive Employment Equity Plan was developed and approved by Council on the 31st July 2021. This plan is for the period 01 July 2021 to 30th June 2023 and entails clear objectives, goals and timelines for the two year period.

Furthermore the Employment Equity and Skills Development Forum has been established as one of the consultative structures required in terms of Section 16 and 17 of the Employment Equity Act 55 of 1998.

3.21.1 INSTITUTIONAL PROFILE EMPLOYMENT EQUITY

INSTITUTIONAL PROFILE JOB LEVEL = SEC 56 AND JOB LEVELS 1 – 16									
	RACE & GENDER								TOTAL
	AM	AF	CM	CF	IM	IF	WM	WF	
Total Permanent	1226	800	9	5	2	1	50	52	2145
Total Contract	34	28	0	0	0	0	0	1	63
Total Workforce									
	1260	828	9	5	2	1	50	53	2208
ELM Targets 2021/22	133	109	0	0	0	1	14	6	263
ELM Targets 2022/23	79	84	1	1	0	0	5	7	177
GOAL	212	193	1	1	0	1	19	13	440
Goal expressed in %	48%	44%	0%	0%	0%	0%	4%	3%	100%
Current status (appointments effected)	24	24	0	0	0	0	0	0	48
Current status expressed in % of total Goals	5%	5%	0%	0%	0%	0%	0%	0%	10%

The above table depicts representation of all staff including permanent and contracted staff as well as Section 56 appointments in the organization.

The current status also reflects an overall representation of 7% towards compliance target of 100% in the current financial year. Based on the above, it is clear that more efforts are needed to improve the

Representation of African Females, Coloured Females, as well as White Females..In terms of the Employment Equity National compliance targets the profil of the organization is required to reflect equitable representation of targets as follows: 45% African Males, 36% African Females, 02% Coloured Males, 02% Coloured Females, 02% Indian Males, 01% Indian Females, 07% White Males, and 06% White Females.

The report shows that women are still under-represented at top and senior management levels. However; evidence shows that the Municipality has made significant strides in the appointment of females at different levels and categories

There is generally an underrepresentation of Indians, Coloureds and Whites especially at the skilled technical, semi-skilled and unskilled level and therefore the organization needs to make concerted efforts to change the situation.

3.21.2 INSTITUTIONAL PROFILE EMPLOYMENT EQUITY

INSTITUTIONAL PROFILE JOB LEVEL = SEC 56 AND JOB LEVELS 1 – 16

	RACE & GENDER								TOTAL
	AM	AF	CM	CF	IM	IF	WM	WF	
Total Permanent	1226	800	9	5	2	1	50	52	2145
Total Contract	34	28	0	0	0	0	0	1	63
Total Workforce									
	1260	828	9	5	2	1	50	53	2208
ELM Targets 2021/22	133	109	0	0	0	1	14	6	263
ELM Targets 2022/23	79	84	1	1	0	0	5	7	177
GOAL	212	193	1	1	0	1	19	13	440
Goal expressed in %	48%	44%	0%	0%	0%	0%	4%	3%	100%
Current status (appointments effected)	24	24	0	0	0	0	0	0	48
Current status expressed in % of total Goals	5%	5%	0%	0%	0%	0%	0%	0%	10%

The above table depicts representation of all staff including permanent and contracted staff as well as Section 56 appointments in the organization.

The current status also reflects an overall representation of 7% towards compliance target of 100% in the current financial year. Based on the above, it is clear that more efforts are needed to improve the

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The report shows that women are still under-represented at top and senior management levels. However; evidence shows that the Municipality has made significant strides in the appointment of females at different levels and categories

There is generally an underrepresentation of Indians, Coloureds and Whites especially at the skilled technical, semi-skilled and unskilled level and therefore the organization needs to make concerted efforts to change the situation.

3.22 FLEET MANAGEMENT

Fleet Management is a function within the municipality charged with a responsibility to grant the necessary support to all user departments by availing fleet and fuel for work purpose. Various departments and functions within the municipality are dependent on the availability of required vehicles, equipment, machinery and other transportation resources to achieve their organizational mandates of rendering essential services to the community it serves.

During the year under review the municipality managed to achieve 42% annual availability of the current fleet due to lack of fleet maintenance and vehicles withheld by various service providers. ELM procured fleet as per the table below:

TYPE OF VEHICLES PROCURED	QUANTITY
Grader motor	3
Cherry picker	2
Crane truck	2
Toyota single cab	8
Medium pumper with equipment. Fire engine)	3(1 delivered and 2 being built with expected delivery-01 May 2023)
Grass fire unit	01 (Grant funding from Gauteng Provincial Disaster Management Fire and Rescue Services)
Total	19 Units

3.23 LEGAL SERVICES

The service statistics show an improvement in litigation management compared to the past financial years. The number of finalized matters is increasing and the number of rulings against the municipality has also decreased. Contingent liabilities are still a challenge because new civil cases are still instituted against the municipality. Institution of these cases can be attributed to ELM's failure to settle service provider's invoices timeously and thus leading to litigations which had it not been for cash flow, they would not have been instituted in the first place. Prominent litigious successes include an extremely technical and long-standing property rates appeal that lasted more than 5 years. The dismissal of the appeal by the Valuation Appeal Board annulled any related financial exposure or any probable contingent liability against Emfuleni Local Municipality in terms of the matter. Had the Appellant been successful in terms of its appeal, it could have triggered retrospective financial obligations of approximately R200 000 000 for the Emfuleni Local Municipality and further reduced property rates of the local authority by about R42 000 000 per annum.

The Legal Services Department is tasked in ensuring good governance within the municipality. This has been achieved through the advice that the department gave in all legal related matters. The personnel within the department sat in various committees to ensure compliance and good governance. The department played a role in maintaining discipline within the institution by having its personnel acting as either a chairperson or initiator during disciplinary hearings.

Specific progress has also been made in relation to legal support provided to the various departments of the local authority. Extended legal support has significantly contributed towards service delivery and the promotion of good governance. Further prospects of improvement are currently dependent on challenges like the provision of adequate office space to accommodate the total staff complement of the Legal Services Department and further development of the Legal Services Department's legal research capacity through the acquisition of electronic law libraries.

3.23.1 Employees: Legal Services

EMPLOYEES: LEGAL SERVICES					
Job Level	Total Posts	Employees 2020/21	Employees 2021/22	Vacancies Fulltime	Vacancies as %
0 – 3	4	3	4	0	100%
4 – 6	13	2	2	11	85%
7 – 9	4	1	1	3	75%
10 – 12	0	0	0	0	0%
13 -15	0	0	0	0	0%
16 - above	0	0	0	0	0%
	21	6	7	14	66%

3.23.2 Departmental Functionality and Mitigation Actions: Legal Services Department

The Legal Services Department has embarked with formalized mitigation strategies to remedy litigious prejudice against the local authority and includes the following actions during the last financial year: The formulation and adoption of a formalized Litigation Management Strategy to ensure uniform decision making in terms of decisions to litigate and the necessitated processes to follow in observance of costs implications thereto. The formulation and adoption of a uniform mandate/instruction precedent to appoint legal practitioners to represent the local authority in specific matters. The formulation and a formalized legal costs mitigation policy and the establishment of an internal legal costs committee to consider legal accounts tendered by legal practitioners prior to recommendation for payment to the Executive Director Shared Service has been approved by the Municipal Council.

Current embankment to clean the Litigation Register in oversight of specific focus to reduce the amount of litigations against the local authority and ensure accurate information capturing in the Litigation Register. Said litigator achievements should impact and be visible in the 2021/2022

The formulation and attendance to individual matters by means of the development of a specimen form to obtain monthly feedback from legal practitioners on record for the local authority. The formulation and development of a section 62 policy to ensure internal consideration of disputes and claims to resolve matters prior to the escalation of matters into the judicial domain. The limitation of legal practitioners' fees in terms of litigious matters in terms of the costs' prescripts in relation to both lower and high court matters.

The draft systems of delegation's report were presented to Council and this was approved by Council in September 2021. A workshop for the Councilors has been conducted during the month of March 2022.

The Standing Orders for the Municipal Council has been approved by Council and were taken for promulgation to the Government Printers and the promulgation as facilitated by the ELM Communications Department. It is emphasised that the delay in the promulgation process exposes the Municipality to a risk of litigation through possible High Court Reviews.

The legal department has been working close with the contracts management in vetting all the contracts which have been awarded through the bid processes. Further to these all-other contracts and memorandums of understanding are being presented to the legal department by various departments for vetting before they are being presented to the municipal manager for signature.

The legal department through the office of the assistant manager policy and research assists in vetting all the new policy in the municipality and also in the review process of old matters.

3.24 SECRETARIAT AND ADMINISTRATION

The Secretariat and Administration function forms part of the Shared Services Cluster. It is responsible for the provision of support functions to the Municipal Council and all its Committees, as well as all Clusters and Departments. The department consists of three sections namely Committee Services: Records Services and Administration Services. These three sections focus mainly on the following: Co-ordination and sequencing of all reports and meetings of Council and its Committees.

Updating of Policy Register and its safe keeping thereof;

Drafting of Action Lists for implementation of resolutions by Clusters;

Provision of a central records management and registry service;

Maintains and facilitates switchboard services; and

Safekeeping of contracts and agreements.

3.24.1 Service Statistics

Secretariat attended all meetings and ensured accurate compilation of minutes as required in these meetings. The following meetings were coordinated and supported:

Council meetings – seventeen (17)

Mayoral Committee meetings – sixteen (16)

Senior Management Team meetings (EXCO) – thirty-three (33)

Extended Senior Management Team meetings - None

Section 80 Committee meetings as follows:

Corporate & Governance – seven (7)

Finance & Revenue – seven (7)

Health & Social Development – one (1)

Human Settlements – None

Basic Services (now Public Works) – four (4)

Agriculture, Local Economic Development, Development Planning and Tourism – five (5)

Public Safety – two (2)

Infrastructure Planning and Development – two (2)

Sport, Recreation, Arts & Culture, Library Information Services, Parks and Cemeteries – one (1)

Environmental Management & Planning – four (4)

Section 79 Committee meetings as follows:

Audit Committee – one (1)

Performance Audit committee – one (1)

Joint Audit and Performance Audit Committee – eleven (10)

Ethics Committee – two (2)

Gender Committee (GEYODI) - None

Land Tribunal (now referred to as the Municipal Planning Tribunal) – two (2)

MPAC (Municipal Public Accounts Committee) – seven (7)

Petitions Committee – four (4)

Revenue Committee – it is dealt with under Section 80 Committee - Finance & Revenue

Ad-hoc Committee meetings:

Remuneration Committee - None

IDP & Budget Steering Committee – five (5)

Risk Management, Anti-Fraud & Anti-Corruption Committee – three (3)

Information Technology - None

Central Health and Safety Committee - None

Ntirhisano Local Task Team - None

Bid Adjudication Committee – thirty-seven (37)

Emfuleni Support Team - None

3.24.2 Overall performance of Secretariat

All sittings of Section 80 Committees, Mayoral Committee, Council and Committees of Council were successfully coordinated and supported;

Finalization of Minutes of various Committees was done on time;

All Executive Committee meetings were successfully coordinated and supported;

In terms of Standing Orders agendas and minutes were distributed within 72 hours before commencement of each scheduled meeting;

Records keeping and appraisal of Municipal contracts, agreements, reports, resolutions, minutes, agendas and general confidential documents were done;

All mail was collected and dispatched timeously;

All tender documents received from SCM were registered.

For the 2022/2023 financial year the department, inter alia, plans to:

Roll out the new file plan at Central Registry after disposal;

Improve the records management environment by disposing ephemeral documents in terms of the Disposal Authority granted by Gauteng Provincial Archives and

Procure and implement the first phase of an Electronic Document Management system.

Continue with the electronic distribution of agendas and minutes and

Implement a new VoIP telephony system

3.25 INFORMATION TECHNOLOGY

The Information and Communication Technology Services rendered to ELM users can be divided into Operations, Technical Maintenance, Software Support, Networking and Administration.

3.25.1 Service Delivery Priorities and Services

ICT Strategic Planning

The development of five-year ICT Strategy is done. The Strategy is aligned to the developed IDP, SDBIP and Financial Recovery Plan.

Service Statistics for ICT Services

The ICT department provide services to about 1900 users in the Municipality spread across Emfuleni Jurisdiction.

All the outside offices have been connected with all new radios.

21 ICT staff members still awaits the macro structure to be finalised for proper placement of the ICT Staff.

3.24.2 Information Technology Service Policy Objectives Taken from IDP

3.25.2 Capital Projects 2021/22: ICT and Other

Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
ICT And Other	94,308,000.00	9,013,118.00	7,082,117.17		
Minor Capital	3258000	0	0	0%	0%
Assets Management System	8000000	0	0	0%	0%
Laptops & Software For New Interns	200000	200000	0	0%	0%
Procurement Of Printers	5000000	0	0	0%	0%
Documents Management System	2000000	0	0	0%	0%
ICT Operating System	7000000	0	0	0%	0%
ICT Network Switches	1500000	0	0	0%	0%
Laptops & Desktops	1500000	0	0	0%	0%
New Computers For Councillors	1500000	0	0	0%	0%
Transport Assets	10000000	0	0	0%	0%
Procurement Of Plant Vehicles	40000000	0	0	0%	0%

Fleet Machine & Equipment	4000000	0	0	0%	0%
Procurement Of Pumps And Motors	3000000	0	0	0%	0%
Library - Furniture & Office Equipment	350000	0	0	0%	0%
Library Projects- New Vehicle	0	350000	0	0%	0%
Grass Fire Unit With Equipment	0	963118	1004642	4%	100%
Pumper Fire Engine With Equipment	7000000	7000000	6077476	-15%	-15%
PMU Laptops	0	500000	0	0%	0%

CHAPTER 4: ORGANIZATIONAL DEVELOPMENT

4.1 Introduction

The municipality's Organizational Development is currently performing the following core functions namely; Organizational Design; Job Analysis & Evaluation; Change Management; Business Process Mapping/Re-engineering; and Employee Assistance Programme.

The following functions need to be performed in the municipality according Gauteng Government approved Organizational Development & Design Framework 2017 (ODD Framework):

- ✓ Work Force Planning;
- ✓ Work -Study;
- ✓ Productivity;
- ✓ Norms & Standards;
- ✓ Layout & Workflow;
- ✓ Organizational Change & Culture;
- ✓ Form Design & Management;
- ✓ Benchmarking; and
- ✓ Knowledge Enablers & Skills.

The provincial (Cogta) has provided support in the municipality in a number of intervention which to an extent assisted the organization in the quest of accelerating quality services to ELM citizens. The following interventions were done according to the above-mentioned functions:

- ✓ The Review of the Service Delivery Model & Functional Organizational Structure;
- ✓ Development of the Change Management Framework;
- ✓ Ethics Strategy, Ethics Implementation Plan and Ethics Pledge are still at MAYCO level towards Council approval;
- ✓ Three Workshops for Councilor's on Ethics Strategy, Ethics Implementation Plan and Ethics Pledge were postponed and planned for the new financial year;
- ✓ Business Process Mapping was conducted for the following cluster: Financial Services, Shared Services, Metsi-a-Lekoa (Water & Sanitation), Public Works. The department has planned to map the following clusters in 2021/22 i.e. Public Safety and Community Development, Economic Development & Planning,
- ✓ Employee Assistance Programme: No Financial Management workshop were done through Job Levels; these include drafting wills for employees who do not have wills. Formal and Informal referrals were undertaken.

4.1.1 *Employees Assistance Program*

- ✓ Ongoing EAP counselling: 157 Employees consulted Formal Referral 5
- ✓ Trauma Debriefing/Awareness sessions conducted: 2 Trauma sessions were conducted at Roads & Storm Water department with 59 employees reached.
- ✓ Financial Management sessions: No Financial Management sessions conducted due to lack of service providers.

The above are meant to address and contribute to the National Key Performance Area “Releasing Human Potential and which is in line section 152 (1) (d) of Act 108 of 1996. The following Employee Assistance Programme (EAP) interventions are continuously done for the employees by self and formal referrals and pro-active programmes.

- ✓ Individual Counselling
- ✓ Financial Management Workshops/pre-retirement
- ✓ Communication & Conflict management Workshops
- ✓ Attitudes/Behavior & Absenteeism Workshops
- ✓ Trauma debriefings/awareness
- ✓ Medical Surveillances
- ✓ VCT
- ✓ World Aids Day
- ✓ Referrals for Counselling and Psychological interventions.

4.2 DISCIPLINARY ACTIONS

4.2.1 Disciplinary Action Taken on Cases of Financial Misconduct

Number and Period of Suspensions					
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalized		Date Finalized
Labour Relations Officer	Dishonesty; concealing of info	12/10/2018	Awaiting outcome	disciplinary	Pending
LR Admin Assistant	Dishonesty; concealing of info	12/10/2018	Awaiting outcome	disciplinary	Pending
General worker	Fraudulent time-keeping; AWOL	22/08/2019	Awaiting new set down date		Pending
Supervisor: Revenue	Fraud, corruption & dishonesty	23/08/2019	Awaiting new set down date		Pending
Cashier: Revenue	Fraud, corruption & dishonesty	23/08/2019	Awaiting new set down date		Pending
CFO	Financial misconduct - MFMA	16/03/2022	Part heard - 13, 14 & 15 July 2022		Pending

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalized
Supervisor: Revenue	Fraud, corruption & dishonesty	Charged with misconduct. DC process in progress	Pending
Cashier: Revenue	Fraud, corruption & dishonesty	Charged with misconduct. DC process in progress	Pending
CFO	Financial misconduct: MFMA	Charged with misconduct. DC process in progress	Pending

4.3 EQUITY

Chapter 3 of the Employment Equity Act 55 of 1998, Section 15(1) requires a designated employer to implementing affirmative action measures that are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce.

The Employment Equity department was therefore established to ensure that Emfuleni Local Municipality complies with this requirement by removing barriers to affirmative action and ensuring equal representation and advancement of people from designated groups.

Through the implementation of Employment Equity and Affirmative Action programmes, the Municipality has made significant strides in creating an environment that is conducive to equitable representation of designated groups in order to achieve broad representation of the South African demographics.

4.3.1 *Achievements*

The EE department conducted no roads-shows and advocacy campaigns in this reporting as a result of **the onset of Covid 19 which disrupted normal operations in the workplace.**

The department also drafted and facilitated the approval of the Employment Equity Plan in compliance with Section 20 of the Employment, Act 55 of 1998. The plan was approved by Council on the 31 July 2021 and will remain effective until 30 June 2023. The department has also resuscitated the Employment Equity and Skills Development Forum. The intention of the forum is to provide a platform for workers or their duly representatives to engage effectively with management on Employment Equity and Affirmative Action matters. The establishment of this forum has contributed to the harmonization of relations with trade union and other stakeholders. However, meetings of this forum are also impacted by the Covid 19 pandemic as most employees are still working from home.

4.3.2 *Appointments made against the employment equity targets*

Out of the 33 appointments effected and analyzed against employment equity targets 45% were in line with Employment Equity targets whereas 55% did not comply with the targets. This is attributed mainly to other designated groups not applying for positions as well as non-availability of suitable candidates from these groups. To this end the department has plans to embark on alternative recruitment methods including fair discrimination to ensure equitable representation of designated groups in line with the national and provincial demographics

The municipality has put measures in place to enforce compliance with equity targets across all levels in the organization. These include the Employment Equity personnel getting involved in the shortlisting and interviewing processes and making inputs to the panel recommendations for approval by the Municipal Manager. The department has also created a Deviation Form which will be completed in cases where the interview panel fails to comply with EE targets

The department also engaged Executive Management in this regard and obtained written commitment to the effect that the appointment of African Females at top and senior level would be a priority during recruitment and selection processes.

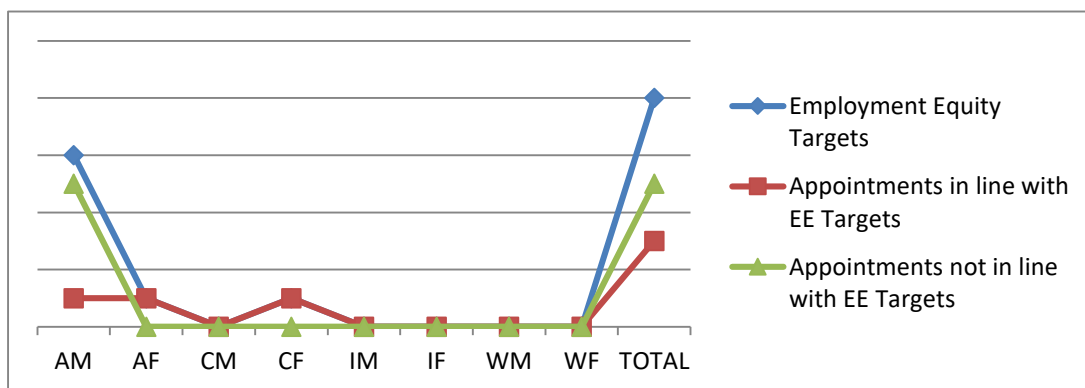
4.3.3 Legends: Appointments Assessed Against Employment Equity Targets.

APPOINTMENTS ASSESSED AGAINST EMPLOYMENT EQUITY TARGETS									
Gender & Race	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
Employment Equity Targets	20	9	2	0	0	0	1	1	33
Appointments in line with EE Targets	10	4	0	0	0	0	0	1	15
Appointments not in line with EE Targets	10	5	2	0	0	0	1	0	18

The table above reflects the total employment Equity targets for the reporting period 2021/2022.

AM- African Males	AF-African Female	CM-Coloured Male	WF-White Female
CF- Coloured Female	IM- Indian Male	IF- Indian Female	WM-White Male

The graph below represents the appointments achieved through equity targets



4.3.4. Overall Performance

Conducted analysis of workforce profile and consulted with internal employment equity stakeholders, Organized Labour and cluster representatives

Conducted an analysis and updated the profile for People Living with Disabilities

Developed a successive employment equity plan in line with Section 23 of Employment Equity Act 55 of 1998 and facilitated the implementation of employment equity targets as prescribed in the plan.

Compiled and submitted the annual Employment Equity Report to the National Office of the Department of Labour for the period 2019

Processed 34 G47's with employment equity recommendations for targeted recruitment.

Displayed a summary of the recent Employment Equity Report in some of the Municipality buildings as part of the duty to inform in line with Section 25 of the Employment Equity Act 55 of 1998

4.4 POLICIES

4.4.1 Human Resource Policies

HR Policies and Plans			
Completed %	Reviewed %	Date adopted by council or comment on failure to adopt	
Affirmative Action	N/A	N/A	Incorporated in the Emfuleni Local Municipality Employment Equity Policy (01 October 2009)
Attraction and Retention	50%	N/A	Draft policy has been developed and currently under consultation at Local Labour Forum.
Code of Conduct for employees	100%	N/A	As per Municipal Systems Act No 32 of 2000 Schedule 2
Delegations, Authorization & Responsibility	100%	N/A	17 October 2013, currently undergoing review process.
Disciplinary Code and Procedures	100%	N/A	Main Collective Agreement 2020 to 2023
Essential Services	100%	N/A	18 September 2008
Employee Assistance / Wellness	100%	N/A	30 May 2014
Employment Equity	100%	N/A	1 October 2009
Exit Management	N/A	N/A	Forms part of the Recruitment and Selection

			policy during the review process.
Grievance Procedures	100%	N/A	Main Collective Agreement 2020 to 2022
HIV/Aids	100%	N/A	30 May 2014
Human Resource and Development	100%	N/A	30 June 2022
Information Technology	100%	N/A	1 October 2009
Job Evaluation	N/A	N/A	Main Collective Agreement 2020 to 2022
Leave Administration	100%	N/A	30 June 2022
Occupational Health and Safety	N/A	N/A	11 November 2010
Official Housing	N/A	N/A	Main Collective Agreement 2020 to 2023
Employee Assistance / Wellness	100%	N/A	30 May 2014
Employment Equity	100%	N/A	1 October 2009
Exit Management	N/A	N/A	Forms part of the Recruitment and Selection policy during the review process.
Grievance Procedures	100%	N/A	Main Collective Agreement 2020 to 2022

Official Journeys	N/A	N/A	Under Car Allowance Policy
Official transport to attend Funerals	90%	N/A	29 June 2018. Policy under review
Official Working Hours and Overtime	10%	N/A	Main Collective Agreement 2020 to 2022 & overtime policy of 29 June 2018. Policy under review
Human Resources Management and Development Strategy	100%	N/A	30 June 2022

4.5 CAPACITATING MUNICIPAL WORKFORCE

The Training and Development Section within the Human Resources Management Department is the custodian for capacity building of employees within the Municipality and contributes to the development of a capable and service-delivery-focused organization. The Skills Development Act No 97 of 1998 as Amended in 2008 sets clear guidelines and requirements for the Municipality to implement capacity building initiatives for its employees and communities.

In response to the quoted legislative framework and related regulations such as the National Skills Development Strategy (NSDS -IV) and the Local Government Sector Education and Training Authority (LGSETA), Emfuleni acquitted itself well under the prevailing circumstances i.e. financial constraints and the COVID-19 pandemic.

The Workplace Skills Plan (WSP) for 2022/23 financial year with its attended Training Plan was submitted to the Sector Education and Training Authority for Local Government (LGSETA) by 30 April 2022 as per submission deadline.

The allocated training budget for the 2021/22 financial year for personnel training was R 4, 7 million. The Training Budget represents 0, 5% of the total ELM salary budget spent of R 954 000 000. This 0.5% expenditure on skills development represent a reduction from the previous year`s expenditure of 0.7% of total salary budget.

The 0, 5% is exclusive of conditional skills development grants received from SETAs such as the Mandatory Grant and Discretionary Grant.

A total of 395 employees were trained on various skills interventions during the 2021/22 financial year even with the reduced training budget.

The Training Section relied on external funding from the LGSETA and other related SETAs in order to achieve the set yearly targets.

This reliance on external funding will continue until ELM achieves financial recovery as per the Financial Recovery Plan.

4.5.1 Skills Development, Related Expenditure on the Financial Competency Regulations

The ELM Training Plan is informed by key strategic documents such as IDP, Sector Skills Priorities (SSPs), internal Skills Audit Results as well as the National Treasury Minimum Competency Regulations of 2007. September 2015 was set by National Treasury as the final deadline by which compliance at the various sectorial and professional work levels must be achieved. This deadline has since been extended by National Treasury.

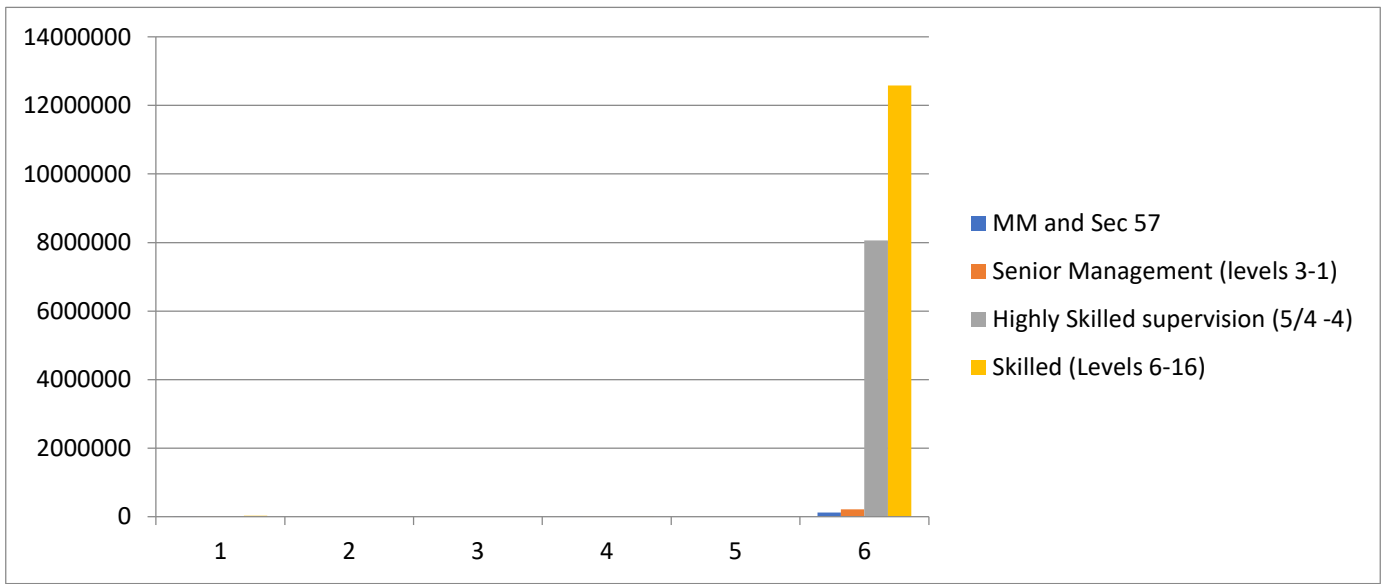
In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are critical to the successful implementation of the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

The following achievements were registered by the Section:

- ✓ Full compliance with the National Treasury Minimum Competency Levels Regulations, Gazette 29967 of April 2012
- ✓ A total of 39 learners were provided with Internship, learner ship and work-integrated –learning opportunities at ELM
- ✓ Twenty (26) learners achieved their National Diplomas having completed their N6 Certificate in Business Administration and Public Management.
- ✓ Seventeen (17) employees acquired their Horticulture qualification
- ✓ Fifty (50) employees acquired the National Treasury prescribed qualification via the Municipal Finance Management Programme at NQF Level 6

Sick Leave

Number of Days and Cost of Sick Leave (Excluding Injuries on Duty)						
Designation	Total sick	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post	Average sick leave per employees	Estimated Cost
MM and Sec 57	25	4%	3%	6	2%	R123 114
Senior Management (levels 3-1)	203	6%	10%	97	39%	R211 188
Highly Skilled supervision (5/4 -4)	8592	25%	25%	131	43%	R8 058 574
Skilled (Levels 6-16)	24691	45%	50%	2062	65%	R12 584 607
Total	33 511					



CHAPTER 5: FINANCIAL PERFORMANCE

5.1 FINANCIAL PERFORMANCE

Financial Summary R' 000						
	2020/21	Current Year 2021/22			2021/22 Variance to actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	915,309	1,001,052	925,635	1,016,800	10%	10%
Service charges	3,794,438	4,403,275	4,307,549	4,319,256	0%	0%
Investment revenue	96,622	80,236	68,747	91,669	33%	33%
Transfers recognised - operational	1,002,586	739,504	739,504	915,394	24%	24%
Other own revenue	1,770,027	476,208	476,208	591,611	24%	24%
Total Revenue (excluding Capital transfers & contributions)	7,578,981	6,700,275	6,517,644	6,934,730	6%	6%
Employee costs	1,137,542	1,342,872	1,341,073	1,217,281	-9%	-9%
Remuneration of councillors	56,645	59,577	59,577	56,828	-5%	-5%
Depreciation & asset impairment	589,262	374,524	374,524	635,189	70%	70%
Finance charges	205,702	0	0	394,309	0%	0%
Materials and bulk purchases	3,222,975	2,692,082	2,786,754	3,557,790	28%	28%
Transfers and grants	0	0	0	0	0%	0%
Other expenditure	2,322,651	2,052,396	1,688,715	2,718,903	61%	61%
Total Expenditure	7,534,777	6,521,452	6,250,644	8,580,301	37%	37%
Surplus/(Deficit)	44,204	178,823	267,001	-1,645,571		
Transfers recognised - capital	63,851	249,808	33,718	78,961	0%	0%
Contributions recognised - capital & contributed assets	0	0	0	0	0%	0%
Surplus/(Deficit) after capital transfers & contributions	108,055	428,632	300,719	-1,566,610	-621%	-621%
Share of surplus/ (deficit) of associate						
Surplus/(Deficit) for the year	108,055	428,632	300,719	-1,566,610	-621%	-621%
Capital expenditure & funds sources						
Capital expenditure						
Transfers recognised - capital	63,851	249,808	33,718	78,961	0%	0%
Public contributions and donations	0	0	0	0	0%	0%
Borrowing	0	0	0	0	0%	0%
Internally generated funds	0	0	0	0	0%	0%
Total sources of capital funds	63,851	249,808	33,718	78,961	134%	134%
Financial position						
Total current assets	2,227,710	1,245,171	2,064,455	2,113,130	2%	2%
Total non current assets	11,777,800	11,508,810	11,993,765	11,693,139	-3%	-3%
Total current liabilities	6,219,602	2,669,363	5,912,339	7,622,233	29%	0%
Total non current liabilities	426,817	397,566	446,349	391,554	-12%	0%
Community wealth/Equity	7,359,091	9,687,053	7,699,531	5,792,482	-25%	-25%
Cash flows						
Net cash from (used) operating	144,594	1,089,825	1,089,825	131,389	-88%	-88%
Net cash from (used) investing	-119,182	20,500	20,500	-275,046	-1442%	-1442%
Net cash from (used) financing	3,730	0	0	3,581	100%	100%
Cash/cash equivalents at year end	269,479	309,633	391,467	129,403	-67%	-67%
Cash backing/surplus reconciliation						
Cash and investments available	29,142	971,187	971,187	-140,076	0%	793%
Application of cash and investments	240,338			269,479		100%
Balance - surplus (shortfall)	269,479	971,187	971,187	129,403	0%	-651%
Asset management						
Asset register summary (WDV)	12,369,534	12,753,982	14,058,219	13,806,269	-2%	-2%
Depreciation and asset impairment	352,995	374,524	374,524	635,189	70%	41%
Renewal of Existing Assets	0	0	0	0	0%	0%
Repairs and Maintenance	329,022	93,256	114,131	41,196	-64%	-177%

The municipality closed off the 2021/22 financial year with a deficit Of R1 566b. The main contributor to the deficit is bulk purchases as well as other expenditure which performed above projections. Non-cash items (depreciation and debt impairments continue to increase year on year mainly due to This is due to new addition of assets in the form of donated assets / indirect grant capitalisation which will include their depreciation as well as provision which has to be made to account for non performing debtors. Allocations-in-kind which were recognised as revenue. Budget provision is not made for this

type of revenue as they are implemented by other agencies / spheres of government and are only recognised when they are handed over to the municipality.

The high expenditure on water and bulk purchases is due to electricity and water theft, unmetered households and water leakages due to old infrastructure.

5.1.1 Financial Performance of Operational Services

Financial Performance of Operational Services						
Description	2019/20	2020/21			2020/21 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
<u>Operating Cost</u>						
Water	(95,745)	(205,732)	(233,447)	(379,135)	45.74%	38.43%
Waste Water (Sanitation)	234,898	194,418	256,459	518,521	62.51%	50.54%
Electricity	227,831	927,596	868,882	125,887	-636.85%	-590.21%
Waste Management	36,099	25,182	35,432	57,567	56.26%	38.45%
Housing	(39,708)	(71,635)	(69,268)	827,933	108.65%	108.37%
Component A: sub-total	363,374	869,828	858,058	1,150,774	24.41%	25.44%
Waste Water (Stormwater Drainage)	(28,513)	(41,424)	(38,857)	(31,909)	-29.82%	-21.77%
Roads	(169,520)	(203,469)	(216,723)	(137,397)	-48.09%	-57.73%
Transport	(66,426)	(24)	(23)	(19,723)	99.88%	99.88%
Component B: sub-total	(264,459)	(244,917)	(255,603)	(189,030)	-29.57%	-35.22%
Planning	(3,813)	(5,185)	(4,198)	(3,560)	-45.64%	-17.91%
Local Economic Development	8,947	10,069	10,014	9,198	-9.48%	-8.88%
Component B: sub-total	5,134	4,885	5,817	5,638	13.36%	-3.18%
Planning (Strategic & Regulatory)	(31,992)	(31,758)	(35,909)	(31,162)	-1.91%	-15.23%

Local Economic Development						
Component C: sub-total	(31,992)	(31,758)	(35,909)	(31,162)	-1.91%	-15.23%
Community & Social Services	(20,529)	(6,989)	(6,535)	(6,397)	-9.26%	-2.17%
Enviromental Protection	(31,988)	(31,708)	(35,909)	(31,157)	-1.77%	-15.25%
Health	(23,523)	(27,993)	38,351	17,405	260.83%	-120.35%
Security and Safety	35,127	26,575	17,157	(190,000)	113.99%	109.03%
Sport and Recreation	(44,406)	(101,221)	(46,195)	(48,354)	-109.34%	4.46%
Corporate Policy Offices and Other	(1,380,056)	245,982	163,453	(569,133)	143.22%	128.72%
Component D: sub-total	(1,465,375)	104,646	130,322	(827,635)	112.64%	115.75%
Total surplus/(deficit)	(1,393,318)	702,684	702,684	108,585	-547.13%	-547.13%

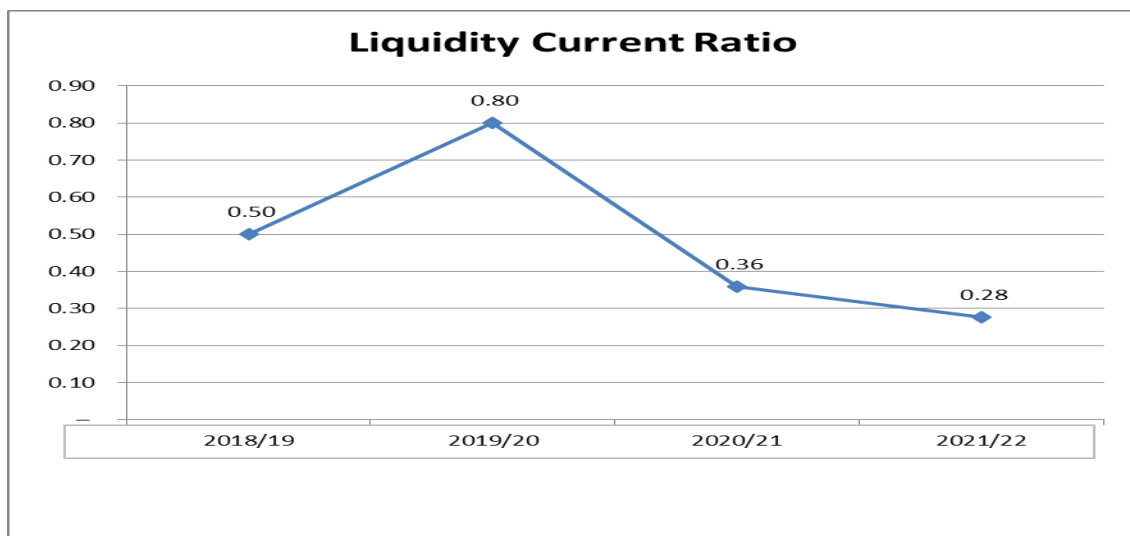
Conditional Grants: Excluding MIG 2020/21

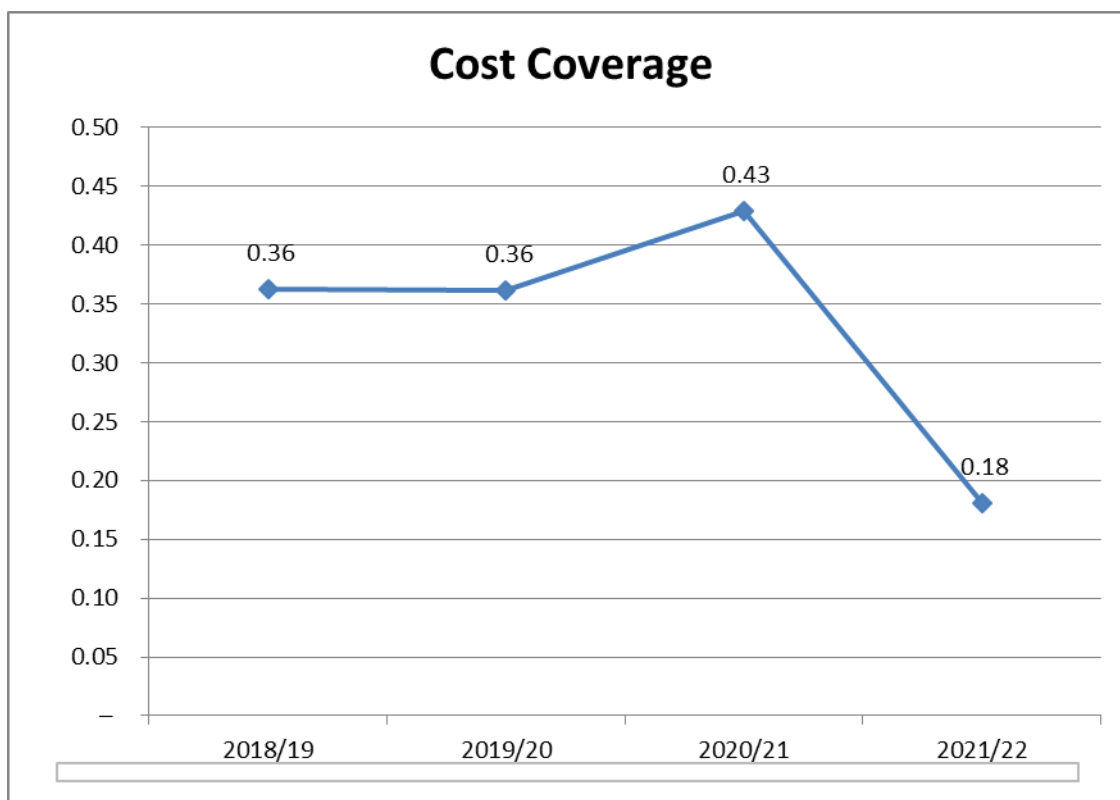
R' 000

Details	Budget	Adjust-ments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budg et	Adjus t-ments Budget	
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	4,543,000.00	4,543,000.00	2,874,571.22	-58%	-58%	

Library Grant	566,000.00	650,000.00	-			
INEP Grant	25,571,000.00	5,571,000.00	607,632.48	- 4108 %	- 817%	
Fire Grant	-	1,600,000.00	-			
Total	30,680,000.00	12,364,000.00	3,482,203.70	- 781%	- 255%	

5.2 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

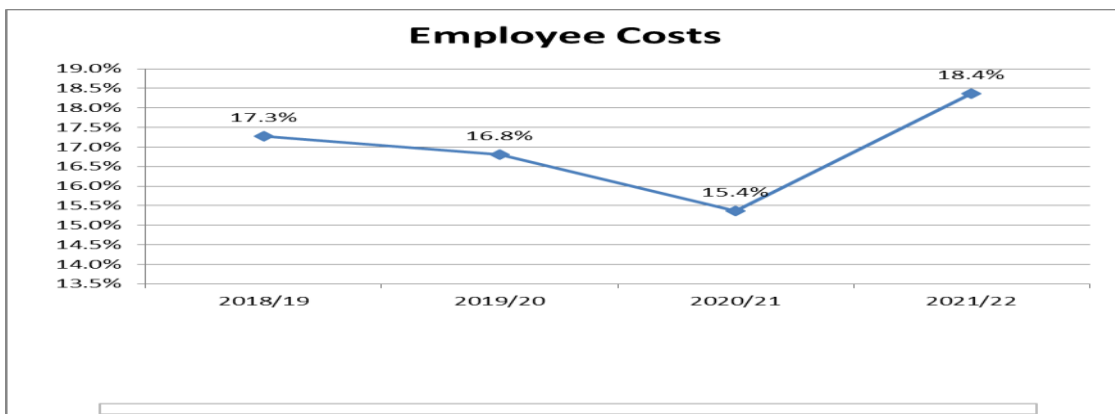
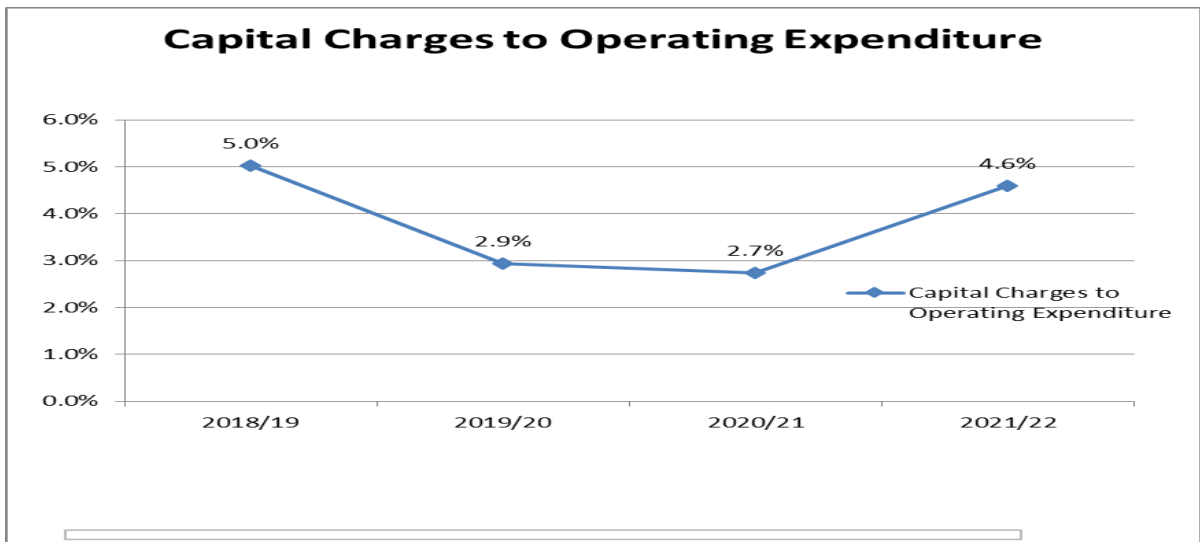
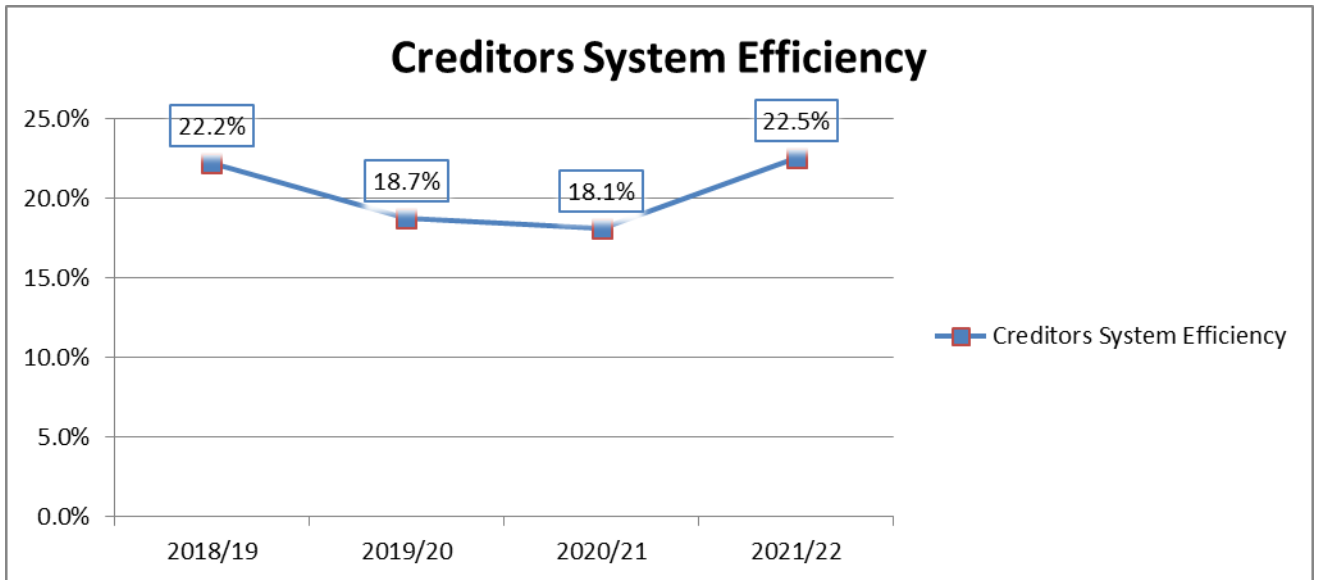


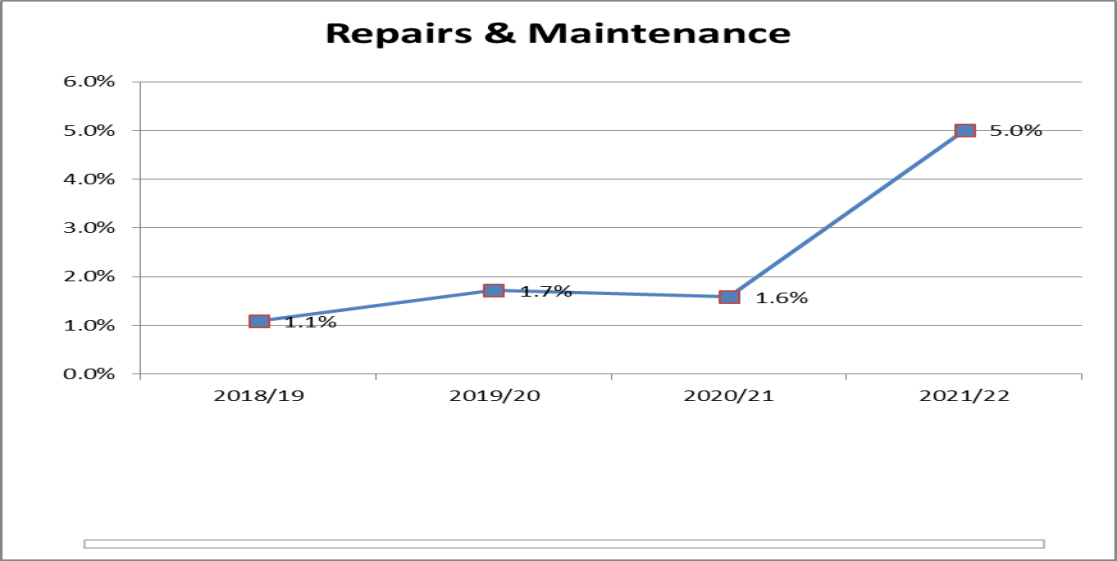


Ratio	Basis of calculation	2018/19	2019/20	2020/21	2021/22
Liquidity Current Ratio	Current assets/current liabilities	0.50	0.80	0.36	0.28
Ratio	Basis of calculation	2018/19	2019/20	2020/21	2021/22
Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.36	0.36	0.43	0.18

The municipality continued to experience the cash flow challenges in the year under review and the situation has further declined when compared to the previous year. The current ratio was sitting at 0.36 (2021/21 - 0.28:1) at the end of the financial year which was below the norm of 2:1. This indicates the inability to settle invoices within the regulated 30 days' timeframe. On average as per the above table, the current turnaround time to settle creditors' invoices is 131 days.

The cost coverage ratio is also not favourable, indicating that the challenge faced by the municipality to cover its monthly fixed costs with the available reserved funds. The norm for this ratio is 90days (three months) and the municipality was sitting at less than a month, meaning the municipality cannot survive a single month without additional cash collection__





COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

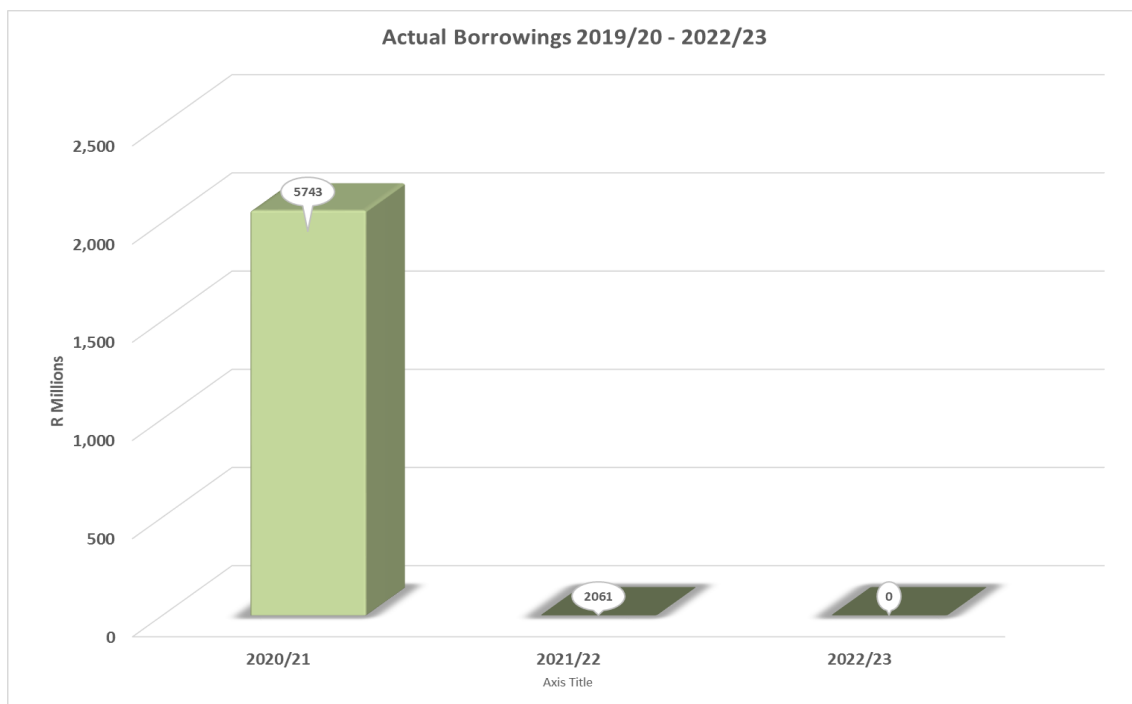
COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.3 CASH FLOW

Cash Flow Outcomes					R'000
Description	2020/21	Current Year 2021/22			
	Audited Outcome	Original Budget	Adjusted Budget	Actual	
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Ratepayers and other	2,850,432	4,204,726	4,004,726	2,986,656	
Government - operating	1,002,586	733,960	733,960	915,394	
Government - capital	63,851	260,075	162,590	78,961	
Interest	18,642	53,268	69,175	28,322	
Other receipts	429,840	136,426	136,426	1,284,134	
Payments					
Suppliers and employees	-4,021,707	-4,285,976	-4,285,976	-4,775,241	
Finance charges	-199,051	-12,472	-12,672	-386,837	
NET CASH FROM/(USED) OPERATING ACTIVITIES	144,594	1,090,007	808,229	131,389	
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of PPE	-125,954			-274,759	
Proceeds on disposal of assets	6,771	0	0	0	
Purchase of intangible assets	0			-287	
NET CASH FROM/(USED) INVESTING ACTIVITIES	-119,182	0	0	-275,046	
CASH FLOWS FROM FINANCING ACTIVITIES					
Borrowing long term/refinancing	0	0	0	0	
Increase (decrease) in consumer deposits	3,730	0	0	3,581	
Finance lease		0	0		
NET CASH FROM/(USED) FINANCING ACTIVITIES	3,730	0	0	3,581	
NET INCREASE/ (DECREASE) IN CASH HELD	29,142	1,090,007	808,229	-140,076	
Cash/cash equivalents at the year begin:	240,338	123,982	76,456	269,479	
Cash/cash equivalents at the year end:	269,479	1,213,989	884,685	129,403	

5.4 BORROWING AND INVESTMENTS

Actual Borrowings 2019/20 - 2021/22			
R' 000			
Instrument	2019/20	2020/21	2021/22
Municipality			
Long-Term Loans (annuity/reducing balance)	2,062	0	0
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	0	0	0
PPP liabilities	0		
Finance Granted By Cap Equipment Supplier	0		
Marketable Bonds	0		
Non-Marketable Bonds	0		
Bankers Acceptances	0		
Financial derivatives	0		
Other Securities	0		
Municipality Total	2,062	0	0



The municipality did not take out any new loans/borrowings in the current financial year. The long term borrowing that the municipality had with DBSA was settled in the current financial year.

5.5 GRAP Compliance

The Municipality applied all effective GRAP standards and did not deviate from any of the standards applicable. The following GRAP standards were adopted and applied in the 2021/22 financial year:

1. GRAP 1: Presentation of financial statements;
2. GRAP 2: Cash Flow Statements;
3. GRAP 3: Accounting policies, change in accounting estimates;
4. GRAP 5: Borrowing costs; /
5. GRAP 9: Revenue from exchange transactions
6. GRAP 12: Inventories
7. GRAP 13: Leases;
8. GRAP 16: Investment Property
9. GRAP 17: Property, plant and equipment;
10. GRAP 19: Provisions, Contingent Liabilities and Contingent Assets
11. GRAP 20: Related party disclosures
12. GRAP 21: Impairment of non-cash-generating assets;
13. GRAP 23: Revenue from non-exchange transactions;
14. GRAP 24: Presentation of budget information in the financial statements;
15. GRAP 25: Employee Benefits;
16. GRAP 26: Impairment of cash-generating assets;
17. GRAP 31: Intangible assets;
18. GRAP 100: Discounted operations;
19. GRAP 103: Heritage Assets, and
20. GRAP 104: Financial Instruments

6.1 ACTION PLAN TO ADDRESS AGSA FINDINGS: 2021/22.

6.1.1 Invoices for expenditure incurred in the current year could not be traced to the general ledger

During the performance of the audit, certain invoices were selected from the floor and traced to the general ledger to confirm completeness of expenditure. However, those invoices could not be traced to the general ledger.

Remedial Action

None

6.1.2 Suppliers not paid within 30 days

During the understanding of the business process, it was noted that certain suppliers were not paid within the prescribed period of 30 days.

Remedial Action

None

6.1.3 Completeness of fruitless and wasteful expenditure

During the performance of the audit, we noted that an amount of R452 501 509.87 which was paid over to a certain supplier was not disclosed as fruitless and wasteful expenditure. In assessing the settlement agreement, we noted that the legal dispute arose as a result of ELM's breach of contract. There is also no evidence that the municipality received goods and services amounting to R452 501 509.87 which means the expenditure was made in vain. The expenditure could have also been avoided had the municipality not been in breach of the contract.

Remedial Action

None

6.1.4 Revenue and the related expense for indigents recognised in the statement of financial performance

During the performance of the audit, it was noted that the municipality recognised revenue and the related expense from indigents in the statement of financial performance, when there is no intention to collect the revenue from the consumers or households as they are indigents thus there is no evidence that future economic benefits will be realised by the municipality.

Remedial Action

None

6.1.5 Goods and services procured through the deviation process do not meet the definition of deviations

During the audit of deviations, it was noted that the following goods and services were procured through the deviation process. However, on evaluation of the reasons for deviating from the SCM processes it

was noted that the procurement of these goods and services does not meet the criteria for deviations as required by the SCM reg 36 and the National Treasury instruction note 3 of 2016/17.

Remedial Action

Expenditure incurred through deviation process that doesn't meet the criteria or definition of a deviation will be disclosed as irregular expenditure. Municipality have appointed various panel of contractors through competitive bidding on as an when required basis, this will reduce or eliminate emergency procurement through deviation process.

6.1.6 High level review of financial statements

During the high-level review of the financial statements, the financial instruments were not disclosed.

Remedial Action

None

6.1.7 The accounting officer did take reasonable steps to prevent UIFW

During the audit it was noted that the accounting officer did not take reasonable steps to prevent unauthorised, irregular, fruitless and wasteful expenditure (UIFW). As a result, UIFW has increased in the current year.

Remedial Action

None

6.1.8 No evidence that investigations and consequence management were performed on the UIFW identified.

During the performance of the audit, it was noted that there were no investigations and there is no evidence consequence management was performed on the Unauthorised, Irregular and fruitless and wasteful that was incurred in the prior year.

Remedial Action

The findings is incorrect, absolutely information has been served on disciplinary matters investigated and individuals/employees subjected to hearings. The report also touches in matter of the forensic investigation conducted by Comperio Forensic progress has been submitted to committee of the Municipality including MPAC meeting. Senior Managers including the erstwhile Municipal Manager and the suspended CFO have been subjected to consequence Management processes.

6.1.9 Job cards performed for the provision of new connections could not be traced to the APR listing.

In assessing the completeness of BS 02 reported dwellings provided with electric connections the auditors selected a sample of 14 job cards from the electricity connections department to trace back to the performance indicator schedules to verify whether they were correctly included.

It was noted that certain job cards selected as new connections provided to residents in FY21/22 were not included in the performance indicator schedule report.

Remedial Action

None

6.1.10 BS 05 Repairs and maintenance work was incorrectly recorded as refurbishments made.

In the performance of procedures to verify the accuracy of performance indicator BS 05 for refurbishments, renewals and upgrades (RRU), the auditors obtained the schedule of RRUs recorded in the annual performance report and inspected the related proof of work to determine whether they brought the substation to its original condition or improved it.

As per the work performed it was noted that two out of the reported five RRUs did not meet the definition and thus should not have been included in the performance report.

Remedial Action

None

6.1.11 BS 03. No evidence was submitted to support the electric meters which were reported as replaced per the schedule

In performing procedures to verify the accuracy, auditors obtained a schedule of installations making up the reported annual performance reported and selected a sample of 14 replacement installations which we verified against the Onteck Activation System to determine whether the meters were installed and active.

On verifying against the Onteck system, certain meter numbers were noted as not installed. The electricity department were unable to obtain job cards proving that the meter numbers had been installed.

Remedial Action

None

6.1.12 The job cards for meters replaced could not be traced to the BS 03 annual performance report schedule.

In assessing the completeness of BS 03 reported meter replacement installations, a sample of 14 job cards was selected from the electricity department to trace back to the performance indicator schedules to verify that the jobs performed were correctly reported in the annual performance report.

It was noted that certain job cards for meters installed in 2021/22 were not included in the annual performance report.

On inspection of the job cards held in the electric department, it was noted that management did not keep job cards for replacement installations for periods leading up to December 2021. As a result the auditors could not verify the completeness of jobs performed before December 2021.

Remedial Action

None

6.1.13 The performance is incorrectly calculated by taking into account information relating to prior years

Indicator 15 measures the percentage achievement to restore reported potable water service interruptions in 48 hours from report date in financial year 2021/2022. The calculation should be performed by

- taking all jobs reported in FY2021/2022 completed in 48 hours (2 days) and
- dividing it by all job cards reported in FY2021/2022, whether completed or not.

Management incorrectly calculated this indicator by

- taking all jobs completed in FY2021/2022 within 48 hours of report date and
- dividing it by all service interruptions reported in FY 2021/2022 plus all other unresolved interruptions that were open from prior periods.

As a result, management calculations considered interruption that were reported in prior periods which were only resolved in the current financial year. This would mean that the indicator does not reflect the current year performance.

Remedial Action

None

6.1.14 Employee Cost-Overtime not approved.

During the performance of the audit, it was noted that there were no written agreements prior to overtime being worked which is in contravention with the approved overtime policy.

Certain employees were identified to have worked overtime without any prior written overtime agreement.

Remedial action

None

6.1.15 Employee cost: Provision for leave accrued leave pay

During the performance of the audit, the leave liability provision was inspected and noted that 1426 employees accrued leave days that are more than the limit of forty-eight (48) days, as per paragraph 5.1.3 of the leave administration policy.

Remedial action

Human Resources Department will issue directive through the office of the Acting Executive Director: SS to management to ensure that their employees goes on leave within the prescribed period.

Human Resources is in the process of amending the leave Administration Policy to introduce an automatic limit on the payday system. This review will automatically forfeit employees leave beyond 48 days.

6.1.16 Non-disclosure of subsequent events in the financial statements

During the performance of the audit, it was noted that certain events occurred after financial year end, and they were not disclosed in the financial statements as subsequent events.

Remedial action

None

6.2 ACTION PLAN TO ADDRESS AGSA FINDINGS: 2020/21.

6.2.1 Assets Impairment- Damaged infrastructure assets are not impaired

Certain infrastructure is dilapidated and not functioning properly to effectively treat effluent to the required standards. The assets are physically damaged and not in a working condition which is an indication of impairment. However, there was no impairment for the assets in the three wastewater treatment plants to the value of R105 220 230.

Remedial Action

None

6.2.2 Certain Suppliers not disclosed under trade and other receivables from non-exchange transactions

Certain suppliers of which the Emfuleni has a legal right to recover the amounts due to various factors, the amounts were not included in the amount of trade and other receivables.

Remedial Action

A debtor for Mafoko Security to the amount of R60 589 396 and a debtor for Red Ant to the amount of R10 065 552 will be raised in the 2020/2021 year.

6.2.3 High level review of the financial statements

Significant matters were identified while performing a high-level review of the financial statements.

Remedial Action

Notes to the AFS will be included and opened on Caseware

6.2.4 Misstatements in the cash flow statement

During the audit of the cash flow statement the following variances were noted between the auditor's re-calculation and the cash flow statement submitted for audit

Remedial Action

Adjustments will be made at the approval of the auditors

6.2.5 Evidence of investigations for unauthorized and fruitless and wasteful expenditure written off was not submitted for audit

It was noted that the unauthorized fruitless and wasteful expenditure 2017/18 was written off in the prior year without investigation. This was the basis for qualification in the prior year. Evidence of investigation was also requested in the current financial year, and it was not submitted for audit.

Remedial Action

Notes to the AFS will be included and opened on Caseware

6.2.6 Amount as per commitments schedule does not agree to the amount disclosed in the financial statements

The financial statements were not supported by reliable schedules as the amount per commitment schedule does not agree to the amount disclosed in the financial statements.

Remedial Action

Management requests the consent of AG for the adjustment to the commitments disclosure.

6.2.7 Incomplete disclosure of commitments in the financial statements

Commitments disclosed in the annual financial statements were not complete, as the following work-in-progress was not included in the commitments schedule

Remedial Action

Correction of commitments disclosure will be done

6.2.8 Closing WIP as per the commitments schedule does not agree to the amount as per the financial statements

Financial statements were not supported by reliable schedules as the work in progress balance included in the commitments schedule does not agree to the amount disclosed in the financial statements.

Remedial Action

Correction of commitments disclosure will be done

6.2.9 Adjustments from approved to final budget not disclosed in the financial statements

It was noted that the statement of comparison of budget and actual amounts does not reflect changes between the approved and final budget (i.e., adjustments).

Remedial Action

Adjust AFS to include the adjustments to the budget.

6.2.10 statutory receivables: Inadequate disclosure of GRAP 108

It was noted that note 4 and 6 to the financial statements regarding receivables from non-exchange transactions reflects property rates, fines and value added tax respectively which arise from legislation. These have not been disclosed as statutory receivables, as required by GRAP 108.35.

Remedial Action

The amounts of property rates, fines and VAT, with the accompanying impairment losses will be included in the mentioned notes, once the consent of the auditors is received.

6.2.11 Competitive bidding process not followed

Procurement of repairs of certain offices procured through a quotations process instead of the competitive bid process. Three quotations were received by the municipality and all the quotations were quoted above R200 000. The reasons for the procurement through the quotation process were not documented.

Remedial Action

None

6.2.12 Indicator not well defined

It was noted that the indicator in the table below is not well-defined as the indicator does not have a clear definition. The indicator aims to reduce bulk water purchases to R 95 million by quarter 4, however, the portfolio of evidence provided reports on the average bulk water purchase for the year instead of the achievement of the target in the fourth quarter as per the indicator.

Remedial Action

Management will ensure that reported indicator achievements are well-defined. Management will ensure technical indicators are developed for all outstanding indicators

6.2.13 Differences between schedule/listing and annual performance report

It was noted that the reported achievement in the annual performance report does not agree to the POE schedules/capture sheets

Remedial Action

Capacity has been strengthened and one on one sessions will be held with User departments.

6.2.14 Inconsistency between objectives in IDP and annual performance scorecards

The Key Performance Area as per annual performance scorecard is not consistent with the IDP submitted refer below

Furthermore, AG noted that the indicators on page 6 to 17 of the performance score card which relate to Basic services and Infrastructure (KPA2) were erroneously reported as Municipal financial viability and infrastructure management (KPA1)

Remedial action

Management will ensure the performance score card is adequately reviewed before approval.

6.2.15 No evidence that consequence management was instituted against employees

AG noted that no disciplinary action or, when appropriate, criminal proceedings were instituted against officials of the municipality who have allegedly committed an act of financial misconduct or offence as per the Compario reports. The status of the suspensions of the implicated employees was indicated as pending in the 2021 financial year

Remedial action

Speed up the process and ensure that first hearings sit during the month of November 2021 and are envisaged to be finalised by end January 2022.