MARULENG MUNICIPALITY

Wildlife Haven

Table of Contents

COMPONENT A: MAYOR'S PREFACE

This is the first DAPR report of the political administration that was elected in 2021 Local Government Elections. It is arguable true that Maruleng is a better place to live in than it was in 2000. Although we have done better, we cannot say our work is complete when unemployment, inequality and poverty still reign supreme in our everyday life as articulated in both the National Development Plan (NDP) and Limpopo Development Plan (LDP) respectively. The Local Government: Municipal Financial Management Act (no. 56 of 2003) subjects all municipalities to prepare and adopt the **Annual Report** which aims to: provide a record of all activities of the Municipality during financial year to which the report relates; provide a performance account and promote accountability to local community(see RSA, 2003: S121 (1). The Local Government: Municipal Systems Act (no.32 of 2000) Section 46 also requires the municipality to prepare **Annual Performance Report** for each financial year which must reflect the following:

(a) the performance of the municipality and each of the external service provider;
(b) a comparison of the performance with the previous financial year; and
(c) measures taken to improve performance

This report is a sincere attempt to comply with performance legislations. Chapter three (03) details the performance of the MLM. A synopsis of Service Provider's Performance will be found in Appendix A. This report is tailored in such a way that it outlines measures taken to improve performances in a designated column. A high level comparisons of performance of 2020/21 and 2021/22 is also indicated in Chapter three (03).It is against this background that this report presents the **annual performance record** of the MLM for the financial year 2021/22.

The Report will focus on the achievements against the targets set for the period under review, 2021/22 financial year. By so doing, it embodies and epitomizes governance precepts and requirements set in King III Report. The Mayor's foreword also reflects on our **vision, key policy developments, future actions, agreements/partnerships and key service delivery improvements.**

A.VISION

B. MISSION.

The vision is set to be achieved by carrying out our mission: "Maruleng Local Municipality is committed to the accelerated provision of quality basic services and promotion of socio-economic development through the harnessing of all resource endowments in an integrated and sustainable manner".

C. Key Policy Developments

In pursuit of achieving its vision, the municipality has adopted the Integrated Development Plan (IDP) within the legal timeframe, May 2019. The IDP conducts the community needs analysis, set priorities, strategies, projects, budget and relevant sector plans in alignment with the district, provincial and national strategic thrust i.e. National Spatial Development Perspective (NSDP), National Development Plan (NDP), New Growth Path, Limpopo Development Perspective (LDP) which guides the municipality in long term planning and implementation. The impact of these strategies and sector plans could be seen in the context of the **six performance areas** of municipal government namely: Spatial Rationale, Basic Service Delivery and Infrastructure Development, Local Economic Development, Financial Viability, Good Governance and Public Participation and Municipal Transformation and Organizational Development. This led the municipality to adopt its strategic objectives as thus: (1) Plan for the future; (2) Improve community well-being through accelerated service delivery; (3) Build effective and efficient organization; (4) Become financially viable; (5) Develop partnership; (6) Grow the economy and provide livelihood support; (7) Develop and retain skilled and capacitated workforce; and (8) Putting people first.

The projects contained in the Service Delivery and Budget Implementation Plan (SDBIP) contribute towards attainment of these objectives. Also worth noting is that during under review at least 10 finance related policies were either reviewed or developed namely; credit and debt collection policy, Revenue enhancement policy, tariff policy, inventory and asset management policy, supply chain management policy, banking and investment policy, rates policy, indigent policy, inventory and asset management policy, budget management and virement policy, write-off policy and travel and subsistence policy. Appendix B contains an indication of Human Resource Policies and Plans.

Future Actions

The municipality has the following future plans:

● Filling of Senior Management positions within 3 months of being vacant
● Extending refuse collection to all rural villages (households)
● Facilitating the construction of two shopping centers (The Oaks and Makhutswe CPA)
● Gradual replacement of ageing infrastructure and Expansion of revenue base and massive development in Hoedspruit
● Establishment of inclusive (mixed) residential housing in Hoedspruit (economic hub)

D. Agreements/Partnerships

The municipality has a partnership with K2C Biosphere in order to protect the biodiversity within its boundaries by regulating internal land use. The municipality provides resources for this cause. The municipality funds two projects namely, environmental monitors & river restoration programs.

1. Extension of refuse removal to rural villages.
2. Obtained unqualified audit opinion for the fourth time in a row
3. Acquired land in Hoedspruit for mixed residential purposes
4. Received additional MIG funding
5. Cascading Performance Management to all employees

COMPONENT B: EXECUTIVE SUMMARY

1.1 Municipal Manager's Overview

As the Council's Administration Head, the Municipal Manager is responsible and accountable for organizational development including appointment of staff, other than those referred in Section 56 (A) of The Municipal Systems Act, subject to Employment Equity Act (no. 55 of 1998). Article 55 of the Systems Act read with Articles 60 to 70 of the Local Government: Municipal Finance Management Act lay down the responsibilities of Accounting Officer i.e. to advice political structures, political office bearers and officials of the municipality (s60), fiduciary responsibility (61), general financial management (s62), asset and liability management (63), revenue management (64), expenditure management (65), budget preparations (68), budget implementation (69), shortfalls, overspending & overdrafts (70), reports and reported matters (71), mid-year budget & performance assessment (s72), Protection (s76) and top management (77) – almost the entire Chapter 8 of the MFMA.

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Appendix E: will be able to outline the municipal Powers and Functions. The population distribution by age categories and gender of the Municipality is presented in figure 3 and table 8, it is clear that the percentage of females increase along with age, implying that women live longer in the age group 0-4 years the percentage of males and females are fairly even, compared to the age group 35-65 and older where female constitute 54 % of the population.

Population Trends

The reconciled total population of Maruleng Municipality is as follows in Table 4 below:

POPULATION			HOUSEHOLDS		
Census 2001	**Census 2011**	**Community survey 2016**	**Census 2001**	**2011**	**Community survey 2016**
94383	94 857	99 605	19 668	24 470	28 777
% increased	0.49 (474 persons)	5% (4748 persons)	% increased	24.4% (4 802 households)	17.6% (4 307 households)

Source: Statistics South Africa, 2011& Community Survey 2016

Figure 3: Estimated population by age and gender

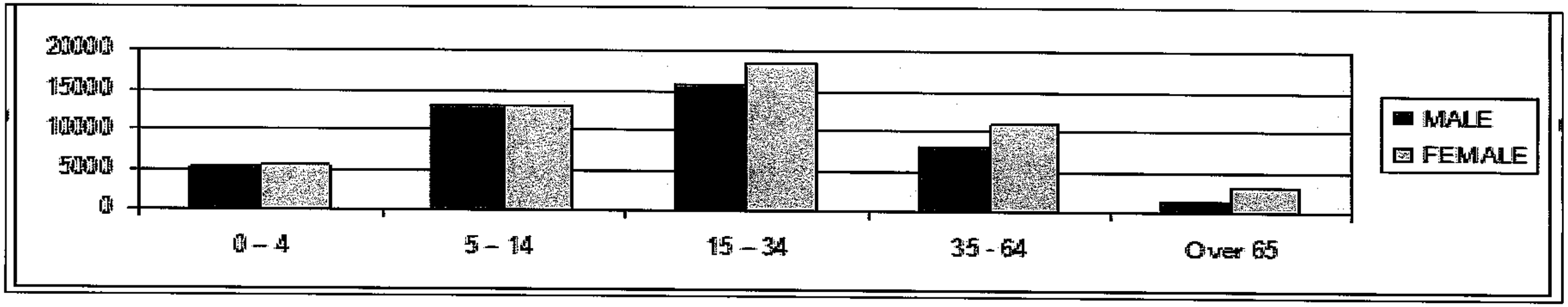


Table 7: Estimated population by age and gender

	0 – 4		5 – 14		15 – 34		35 – 54		55-65		Over 65	Total
	No	%	No	%	No	%	No	%	No	%	No	
MALE	6 039		10 446		16 525		6 864		2 189		1 513	43 576
FEMALE	5 997		10 107		18 528		10 502		2 972		3 175	51 281
TOTAL	**12036**	**12.6**	**20553**	**21.6**	**35053**	**36.9**	**17366**	**18.3**	**5161**	**5.4**	**4688 (4.9)**	**94 857**

Source: Statistics South Africa, 2011

Population age structure

Table 8: Population age structure

Population Under 15	Population 15 To 64	Population over 65
34.40%	60.30%	5.30%

Source: STASSA 2011

The table above indicates the population distribution according to the age structure where most of the population group is at the age between 15 to 64, this age constitute 60.30% of the population, followed by under 15 years at 34.40% and over 65 years at 5.30%. This shows a need for the economic strategy to identify development thrusts that would address the need of the economically active people.

maintenance. The Maruleng Municipal Area is faced with environmental risks and trends that lead to environmental degradation, a situation that draws a stark attention for the municipality to develop Environmental Management Plan. Maruleng is relatively rich in water as there are four major river systems that transvers the municipality namely Ga-Selati, Makhutswe, Olifants and Klaseria river. In terms of climate conditions, large parts of the municipality are identified as a semi-arid zone which means that the municipal area receives low annual rainfall, roughly 401-600mm rainfall per annum.

The southern parts towards the Drakensberg escarpment does not experience dry climate when compared to the entire municipal area, as rainfall is estimated to be from 600mm and can even exceed 100mm per annum. The Municipal Area and surroundings represent some prenstine Protected Areas and Conservation Areas, including the Kruger National Park, Timbavati Game Reserve and Blyde River Canyon Nature Reserve to the south. Most of the rain in the municipal area is received during summer (75%). The temperature ranges from a high average of 21 degrees Celsius to a very high average of 25 degrees Celsius. A wetland was identified in Makgaung are and if properly-managed, could be of economic importance to the local community. The Maruleng environment influences economic opportunities in the area, as well as the living conditions of its inhabitants,

1.3. SERVICE DELIVERY OVERVIEW

The achievements of MLM during the performance year under review are illustrated in the table below:

Key Performance Area (KPA)	Achievements
KPA 1: Spatial Rationale	. All SPLUMA requirements compiled with Spatial Development Framework, Spatial Planning and Land Use Management By-Law and Land Use Scheme are SPLUMA compliant. 31 land use applications and 98 building applications approved. 71 occupational certificates issued.
KPA 2: Basic Service Delivery and Infrastructure Development	4.79 km road tarred, 2.067 km road rehabilitated and 4.10 km road paved. 1100 households of the target house receive free basis electricity and 1100 of indigent households of the targeted 800 households received free basic waste removal. About rural households have access to refuse removal through skip bins. Calais sports field in deep rural area is almost completed.
KPA 3: Local Economic Development	About 1200 job opportunities were created through municipal LED initiatives.
KPA 4: Financial Viability	Most critical finance policies were developed. None-reliance on loans. Most critical positions filed e.g. Senior Accountants. Revenue collection improved from 56% in 2020/21 to 70% in the year under review.
KPA 5: Good Governance and Public Participation	The municipality held 14 IDP/Budget public participation meetings. The municipal governance structures were intact and functional as per the legislative requirements i.e.32 Council committee meetings were held, 09 Audit Committee Meetings; 8 MPAC meetings. Municipality utilizing its own Audit Committee. The municipality received unqualified audit opinions for the past previous financial years, 2016/17, 2017/18, 2018/19, 2019/20 and 2020/21 respectively.
KPA 6: Municipal Transformation and Organization Development	The IDP/Budget (10th Review) was adopted within the prescribed legal timeline (i.e. May 2022), Performance reviews for officials other than S56 Managers were conducted. Performance assessment escalated to all employees. Most strategic positions were filled. .

1.4. FINANCIAL HEALTH OVERVIEW

The Budget and Treasury Office manages the corporate financial affairs of the Municipality to ensure that the best possible services are rendered with the available funds. The Department provides strategic financial management and financial services to internal clients and is responsible for compiling the annual municipal budget and financial statements and managements reports, to safeguard the assets of the municipality and to ensure that accurate and reliable information is produced.

The strategic objectives of the Budget and Treasury Office are to:

To ensure sound and proper financial management processes and controls are implemented and maintained in accordance with the MFMA, GRAP, Municipal Property Rates Act and other related regulations in order to safeguard the assets of the municipality, to ensure effective and efficient use of resources of the municipality and to provide the management and other stakeholders with relevant, accurate and reliable information on a timely basis to enable users to make better decisions.

The main functions of the Budget and Treasury Office are as follows:

- ✓ Revenue Management - billing of municipal services (e.g. refuse) and collection of revenue
- ✓ Budget Control and Reporting- financial reporting and budget preparations and monitoring
- ✓ Expenditure Management- creditors payments, cash and investment management
- ✓ Supply Chain Management- procurement of goods and services
- ✓ Asset Management- management of municipal properties
- ✓ Fleet Management effective and efficient municipal fleet management

Financial Policies Approved

There are number of financial policies which are relevant to the powers and functions of the municipality which were developed and implemented. These policies are inter alia supply chain management, credit control and debt policy, (which determines that municipal accounts must be paid on the date indicated on the account and none payment will result in debt collection, fixed asset policy (to govern the fixed assets of the municipality, banking and investment policy (to ensure that the municipality's cash resources are managed effectively and efficiently) , indigent policy (to ensure that households who qualified to be indigents have access to at least basic municipal services)

The municipality had total revenue of **R 349 520 761** in 2020/21 when compared to R 322 002 476 in 2021/21. This marked a decrease of **R27 518 285 (7.9%)** when compared to the 2020/21. The municipal revenue is categorized into internal and external sources. The internal sources of revenue contributed R **173 095 356** which is 49.5% of the total revenue while external sources contributed 50.5% of the total revenue at **R176 427 405 i.e. R142 768 000** (operational revenue) and **R33 659 405** (capital revenue).

Total expenditure for the 2021/22 stood at **R 203 933 188 which** illustrate a decrease of **R13 616 329 (6.2%)** when compared to **R217 549 517** in 2020/21. The distribution of expenditure is **R78 821 887 (38.6%)** for employee's related costs, **R52 974 608 (25.9%)** on general cost while councilors' remuneration stood at **R11 119 712 (5.4%).** The overall expenditure led to a surplus of **R1 82417 086** comparison to a surplus **of R131 417 146** in 2020/21 financial year. It is further recommended that this section be read together with the Unaudited Annual Financial Statements.

The above information depicts a healthy financial status for the municipality

1.5. ORGANISATIONALDEVELOPMENT OVERVIEW

MLM functioned with five (05) main departments, namely; Budget and Treasury Office, Corporate Services, Community Services, Technical Services and Spatial Planning and Development. The Office of the Municipal Manager provided the overall monitoring and strategic support to all these departments. The MLM had an approved organogram of 207 posts. Of these 184/207 (i.e. 88.9%) were filled as at 30th June 2022.

1.6. AUDITOR GENERAL REPORT: A TREND ANALYSIS

The audit opinion for the 2014/15 financial year demonstrates a regress from an unqualified opinion in 2013/14 financial year to qualified opinion in 2014/15. A trend analysis of the audit opinion over the last eight (08) years or so is indicated in the following table

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Unqualified	Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

The table above has a telling story. The performance of Municipality to achieve good audit report is dependent on a number of factors that include internal control systems namely; Budget, IDP, SDBIP and compliance to GRAP standard. The AGSA Report also determines the extent to which municipalities are delivering services in an efficient, effective and economic manner. The Municipal has received the overall unqualified audit opinion during 2012/2013, 2013/14, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20 and 2020/21financial years.

1.7. STATUTORY ANNUAL REPORT PROCESS

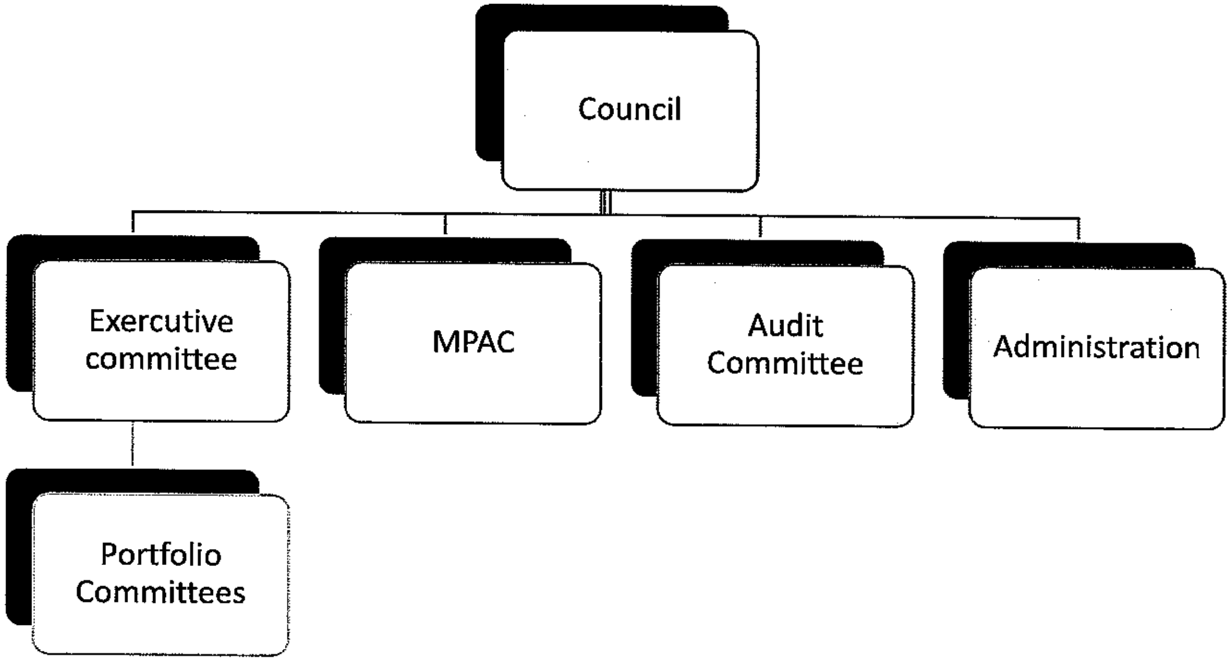
It is common cause that the development of this Draft Annual Report is guided by Section 46 of the Local Government: Municipal Systems Act (no.32 of 2000) read with Section 121 of the Local Government: Municipal Finance Management Act (no.56 of 2003) requiring every municipality to prepare an annual report for each financial year. All the material statutory processes requiring to deal with non-financial Performance Report within the prescribed legislative timelines were complied with.

See below table for actual dates:

No.	Activity	Timeframe	Actual Dates (where applicable)
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July	31/05/2021 (IDP/Budget process adopted by Council)
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).		
3	4th quarter Report for previous financial year		
4	Submits draft Annual Report to Internal Audit and Auditor-General	August	Pending
5	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase		
6	Auditor General audits draft Annual Report including consolidated Annual Financial Statements and Performance data	September – October	Pending
7	Municipalities receive and start to address the Auditor General findings		
8	Commencement of draft Budget/IDP finalization for next final year. Annual and Oversight Reports to be used as input		
9	Receive management letter and provide final comments on findings	November	Pending
10	General submit audit opinion.		
11	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	January	Pending
12	Audited Annual Report is made public and representation is invited	February	Pending
13	Oversight Committee assesses Annual Report		
14	Council adopts Oversight report	March	Pending

16	Oversight report is made public	April	

CHAPTER 2: GOVERNANCE



The above are the Key MLM's governance structure. They enabled the municipal Council and especially the Mayor as envisaged in s52 of the MFMA (NO.56 OF 2003) to provide political guidance over fiscal and general governance affairs of the MLM. The Audit Committee provides opinions and recommendations in Performance, Financial processes, and Annual and Oversight reports. The MLM's Audit Committee comprises independent experts in various fields. MPAC which plays an oversight role of council was also established in terms of MSA, 1998.

His Worship: The Mayor Cllr. Musolwa T.C

Functions and Powers: The mayor of the Municipality:

(a)Presides at the meetings of the Executive Committee;
(b) Performs duties including ceremonial functions;
(c) Exercises the powers delegated to the Mayor by the Council and Executive Committee (MSA, Act 1998)
(d)Tables in the municipal council a process outlining key deadlines for preparation, tabling and approval of IDP/Budget (MFMA 2003: s21 (b);

(e)Co-ordinates the processes for preparing the annual budget and reviewing the Municipality's Integrated Development Plan (IDP) and budget related policies any revisions of the IDP and budget related policies to ensure that they are mutually consistent and credible (MFMA 2003 :s21 (a);

(f)Manages the drafting of the municipality's IDP (MSA 200:s30 (a) with effect from 1st July; and

(g)Tables the Draft IDP/Budget to the municipal council for adoption (MSA 200: s30 (c) read with MFMA 2003: s16 (2).

	**Functions of the Speaker: the Speaker of the Municipality:** (a) Presides at meetings of council (b) Performs the duties and exercise the powers delegated to the speaker in terms of section 59 of MSA, 32 of 2000 (c) Ensures that the council meets at least quarterly (d) Ensure compliance in the council and council committee with code of conduct set out in Schedule 5; and (e) Ensures that council meetings are conducted in accordance with the rules and orders of the council in terms of section 37 of MSA, 119 of 1998

<table>
<tr><td></td><td>The Chief Whip's delegation: although the position of the Chief Whip and by extension its function(s) is not legislated, the following are the Chief Whip's delegation in terms of the Council Resolution:
(a) Maintains sound relations between the municipal governing party and various political parties;
(b) Ensure that relations are constructive and focused on key issues at hand;
(c) Attends to dispute between political parties;
(d) Ensure political accountability of councilors to ward committees;
(e) Ensure quorum at council meetings;
(f) Advises councilors belonging to various parties to convene party causes as to determine party positions on specific items/motions on the Council's agenda;
(g) Generally, organizing the work of councilors in the causes; and
(h) Collaborates on regular basis with the Council Speaker in relation to issues of discipline and conduct of councilors</td></tr>
<tr><td>EXECUTIVE COMMITTEE</td><td>The Executive committee comprise of five (5) members and the Mayor serves as the chairperson of Executive committee. The MLM is the category B Municipality with a collective executive system, combined with a ward participatory system.
Functions and powers: The Executive Committee
✓ The principal Committee of the Municipal Council which receives reports from other committees of the Council and forward these reports together with recommendations to Council when it cannot dispose of the matter in terms of its delegated powers;
✓ Identifies the needs of the municipality;
✓ Review and evaluate those needs in order of priority;
✓ Recommend strategies, programmes and services to address priority needs through the IDP and revenue estimates and expenditure;
✓ Identify key performance indicators (KPI) which are specific to the Municipality and common to local government in general;
✓ Evaluate progress against KPI;</td></tr>
</table>

	efficiency and effectiveness, efficiency of credit control, revenue and debt collection services and implementation of municipal by-laws
The roles of section 79/80 committees	**Members of Executive Committee serves as the chairpersons of various portfolio committees. The role of S79/80 committees is to play the oversight on behalf of council.** **The following committees are in place:** ✓ Corporate& Finance Committee ✓ Audit committee ✓ Municipal public Account committee ✓ Ethics Committee ✓ Sports Art and culture ✓ Community services ✓ Economic development ,Spatial planning and planning ✓ Infrastructure development and road services

Councilors

The MLM has a total of 27 Councilors. Of these 14 are ward councilors, while 13 have been appointed on the basis of proportional representation (PR). There are also traditional leaders who participate in the Municipal Council in terms of the government gazette. **Below is the fully list of Ward Councilors from Ward 01-14 respectively and PR list.**

WARD	WARD COUNCILLOR	GENDER
Ward 1	Cllr. Du. Preez E.C	Female
Ward 2	Cllr. Letebele S.P	Male
Ward 3	Cllr. Mokgotho D	Male
Ward 4	Cllr. Mashego T.T	Male
Ward 5	Cllr. Masete B.E	Female
Ward 6	Cllr. Sekgobela K.J	Male
Ward 7	Cllr.Monashane S.M	Male
Ward 8	Cllr. Mathaba M.A	Female
Ward 9	Cllr. Makamela R	Male
Ward 10	Cllr. Mokgahla J.J	Male
Ward 11	Cllr.Ntemane S	Male
Ward 12	Cllr. Rammala M.M.S	Female
Ward 13	Cllr. Raganya M.B	Male
Ward 14	Cllr.Shai T.I	Male

PROPOTIONAL COUNCILLORS			
	COUNCILLOR	GENDER	PARTY
1	Cllr. Musolwa T. C	Male	ANC
2	Cllr. Thobejane M.H	Female	ANC

4	Cllr. Rakgoale M.J	Female	ANC
5	Cllr. Mathole D.I	Male	Warriors
6	Cllr. Mohlabe B	Male	Warriors
7	Cllr. Moropane L.P	Female	DA
8	Cllr. Komane M.M	Female	EFF
9	Cllr. Madike F.M	Female	EFF
10	Cllr. Malepe P.S	Male	EFF
11	Cllr. Gerber	Male	FF+
12	Cllr. Mabilo B.T	Male	EFF
13	Cllr. Morema T.J	Male	Warriors

Political Decision Making

The Council of the MLM has during the period under review, complied with the requirements of the Municipal Structures ACT, 1998 by ensuring that various council committees are set, functional and effective. The Council is ultimate decision making-body. Decisions of Council were taken in compliance to the applicable law of the Republic of South Africa. 100% of the decisions taken by the Council for the year under review were implemented.

2.1 ADMINISTRATIVE GOVERNANCE

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2 INTERGOVERNMENTAL RELATIONS

The MLM is required to exercise its executive and legislative authority within the constitutional system of co-operative governance contemplated in s41 of the Constitution (RSA, 200:S3). A performance review of the 2021/22 reveals that the municipality facilitated **5 IGR sessions** in the form of IDP /Budget Representative Forums. The municipality further participated in other IGR sessions within the district and the province of Limpopo.

These sessions involved inter alia: Provincial Development Planning Forum meetings, consultative sessions, District and Provincial IGR etc. These sessions helped a great deal for alignment purposes. They also provided a platform to address issues of mutual interest with the district, province and national government. As the results of these sessions the municipality is housing a number of Sector Departments and other stakeholders at its **Multi-Purpose Centre**.

2.3 PUBLIC MEETINGS.

The municipality prides itself regarding communication and stakeholders' participation structures. The municipality has a communication strategy which indicates who communicates to who, when and how. The municipality held 14 IDP/Budget/PMS public participation meetings. The municipal website is also a useful tool which the municipality employs to communicate with its stakeholders to cover the cyber space community. The municipal newsletter published four quarterly editions to communicate municipal programs

Other forms of communication and public participation during the 2021/22 financial year included the usage of ward public meetings for the 14 wards wherein ward councilors provided feedback and progress report to ward members.

The municipal website is also used as another mechanism employed to communicate and engage with the local communities. For example, documents such as the Draft IDP/Budget were and are usually placed on the municipal website for public comments. **These public meetings by and large inform municipal planning.**

The table below gives detailed information regarding some of the public participation meetings that were held:

DATE	PURPOSE/ACTIVITY	METHOD	TARGETED PEOPLE	INPUTS
08 April to 17/05/2022	IDP/Budget Public Participation	Mass public participation meetings & MEDIA (print & electronic)	Community members	About 800 inputs received

2.4 IDP PARTICIPATION AND ALIGNMENT

The IDP is reviewed annually and in-house. The 2021/22 revised IDP was approved by council on the 28 May 2020 via virtual council sitting. IDP is reviewed in line with required standard and template and is aligned to the budget. The IDP Process Plan is developed and approved by council as the road map for the review of the IDP and Budget. The IDP Steering Committee is responsible for the review of the IDP/Budget. The draft IDP/Budget is tabled before the council for public participation process to unfold for the purpose of community accessibility and inputs. The IDP representative forum where all stakeholders are represented is also conducted to interrogate the IDP document. All inputs and comments are consolidated and the report is developed based on inputs. The process of prioritization takes place taking in to account the available resources and capacity of the municipality.

IDP PARTICIPATION AND ALIGNMENT	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 54 & 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

2.5 RISK MANAGEMENT

The municipality regards risk management as one of the pillars required for the sustainability and corporate management. In compliance to with MFMA which is S62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality has a dedicated risk unit. Risk assessment sessions were conducted with the assistance of the Provincial and COGHSTA through the municipal Risk Management Committee to help the municipal management with the identification and profiling of risks within the municipality. The MLM developed both operation and strategic risk registers. From the strategic risk perspective, the following **top ten (10) (strategic) identified risk were identified:**

			Risk		
1	Spatial Planning and Economic Development	Failure to exploit investment opportunities	High	✓ Job creation through EPWP. ✓ Assisting SMME's to market their products and services at tourism events ✓ Provide support to community work projects ✓ Marketing the municipality ✓ Completion of phase two (2) of branding of Hoedspruit	Municipal Manager
2	Technical Services	Failure to provide basic services	High	✓ Implementation of WSP agreement ✓ Coordination of bulk water supply	Municipal Manager
3		Deterioration of municipal roads	High	✓ Upgrading of municipal roads ✓ MISA to assist the municipality in developing the Road Master Plan	Municipal Manager
4	Spatial Planning and Economic Development	Poor coordination between the municipality and community land use	High	✓ Review of the LUMS ✓ Implementation of SPLUMA	Municipal Manager
5	Community Services	Inadequate public participation/community involvement	High	✓ Mayor's tournament ✓ Review and implementation of Public Participation Strategy ✓ Review and implementation of Communication Strategy	Municipal Manager
6	Spatial Planning and Economic Development	Inaccessibility of land for development	High	✓ Acquire land ✓ Prioritizing and redirecting development to other municipal growth points	Municipal Manager
7	Corporate Services	Inadequately trained workforce	High	✓ Implementation of the Work Skills Plan ✓ Review of the Work Skills Plan	Municipal Manager
8	Information Technology	Ineffective and inadequate information technology infrastructure	High	✓ Development of Disaster Recovery Plan ✓ Implementation of the Disaster Recovery Plan	Municipal Manager
9	Budget and Treasury	Inability to enhance revenue	High	✓ Implementation of Credit Control By-law ✓ Implementation of Revenue Enhancement Strategy	Municipal Manager
10		Fraud and corruption	High	✓ Filling of vacancies ✓ Implementation of SCM policies	Municipal Manager

				✓ Ensure adherence to timeline procurement plan ✓ Fraud awareness workshops	

2.6 ANTI-CORRUPTION & FRAUD
The MLM has reviewed the Fraud Prevention Strategy. The Strategy contain Fraud and Corruption Prevention Plan. The Strategy is founded upon the principle of intolerance to unethical conduct, fraud and corruption. The key risk areas are:

Abuse of leave/authorized leave
Fraudulent subsistence and travel claims
Bribery and gifts
Theft of municipal assets

However, the municipality has developed mechanisms to mitigate these risks. The work done by the Internal Audit Unit to review processes and compliances also serve as a deterrent. In addition the MLM has an Audit Committee which provides independent assurance and oversight. Practices within the MLM attained the standards set out in s117 of the MFMA in which councilors did not form part of the municipal bidding committees.

2.7 SUPPLY CHAIN MANAGEMENT
The MLM has developed the SCM policy and currently implementing Municipal Supply Chain Policy in line with the requirements of Section 112 of the MFMA. The municipal SCM policy is aligned with the key principles enshrined in the SCM Regulations as well as updates to various circulars issued by the National Treasury. As part of practical implementation of SCM Policy, the MLM has put in place mechanisms to ensure that the Committees that preside over procure are independent from one another. Furthermore, the municipality has implemented effective system of contract and performance management to safeguard any possible deficiencies in the supply chain system. Councilors are not sitting in any committees, however, they receive reports on SCM implementation on quarterly basis as part of statutory oversight reporting mechanisms to Council. The municipality reviews the supply chain management policy on an on-going basis to mitigate against any weakness that may emerge also incorporate any changes in the legislation.

2.8 By-Laws
The municipality has introduced only one by-law: credit and debt management by-law.

The municipal website remains one of the tools for communication with community members and key stakeholders. As at 30th June 2021, the following are some of the information published on the municipal website:

• Annual Financial and Performance Reports;
• IDP documents & Budgets
• Quarterly reports & SDBIP documents
• Monthly Budget Report Statements (s71);
• Senior Managers Performance Agreements;
• Tenders , contracts etc.

2.10. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

No formal public participation surveys were conducted during the period under review. The municipality relied on public participation sessions referred to above, as well as the usage of the Premier and the Presidential Hotlines to gauge the level of satisfaction/dissatisfaction with municipal services. The issues raised or received are responded to. Majority of complaints are around water provision, which is a district competency.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 WATER AND WASTE WATER (SANITATION) PROVISION

Mopani District Municipality is the Water Service Authority whilst the local municipality is the Water Service Provider. It is the responsibility of the district municipality to implement all major projects on water and sanitation. The local municipality is only responsible for maintenance once the projects are operation.

Basic Service	2020/21 backlogs	2020/21 planned interventions	Actual Performance	Comment
Water	7 808	Mametja –Sekororo RWS & upgrading of water reticulation and extension	Phase 1A: the plant 100% complete and serving Oaks & Finale village. Phase 2B the plant	Only two villages have been reticulated

			& pipeline to Sedawa	
Sanitation	1 487	0	0	The district did not plan any project in the municipality for 2021/22

3.2 ELECTRICITY

Basic Service	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comment
Electricity	4 303	Calais 25 Madeira 250 Turkey 1&2 Enable Bismarck Metz	759	195 connections completed

3.3 WASTE MANAGEMENT

Basic Service	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comment
Refuse removal	17 733	11206	20020	Refuse removal extended to 3420 rural households

3.4 HOUSING

Basic Service	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comment
Housing	1 054	135 RDP houses +VIP toilets	109 + VIP toilets	Delay due to slow progress of the contractor

Housing is the competency of the Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA)

3.5 FREE BASIC SERVICES AND INDIGENT SUPPORT

Basic Service	2020/21 backlogs	2020/21 planned interventions	Actual Performance	Comment
Free Basic Electricity	1 961	1500	1100	Unavailability of the qualifying indigents during the registration of the FBE

				Municipality v/s ESKOM

COMPONENT E: ROAD AND TRANSPORT

3.6 ROADS, STORM WATER DRAINNAGE AND TRANSPORT

The municipality is responsible for municipal roads while there are roads assigned to the District, Province and National government. Public transport is the responsibility of both provincial and national governments.

Service	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comment
Roads	184.75km gravel road (39.5%) – but all strategic roads tarred	**13.283 km**	**8,042km**	Quality roads completed The remaining km of roads to be completed by 31/12/2022.

Detailed report is presented in Chapter 3 under the SDBIP performance report

COMPONENT D: PLANNING AND DEVELOPMENT

3.7 PLANNING

The MLM through Spatial Planning and Economic Development (SPED) is responsible for overall spatial planning and land use management within the municipal jurisdiction.

3.8 LOCAL ECONOMIC DEVELOPMENT

Promoting local economic development is a material function and object of the MLM according to the directive from the provisions of s152 I of the Constitution (RSA, 1996)

KEY PERFORMANCE AREA	NO OF PROJECTS	NO OF TARGETS	ACHIEVED	NOT ACHIEVED	EVALUATION PER KPA
Local Economic Development	07	07	05	02	71%

311 jobs were created against the targeted 150 jobs.

COMPONENT E: COMMUNITY & SOCIAL SERVICES

3.9 LIBRARIES, ARCHIVES, MUSEUMS, GALLARIES, COMMUNITY FACILITIES AND OTHER

SERVICE	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comments
Libraries	2	None	None	Insufficient budget coupled with insufficient study materials at the two existing libraries
Community halls	4	01	0	Lorraine community hall could not constructed due to community disagreement on the land it is supposed to be constructed

SERVICE	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comments
Fencing of cemeteries	12	5	1	Fencing of cemeteries was affected by SCM processes that were put on hold as per the National Treasury directive.

3.11. CHILD CARE, AGED CARE & SOCIAL PROGRAMMES

The Municipality could not implement the following Special Programs / initiatives in the 2021/22 financial year due to the National Treasury's cost containment measures:

Indicator	Planned 2021/22 interventions	Actual Progress
No. of HIV/AIDS initiatives	0	0
No. of Youth development initiatives	0	0
No. of Children initiatives	0	0
No. Disable people initiatives	0	0
No. Gender Support Programmes	0	0
No. of Elderly Programmes	0	0
No. of Women initiatives	0	0

COMPONENT F: ENVIRONMENTAL PROTECTION

3.12. POLLUTION CONTROL

The municipality in partnership with K2C initiative implemented environmental monitors and river restoration projects in an attempt to mitigate environmental pollution.

3.13. CLINICS AND AMBULANCE SERVICES

There are 10 clinics and 1 hospital in the municipality. The municipality has approximately 75% of communities situated within a 20km radius of a clinic. This means that the municipality has 1 clinic for every 6 841 people. The municipality participates in the programs initiated by the department. The rate of HIV/AIDS according to 2013/14 information from the Department has increased from 8.4% in 2013/14 to 11.7% in 2021/22 financial years respectively. This is not pleasing and requires urgent attention. The Emergency Medical Services function remains with the Mopani District Municipality.

3.14 HEALTH INSPECTION

The function remains with the District Department of Health. The local health inspectors are located at local clinics in the municipal area.

COMPONENT H: SAFETY AND SECURITY

3.15. SAFETY AND SECURITY

The function resides with the Provincial government in the province.

COMPONENT I: SPORTS AND RECREATION

3.16. SPORTS AND RECREATION

SERVICE	2020/21 backlogs	2021/22 planned interventions	Actual Performance	Comments
Provisioning of sports and recreation facilities	3	Construction of Maruleng indoor sports Centre (100%) Calais sports center (100%)	95% complete 100% complete	Subcontractor has been appointed to complete the remaining % Progress as planned

COMPONENT J: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.17. FINANCIAL SERVICES

The Budget and Treasury Department is responsible for the financials of the municipality.

MLM functioned with five (05) main departments, namely; Budget and Treasury Office, Corporate Services, Community Services, Technical Services and Spatial Planning and Development. The Office of the Municipal Manager provided the overall monitoring and strategic support to all these departments. The Municipal Manager was appointed on the 1st July 2019 bringing an end of the era of lots acting Municipal Managers. The MLM had an approved organogram of 207 posts. Of these 184/207 (i.e. 88.9%) were filled as at 30th June 2022.

3.19. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The Information and Communication Technology Unit is entrusted with the responsibility to ensure smooth functioning of the information systems in all municipal buildings. The ICT Unit has managed to develop critical IT documents required by AGSA such as IG Governance Framework, IT Strategy Plan and Disaster Recovery Plan. In addition, the ICT Committee was established.

COMPONENT K: CUMULATIVE 2021/22 FOURTH QUARTER PERFORMANCE REPORT

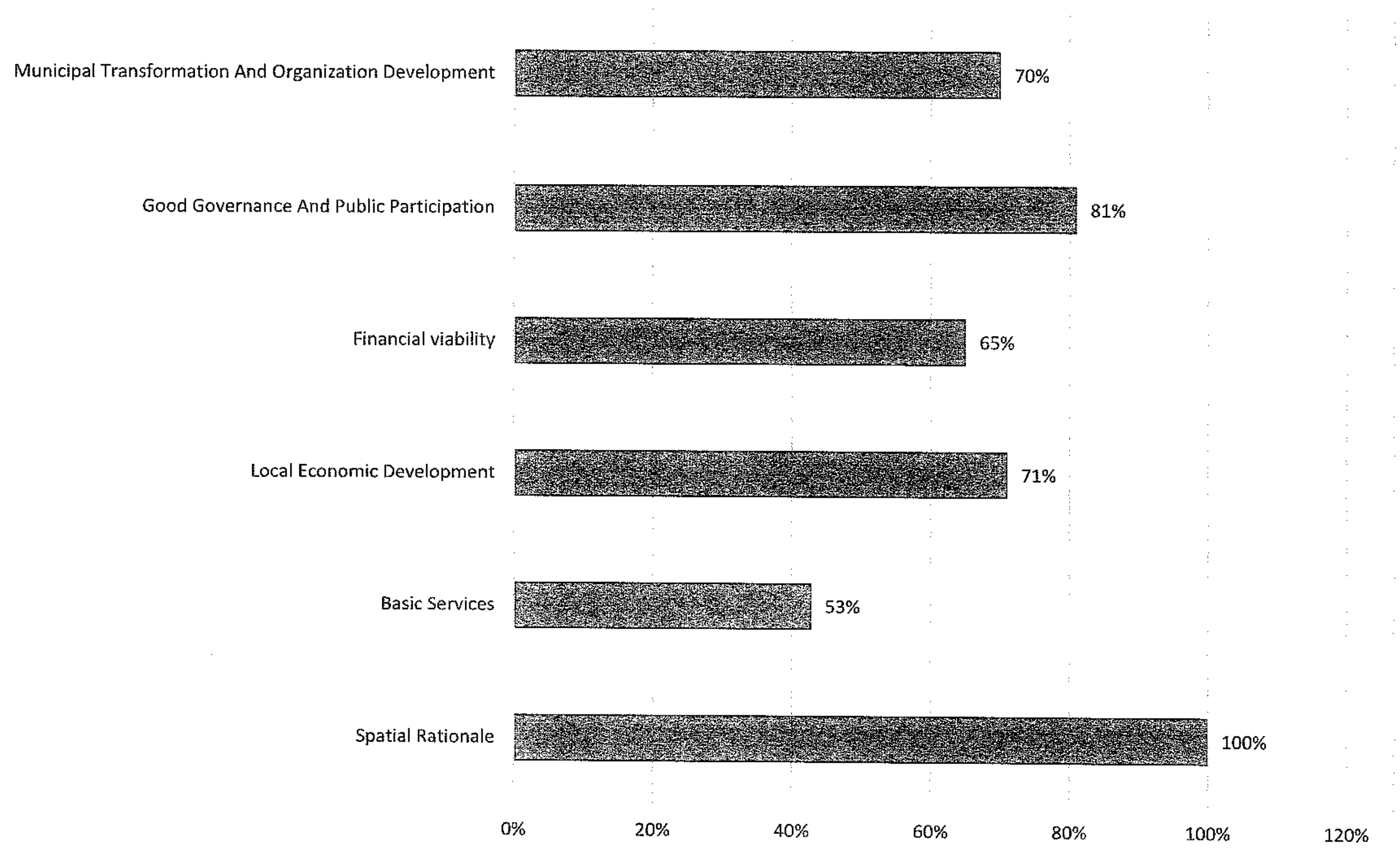
The table serves as an executive Summary of the Performance Report of the non- financial information has contained in the Service Delivery and Budget Implementation Plan (SDBIP) in line with the MFMA Circular 63 of the National Treasury (2012).

A SUMMARY OF COMPARISON OF ANNUAL PERFORMANCE FOR 2020/21 AND 2021/22 FINANCIAL YEARS RESPECTIVELY

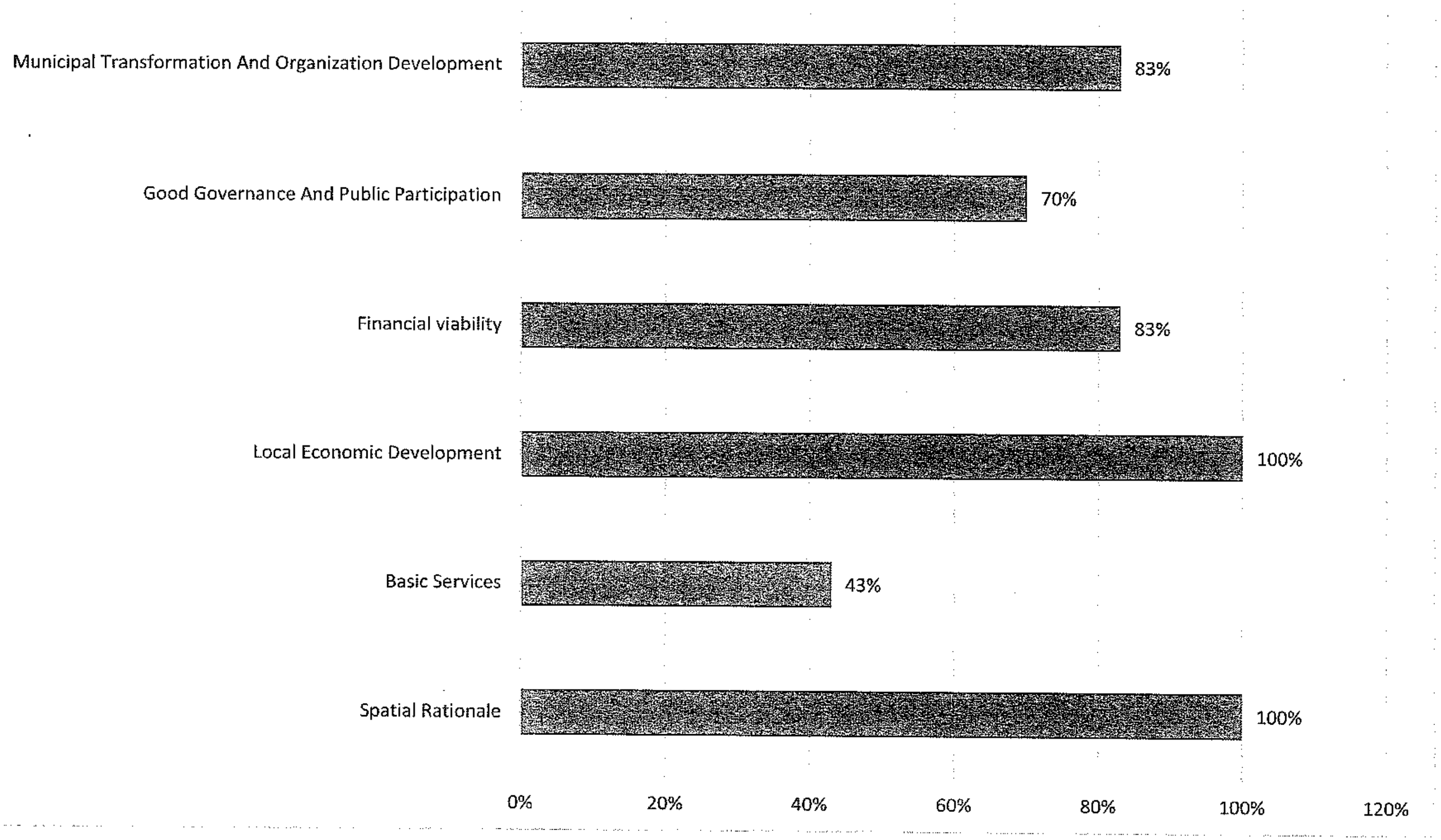
		2020/21 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
No:	**KEY PERFORMANCE AREA**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**
1	Spatial Rationale	5	5	0	4	4	0
2	Basic Service Delivery And Infrastructure Development	40	17	23	49	26	23
3	Local Economic Development	2	2	0	7	5	2
4	Financial Viability	23	19	4	20	14	6
5	Good Governance And Public Participation	33	23	10	32	26	6
6	Municipal Transformation And Organization Development	24	20	4	24	17	7
7	**Total**	**127**	**86**	**41**	**136**	**92**	**44**
		68%			**67.6%**		

		2020/21 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
No:	**KEY PERFORMANCE AREA**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**
1	Spatial Rationale	5	5	0	4	4	0
2	Basic Service Delivery And Infrastructure Development	40	17	23	49	26	23
3	Local Economic Development	2	2	0	7	5	2
4	Financial Viability	23	19	4	20	14	6
5	Good Governance And Public Participation	33	23	10	32	26	6
6	Municipal Transformation And Organization Development	24	20	4	24	17	7
7	**Total**	**127**	**86**	**41**	**136**	**92**	**44**
		68%			**67.6%**		

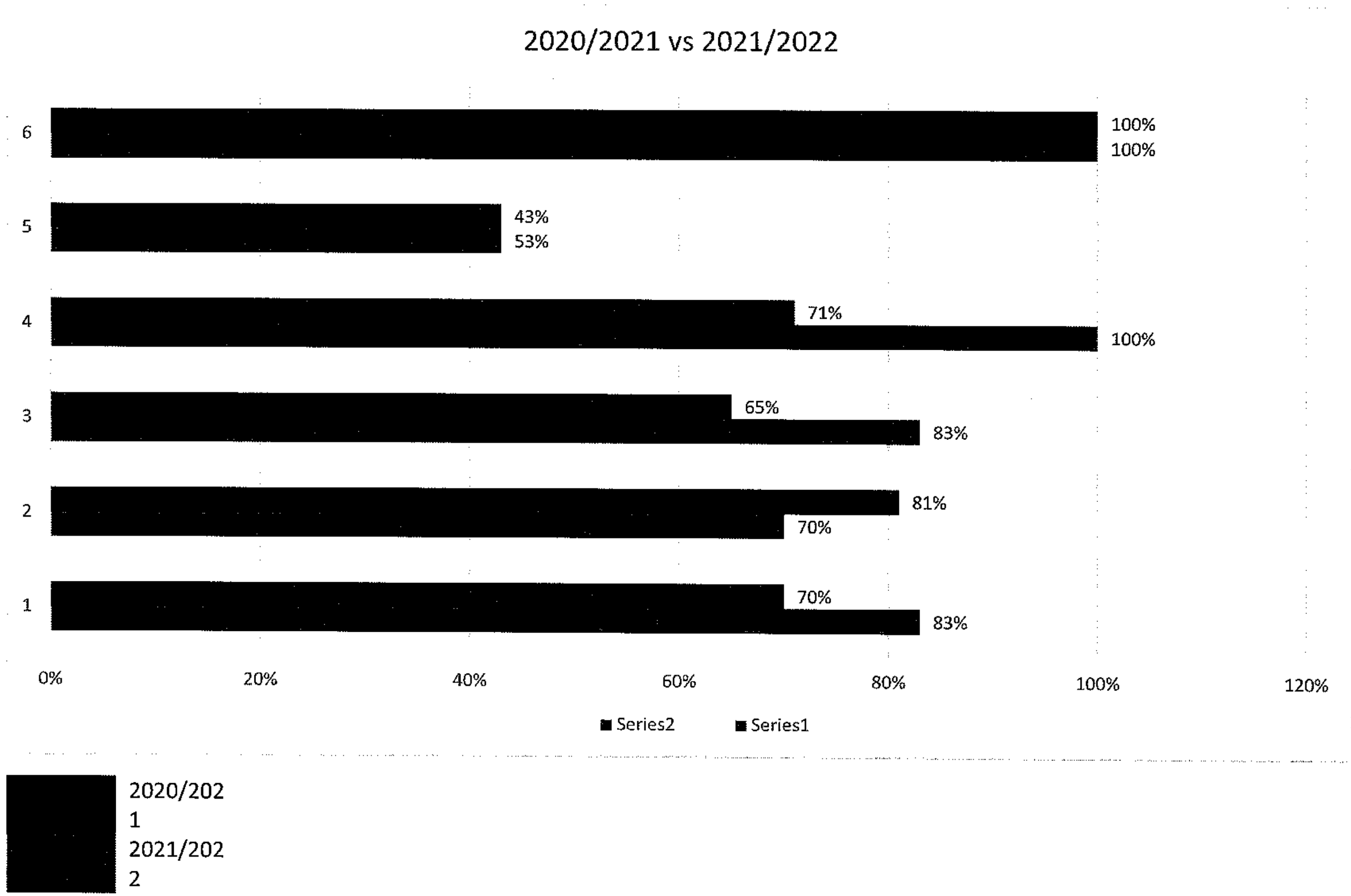
Annual Performance 2021/22



2020/21 ANNUAL PERFORMANCE



In terms of comparative overview, the following appeared in the cumulative annual performance report of the prior year, 2020/21;



Comparison of 2019/20 and 2020/21 KPIs Performance

KPA 1: SPATIAL RATIONALE

Project	KPI	2020/21 Target	2020/21 Actual Progress	2021/22 Target	2021/22 Actual Progress
Spatial Development Framework	Number of Spatial Development Framework implemented	1	1	1	1
Update of LUMS	% of land applications processed within 30 days from the date received with complete documents	100%	100%	100%	100%
Update of LUMS	% building plans within 90 days from the date submitted with complete documents	100%	100%	100%	100%
Update of GIS	Number of GIS updates conducted	4	4	4	40

KPA 2: BASIC SERVICES

Project	KPI	2020/21 Target	2020/21 Actual Progress	2021/22 Target	2021/22 Actual Progress
Free basic electricity	Number of indigents with access to free basic electricity	3700	878	1500	1100
Free basic waste-removal	Number of indigent households with access to free basic refuse removal	100	17 955	800	1100
Tarred access road	Number of km of access roads surfaces (tarred)	3.5km	1.6km	4.5km	4/.79km
Paved access road	Number of km of access road rehabilitated	5.9km	1.817km	3.283km	4.10km
Rehabilitated access road	Number of km of access roads paved	3.5km	3.38km	5.5km	4.79km
Santeng Access road	Number of metres of Santeng graveyard access road paved	400m	0m	400m	0m
Calais internal street	Number of kilometres of Calais internal street paved	1km	0km	400m	2.10m

internal street	Hoedspruit internal street surfaced				
Maruleng low level bridges	Number of low level bridges constructed	6	0	2	2
Willows access road	Number of Kilometres of willows access road paved	900m	0m	900m	900m
Newline –Ga Fanie access road	Number of kilometres of newline-Ga fanie access road paved	1.5km	0km	783m	752m
Rehabilitation of Kampersurs road	Number of meters of kampersrus road rehabilitated	2km	2.38km	2km	1.709km
Worcester access road	Number of kilometre of Worcester access road surfaced	1.5km	1.5km	1.7km	1.7km
Sofaya-Mahlomelong access road	Number of kilometres of Sofaya access road	1km	0 km	1 km	0 km
Rehabilitation of Ga-sekororo access road	Number of metres of Ga-Sekororo road rehabilitated	Appointment of a contractor	Contractor not appointed	1.5km	0 km
Mabins cross access road	Number of km of Mabins access road	Designs completed	Designs completed	1.3km	1.3km
Refuse removal	Number of households with basic waste removal/collection by 30/06/21	11206	20 220	11206	20220
	Number of commercial, institutional and industrial centres with access to solid waste removal services	61	73	61	70

	centre completed				
Lorraine community hall	Designs of community hall completed	100%	0%	40%	0%
Calais sports field	% completion construction work of Calais sports field	100%	92%	100%	0%
High mast lights	Number of high mast lights erected	4	0	4	4
street lighting	Number of street lights maintained	148	0	148	0
Roads and bridges	KM roads and bridges maintained	15000msq	150000msq	150000	1 279 339.72msq
Buildings	Number of municipal buildings maintained	13	0	13	7
Routine maintenance of vehicles	Number of vehicles maintained	14	14	14	14
Machines	Number of municipal heavy machines maintained	3	3	3	3
Parks and gardens	Number of parks and gardens maintained	6	6	6	6
Fencing of cemeteries	Number of cemeteries fenced	6	1	5	1
Office furniture	Number office furniture purchased	2 x executive tables,3 x ordinary chairs, 65 x high back chairs, 70 x visitors chairs, 14 x boardroom chairs & 600 x chairs for 3 community halls	0	2 x executive tables,3 x ordinary chairs, 65 x high back chairs, 70 x visitors chairs, 14 x boardroom chairs & 600 x chairs for 3 community halls	2 x executive, 2 x credenza, 2 x high back stairs, 4 x visitor arm chair, 1 led desk , 1 pedestal , 1 credenza
IT equipment's	Number of IT equipment purchased	50 laptops	50 laptops	50 laptops	11 laptops

	control equipment's upgrade				
Lawn mower (Plant and equipment)	Number of lawn mowers purchased	10	0	10	4
Air conditioners	Number of air conditioners purchased	5	15	5	3
Vehicles	Number of vehicle purchased	3	3	3	3
Vehicles (maintenance)	Number of vehicles maintained	14	14	14	14
Office equipment's	Number of office equipment's purchased	5	0	5	1
Speed machines	Number of speed machines maintained	2	2		
Restoration of municipal buildings	Number of municipal buildings renovated	2	1	2	0
Street lighting	Number of street lighting maintained	148	0	148	0

KPA 3: LOCAL ECONOMIC DEVELOPOMENT

Project	**KPI**	**2020/21 Target**	**2020/21 Actual Progress**	**2021/22 Target**	**2021/22 Actual Progress**
LED programs	Number of LED programs supported	160	260	40	40
EPWP	Number of jobs created through EPWP	150	113	150	150
K2C support	Number of K2C programs supported	2	0	2	0

KPA 4: FINANCIAL VIABILITY

Project	KPI	2020/21 Target	2020/21 Actual Progress	2021/22 Target	2021/22 Actual Progress
Supplementary valuation roll	Number of supplementary taxes implemented	1	1	1	1
Revenue enhancement strategy	Number of revenue enhancement strategies reviewed	1	1	1	1
Asset and inventory management	% compliance to asset standard (GRAP 17)	100%	100%	100%	100%
Asset management	Number of assets update schedule	4	4	4	4
Inventory management	Number of inventory update schedule	4	4	4	4
Supply chain management	% compliance to SCM regulations	100%	100%	100%	100%
Supply chain management	Number of compliant in-year report submitted to council and treasury	4	4	4	4
Cost coverage	Number of acceptable months for municipality sustainability	3	6	3	9
Revenue collection	% revenue collected monthly	80%	62%	80%	70%

	ratio				
MSCOA	% compliance to MSCOA	100%	100%	100%	100%
MFMA reports	Number of S71 reports submitted to mayor and provincial treasury within 10 working days of start of the month	12	12	12	12
MFMA reports	Number of S52 reports submitted to council within 30days of the end of each quarter	4	4	4	4
MFMA reports	Number of S72 reports submitted to council and provincial treasury after assessment by the accounting officer by 25 January	1	1	1	1
MFMA reports	Number of adjustment reports submitted to council in terms of S28	1	1	1	1
MFMA reports	Number of MFMA compliance reports submitted as per legislations	20	20	20	20
MFMA reports	Submission of annual financial statements to the AG within the prescribed timeframes	1	1	1	1
MFMA reports	Draft annual performance report submitted within regulated time	1	1	1	1

	expenditure				
	% of personnel budget spent	100%	90%	100%	94%
	% of maintenance budget spent	100%	43%	100%	57%
	% capital budget spent	100%	78%	100%	73%
Fleet management	Number of quarterly reports submitted on fleet management	12	12	12	12

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Project	KPI	2020/21 Target	2020/21 Actual Progress	2021/22 Target	2021/22 Actual Progress
External auditing	Number of improved audit opinion	1 unqualified audit opinion	1 unqualified audit opinion	1 unqualified audit opinion	Pending
	% compliance to AG audit action plan	100%	85%	100%	62%
	Submit AG action plan	Action plan submitted April	Action plan submitted April	Action plan submitted April	Action plan submitted April
	% of AG queries resolved	100%	85%	100%	97%
Internal auditing	Number of quarterly internal audit reports with recommendations submitted to council	4	4	4	4
	% internal audit findings resolved	100%	97%	100%	97%
	% of audit and performance committee resolutions implemented	100%	100%	100%	100%
	Number of PMS reports audits conducted	4	4	4	4
Audit committee	Number of audit committee meetings held	4	9	4	9

	investigated				
Risk Management	Number of annual review of strategic risks plan	1	1	1	1
	% implementation of identified risks mitigations	100%	80%	100%	80%
	Number of risk assessments conducted	2	2	2	2
	Number of institutional risk management committee meetings held	4	3	4	4
MPAC	% of MPAC resolutions implemented	100%	50%	100%	80%
MPAC	Number of MPAC meetings held	4	5	4	8
Mayoral bursary fund	Number of leaners supported	4	4	4	4
Public participation	Number of public participation meetings held	4	8	12	14
Ward committees	Number of functional ward committees	14	14	14	14
Communication strategy	Number of Communication strategy reviewed and implemented	1	1	1	1
Complaints management	% of complaints resolved	100%	100%	100%	100%
Council support and function	Number of council sitting supported Number of EXCO sittings supported Number of portfolio sittings supported	32	31	32	32
Disaster management	Number of disaster management strategic planning held	1	1	1	0
	Number of disaster management plan reviewed	1	1	1	1
	Number of disaster risk management campaigns	4	7		
Licensing and administration	% monitoring of daily licensing	100%	100%	100%	100%
Traffic and law enforcement regulation	% compliance to traffic and law enforcement	100%	100%	100%	100%

	Thusong centre				

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Project	KPI	2020/21 Target	2020/21 Actual Progress	2021/22 Target	2021/22 Actual Progress
IDP review	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council by 31 May
IDP/PMS strategic planning session	Number of IDP/PMS strategic planning sessions held	1	2	1	2
PMS	Number of senior managers with signed performance agreements	6	6	6	5
	Number of formal assessments conducted for senior managers	2	2	1	0
	Number of other officials other than S56 with Performance plans	170	0	170	0
	Number of in-year performance reports submitted to council	4	4	4	4
Employment equity plan	Number of people from EEP target group employed in the three highest	2	3	2	3

	municipality				
	Number of staff complement with disabilities	3	3	5	5
Workplace skills plan	Amount actual spent on implementation of workplace skills plan	2,500,000	1,829,580.11	2,500,000	1,300,000
	Number of employees and councillors capacitated in terms of work place skills plan	98	78	70	26
Payroll management	% accuracy on payroll information	100%	100%	100%	100%
Overtime management	% compliance to overtime regulations	100%	100%	100%	100%
Legal services	Number of labour grievances resulting in lawsuit against the municipality	0	0	0	0
	% of service providers with signed Service Level Agreement	100%	100%	100%	100%
Local labor forum	Number of local labour forum meetings held	4	4	4	3
OHS	Number of compliance reports generated	4	4	4	4
Covid-19 pandemic	% compliance to covid-19 pandemic management regulations	100%	100%	100%	100%
	Number of by-laws developed	2	2	2	2

and reviews	promulgated				
Policy workshop	Number of policy workshop held	1	1	1	1
Policies	Number of policies developed/reviewed	57	57	57	57

The tables above narrate a story of MLM's non-financial performance in comparative perspective. The performance for the 2021/22 Financial Year is 64.5% compared to 69% of the prior year 2020/21. The overall performance represents a decrease of 4.5% for the year under review when compared to the prior year. The banning of procurement processes by Treasury as the result of the constitutional on the constitutionality of PPP on procurement processes has impacted the municipality negatively as most projects were put on hold.

2021/22 PERFORMANCE OF EXTERNAL SERVICE PROVIDERS.

Performance of External Service Providers is included in the report.it is attached as part B page 121

The table below gives status quo of access of basic services which are National Targets.

BASIC SERVICES

BASIC SERVICES	ACCESS (Households)	%
Water	**16 662**/24 470	**68%**
Sanitation	**22 983**/24 470	**93.9%**
Electricity	**22 297**/24 470	**91.1%**
Refuse removal	**11206**/24 470	**45.7%**
Housing	**24 016**/24 470	**98.1%**

FREE BASIC SERVICES

BASIC SERVICES	ACCESS (Households)	%
Water	900/1500	**60%**
Sanitation	1450/1500	**96%**
Electricity	1100/1500	**73%**
Refuse removal	1100/1500	**73%**
Housing	850/1500	**57%**

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

STRATEGIC OVERVIEW

VISION

"TO BE THE POWERHOUSE OF SOCIO-ECONOMIC DEVELOPMENT THROUGH SUSTAINABLE AND INTEGRATED AGRICULTURE AND TOURISM"

MISSION

"MARULENG LOCAL MUNICIPALITY IS COMMITTED TO THE ACCELERATED PROVISION OF QUALITY BASIC SERVICES AND PROMOTION OF SOCIO-ECONOMIC DEVELOPMENT THROUGH THE HARNESSING OF ALL RESOURCE ENDOWERMENTS IN AN INTEGRATED AND SUSTAINABLE MANNER"

THE MUNICIPAL PRIORITIES AND DEVELOPMENT OBJECTIVES

The MLM's development objectives are two- fold, long-term developmental objectives and medium-term objectives. The following table highlights the municipal strategic development priorities and long-term development objectives as extracted from the IDP/Budget (2019/20 financial year)

Priority Area	Development Objectives
1. Spatial Rationale	1.Promote integrated human settlements ad agrarian reforms
2. Basic Service Delivery	1. Improve community well-being through accelerated service delivery
3. LED	1. Promote local economic development 2. Develop partnerships

and Management	
5.Good Governance and Public Participation	1.Putting people first 2. Promote inter-governmental function and coordination
6.Municipal Transformation and Organization Development	1.Build capable institution and administration

Source MLM IDP (2019/20: 92)

PERFORMANCE OVERVIEW

For the financial year under review the municipality had 136 indicators, 89 projects which constitutes 64.5% were achieved. A general regard is given to narration of quantitative (especial where percentage are seemingly indispensable- indicator description). Targets are largely cumulative (except for few instances where this may not be amendable. Projects are listed according to KPAs as captured in the IDP/Budget, SDBIP read together with the Adjustment SDBIP and Mid-year SDBIP Report. The adjustments effected during the Mid-year SDBIP adjustment exercise herein pertain to a wide range of performance information such as review of targets, indicators, activities and to some extent the PoE (Portfolio of Evidence). As spelled out in Local Government: Municipal Planning and Performance Management Regulations (RSA, 2001, s09) read with Local Government: Municipal Systems Act (no.32 of 2000), targets and indicators are set out in the relevant sections of the 2021/22 IDP/Budget read together with the SDBIP. The SDBIP is developed annually to monitor the implementation and performance of both the IDP and budget. Of the 127 indicators the municipality managed to achieve 88 indicates which translates to 69%. 39 indicators were not achieved which translates to 31% and main contributing fact was the suspension of procurement processes as per the directive of National Treasury.

Below is the detail account of performance of the period under review:

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

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

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

with the requirements for an "accountable government". The democratic values and principles provided for in Section 195(1) are also linked with the concept of performance management, the principles includes inter alia:

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

The Local Government: Municipal Systems Act (MSA), 2000 requires municipalities to establish performance management system. The MSA read together with the Local Government: Municipal Finance Management Act (MFMA) requires that the municipal Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP through the Service Delivery Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 provides that 'a municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players'. Performance management is not only relevant to the organisation, but also to the individuals employed in the organisation as well as the external service providers and the municipal entities. The framework, inter alia, reflects the linkage between the IDP, budget, SDBIP, the individual and service provider performance.

The Maruleng Local Municipality Council has adopted and approved a Performance Management Framework for the municipality.

3.1.1 LEGISLATIVE REQUIREMENTS

Section 46(1) of the MSA requires that a municipality prepares for each financial year a performance report reflecting (a) the performance of the municipality and of each external service provider during that financial year, (b) a comparison of the performances with targets set for and performances in the previous financial year, and (c) measures taken to improve performance.

3.1.2 ORGANISATIONAL PERFORMANCE

Strategic performance indicates how well the municipality is meeting its objectives and which policies and procedures are working effectively. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the municipality's Top Layer SDBIP, performance on the National Key Performance Indicators (KPIs) as prescribed in terms of Section 43 of the MSA and the overall summary of performance on municipal services.

3.1.3 THE PERFORMANCE SYSTEM FOLLOWED FOR 2021/22

A) The IDP and The Budget

The IDP and the budget for the 2021/22 financial year was approved by Council on 29 May 2021.The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of the performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

B) The Service Delivery Budget Implementation Plan

The organizational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at an organizational level. The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget. The SDBIP was approved by the Mayor on the 26 June 2021 The SDBIP was revised with the adjustment budget in terms of Section 26(2)(c) of the Municipal Budget and Reporting Regulations and was approved by Council on the 28 February 2022. The following were considered in the development of the amended Top Layer SDBIP:

- ✓ areas to be addressed and root causes of the Auditor-General management letter, as well as the risks identified during the 2020/21 audit.

- ✓ alignment with the adjustment budget of the municipality
- ✓ oversight committee report on the annual report for 2020/21
- ✓ the risks identified by the Internal Audit function during municipal risk assessment and analysis

C) Actual Performance

The municipality utilises a web-based system on which KPI owners update actual performance on a monthly/quarterly basis. KPI owners report on the results of the KPI by documenting the following information on the electronic performance management system:

- ✓ the actual results in terms of the set targets;
- ✓ performance comments;
- ✓ actions to improve performance against the set targets, if the targets were not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results reported and updated.

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2021/22

3.2.1 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview on the strategic achievements of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents (IDP, Budget and performance agreements).l

For the period under review the municipality had a total of 136 indicators. 92 indicators met their targets which translates to 67.6 %.

In the paragraph below the performance achieved is illustrated against the according to the IDP (Strategic) objectives. The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicator (KPIs) of the SDBIP is measured:

A) PERFORMANCE HIGHLIGHTS FOR 2021/22

Maruleng Local Municipality 2021/2022 Annual Planned vs Planned Achieved by Key Performance Area

Key Performance Area	Key Performance Area Description	Planned Targets	Planned Achieved	Percentage Achieved
KPA 1	KPA 1 : Spatial Rationale	4	4	100%
KPA 2	KPA 2 : Basic Services	49	26	53%
KPA 3	KPA 3: Local Economic Development	7	5	71%
KPA 4	KPA 4: Municipal Financial Viability and Management	20	14	65%
KPA 5	KPA 5: Good Governance and Public Participation	32	26	81%
KPA 6	KPA 6: Municipal Institutional Development and Transformation	24	17	70%
Total		136	92	67.6%

A. PERFORMANCE HIGHLIGHTS FOR 2020/21 (STRATEGIC LEVEL- TOP LAYER SDBIP)

KPA 1: SPATIAL RATIONALE

STRATEGIC OBJECIVE: "Promote integrated human settlements and agrarian reform"

PROJECT 1.1: Spatial Development Framework

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that planning and development is informed by the Spatial	Number of Spatial Development Framework implemented	Reviewed SDF	1	1	None	None	None	Achieved	Reports on the implementation of SDF

Framework									
Budget (R)		**OPEX**							

Projects 1.2-3 Update of LUMS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that Land Use Management Scheme is updated	% of land use applications processed within 90 days from the date received with completed required documents	100%	100%	100 %	None	None	None	Achieved	LUMS updated report
	% of building plans processed within 30 days from the date	100%	100%	100%	None	None	None	Achieved	Building plans updated reports

	completed required documents								
Budget (R)			**OPEX**						

Project 1.4 UPDATE OF GIS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that GIS is updated	Number GIS updates conducted	43	4	40	36	Additional mapping conducted on request and applications received	None	Achieved	GIS quarterly reports
Budget (R)		**OPEX**							

Loading of all new developments information in the system

KPA 2: BASIC SERVICE DELIVERY

STRATEGIC OBJECIVE: "Improve community well-being through accelerated service delivery"

Project 2.1: FREE BASIC ELECTRICITY

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure that indigent households are provided with free basic electricity	Number of indigent households with access to free basic electricity	1796	1500	1100	400	Low turn-out of indigent household during FBE application and registration	Awareness campaigns and workshops to be conducted in all wards for FBE beneficiaries in the next financial year	Not Achieved	Indigent household-Free Basic Electricity quarterly reports
Budget (R)			**1,000,000**	**721 023**	**278 977**				**Invoices**

Project 2.2: FREE BASIC WASTE REMOVAL

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

households are provided with free basic refuse removal	indigent households with access to refuse removal					indigent household were provided with free basic refuse removal			Free basic waste quarterly reports
Budget (R)			**OPEX**						**Invoices**

Project 2.3: MARULENG LOW LEVEL BRIDGES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Construction of low-level bridges	Number of low level bridges constructed	Designs completed	2	2	None	None	None	Achieved	Completion certificate
Budget (R)			**10,000,000**	**9,086,562**	**913,438**				**Invoices**

Project 2.4: DEVELOPMENT OF ROAD DESIGNS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To develop road designs in order to upgrade roads from gravel to pave	Number of road designs developed	2	5	5	None	None	None	Achieved	Designs
Budget (R)			**5,000,000**						**Invoices**

Project 2.5: SOFAYA BRIDGE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to	Verified Actual Performance	Portfolio of Evidence

							performance		
Ensure that a bridge is constructed	Number of bridges constructed	New	1	1	0	None	None	Achieved	Completion certificate
Budget (R)			**9,121,739.13**	**7,437,115.56**	**1,684,623.57**				**Invoices**

Project 2.6: ROADS AND BRIDGES (ROADS SURFACING).

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to surfaced road	Number of kilometers of roads surfaced	3 km	4.5 km	4.79 km	0.29 km	Contractor did more work than initial planned	None	Achieved	Completion certificate
Budget (R)			**40,642,150**						**Invoices**

Project 2.7: ROADS AND BRIDGES (REHABILITATION OF ROADS)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

rehabilitated	kilometers rehabilitated					performance by the contractor.	Contractor penalized for poor work and made undertaking to complete work during the second quarter of the next financial year		Certificate
Budget (R)			**30,243,805**						**Invoices**

Project 2.8 ROADS AND BRIDGES (ROADS PAVING)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of km roads paved	370.29km	3.283 km	4.10 km	2.359 km	Contractor did more work than initial planned	None	Achieved	Completion certificate
Budget (R)			**45,529,148**						**Invoices**

Project 2.9 & 10: REFUSE REMOVAL FROM HOUSEHOLDS TO THE LANDFILL SITE IN WORCESTER

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

refuse removal services	households with basic waste removal /collection					to villages			
	Number of commercial, institutional and industrial centers with access to solid waste removal services	61 business establish ments	61 business establishments	70	9	Additional business establishments emerged during the period under review	None	Achieved	Quarterly reports
Budget (R)			**6,500,000 (Adjusted)**	**6,639,345.2**	**-139,345.2**				**Invoices**

Project 2.11: LORRAINE COMMUNITY HALL

Measurable Objectives	Performanc e Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure the construction of Lorraine community hall	% of Lorraine of community halls completed	New	100%	0	100%	On hold due to land dispute	Land dispute resolved and in the process of finalization of re-designs	Not Achieved	Progress report
Budget (R)			**4,000,000 (Adjusted)**	**3,201,053**	**798,947**				**Invoices**

Project 2.12: MARULENG INDOOR SPORTS CENTRE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

indoor sports center	sports center completed				(painting (20%), paving , plumbing (60%) , electricity (30%) & tiling(60%)	performance by the contractor	provider will be appointed in the next financial year to complete outstanding work..		certificate
Budget (R)			**6,500,000 (Adjusted)**	**1,156,260**	**5,343,740**				**Invoices**

Project 2.13: CALAIS SPORTS FIELD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure the construction of Calais Sports Field	% of Calais Sports Field completed	77.3%	100% completion	0% completion	100% completion	Project was delayed due to SCM processes that was on hold	Outstanding projects will be completed in the next financial year as treasury has lifted the ban on procurement processes	Not achieved	Completion certificate
Budget (R)			**1,850,000**	**1,595,906.4**	**254,093.6**				**Invoices**

Project 2.14: FENCING OF CEMETRIES

	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure that cemeteries are fenced	Number of cemeteries fenced	5 cemeteries fenced	5	1	4	Project was delayed due to SCM processes that was on hold	Outstanding projects will be completed in the next financial year as treasury has lifted the ban on procurement processes	Not achieved	Completion Certificate
Budget (R)			**2,000,000**	**531,699.81**	**1,468,300.19**				**Invoices**

Project 2.15: MAINTENANCE OF ROADS AND BRIDGES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of roads and bridges	Number of square meters of municipal roads and bridges maintained	150 000msq	150 000msg	1 279 339.72 msq	1 129339.72msg	More work was done than anticipated	None	Achieved	Quarterly Maintenance reports
Budget (R)			**1,000,000**	**R129 542.75**	**R870 457.25**				**Invoices**

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of buildings	Number of municipal buildings maintained	13	13	11	2	None performance by municipal building team	Monitoring of the team and adherence to maintenance schedule	Not Achieved	Quarterly Maintenance reports
Budget (R)			**500,000**	**434,141.1**	**65,858.9**				**Invoices**

Project 2.17: MACHINES (grader, TLB & trucks)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of machines	Number of municipal machines maintained	3	3	4	1	Additional machine (vehicle) purchased during the course of the year needed maintenance	None	Achieved	Quarterly Maintenance reports
Budget (R)			**1,200,000** **(Adjusted)**	**963,132**	**236,868**				

Project 2.18: MAINTENANCE OF VEHICLES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of vehicles	Number of Vehicles maintained	14	14	26	12	Additional 12 vehicles that were purchased during the course of the year needed maintenance	None	Achieved	Quarterly Maintenance reports
Budget (R)			**1,000,000 (Adjusted)**	**561,687.22**	**438,312.78**				**Invoices**

Project 2.19: CONSTRUCTION OF HIGH MAST LIGHTS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Construction of high mast lights	Number of high mast lights constructed	New	4	0	4	Project was delayed due to SCM processes that was on hold	Project will be completed in the next financial year as treasury has lifted the ban on procurement processes	Not achieved	Completion certificate

					4				

Project 2.20: PARKS & GARDENS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of parks and gardens	Number of municipal parks and gardens maintained	6	6	6	0	None	None	Achieved	Quarterly maintenance report
Budget (R)			**150,000**	**101,189.15**	**48,810.85**				**Invoices**

Project 2.21: VEHICLES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Purchasing of municipal vehicles	Number of vehicles purchased	14	3	3	0	None	None	Achieved	Delivery notes
Budget (R)			**4,500,000 (Adjusted)**	**1,472,742**	**3,027,258**				**Invoice**

KPA 3: LOCAL ECONOMIC DEVELOPEMENT

PROJECT 3.1 EPWP

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure the creation of jobs through Expanded Public Works Programme	Number of jobs created through EPWP (NKPI)	150	150	150	0	None	None	Achieved	Quarterly reports
Budget (R)			**1,175,000**	**1,175,000**					**Expenditure report**

PROJECT 3.2 AGRICULTURAL FORUMS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that agricultural forums are held	Number of agricultural forums coordinated	New	4	4	0	None	None	Achieved	Quarterly reports

									report

PROJECT 3.3 LED FORUMS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that LED forums are held	Number of LED forums held	New	4	4	0	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						**Expenditure report**

PROJECT 3.4 LED PROGRAMS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure LED Programs are supported	Number of LED programs supported	40	40	40	0	None	None	Achieved	Quarterly reports
Budget (R)			**250,000**	**110 186**	**39 814**				**Expenditure report**

PROJECT 3.6 ANIMAL POUNDING

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Construction of animal pound	Number of animal pounding facilities constructed	New	1	0	1	Project was delayed due to SCM processes that was on hold	Project will be done in the next financial year has treasury has lifted the ban on procurement processes	Not achieved	Completion certificate
Budget (R)			**4,000,000**	**99,870.3**	**3,001,293.7**				**Expenditure report**

KPA 4: FINANCIAL VIABILITY
STRATEGIC OBJECIVE: "Sound Financial Management"

PROJECT 4.1: SUPPLEMENTARY VALUATION ROLL

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure credible valuation roll in place by 30 June 2021	Number of supplementary taxes implemented	1	1	1	None	None	None	Achieved	Quarterly reports

PROJECT 4.2: REVENUE ENHANCEMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To enhance revenue	Number of revenue enhancement strategy reviewed	1	1	1	None	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECT 4.3- 4.5: ASSET AND INVENTORY MANAGEMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure compliance to asset and inventory management policy (GRAP 17)	% compliance to Asset standard (GRAP 17)	80 % complianc e	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	None	None	None	Achieved	Quarterly reports
	Number of assets update schedules	4	4	4	None	None	None	Achieved	Quarterly reports
	Number of inventory update schedules	4	4	4	None	None	None	Achieved	
Budget (R)			**OPEX**						

PROJECT 4.6 – 4.7: SUPPLY CHAIN MANAGEMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To fully comply with SCM Regulations and National Treasury guide on procurement processes	% compliance to SCM regulations	80 % compliance	100% compliance to SCM regulations	80% compliance to SCM regulations	20%	None adherence to SCM regulations	Capacity building of Bid Committees	Not achieved	Quarterly reports
	Number of compliant in-year SCM reports submitted on time to Council and Treasury	4	4	4	None	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECT 4.8: COST COVERAGE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved financially viability	Number of acceptable months for municipal sustainability	3 months	3 months	9 months	6 months	Over performance due to sound expenditure control	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECT 4.9: REVENUE COLLECTION

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved financially viability	% of revenue collected monthly	56%	80%	70%	10%	The municipality is still experiencing challenges for rates and taxes from farmers	Appointed an external debt collector to assist with debt collection	Not Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECT 4.10: DEBT COVERAGE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved financially viability	% of debt coverage ratio	0%	0%	0%	None	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECT 4.11: MSCOA

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that budget management is line with MSCOA	% compliance to MSCOA (uniform reporting for municipalities)	100%	100%	100%	None	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To ensure compliance with budget and reporting regulations	Number of MFMA reports submitted to council and treasury	20	20	20	None	None	None	Achieved	Proof of submission DAPR
Budget			**OPEX**						

PROJECT 4.13: EXPENDITURE MANAGEMENT (PERSONNEL BUDGET SPENT)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved management of municipal grants on personnel expenditure	% of personnel budget spent	74%	100%	94%	6%	Delay in filling vacant positions	All vacant positions to be prioritized in the next financial year	Not Achieved	Quarterly financial reports
Budget (R)			**90,041,111**						**Payroll**

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure compliance to MIG expenditure	% compliance to MIG Expenditure	100%	100%	93%	7%	Projects were delayed due to SCM processes that were on hold	Outstanding projects will be completed next financial year as treasury has lifted the ban on procurement processes	Not achieved	Quarterly financial reports
Budget (R)			**48,741,057**	**33,659,405**	**15,081,652**				**MIG expenditure report**

[12]**Capture spending on MIG projects. Compile spending reports in terms of s71 reports**

PROJECT 4.15: EXPENDITURE MANAGEMENT (MAINTENANCE BUDGET SPENT)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved allocation of maintenance budget	% of maintenance budget spent	49%	100%	57%	43%	Lack of maintenance plan	Development of plan underway. The plan to implemented in the next financial year	Not Achieved	Quarterly Financial Report
Budget (R)			**4,930,000**	**33,659,405**	**15,081,652**				**Expenditure report**

PROJECT 4.16: EXPENDITURE MANAGEMENT (CAPITAL BUDGET SPENT)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Improved expenditure on capital budget	% of capital budget spent	80%	100%	73%	27%	Projects were delayed due to SCM processes that were on hold	Outstanding projects will be completed next financial year as treasury has lifted the ban on procurement processes	Not Achieved	Financial quarterly reports
Budget (R)									**Expenditure report**

STRATEGIC OBJECIVE: "Build capable institution and administration"

PROJECTS 5.1 – 5.4: EXTERNAL AUDITING

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
+Ensure improved audit opinion	Number of improved audit opinion	Unqualified audit opinion(With findings)	Unqualified audit opinion	Unqualified audit opinion	None	None	None	Achieved	Audit Report
	% compliance to AG Audit Action Plan (external auditing)	100%	100%	62%	38%	Most of the remaining issues to be addressed during year preparation	Continuous monitoring of the action plan on a weekly basis	Not Achieved	AG audit Action Plan progress report
	Submit AG Action Plan to Council by 31 January	Submit AG Action Plan to Council by 31 January	Submit AG Action Plan to Council by 31 January	AG Action Plan only submitted on 30 April	3 months	Delay by AGSA in finalizing the audit	Action plan to be submitted to council two months after the end of audit	Not Achieved	AG audit Action Plan
	% of A-G queries resolved	90%	100%	97%	3%	Most of the remaining issues to be addressed during year preparation	Continuous monitoring of the action plan on a weekly basis	Not Achieved	Implementation Report
Budget (R)			**4500000**	**5202469**	**702,469**				**Expenditure report**

[13]compile the action plan. Submit to audit committee and council. Monitor the performance of the action plan and report progress to management, audit committee and council and follow-up on areas of lack of progress.

PROJECT 5.5-5:9 INTERNAL AUDITING

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote good governance	Number of quarterly internal audit reports with recommendations submitted to Council	4	4	4	None	None	None	Achieved	Quarterly reports
	% internal audit findings resolved	100%	100%	93%	7%	Resolution register updated upon AC meetings and is being monitored	Continuous monitoring of the resolution register on. monthly basis	Not Achieved	Implementation Report
	% of Audit and Performance Committee resolutions implemented	100%	100%	100%	None	None	None	Achieved	AC Resolution Register
	Number of PMS audits conducted	4	4	4	None	None	None	Achieved	Quarterly reports
Budget (R)									**Expenditure report**

PROJECTS 5.10: AUDIT COMMITTEE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote good governance	Number of audit committee held	8	4	9	5	Additional meetings on matters requiring attention	None	Achieved	Quarterly reports
Budget (R)			**1,000,000**	**924,620**	**75.380**				**Expenditure report**

PROJECT 5.11: FRAUD AND CORRUPTION

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To minimize corrupt activities	% of fraud and corruption cases investigated	0 %	0%	0 %	None	None	None	Achieved	Quarterly reports
Budget (R)			**OPEX**						

PROJECTS 5.12-15: RISK BASED INTERNAL PLAN

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote good governance	Number of Annual strategic risks plan reviewed	1	1	1	None	None	None	Achieved	**Risk Reports**
	% implementation of identified risks mitigations	80%	100%	80%	20%	Inadequate funding to mitigate the risk corrective measures	Identified Risk mitigations to be implemented in the next financial year as additional fund was made available	Not Achieved	Progress report on Action Plan
	Number of risk assessments conducted	2	2	2	None	None	None	Achieved	Quarterly reports
	Number of Risk Management Committee meetings held	4	4	4	None	None	None	None	Quarterly Reports
	Number of Risk Based internal Audit Plan approved	1	1	1	None	None	None	Achieved	**Risk Based Internal Audit Plan**
Budget (R)			**OPEX**						

PROJECT 5.16 & 17: MPAC

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote good governance	% of MPAC resolutions implemented	70%	100%	100%	None	None	None	Achieved	Quarterly reports
	Number of MPAC meetings held	5	4	8	4	Special MPAC meetings held	None	Achieved	Quarterly Reports
Budget (R)			**250,000**	**141,356.52**	**108,643.48**				**Expenditure report**

PROJECTS 5.18: COUNCIL FUNCTION AND SUPPORT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure effective and efficient functioning of Council	Number of council structures meetings held	31	32	34	2	Special meetings held	None	None	Invitations and minutes

STRATEGIC OBJECIVE: "Putting people first"

PROJECTS 5.19 & 20: PUBLIC PARTICIPATION,

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote community participation and accountability	Number of public participation meetings (imbizos) held	8	12	14	02	2 extra meetings held because of crisis in certain communities	None	Achieved	**Quarterly reports**
	Number of community feedback meetings held	49	56	0	56	No community feedback meetings held due to covid-19 regulations	Community feedback meeting to be conducted through media (print & electronic)	Not achieved	**Quarterly reports**
Budget (R)			**650,000**	**822,455**	**-172,455**				**Expenditure report**

PROJECT 5.21: COMPLIANTS MANAGEMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
To promote community participation and accountability	% of complaints resolved	100%	100%	100%	None	None	None	Achieved	Quarterly reports (complaints management register)
Budget (R)			**OPEX**						

PROJECTS 5.22 & 23: WARD COMMITTEES SUPPORT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure effective and efficient functioning of ward committees	Number of functional ward committees	14	14	14	None	None	None	Achieved	Quarterly Reports
	Number of monthly ward committees reports submitted	106	148	148	None	None	None	Achieved	Quarterly Reports
Budget (R)			**2820000**	**945637**	**1874363**				**Expenditure report**

ROJECT 5.24: COMMUNICATION

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure effective and efficient communication	Number of Communication strategy reviewed and implemented annually	1	1	1	None	None	None	Achieved	Quarterly reports
Budget (R)			**60,000**	**87160**	**-27 160**				**Expenditure report**

PROJECT 5.25: TRAFFIC AND LAW ENFORCEMENT REGULATIONS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Monitor compliance to traffic and law enforcement regulations	% compliance to traffic and law enforcement regulations	New	100%	100%	None	None	None	Achieved	**Quarterly reports**
Budget (R)			**OPEX**						**Expenditure report**

PROJECT 5.26: LICENSING AND ADMINISTRATION

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Monitor and oversee implementation of daily licensing	% monitoring of daily licensing	New	100%	100%	None	None	None	Achieved	**Quarterly reports**
Budget (R)			**OPEX**						**Expenditure report**

PROJECT 5.27: THUSONG CENTRE SERVICES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that Thusong Centre services delivered are fully operational and effective	% effectiveness of services provided at Thusong service center	New	100%	100%	None	None	None	Achieved	**Quarterly reports**
Budget (R)			**OPEX**						**Expenditure report**

PROJECTS 5.28-30: DISASTER MANAGEMENT (PLAN, CAMPAIGNS & STRATEGIC SESSION)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate response to disaster managemen t	Number of Disaster Risk Management Plans reviewed	1	1	1	None	None	None	Achieved	Council resolution
	Number disaster risks management strategic planning session held	0	1	1	None	None	None	Achieved	Invitations and attendance register
	Number disaster risks management awareness campaigns held	12	4	4	None	None	None	Achieved	Quarterly reports
Budget (R)			**500,000**	**73,700**	**426,300**				**Expenditure report**

STRATEGIC OBJECIVE: "Build capable institutions and administration"

PROJECT 6.1: IDP REVIEW

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that IDP/Budget are done within the legislated framework	IDP/Budget adopted by Council by 31 May	Final IDP /Budget approved by council by 29 May 2021	IDP/Budge t adopted by Council by 31 May	Final IDP /Budget approved by council on the 29 May 2022	None	None	None	Achieved	Council Resolution
Budget (R)			**200 000**	**120 695**	**79,305**				**Expenditure report**

PROJECT 6.2: IDP/PMS STRATEGIC PLANNING SESSION

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that IDP strategies are reviewed	Number of strategic planning sessions held	1	1	2	1	Management held its own separate session before a joint session with councilors	None	Achieved	Invitations, attendance register
Budget (R)			**300,000**	**239,042**	**60,958**				**Invoices**

PROJECT 6.3 -7: PMS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Sustain management of performance for S54 &56 Managers	Number of senior managers (section 54 and S56) with signed performance agreements within prescribed timeframe	3	6	5	1	Director Technical Services dismissed	Appointment of Director Technical Services	Not achieved	Performance Agreements
	Number of formal assessments conducted (S54 & 56)	1	1	0	1	Delay in conducting formal assessment for senior managers	Assessments be conducted by 30 September 2022	Not achieved	Assessment Reports
Promote institutional accountability and compliance to PMS framework	Number of other officials other than S 56 managers formally assessed	0	170	0	170	Delay in auditing of Performance Plans	Assessments to be conducted by November 2022	Not achieved	Assessments reports
	Number of in-year performance management reports submitted to Council	4	4	4	None	None	None	Achieved	Quarterly Reports
	Number of Annual and oversight reports adopted within stipulated timeframes	Annual and oversight reports adopted by council by March 31	1	1	None	None	None	Achieved	Council Resolution

STRATEGIC OBJECIVE: "Build capable institution and administration"

PROJECT 6.8 -11: WORKPLACE SKILLS PLAN

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure capacitated work force	Number of employees and councilors capacitated in terms of Workplace Skills plan	78	70	26	44	Service providers could not be appointed to SCM processes that were on hold	Training service providers to be appointed in the next financial year as the treasury has lifted the ban on procurement processes	Not Achieved	Training reports
Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services	Number of municipal personnel with technical skills/capacity (technicians and engineers)	3	2	2	None	None	None	Achieved	Quarterly reports

effectiveness and efficient of municipal minimum competency requirements	municipal personnel with financial minimum competency requirements								
Ensure that people from equity target are appointed in the three highest levels of the municipal management	Number of staff complement with disability	5	5	5	None	None	None	Achieved	Employment Equity report
Budget (R)		**2,000,000**	**208,148**	**1,791,852**					

PROJECT 6.12: EMPLOYMENT EQUITY PLAN (NKPI)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that people from equity target are appointed in the three highest levels of the municipal management in compliance with the approved EEP	Number of people from employment equity target group employed in the three highest levels of the municipality (National indicator)	3	2	3	1	The municipality appointed 3 females as senior managers instead of 2	None	Achieved	EEP report
Budget (R)			**OPEX**						

[14] Ensure that all leaves, bonuses and wages are captured by the 20th of every month. Authorize and sign payroll list and sent it to finance to release payment.

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure capacitated work force	Amount actual spent(1 % of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	755,755,28	**2,000,000 (Adjusted**	**208,148**	**1,791,852**	Service providers could not be appointed to SCM processes that were on hold	Training service providers to be appointed in the next financial year as the treasury has lifted the ban on procurement processes	Not Achieved	Quarterly financial reports
Budget (R)			**2,000,000 (Adjusted**	**208,148**	**1,791,852**				**Invoices**

PROJECT 6.14: PAYROLL MANAGEMENT`

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Maximize efficiency of payroll management	% accuracy on payroll information	Payroll system in place	100%	100%	None	None	None	Achieved	Payroll report
Budget (R)			**90,821,887**	**78,821,887**	**12,000**				**Payroll report**

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure compliance to overtime regulation	% compliance to overtime regulation	100%	100%	100%	None	None	None	Achieved	Overtime reports
Budget (R)			**4,300,000**	**3,980,000**	**32,000,00 0**				**Overtime expenditure report**

PROJECT 6.16 & 17: LEGAL SERVICES

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Provide requisite legal support	Number of labor disputes resulting in law suit against the municipality	0	0	0	None	None	None	Not achieved	Reports

municipality has SLA with all service providers	providers with signed Service Level Agreement								Agreements
Budget (R)			**R3,200,000**	**R2,990,798.5**	**R209 201.5**				**Expenditure report**

PROJECT 6.18: LOCAL LABOUR FORUM

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure sound labor practice	Number of Local Labor Forum meetings held	4	4	3	1	Delay in the establishment of LLF after local government elections	LLF prioritized in the next financial year	Not Achieved	Quarterly Reports
Budget (R)		**OPEX**							

PROJECT 6.19 -22: POLICY DEVELOPMENT, BY-LAWS & REVIEWS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Providing and improving compliance to municipal regulatory environment	Number of by-laws developed/ reviewed	2 (rates & building regulations)	2	2	None	None	None	Achieved	Policy register
Ensure implementation of law-enforcement	Number of by-laws promulgated	1	1	1	None	None	None	Achieved	Gazette
To ensure that policy workshop is held	Number of policy workshops held	1	1	1	None	None	None	Achieved	Invitations & attendance register
Providing and improving compliance to municipal regulatory environment	Number of policies developed/reviewed	57	57	57	None	None	None	Achieved	Policy and by-law register
Budget (R)			**300 000**	**189,133**	**110,867**				**Expenditure report**

B. DIVISIONAL PERFORMANCE HIGHLIGHS (SDBIP LOWER LAYER)

KPA 2: BASIC SERVICE DELIVERY

STRATEGIC OBJECIVE: "Improve community well-being through accelerated service delivery"

Project 2.22: CALAIS INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of meters of Calais internal street paved	Designs	400m	2.10km	1.7km	Contractor did more work than initial planned	None	Achieved	Completion certificate
Budget (R)		**12,393,645**	**11,755,082**	**638,563**					**Invoices**

Project 2.23: SANTENG ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of metres of Santeng	1.1km	400m	350m	50m	Some final touches or work needs to be done	Project to be commissioned by 31 October 2022	Not achieved	Completion Certificate

	paved								
Budget (R)			**2,100,000**	**1,713,412.4**	**386,587.6**				**Invoices**

Project 2.24: WILLOWS ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of meters of willows access road paved	0 m	900m paved	900m paved	None	None	None	Achieved	Completion Certificate
Budget			**13,672,676**	**13,532,539**	**140,137**				**Invoices**

Project 2.25: NEW LINE-GA-FANIE ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of meters of Newline-Ga-Fanie access road paved	1.6km	783m	752m	31m	Delay due to late delivery material	Project to be commissioned by 31 October 2022	Not achieved	Completion certificate
Budget ®			**7,252,611**	**7,298,827.2**	**46,216.2**				**Invoices**

Project 2.26: REHABILITATION OF KAMPERSRUS ROAD PHASE 3

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To rehabilitate a road	Number of kilometers of Kampersus road rehabilitated (surfaced)	0 km	2km	1.79 km	0.21km	The road delayed due heavy rains	Project to be completed in the first quarter of the next financial year.	Not achieved	Completion Certificate
Budget (R)			**8,264,555**	**8,229,266.8**	**37,288.2**				**Invoices**

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To rehabilitate a road	Number of kilometers of Hoedspruit internal street rehabilitated	2 km	2km	2.067km	0.067km	Contract more work than initial planned	None	Achieved	Completion Certificate
Budget (R)			**11,978,250**	**11947270**	**30980**				**Invoices**

Project 2.28 WORCESTER ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to tarred (surfaced)road	Number of Kilometer of Worcester access road tarred	1.5 km	1.7km	1.7km	None	None	None	Achieved	Completion Certificate
Budget (R)			**R10,140,0 00**	**R9,868,187.8**	**R271,812.2**				**Invoices**

Project 2.29: SOFAYA – MAHLOMELONG ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of Kilometers of Sofaya - Mahlomelong access road surfaced	Designs	1 km	0km	1km	Financial constraints	Additional allocation of budget in the next financial year	Not Achieved	Completion certificate
Budget ®			**7002000**	**6902762**	**99238**				**Invoices**

Project 2.30: REHABILITATION OF GA-SEKORORO ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To rehabilitate a road	Contractor appointed	designs	1.5km	0 km	1.5km	Slow progress due to poor performance by the contractor.	Contractor promised to fast-track the work and project will be completed in the first quarter of the next financial year.	Not achieved	Appointment letter

Project 2.31: MABINS CROSS ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to surfaced road	Number of meters of Mabins access road surfaced	Designs completed	1.3km	1.3km	None	None	None	Achieved	Appointment letter
Budget ®			**10,000,000**	**8,170,947.8**	**1,304,347.9**				**Invoices**

Project 2.32: BUTSWANA ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to paved road	Number of meters of Butswana access road paved	800m	800m	0.00	800m	Road completed in the prior hence there is no	None	Achieved	Completion certificate

						nt			
Budget ®			**10,107,217**	**9,382,448.**	**724,769**				**Invoices**

Project 2.33: BISMARCK CROSS ACCESS ROAD

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To upgrade a road from gravel to surfaced road	Number of meters of Bismarck access road surfaced	1 km	500m	0.00	500 m	Road completed in the prior hence there is no achievement	None	Achieved	Appointment letter
Budget ®			**R8,108,506**	**R7,108,505**	**R1,000,001**				**Invoices**

Project 2.34: BOCHABELO INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

t of designs for Bochabelo internal street	developed		developed	developed					
Budget ®			**19,616,355**	**5360482**	**14255873**				**Invoices**

Project 2.35: MASHOSHING INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performanc e	Verified Actual Performance	Portfolio of Evidence
Developmen t of designs for Mashoshing internal street	Designs developed	New	Designs developed	Designs developed	None	None	None	Achieved	Appointment letter
Budget ®			**1,000,000**	**969,054.85**	**30,945.15**				**Invoices**

Project 2.36: SCOTIA INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve	Verified Actual Performance	Portfolio of Evidence

							e		
Development of designs for Scotia internal street	Designs developed	New	Designs developed	Designs developed	None	None	None	Achieved	Appointment letter
Budget ®			**1,000,000**	**996,533.43**	**3466.57**				**Invoices**

Project 2.37: SHIKWANE INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Development of designs for Shikwane internal street	Designs developed	New	Designs developed	Designs developed	None	None	None	Achieved	Appointment letter
Budget ®			**1,000,000**	**999,767.03**	**232.97**				**Invoices**

Project 2.38: ENABLE INTERNAL STREET

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve	Verified Actual Performance	Portfolio of Evidence

							e		
Development of designs for Enable internal street	Designs developed	New	Designs developed	Designs developed	None	None	None	Achieved	Appointment letter
Budget ®			**1,000,000**	**852298**	**147,702**				**Invoices**

Project 2.39: OFFICE FURNITURE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
To purchase office furniture	Number Office furniture purchased	20 tables & 70 chairs	2 x executive tables,3 x ordinary chairs, 65 x high back chairs, 70 x visitors chairs, 14 x boardroom chairs & 600 x chairs for 3 community halls	2 x executive, 2 x credenza, 2 x high back stairs, 4 x visitor arm chair, 1 led desk , 1 pedestal , 1 credenza	63 x high back chairs, 66 x visitors chairs, 14 x boardroom chairs & 600 x chairs for 3 community halls	Projects were delayed due to SCM processes that were on hold	Outstanding Office furniture will be purchased in the next financial years as the treasury has lifted the ban on procurement processes	Not Achieved	Invoices
Budget (R)			**R350,000**	**128 725.10**	**R221,274.9**				**Invoices**

Project 2. 40: IT EQUIPMENT'S (LAP TOPS)

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

equipment's	lap tops purchased		purchased	purchased		delayed due to SCM processes that were on hold	lap tops will be purchased in the next financial years as the treasury has lifted the ban on procurement processes		
Budget (R)			**R600,000**	**R389 998.75**	**R210, 001.25**				**Invoices**

Project 2.41: ACCESS CONTROL

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure the upgrading of the existing access control equipment's	Number of access control upgraded	4	4	0	4	Project was delayed due to SCM process that was on hold	Access control will be upgraded in the next financial years as the treasury has lifted the ban on procurement processes	Not Achieved	Invoices
Budget (R)			**600,000**	**0**	**600 000**				**Invoices**

Project 2.42: LAWN MOWERS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Purchasing lawn mowers	Number of lawn mowers purchased	0 lawn mowers	10 lawn mowers	4 lawn mowers	6 lawn mowers	Project was delayed due to SCM process that was on hold	The outstanding lawn mowers will be purchased in the next financial years as the treasury has lifted the ban on procurement processes	Not Achieved	Invoice
Budget (R)		.	**850,000**	**257127**	**592873**				**Invoices**

Project 2.43: AIR CONDITIONERS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Purchasing and repair of air conditioners	Number of air conditioners Purchased	30	5	3	2	Project was delayed due to SCM	The outstanding air conditioners will be purchased in the next financial years as the treasury has	Not Achieved	Invoice

						was on hold	procurement		
+Budget (R)			**250,000**	**25500**	**224500**				**Invoices**

Project 2.44: MAINTENANCE OF STREET LIGHTING

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure appropriate maintenance of street lighting	Number of street lights maintained	0	148	0	148	Lack of in-house capacity and resources (cherry picker)	Services to be outsourced and additional resources (cherry picker) to be made available in the next financial year	Not Achieved	Quarterly maintenance report
Budget (R)			**R300,000**	**0**	**R300,000**				**Invoices**

Project 2.45: RESTORATION OF MUNICIPAL BUILDINGS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure that municipal buildings are restored	Number of municipal buildings restored	0	2	0	2	Project was delayed due to SCM process that was on hold	The project will be done in the next financial years as the treasury has lifted the ban	Not Achieved	Completion certificate

							procurement		
Budget (R)			**530,000**	**0**	**530,000**				**Invoice**

Project 2.46: PURCHASING OF OFFICE EQUIPMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Purchasing of office equipment	Number of office equipments purchased	5	5	1 (fridge)	5	Project was delayed due to SCM process that was on hold	The outstanding office equipments will be purchased in the next financial years as the treasury has lifted the ban on procurement	Not Achieved	Invoice and delivery notes
Budget (R)			**350,000**						**Invoice**

Project 2.47: SPEED MACHINE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence

speed machines are maintained	speed machines maintained								delivery notes
Budget (R)			**80,000**	**17,519**	**62,481**				**Invoice**

Project 2.48: SKIP BINS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure that Skip bins are purchased	Number of skip bins purchased	30	60	30	30	Under budgeting	Additional budget to be made available in the next financial year.	Not achieved	Completion certificate
Budget (R)			**1,300,000 adjusted**	**1,290,000**	**10,000**				**Invoice**

Project 2.49: REHABILITATION OF THUSONG CENTRE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
Ensure that municipal buildings are restored	Number of Thusong centre rehabilitated	New	1	0	1	Project was delayed due to SCM	Project will be done in the next financial year as treasury has	Not Achieved	Completion certificate

						was on hold	procurement processes		
Budget (R)			**1,500,000**	**0**	**1,500,000**				**Invoice**

KPA 3: LOCAL ECONOMIC DEVELOPEMENT

PROJECT 3.7 K2C support

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that K2C programs are supported	Number of K2C programs supported	2	4	2	2	Meetings not coordinated by the municipality	The municipality to ensure adherence to the K2C schedule of programs by all stakeholders	Not achieved	Quarterly reports
Budget (R)			**200,000**	**148,858**	**51,142**				**Expenditure report**

KPA 4: FINANCIAL VIABILITY

PROJECT 4.17: FLEET MANAGEMENT

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence

efficient utilization of fleet	reports submitted on fleet management								reports
Budget (R)			**OPEX**						

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PROJECT 5.31: MAYORAL BUSARY FUND

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Provide requisite support to needy learners-	Number of learners supported	5	4	4	None	None	None	Achieved	Quarterly reports
Budget (R)			**700 000**	**88 434**	**611 566**				**Invoices**

PROJECT 5.32 TRADITIONAL LEADERS ALLOWANCE

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure that traditional leaders receive allowance for attending council meetings	Number of traditional leaders receiving allowance for attending council meetings and activities	4	4	0	4	Clash of program with council	Re-alignment of programs	Not Achieved	**Quarterly reports**

									report

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT
STRATEGIC OBJECIVE: "Build capable institutions and administration"

PROJECT6.23: OHS

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure safety and healthy working environment	Number of compliance reports generated	4	4	4	None	None	None	Achieved	Quarterly Reports
Budget (R)			**250 000**	**25 948.26**	**224 015.7 4**				**Expenditure report**

PROJECT6.24: COVID -24 PANDEMIC

Measurable Objectives	Performance Indicator	2021/22 Baseline	2021/22 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
Ensure compliance to COVID-19	% compliance to covid-19	New	100%	100%	None	None	None	Achieved	Quarterly Reports

regulations	regulations								
Budget (R)			**OPEX**						**Expenditure report**

COMPONENT M: CORRECTIVE MEASURES FOR 202021 NONE-PERFORMED AREAS

The municipality developed Audit Action Plan clear timeframes and responsible officials to address gaps identified in the 2020/21 A-G report.

COMPONENT M: CORRECTIVE MEASURES FOR 202021 NONE-PERFORMED AREAS

The municipality developed Audit Action Plan clear timeframes and responsible officials to address gaps identified in the 2019/20 A-G report.

HAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The MLM registered a growth of organogram from 196 **in** 2020/21 to 207 posts in 2021/22. MLM functioned with five (05) main departments, namely; Budget and Treasury Office, Corporate Services, Community Services, Technical Services and Spatial Planning and Development. The Office of the Municipal Manager provided the overall monitoring and strategic support to all these departments. The MLM had an approved organogram of 207 posts. Of these 184/207 (i.e. 88.9) were filled as at 30th June 2022, there were 23 vacant posts.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

The below are the municipal Human Resource policies in place and reviewed as and when a need arise:

● HR policies, Placement policy and Procedures
● Staff Retention Policy

• Bursary Policy
• Employee Equity Policy
• Travel and Subsistence Allowance Policy
• OHS Policy
• Cellphone policy
• Recruitment and selection policy
• Leave policy
• Training and development policy
• Community bursary policy
• Employee bursary policy
• Succession planning policy
• HR committee policy
• Personnel and protective policy and procedure
• Record management policy
• Fleet management policy
• Employee performance management policy
• Public participation strategy

4.3 INJURIES, SICKNESS AND SUSPENSION

Item	2020/21 Report
Injuries	00
Sickness	0
Suspension	01

4.4 PERFORMANCE REWARDS

One assessment for officials other than S56 managers was conducted in 2021/22 financial year.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 SKILLS DEVELOPMENT AND TRAINING.

Below is the training report for the 2021/22 financial year as of 30th June 2022.

Occupation	Intervention name	Type of learning intervention	Cost	No. of participants	Gender		Sponsor	Pivotal
					Male	Female		
Internal Auditing	PIA	Short course		1		✓	Other Municipal Funding	No
Internal Auditing	IAT	Short course		1	√		Other Municipal Funding	No
Senior HR-Payroll and Payroll clerk	VIP payroll	Short course	6100	2		√√	Other Municipal Funding	No
Munsoft Finance officials	Munsoft	Short course	34 500	6	√	√√√√√	Other Municipal Funding	No

Senior HR-Payroll and Payroll clerk	Sage vip payroll	Short course	24 360	2		√√	Other Municipal Funding	No
			4 208					
	National school of government		17 500					
	Northern province training		25 000					
TOTAL			**208,147.57**					

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Workforce expenditure for the period under review is categorized in to section 54 & 56 managers and other employee costs.

Table below illustrates the expenses per category.

Category of employees	Total expenditure R	% of expenditure
S 54 & 56 Managers	**4 699 152**	**5.10%**
Other Employees	**74 122 735**	**94.9 %**
Total employees expenditure	**78 821 887**	**100%**

Designation	Annual Remuneration R	Travel Allowance & other allowances R	Performance Bonus R	Payments in lieu of leave R	Contribution to UIF, medical aid & pension fund R	Total Package R
Municipal Manager	6 71 979	491 249	123 691	-	174 535	**1 461 454**
Chief Finance Officer	536 379	11 926	-	-	120 025	**668 330**
Director: Technical Services						
Director: Community Services	693 972	60 074	-	-	178 366	**932 412**
Director: Corporate Services	403 046	137 280	76 168	-	117 987	**734 481**
Director: Spatial Development and Planning	693 972	22 690	-	-	**185 813**	**902 475**

COUNCILLORS

Designation	Annual Remuneration(R)
Mayor	986 507
Speaker	1 571 473
Executive Committee Members	2 276 875
Councillors (part time)	6 457 671
Councillors (full time)	519 504
Total	**11 812 030**

CHAPTER 5: FINANCIAL PERFORMANCE.

COMPONENT A: Statement of Financial Performance.

5.1 Statement of Financial Performance

The Statement of Financial Performance is exhibited in the draft 2021/22 Annual Financial Statements (AFS) submitted to AGSA as an adjunct (additional part) to this Annual Performance Report

5.2 ASSET MANAGEMENT.

MLM's Asset Register for the 2021/22 is also submitted together with the AFS to AGSA for auditing.

5.3 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

The ratios will be calculated upon finalization of the audited Annual Financial Statements. **COMPONENT B: SPENDING AGAINST CAPITAL BUDGET.**

5.4CAPITAL EXPENDITURE

	Original Budget R	Budget Adjustments R	Final Budget Adjustments R	Actual Outcome R	Variance R	Actual outcome as % of final budget %	Actual outcome as % of original budget %
Total capital expenditure	142,378,044	160,994,397	160,994,397	89,890,234	71,104,163	55.8%	55.8%

5.5 SOURCES OF FINANCE (capital budget)

Sources of capital funds	Original Budget R	Budget Adjustments R	Final Budget Adjustments R	Actual Outcome R	Variance R	Actual outcome as % of final budget	Actual outcome as % of original budget
Municipal Infrastructure Grant	**28,182,057.28**	48,741,057	48,741,057	33,659,405	**15,081,652**	**69%**	**5.8%**

funds(own funding)							

5.6 Summary of unaudited revenue and expenditure

	Note(s)	2022(R)	2021 Restated (R)
REVENUE			
Revenue from exchange transactions			
Service charges -	29	4 393 941	3 979 418
Interest on receivables	27	-	380 308
Rental of facilities and equipment	22	246 224	836 506
Agency fees	23	2 646 167	2 587 946
Licenses and permits	24	2 237 168	2 262 505
Other revenue	28	3 158 434	2 262 505
Interest on investment	21	4 409 385	4 163 418
Gain on disposal of assets and liabilities	37	-	-
Total revenue from exchange transactions		**17 091 319**	**17 284 515**

	Note(s)	2022(R)	2021 Restated (R)
REVENUE			
Revenue from non-exchange transactions			
Taxation revenue			

Donation of other assets			
Fines, Penalties and Forfeits	26	636 084	2 949 584
Interest on receivables	27	14 284 141	11 736 215
Government grants and subsidies received- operating	31	142 768 000	162 391 000
Government grants and subsidies received- capital	31	33 659 405	46 295 943
Total revenue from non-exchange transactions		**304 911 157**	**332 236 246**
Total Revenue		**322 002 476**	**349 520 761**

EXPENDITURE

	Note(s)	2022 (R)	2021 Restated (R)
Employee rated cost	32	(78 821 887)	(75 480 918)
Remuneration of councilors	48	(11 812 030)	(11 119 712)
Depreciation and amortization	33	(23 344 566)	(21 525 932)
Impairment loss	34	-	(421 257)
Finance costs	35	(894 000)	(744 067)
Debts impairment		(13 744 471)	(38 691 169)
Lease rentals on operating lease	25	(1 243 934)	-
Bad debts written off		-	(823 220)

Loss on disposal of assets and liabilities	37	(183 207)	-
General expenses	36	(52 974 608)	(49 535 022)
Total expenditure		**(203 933 188)**	**(217 549 517)**
Actual Gains / (loses)		**(982 464)**	**(554 098)**
Surplus for the year		**117 086 824**	**131 417 146**

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure on 5 Largest Projects								
	Current Year				**Variance Current Year**			
	Original Budget (Vat Inc.) R	**Awarded Amount (Vat Inc.)R**	**Adjusted Budget R**	**Actual Expenditure R**	**Original Variance**	**Adjusted Variance**	**Original Variance**	**Adjusted Variance (%)**
Bochabelo internal street	1,000,000	1,000,000	19,616,355	5,360,482	0.00	14,255,873	0.00	
Hoedspruit internal street	11,978,250	11,978,250	11,978,250	11,947,270	30,980	--	30,980	-
Willows access road	13,677,676	13,677,676	13,677,676	13,532,539	140,137	-	140,137	-
Calais internal street	12,393,645	12,393,645	12,393,645	11,755,082	638,563	-	638,563	-
Worcester access road	10,140,000	10,140,000	10,140,000	9,868,187	271,812,20	-	271,812,20	-
TOTAL	**49,189,578**	**49,189,578**	**63,445,451**	**52,463,560**	**1,081,492**	**14,255,873**	**1,081,492**	

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS- OVERVIEW

Limited and/or minimal powers and functions i.e. MLM performs **32% (12 out of 38) of** powers and functions given to municipal governments in terms of Constitution (R

SA, 1996: S155), pointing to **a low capacity** Municipality. This resulted in MLM not being able to perform a number of key strategic services such as water, sanitation, electricity, housing etc., making its role **facilitatory,** owing to a risk of **unfunded mandate.**

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT.

5.9 CASH FLOW STATEMENTS

The Cash Flow Statement is exhibited in the 2020/21 Annual Financial Statements

5.10 BORROWING AND INVESTMENT

The Municipality does not have loans. The municipality has an amount of **R** 123 014 814.92 in its investment account which has generated **R4 163 418** in interest.

5.11 SUPPLY CHAIN MANAGEMENT.

The Bid Evaluation and Adjudication Committees have been established. Advertised tenders are being evaluated, adjudicated and appointments are made in terms of the Supply Chain Management Policy. Quarterly reports on tenders are submitted to Council.

5.12 GRAP COMPLIANCE

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

PART B: PERFORMANCE OF EXTERNAL SERVICE PROVIDERS

Municipal Systems Act, No.32 of 2000 Section 46 (1) (a) stipulates that a municipality must prepare for each financial year a performance reflecting the performance of the municipality and of each service provider during the financial year. Below is the performance of external service providers during the year under review:

Service provider	Service Rendered	Appointment Date	Project Status	Tender Amount	Performance Remarks
KMT security & events management	Provision of security services for a period of three years	30/11/2020	In progress	R49,972,790.84	Good
Anaka Group(Pty)Ltd	Leasing of Photocopier Machines for a period of three(3) years	26/11/2021	In progress	R2,969,065.78	Good
Mahindra& Mahindra (Pty) Ltd	Supply and delivery of two bakkies	29/062021	Completed	R335,524.00	Good
Shumba Inc.	Provision of internal audit services	15/12/2020	In progress	R1,339,219.20	Good
Mootlwane Investment	Supply and delivery of road and maintenance material	27/06/2021	In progress	R85,450.00	Good
Fidelity Cash Solutions (Pty) Ltd	Appointment for Cash in transit Services for a Period of one Year	26/10/2021	In progress	R414,496.00	Good
Sempro Consulting	Compilation and review of MSCOA,GRAP, ASSET register	16/07/2021	In progress	R6.250,000.00	Good
Koth property consultants	Compilation and maintenance of general valuation roll	14/09/2021	In progress	R1,180,000.00	Good
Silky hills (Pty) Ltd	Supply and delivery of laptops	29/10/2021	Completed	R275,548.75	Good

	system				
Nthopa Trading Enterprise	Construction of Scotia graveyard	14/09/2021	In Progress	R553,395.00	Good
Mcobela Trading Enterprise	Supply and delivery of skip bins	11/11/2021	Completed	R1,483,500.00	Good
White hall Trading	Supply and delivery of diaries	11/07/2021	completed	R67,976.50	Good
Silky hill (Pty) Ltd	Supply and delivery of printers	14/12/2021	Completed	R196,510.96	Good
BRC ALU work	Rehabilitation of licensing building	21/02/2022	completed	R160,000.00	Good
White hall Trading	Supply and delivery for protective clothing for traffic	21/02/2022	Completed	R64,424.15	Good
Maronikie trading	Supply and delivery of furniture	21/02/2022	Completed	R128,726.10	Good
Semodi Trading	Installation of high mast light	17/02/2021	Completed	R1,727,673.98	Good
Barloworld		01/12/2021	Completed	R1,141,140.76	Good
Merafe Holding	Refuse truck/ waste truck	21/06/2021	Completed	R2,215,604.37	Good
Techni Piano development	Provision of land audit services	11/09/2020	Completed	1,185,600.00	Good
Sekwai construction	Restoration of municipal building	13/06/2019	Completed	1,890,544.80	Good
Nthopa Trading	Restoration of municipal building	27/05/2021	Completed	198,400.00	Good
Maruleng indoor sports centre				56,129,912	
Zerbacraft JV lance Management service	Balloon access road	20/06/2018	completed	R45,009,570.74	
Martmol trading	Bismarck access road	30/01/2020	completed	R18,543,472.90	Good
Moepeng Trading 40 CC	Calais internal street	15/10/2020	In progress	R23,106,876.22	Good
Keteka Trading	Santeng graveyard access road	23/04/2019	completed	17,709,133.54	Good
Lubcon civils	Calais sports field	17/09/2018	completed	R45,009,570.74	Good
Malerete construction	Rehabilitation of kampersrus road	30/01/2020	completed	21,888,459.61	Good
Koephu business enterprise	New-line Ga-fanie access road	23/04/2019	completed	32,996,546.64	Good
Stone found engineering	Butswana access road	23/04/2019	completed	R26,445,263.12	Good
Dinatla construction and civil works	Worcester access road	23/04/2019	completed	R28,289,959.10	Good
Taimana civils	Willows access road	23/04/2019	completed	R23,516,524.24	Good
MRDT engineering	Rehabilitation of Hoedspruit internal street	30/01/2020	completed	R22,964,513.30	Good
Martmol trading	Sofaya internal street phase 1	14/10/2020	completed	R20,857,777.15	Good
Martmol Trading	Sofaya internal street phase 2		In progress	R44,013,219.47	Good
Taola JV Mpumalangeni	Mabins cross access road	16/07/2021	In progress	R47,997,190.49	Good
Tnd trading	Lorraine community hall	30/09/2020	completed	R8,997,322.51	Good
Taola construction	Madeira access road	18/09/2018	completed	R16,348,320.86	Good

Performance of external service providers in terms of section 76 (b) of the MSA, 2000.

Name of Service Provider	Service Rendered	Appointment Date	Project Status	Tender Amount	Performance Remarks
Daily Double	Waste removal	21.12.2020	Daily waste collection (continuous)	R12,002,163.20	Good
Mopani District Municipality	Water provisioning	01.01.2010	Daily provision of water	Maruleng municipality collects on behalf of Mopani District Municipality	Poor

BUDGET RELATED POLICIES AND OTHER POLICIES–RESOLUTION NO. SC05/05/2021

The following Budget related Policies and Organizational Structure were adopted by Council.

HR Policies	ICT Policies	Finance Policies	Other Institutional Policies
Car Allowance Policy	Data Centre physical Access and environment control	Rates Policy	Sports and Recreation Policy
Employees Bursary Policy	Notebook/ laptop Policy	Indigent Policy	Public Participation Strategy
Succession Plan Policy	Internet acceptable user account Management	Budget Policy	Fleet Management Policy
HR Policy Committee	ICT firewall Policy	Banking and Investment	Community Bursary Policy
Waste Management Policy	Electronic Mail Acceptable Policy	Writing off Irrecoverable	Community Halls
EPWP Policy	ICT Security Policy	Assets and Inventory Management policy	Advertising sign and Hoarding by –law
Employees Performance Management Policy	ICT change management Policy	Credit Control and debt collection by-law	Building regulations by-law
Employees Bursary Policy	ICT procedures and manual policy	Financial delegation Framework Policy	Informal Street Trading By law
Succession Plan Policy	Password Policy	Financial Delegation Policy	Noise Control By-law
Training and development Policy	Backup Policy	Supply Chain Management	Personal protective equipment policy
Travel and subsistence Policy	Data Centre physical Access and environment control	Credit Control By law	Public Nuisance By-law
Overtime Policy	Terms of reference for the ICT		
Leave Policy		Rates By law	

		Policy	
Retention Strategy		Tariffs Policy	

DRAFT ANNUAL PERFORMANCE REPORT

2020/2021 FINANCIAL YEAR (30TH JUNE 2022)

ABBREVIATIONS

AGSA- AUDITOR –GENERAL OF SOUTH AFRICA

ANC- AFRICAN NATIONAL CONGRESS

COVID- CORONAVIRUS

CWP-COMMUNITY WORKS PROGRAM

EFF- ECONOMIC FREEDOM FIGHTERS

EPWP-EXPANDED PUBLIC WORKS PROGRAM

EXCO- EXECUTIVE COMMITTEE

GRAP- GENERALLY RECOGNISED ACCOUNTING PRATICE

IDP- INTEGRATED DEVELOPMENT PLAN

IGR- INTER-GOVERNMENTAL RELATIONS

IT- INFORMATION TECHNOLOGY

KPA- KEY PERFORMANCE INDICATORS

LED- LOCAL ECONOMIC DEVELOPMENT

MFMA- MUNICIPAL FINANCE MANAGEMENT ACT

MLM- MARULENG LOCAL MUNICIPALITY

MPAC- MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

NDP- NATIONAL DEVELOPMENT PLAN

SALGA- SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION

SDBIP- SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

SIGNED BY THE MUNICIPAL MANAGER

Ms. NS Hoaeane

DATE 25/01/2023