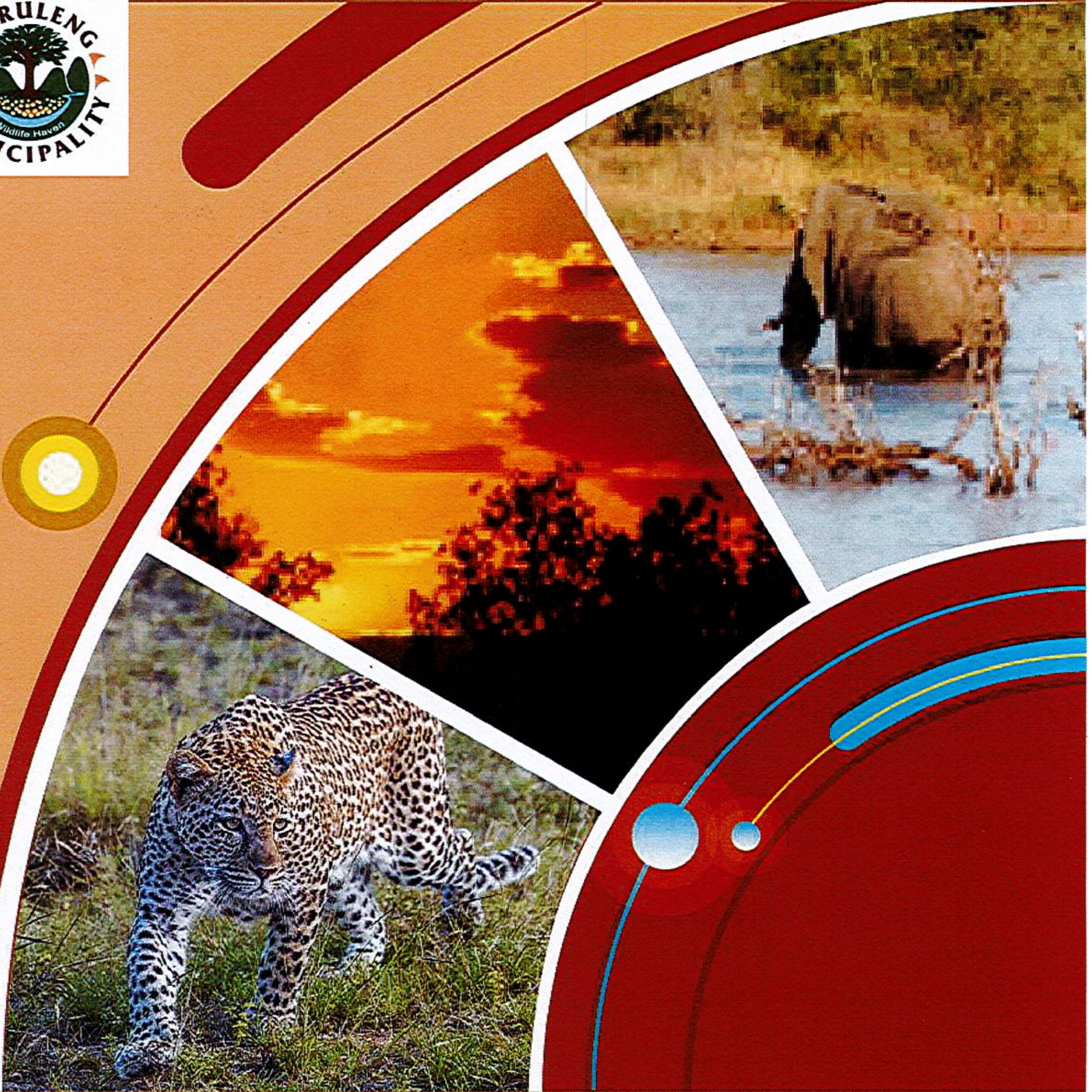
MARULENG LOCAL MUNICIPALITY

Wildlife Haven



DRAFT

2023-24 ANNUAL REPORT

Table of Contents

ABBREVIATIONS

ACCRONYM	MEANING
AGSA	Auditor General of South Africa
COGHSTA	Cooperative Governance , Human Settlement and Traditional Affairs
CWP	Community Works Programme
DEFF	Department of Environment Forestry and Fishery
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
ESKOM	Electricity Supply Commission
EXCO	Executive committee
FBE	Free basic electricity
GIS	Geographic information system
FY	Financial year
GRAP	Generally recognised accounting practices
HIV	Human Immunodeficiency Virus
KM	Kilometre
KPA	Key performance area
KPI	Key performance indicator
K2C	Kruger to canyon
KWh	Kilowatt hour
ICT	Information and Communication Technology
IDP	Integrated development plan
LED	Local economic development
LUMS	Land use management scheme
MFMA	Municipal finance management act
MEC	Member of Executive Council
MPAC	Municipal public accounts committee
MIG	Municipal infrastructure grant
MLM	Maruleng Local Municipality

MSCOA	Municipal standard chart of accounts
MTREF	Medium Term Revenue Expenditure Framework
MSA	Municipal Systems Act
MSCOA	Municipal Standard Chart of Accounts
m^2	Square metre
OHS	Occupational health safety
OPEX	Operational Expenditure
PCF	Provincial Coordination Council
OTP	Office Of The Premier
PMS	Performance management system
PR	Proportional Representative
SALGA	South Africa Local Government Association
SCM	Supply Chain Management
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SCM	Supply chain management
SDBIP	Service delivery and budget implementation plan
SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act
Stats SA	Statistic South Africa
S71	Section 71 report of the MFMA
RDP	Reconstruction Development Program
%	Percentage

LIST OF TABLES

LIST OF FIGURES

LIST OF MAPS

LIST OF Pictures

I. INTRODUCTION

Performance Management is a process that measures the implementation of the organization's strategy. It is also a management tool used to plan, monitor, and measure and review performance indicators. The goal is to ensure the efficiency, effectives, and impact of the service delivery by the municipality. A Municipality's Performance Management System is the primary mechanism to monitor, review, and improve the implementation of its Integrated Development Plan (IDP). It helps gauge the progress made in achieving the objectives set out in the IDP. Additionally, a municipality's PMS must facilitate increased accountability, learning, improvement, provide early warning signals, and support decision- making.

The performance management system monitors actual performance against set targets and contractual obligations. Effective service delivery relies on the close integration of the IDP, effective utilization of all resources, and the performance management system across all functions at the organizational and individual levels. This report highlights the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the Strategic Objectives and performance on the National Key Performance Indicators as prescribed in terms of section 43 of the Municipal Systems Act, 2000. It further accounts on performance for the Lower Layer of SDBIP.

In accordance with the performance management framework the Mayor approved the SDBIP on 25 June 2023. The SDBIP indicators are aligned with the budget which was prepared in terms of the reviewed IDP. The indicators in the SDBIP include indicators required by legislation, indicators that will assist to achieve objectives adopted in the IDP and indicators that measure service delivery responsibilities. The actual performance achieved in terms of the KPI's was reported on quarterly and mid-year basis.

II. LEGISLATIVE REQUIREMENTS.

The constitution of the RSA, 1996, section 152, dealing with the objectives of local paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,

- accountable public administration,
- to be transparent by proving information,
- to be responsive to needs of the community, and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act, (MSA), 2000 requires municipalities to establish a performance management system. Further the MSA and Municipal Finance Management Act (MFMA) require the IDP to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the SDBIP. Section 32 of the Municipal Staff Regulations indicates that all staff members of a municipality should participate in a Performance Management and development system, excluding certain staff mentioned in the regulation. It also indicates that the performance and development system must be collaborative, transparent and fair and should be applied in a consultative, supportive and non-discriminatory manner which enhances organisational efficiency, effectiveness and accountability.

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

In terms of section 46 (1) of the Systems Act (Act 32 of 2000) a municipality must prepare for each financial year a performance report reflecting the municipality's and service provider's during the financial year, including comparison with targets of and with the performance of the previous financial year. The report must, furthermore, indicate measures that were or are taken to improve performance.

1. CHAPTER 1: MAYOR'S FOREWORK AND EXECTIVE SUMMARY

1.1. FOREWORD BY THE MAYOR

This Draft Annual Performance Report serves as an account of the performance of the municipality for the year 2023/2024 in terms of the annual performance targets set in the Service Delivery and Budget Implementation Plan (SDBIP) and Annual Financial Statement. The report is presented in terms of Section 127, Act 56 of 2003 of the Municipal Finance Management Act. These service delivery targets as well as development targets that are articulated through the DSBIP are based on the strategic objectives set out in the approved Integrated Development Plan (IDP). Accordingly, this annual report provides all key stakeholders with a tool to assess the overall performance of the municipality. Council will be able to hold the Executive political leadership accountable, while the Executive political leadership will also be able holding the municipal top management accountable. Similarly, it presents the Municipal Council with the opportunity to give feedback to the community on progress made towards realizing the community aspirations expressed in the IDP.

It gives an overview of the efforts we directed towards improving municipality's 14 wards. With the 2023/24 budget, we continued directing substantial resources away from non-core expenditure items towards service delivery related infrastructure development. As an expression of the commitment to improving service delivery, despite challenges encountered, the Annual Report aims to reflect on the progress made in executing the mandate of the municipality. Some of the achievements reported include:

- Extending of refuse removal to 20 020 rural households
- Paving of 1.73km of the targeted 6.2km
- Surfacing 3.62km of the targeted 3.9km
- Rehabilitating 6.744 km of the targeted 2.65km
- Maintenance of 1 308 km gravel roads
- Spending 83% (R95,879,784/R79,734,920) of MIG allocation after receiving an additional MIG grant on the basis of good performance
- Spending 84% (R225,159,299/R200,812,299) of capital expenditure
- Basket of free basic services to indigent households
- 349 jobs were created through EPWP program

The municipality in 2023/24 financial year has allocated 48.2% of its total budget to capital projects that would improve service delivery. However, the municipality continued to function within a constraints environment owing largely to the national load shedding which impacted negatively on its ability to collect revenue. Together with other public and private sectors the municipality has identified the following catalytic projects to mitigate its low revenue base, amongst others:

- Hoedspruit east gate international license
- Solar plant
- Hoedspruit township establishment
- New mall in Hoedspruit
- Hoedspruit private hospital (80% completion)
- The Oaks mall
- Metz police station
- R40 road intersection

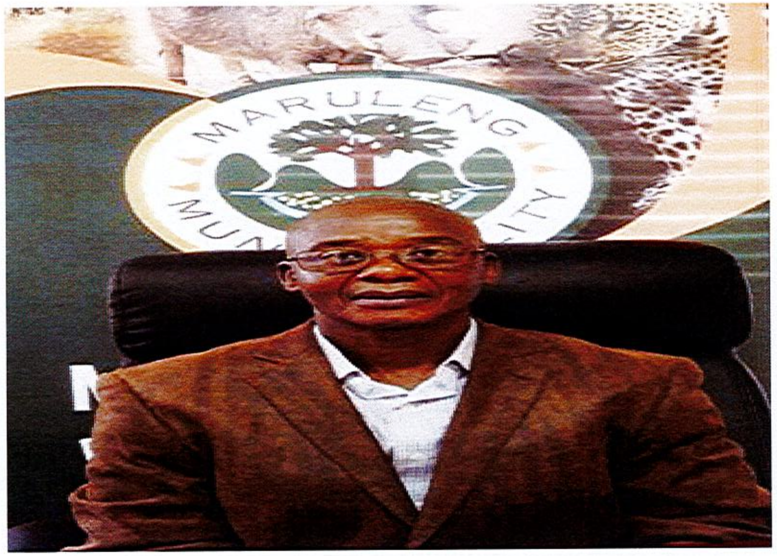
The Annual Report demonstrates that during the year under review the municipality continued to strive towards realizing its vision of the powerhouse of socio-economic development through sustainable and integrated agriculture and tourism. It also provides a comprehensive yet an honest account of performance of the municipality, highlighting key achievements as well as rationale for the under-achievement in instances where there has been under-performance by the municipality

The plan for this current council is to maintain continuity on making the lives of our people better by empowering the poor of the poorest and giving dignity to our communities. As a public servant who have been entrusted with the humbling responsibility of working in a government that serves our people, may we remember the words of our struggle hero Nelson Mandela "**what counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significant of the life we lead.**"

CLLR MUSOLWA T.C

MAYOR

1.2. EXECUTIVE SUMMARY BY ACTING MUNICIPAL MANAGER



The Municipal Systems Act (2000), Section 46 as amended require the municipality to compile annual performance report which should be the reflection of progress made by the municipality towards achieving targets set in the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is the annual performance plan of the municipality which provides quarterly performance targets and key performance indicators per key municipal performance areas. This report is meant to communicate the performance of the municipality on the implementation of all planned programmes as per the approved budget by Council for the year under review.

This report was further compiled as per the requirements of the Municipal Finance Management Act 56 of 2003 which requires the Accounting Officer to report to the Mayor at the end of each quarter on the Municipality's performance in implementing the SDBIP.in accordance with legislative requirement, this Draft Annual Performance Report covering the period 1 July 2023 to 30 June 2024 has been prepared in order to highlight the extent to which the SDBIP was implemented. It is necessary to indicate that what was planned during the reporting period emanates from the strategic objectives with specified performance indicators and targets. The report also ensures that accountability is upheld, and all stakeholders of the municipality are informed of the decisions that were taken in this period under review.

This Draft Annual Performance Report present a consolidated report on progress made by the municipal departments towards achieving the service delivery targets set according to eight Development Objectives as stipulated in our 2023/2024 Integrated Development Plan and the 2023/2024 SDBIP:

- Promote integrated human settlement and agrarian reforms
- Improve community well-being through accelerated service delivery
- Build capable institution and administration
- Sound financial management
- Putting people first
- Promote local economic development
- Develop partnerships
- Promote intergovernmental relationship and coordination

It is prudent for the municipality to strive within its financial and administrative capacity, to achieve the objectives of Local Government enshrined in section 152 (1) of the Constitution of the Republic of South Africa. The 2023/24 Draft Annual Report reflects the strategic focus of the municipality and provides both financial and non-functional performance of Maruleng Local Municipality. Council approved the 2023/24 Reviewed IDP accompanied by the Medium -Term Expenditure Revenue Framework (MTREF) in May 2023. The Reviewed IDP outlined plans for the financial year, while MTREF provided resources for the accomplishment of the IDP objectives. The IDP and the MTREF was operationalized, monitored and evaluated through the SDBIP, which serves as a management tool.

The municipality has made commendable progress in improving the delivery of services in our areas of jurisdiction. The municipality is engaged in a medium to long term plan to improve the quality of service delivery in a form of improving timeliness and acceptable downtimes in terms of service disruption. It is worth mentioning that the report would reflect more on the following **Key Performance Areas of Local Government**:

- Spatial Rational;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Municipal Financial Viability and Management;
- Good Governance and Public Participation; and
- Municipal Transformation and Organizational Development.

In conclusion on behalf of management and staff, we appreciate the community willingness to see the municipality improving its governance systems and accelerate quality service at a required speed for better lives of all. Further applaud the working relations with municipal organized labour i.e. SAMWU and IMATU during the period under review.

DR. S.S SEBASHE

ACTING MUNICIPAL MANAGER

1. MUNICIPAL OVERVIEW

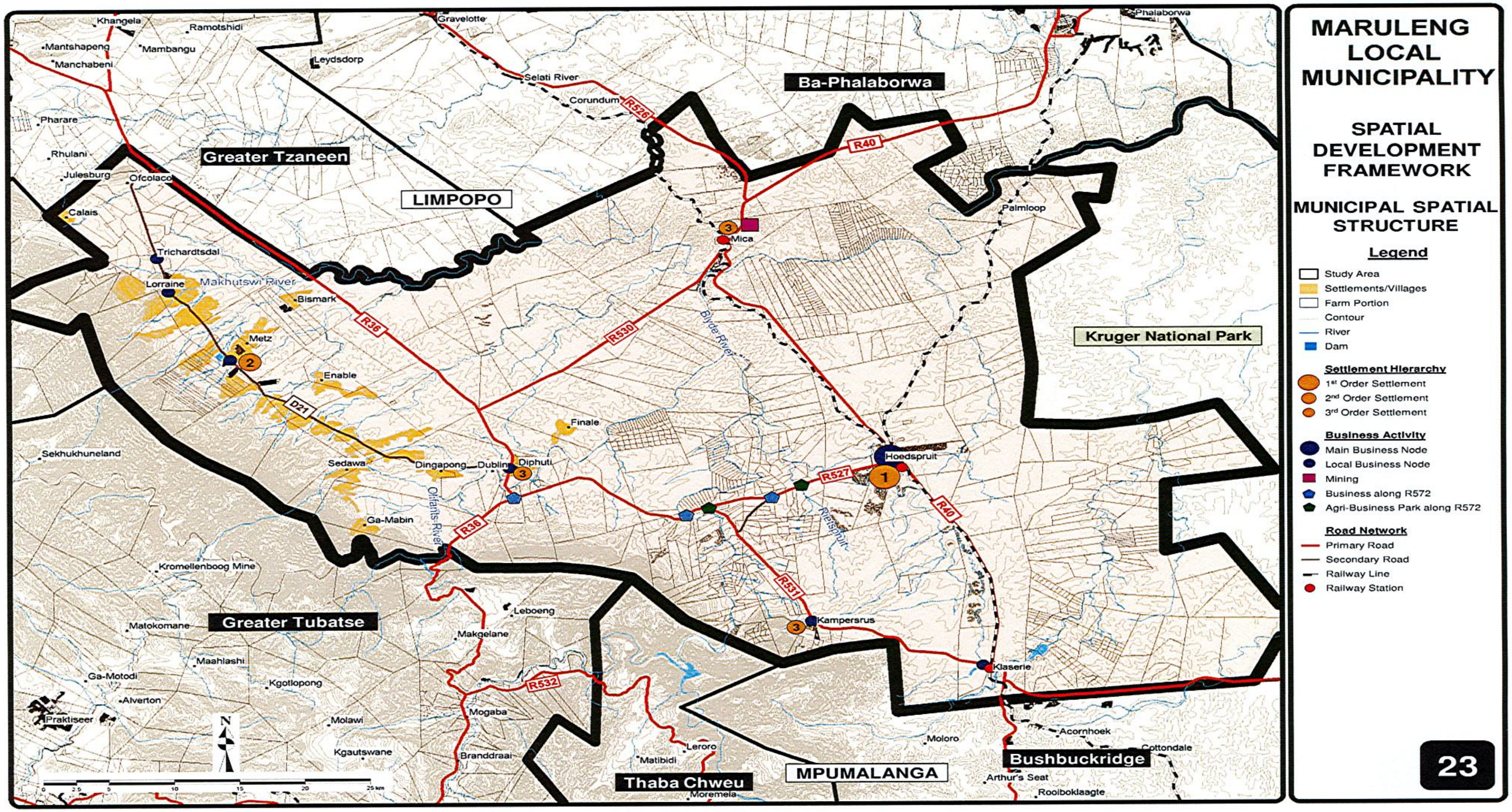
1.1 LOCATION

Provincial Context

The Maruleng Local Municipality is one of the five local municipalities of the Mopani District Municipality (MDM) of Limpopo province. MLM is located on the south eastern part of Limpopo province. The map below demonstrates the location of the municipality from the provincial context.

Municipal context

Covering an area of 3247km² and situated in the south eastern part, MLM shares the border with Kruger National Park to the east, Ba- Phalaborwa and Greater Tzaneen to the north, Lepelle Nkumpi to the west, Tubatse and Bushbuckridge to the south and the scenic Drakensburg escapement to the south. MLM is a category B municipality's that falls under the jurisdiction of Mopani District Municipality. Hoedspruit town doubles as the municipality's administration and economic hub. Due to its centrality and proximity to the magnificent Kruger National Park, (home to the largest species of the big five, Elephant, Lion, Rhino, Leopard and Buffalo). MLM has carved itself as a top-notch tourism hub. This explains why over years, tourism and agriculture have been undoubtedly the local economy's catalytic drivers. Apart from being a host to K2C one of the country's biggest biospheres reserves, MLM is also home to South African Defence Force Airforce base. The base is located at the Eastgate Airport. This airport links overseas holiday makers with OR Tambo and Cape Town International Airport. Plans are now afoot to secure an Internal Custom License, a development set to boost MLM's tourism sector. Approximately (88.7%) of its population lives in traditional areas, 2.3% lives in urban areas and 9% in farms (Stats SA 2022). Basic services are delivered via municipality's 14 wards.


MARULENG LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT FRAMEWORK
MUNICIPAL SPATIAL STRUCTURE
Legend
Study Area
Settlements/Villages
Farm Portion
Contour
River
Dam
Settlement Hierarchy
1st Order Settlement
2nd Order Settlement
3rd Order Settlement
Business Activity
Main Business Node
Local Business Node
Mining
Business along R572
Agri-Business Park along R572
Road Network
Primary Road
Secondary Road
Railway Line
Railway Station
23
Ba-Phalaborwa
Greater Tzaneen
LIMPOPO
Kruger National Park
Greater Tubatse
Thaba Chweu
MPUMALANGA
Bushbuckridge
Hoedspruit
Mica
Kampersrus
Klaserie
Metz
Lorraine
Trichardtsdal
Diphuti
Dublin
Dingapong
Sedawa
Enable
Finale
Bismark
Ga-Mabin
Palmloop
Phalaborwa
Gravelotte
Selati River
Corundum
Leydsdorp
Khangela
Ramotshidi
Mantshapeng
Mambangu
Manchabeni
Pharare
Rhulani
Julesburg
Ofcolaco
Calais
Sekhukhuneland
Kromellenboog Mine
Matokomane
Maahlashi
Ga-Motodi
Kgotlopong
Alverton
Praktiseer
Molawi
Kgautswane
Leboeng
Makgelane
Mogaba
Branddraai
Matibidi
Leroro
Moremela
Moloro
Acornhoek
Cottondale
Arthur's Seat
Rooiboklaagte
Makhutswi River
Blyde River
Olifants River
Rietspruit
R36
R40
R526
R530
R527
R531
R532
D21

1.1.2 Functions

The municipality derives its mandate from section 152 of the Constitution and provides most of its services as stated in the powers and functions of Local Municipalities in the Constitution Schedule A, part B, amongst others:

- Building regulations
- Billboards and the display of advertisement in public places
- Local tourism
- Cleansing (cemeteries etc.)
- Municipal planning
- Roads and storm water management
- Municipal parks and recreation
- Disaster management
- Street lightning
- Refuse removal , refuse dumps and solid waste
- Traffic control and licensing
- Business registration

1.1 .3 Municipal Wards

The municipality is made up of 14 wards as per the new municipal demarcation and section 12 notice by the MEC for Cooperative Governance, Human Settlement and Traditional Affairs. Table 1 below show the municipal wards.

Wards	Settlements	Total Population	Male	Female
Ward 1	Hoedspruit	5 622	2 986	2 636
Ward 2	Kampersus The Willows	8 255	4 075	4 180
Ward 3	Finale The Oaks	6 861	3 083	3 778
Ward 4	Bochabelo Ga-Mametja Sedawa Mahupse	6 298	2 822	3 475
Ward 5	Molalane Santeng Sedawa	5 927	2 648	3 279
Ward 6	Enable Worcester Bismarck	7 235	3 320	3 914
Ward 7	Butswana Turkey 01 Turkey o2	6 184	2 832	3 352
Ward 8	Turkey 03 Turkey 04 Makgaung	7 669	3 421	4 248

Ward 9	Metz	6 366	2 884	2 523
Ward 10	Madeira Sofaya	6 648	2 902	3 741
Ward 11	Hlohlokwe	8 792	3 987	4 807
Ward 12	Lorraine Bellville	8 259	3 798	4 460
Ward 13	Balloon Calais	6 083	2 792	3 291
Ward 14	Kanana Mahlomelong Moshate	4 659	2 062	2 597
Total		**94 857**	**43 576**	**51 281**

Census 2011

1.1.4 Demographic overview

Demography is the statistical study of human population. It encompasses the study of the size, structure and distribution of these population dynamics constitute a key feature in development planning because one needs to be aware of the composition of the population before embarking on a process of improving lives of the people making up the population. All spheres of government are entrusted with providing services to the people and thereby improving the livelihood of these people. In doing so, a critical analysis of the structure of the population is necessary. It is necessary to know population is predominately young or old. This helps the government in allocating its resources effectively as people of different age groups may at times require different services from government. not only is the different age group important but also other elements such as size, fertility, mortality, race, health and wellbeing are equally important. The following is a synopsis of the population dynamics of Maruleng municipal area also known as demographic overview.

1.1.4.1 Population size

According to statistics from Stats SA of 2022 the municipality has a population of 128 137 and 31 968 households. Table 2 depicts the growth rate of population and households sizes.

Population			Households		
Census 2001	**Census 2011**	**Census 2022**	**Census 2001**	**Census 2011**	**Census 2022**
94 383	94 857	128 137	19 668	24 470	31 968

.Source: (Stats SA 2022)

Maruleng municipal area has recorded population growth rate of 1.9% between 2011 and 2022, which is the highest growth in the Province.

1.1.4.2 Age and Gender Composition

Age and gender are the most basic characteristics of a population. Every population has a different age and gender composition. The number of and proposition of males and females in each group have considerable impact on the social and economic situation, both present and future (refer to table 3 below)

Population			Youth (15-34 years)		
Male	**Female**	**Total**	**Male**	**Female**	**Total**
59 477	68 860	128 137	19 508	20 674	40 182 (31.3%)

(Stats SA, 2022)

Estimated Population by Age and Gender

Age Group	**Male**	**Female**	**Total**	**Percentage**
0-4	7 818	8 002	15 820	12.3%
5-14	12 777	13 244	26 021	20.3%
15-34	19 508	20 674	40 182	31.3%
35-54	12 251	16 107	28 358	22.1%
55-64	3 999	5 351	9 350	7.2%
0ver 65	3 123	12 174	15 297	11.9%
TOTAL	**59 477 (46.4%)**	**68 860 (53.6%)**	**128 137**	

Source: (Stats SA 2022)

Group ages between 15-34 years and 35-54 years constitutes about 54 % of the population. This shows a need for the economic strategy to identify development thrusts that would address the need of the economically active people.

1.1.5 SOCIAL ANALYSIS

1.1.5. 1 Employment Profile

Employment status of the municipality

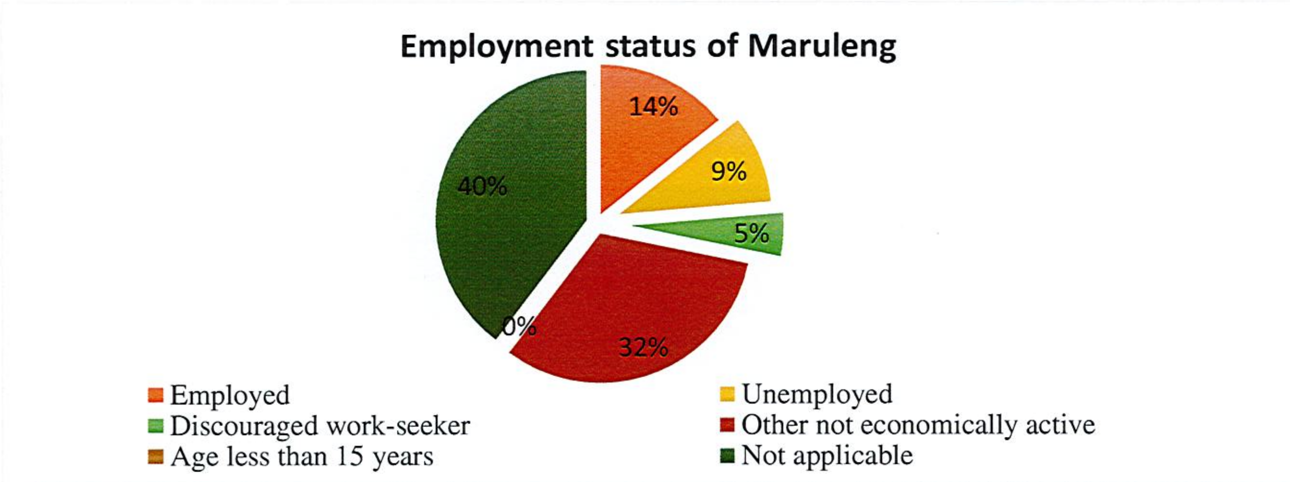


Figure 1: Employment status of the municipality (source, Stats SA Census 2011)

Figure 1 shows that there are 26 798 economically active people in Maruleng Municipality, with 13 142 employed, 8 994 unemployed and 1667 discouraged work seekers. This indicates the need for the strategies to identify some of the development thrusts that are linked to job creation and economic growth.

1.1.5.2 Household income

About 3891 households (15%) in the municipality fall within the category earning below R1500.00 per month and about 32 871 people live on grants.

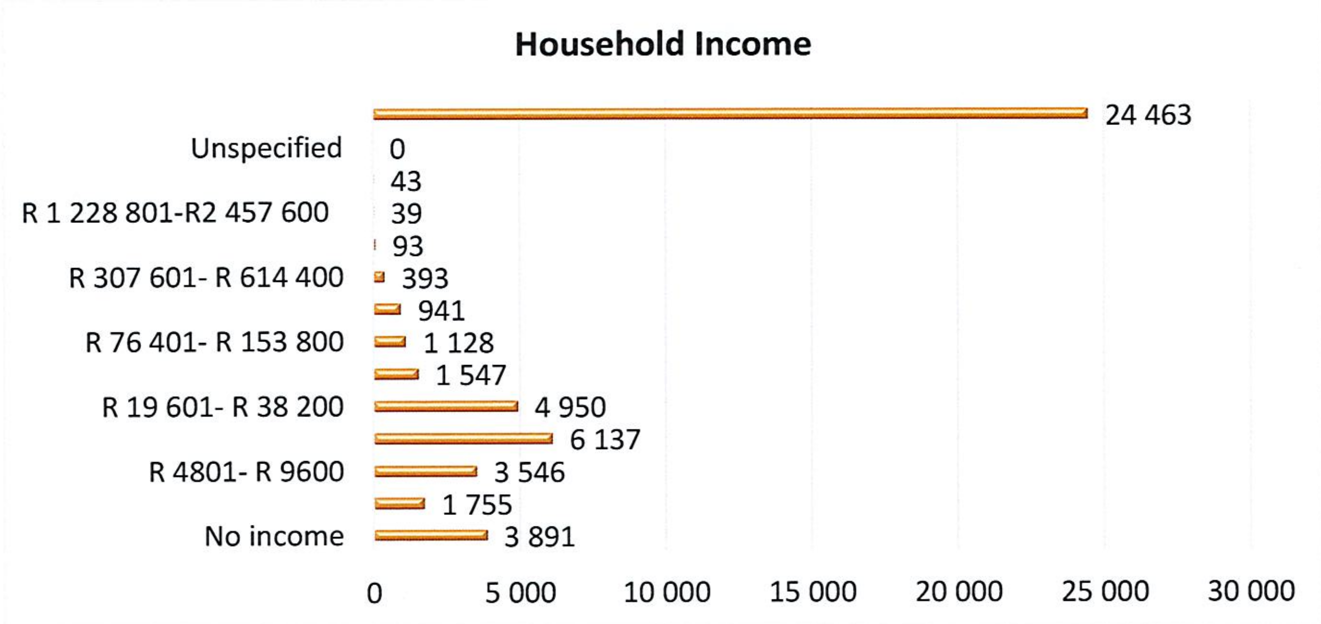


Figure 2: Household Income (Source: Statistics South Africa, Census 2011)

Poverty Levels

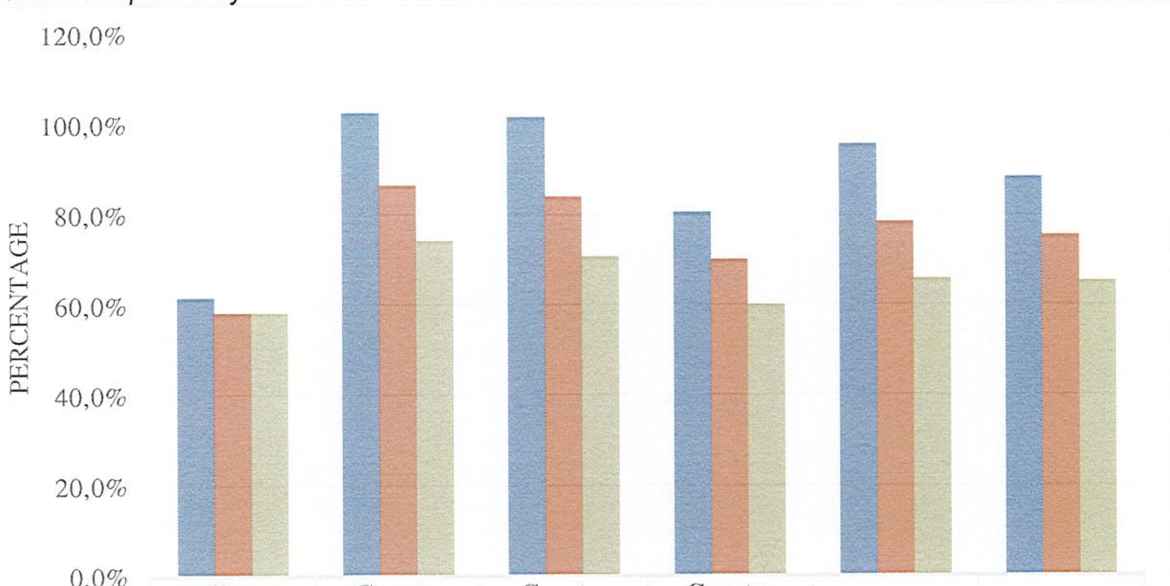
	YEAR	%
Poverty head count	2011	18.2
	2016	18.3
Intensity of poverty	2011	41.8
	2016	42.7

Stats SA (2011 & 2016)

1.1.5.3 Dependency rate

For MLM, the ratio is depicted in the figure below comparing with the other local municipalities within Mopani District.

Figure 6: MLM Dependency Ratio



	Ba-Phalaborwa	Greater Giyani	Greater Letaba	Greater Tzaneen	Maruleng	Mopani
1996	61,6%	102,7%	101,7%	80,6%	95,6%	88,3%
2001	58,2%	86,5%	83,9%	70,0%	78,3%	75,4%
2011	58,2%	74,2%	70,7%	60,1%	65,8%	65,3%

Source: Statistics South Africa

The reflection above demonstrate that the dependency ratio in MLM is the third highest in the district but has been reducing over a period of time but still at the highest at 65.8%. This situation places a huge burden on the part of the municipality because a large number of its working age group are financially distressed as they have to support their households.

1.1.5.4 Level of Education

Table 6: Level of education by gender

Level	Number	Male	Female
No schooling	11 011	3 830	7 181
Grade 0	3 872	1 933	1 939
Grade 1 (sub A)	3 177	1 618	1 559
Grade 7 (Std 5)	4 279	2 186	2 093
Grade 8 (Std 6)	5 867	3 035	2 832
Grade 10 (Std 8)	7 841	4 379	3 462
Grade 12 (Std 10)	9 811	3 996	5 815
Diploma with Grade 12	805	343	462
Higher Diploma	708	307	401
Bachelor's Degree	405	190	215
Bachelor's Degree and Post Graduate Diploma	176	72	104
Honours	211	76	135
Masters and PhD Degrees	132	69	63

(Stats SA; Census 2011)

The above table shows that most of the population has no schooling at 20.90%, while 18.50% has grade 12 (in terms of the 2016 Community Survey 16 252 (16.32%) of people above 20 years have grade 12 certificates) and only 7% have higher education. The LED strategy should identify the level of the skills that the community has and identify gaps so that more effort is made to address the skills shortage in the municipal area.

1.1.5.5 People with disabilities in the municipality

There are 3340 people with disability in the municipality. The major challenge facing people with disabilities ranges from lack of skills, lack of employment opportunities as well as assistance devices like wheelchairs, walking sticks, hearing aids etc.

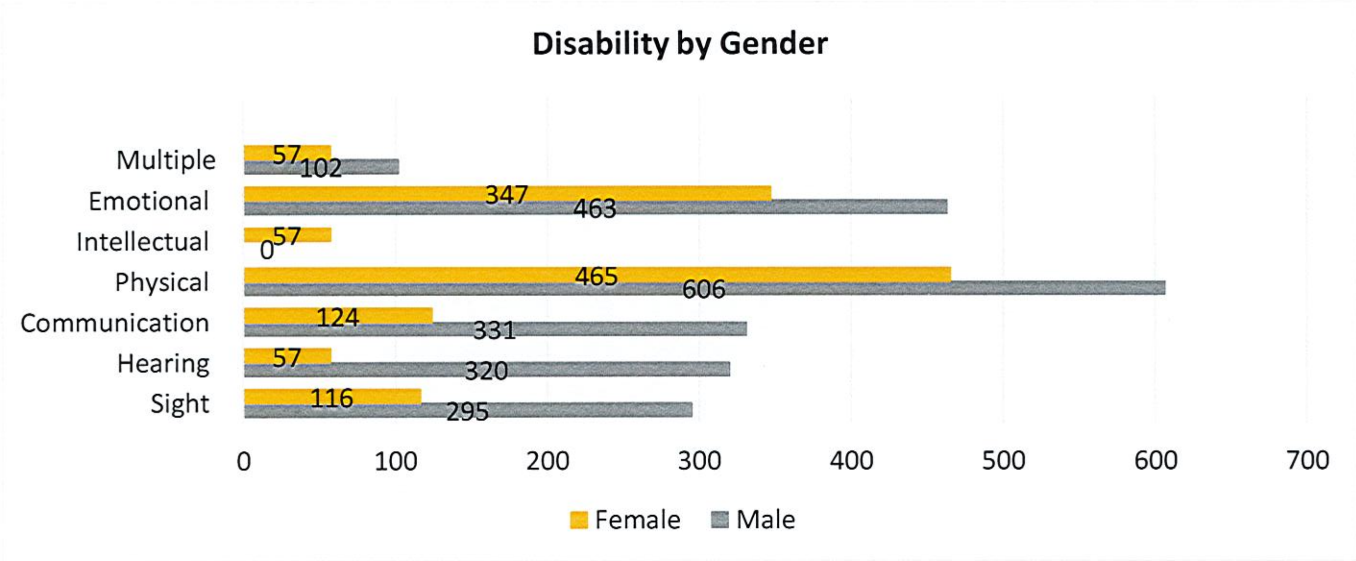


Figure 7: Disability by Gender (Stats SA; Census 2011)

1.2 SERVICE DELIVERY OVERVIEW

The municipality is committed to providing quality and sustainable services by ensuring consistent supply of services. Below is the summary of basic service delivery.

SUMMARY OF BASIC SERVICE DELIVERY					
SERVICE	NO. HOUSEHOLDS/TOTAL	ACCESS		BACKLOG	
Water	31 968	15 982	49.9%	15 986	50.1%
Sanitation	31 968	31 272	97.8%	696	2.2%
Refuse Removal	31 968	20 020	62.6%	11 948	37.4%
Electricity	31 968	30 785	96.3%	1 183	3.7%
Housing	31 968	30 982	96.9%	986	3.1%
Roads	563.2 km	332.417km	59.02%	230.783 km	40.98%

1.2.1 Public Meetings

The Municipality conducted 2023/24 IDP/Budget public participation as per the schedule below:

DATE	VENUE	TIME
05 May 2023	Sedawa Community Hall	10H00
08 May 2023	The Oaks Community Hall	09H00
	Bismarck Home Sweepers Sports Ground	14H00
09 May 2023	Butswana Community Hall	09H00
	Makgaung Community Hall	14H00
10 May 2023	Hoedspruit Community Hall	17H00
11 May 2023	Hlohlokwe Community Hall	09H00
	Calais Community Hall	14H00
12 May 2023	Sofaya- Highlanders Sports Ground	09H00
	Metz Community Hall	14H00

1.2.3 Financial Health Overview

FINAL OVERVIEW: 2023/24 SUMMARY: STATEMENT OF FINANCIAL PERFORMANCE		
Description	**Budget 2023/24**	**Actual**
Total Revenue by Source (Excluding Transfers)	219,396,461	219,396,461
Transfers	182,867,920	247,867,920
Total Revenue by Source (Including Transfers)	402,264, 381	467,264, 381
Loss: Total Expenditure	(295,191,450)	(295,191,450)
Equals: surplus/deficit	172, 360,499	172, 360,499

1.3 Organizational Development Overview

The Municipal Manager is the head of the organisation supported by 5 Senior Managers. The approved organisational structure provides for six Senior Managers positions (including the positions of Municipal Manager and Chief Finance Officer).

SECTION 54/6 POSITIONS

Directorate/Department	**Filled/Vacant**
Municipal Manager	Filled
Chief Finance Officer	Filled
Senior Manager Technical Services	Filled
Senior Manager Corporate Services	Filled
Senior Manager Community Services	Filled
Senior Manager Spatial Planning and Economic Development	Filled

1.4 Auditor –General Report

For the previous financial year (2022/23) the municipality received an unqualified audit opinion. An Action Plan is developed to address the AGSA audit findings. For 2022/2023 there were 59 findings against the municipality from the AGSA. To date 43 of the findings were resolved as reflected below.

NUMBER OF FINDINGS	IMPLEMENTED NUMBER	% COMPLETED	IN PROGRESS IMPLEMENTED		YEAR END DISCLOSURES	
			NO.	% IN PROGRESS	NO.	%
59	43	73%	4	7%	12	20%

1.5 Statutory Annual Report Process

NO.	ACTIVITY	TIMEFRAME
1	Consideration of the 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 2023
2	Implementation and monitoring of approved Budget and IDP commences (in-year financial reporting)	
3	Finalize 4th quarter Report for the previous financial year	
4	Submit draft Annual Report including Annual Financial Statements and Performance Report to Auditor-General	August 2023
5	Annual Performance Report as submitted to Auditor-General to be provided as input to the IDP Analysis Phase	September 2023
6	Municipal entities submit draft annual reports to MM (The municipality does not have entities)	
7	Auditor-General Audits Annual Report including Annual Financial Statements and Performance data.	September- October 2023

NO.	ACTIVITY	TIMEFRAME
8	Municipalities receive and start to address the Auditor General's findings	September- October 2023
9	Commencement of draft Budget/IDP finalization for the next financial year. Annual Report and Oversight Report to be used as input	
10	Receive management letter	November 2023
11	Auditor-General submit audit opinion	
12	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	January 2024
13	Audited Annual Report is made public and representation is invited	February 2024
14	Oversight Committee assesses Annual Report	
15	Council adopts Oversight report	March 2024
16	Council table next financial Budget/IDP and invite public representation	
17	Oversight report is made public	April 2024
18	Oversight report is submitted to relevant provincial councils	
19	Council approve next financial Budget/IDP	May 2024
20	Make public approved Budget and IDP	June 2024
21	Finalize SDBIP and Performance Agreements for the next financial year	
22	Make public SDBIP and Performance Agreements	July 2024

CHAPTER 2: GOVERNANCE

COMPONENT A: POLITICAL AND ADMNISTRATIVE GOVERNANCE

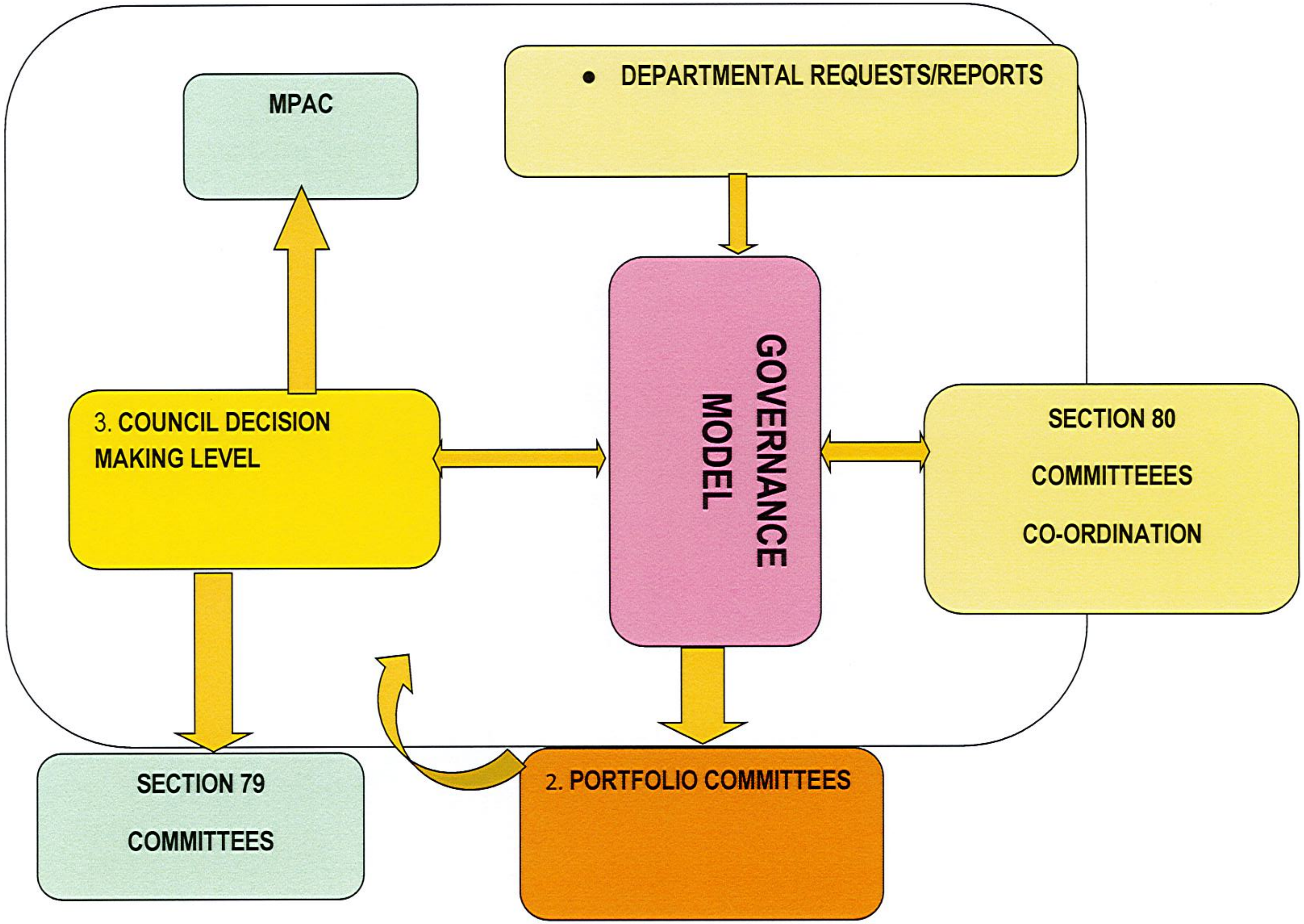
2. INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The executive and legislative authority of a municipality is vested in its Municipal Council. In terms of Section 151 (3) of the Constitution of the Republic of South Africa, a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation.

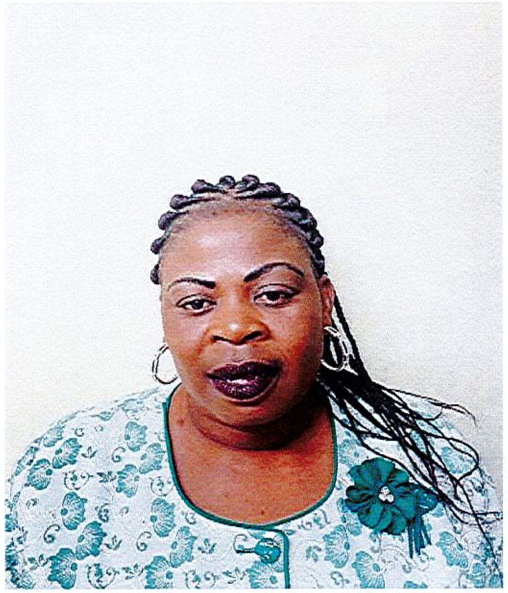
Maruleng Local Municipality is a category C Municipality in terms of Section 10 (b) of the Municipal Structure Act which defines the Municipality which defines the Municipality with an Executive System. The municipality has Section 80 Committees, 79 Committees, Executive Committee and Council. The Council is composed of 27 Councillors of which 14 are Ward Councillors and 13 are PR Councillors. Administration is headed by the Municipal Manager who acts as a link between the Political Office Bearers and Administration.

2.1 Political Governance Structure

The Municipal Council is comprised of 27 Councillors and is chaired by the Speaker wherein decisions are taken through Council resolutions as per the recommendations of the Executive Committee. Items are prepared by administration to serve before the Portfolio Committees, Executive Committee and finally before Council with recommendations for either adoption or nothing depending on the nature of the items. The Municipality has Audit Committee which provides opinions and recommendations on financial processes and performance and afford comments to the Oversight Committee on Annual Report. MPAC plays an oversight role of Council.


MPAC
DEPARTMENTAL REQUESTS/REPORTS
3. COUNCIL DECISION MAKING LEVEL
GOVERNANCE MODEL
SECTION 80
COMMITTEEES
CO-ORDINATION
SECTION 79
COMMITTEES
2. PORTFOLIO COMMITTEES

	**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).



The Speaker: Cllr. RAGANYA

Functions of the Speaker: The Speaker of the Municipality:

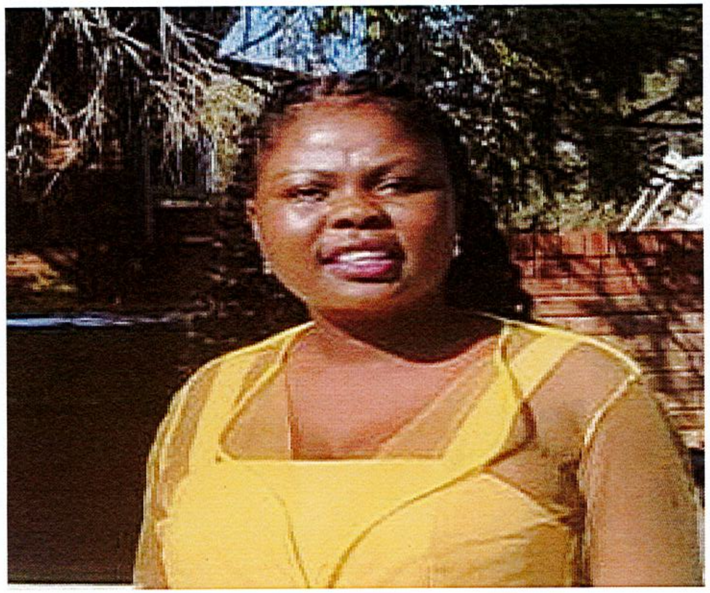
(a) Presides at meetings of council

(b) Performs the duties and exercise the powers delegated to the speaker in terms of section 59 of Municipal Structures Act, Act 119 of 1998

(c) Ensures that the council meets at least quarterly

(d) Must 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



The Chief Whip: Cllr. THOBEJANE H.M

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 councillors to ward committees;
(e) Ensure quorum at council meetings;
(f) Advises councillors 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 councillors in the causes; and
(h) Collaborates on regular basis with the Council Speaker in relation to issues of discipline and conduct of councillors

EXECUTIVE COMMITTEE	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; ✓ Review the performance of the Municipality in order to improve the economic efficiency and effectiveness, efficiency of credit control, revenue and debt collection services and implementation of municipal by-laws

Councillors

The MLM has a total of 27 councillors. Of these 14 are ward councillors, 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 Councillors 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	WARD COUNCILLOR	GENDER
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

PROPOSITIONAL REPRESENTATIVE COUNCILLORS			
NO.	COUNCILLOR	GENDER	PARTY
1	Cllr. Musolwa T. C	Male	ANC
2	Cllr. Thobejane M.H	Female	ANC
3	Cllr. Rakganya B	Female	ANC
4	Cllr. Rakgoale M.J	Female	ANC
5	Cllr. Mathole D.I	Male	Warriors
6	Cllr. Morema M.J	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

2.1.2 POLITICAL DECISION-MAKING

The Municipal Council is chaired by the Speaker. Policy decisions and resolutions are taken by the Council by the Council as per the recommendations of the Executive Committee.

The Mayor and the members of the Executive Committee have a responsibility to ensure that council resolutions are implemented as required by section 44 of the Municipal Structures Act.

The Administration headed by the Municipal Manager and the Senior Managers are responsible for the implementation of council and Executive Committee resolutions.

Reports regarding policy matters and non-delegated administrative matters are prepared by the administration with the recommendations from Municipal Manager then submitted to section 80 Committees (Portfolio Committee, Executive Committees where such reports are considered and recommendations are made to Council for final decision making.

2.1.1 Council

Powers of local government are vested in the municipal council and as a result Council has the power to make by-laws (legislative authority) and the powers to put those by-laws into effect (executive authority). Council adopts its own policies, by-laws and takes resolutions to ensure smooth operation of the Municipality and take its own decisions through Council resolutions with recommendations of the Executive Committee.

Council Meetings

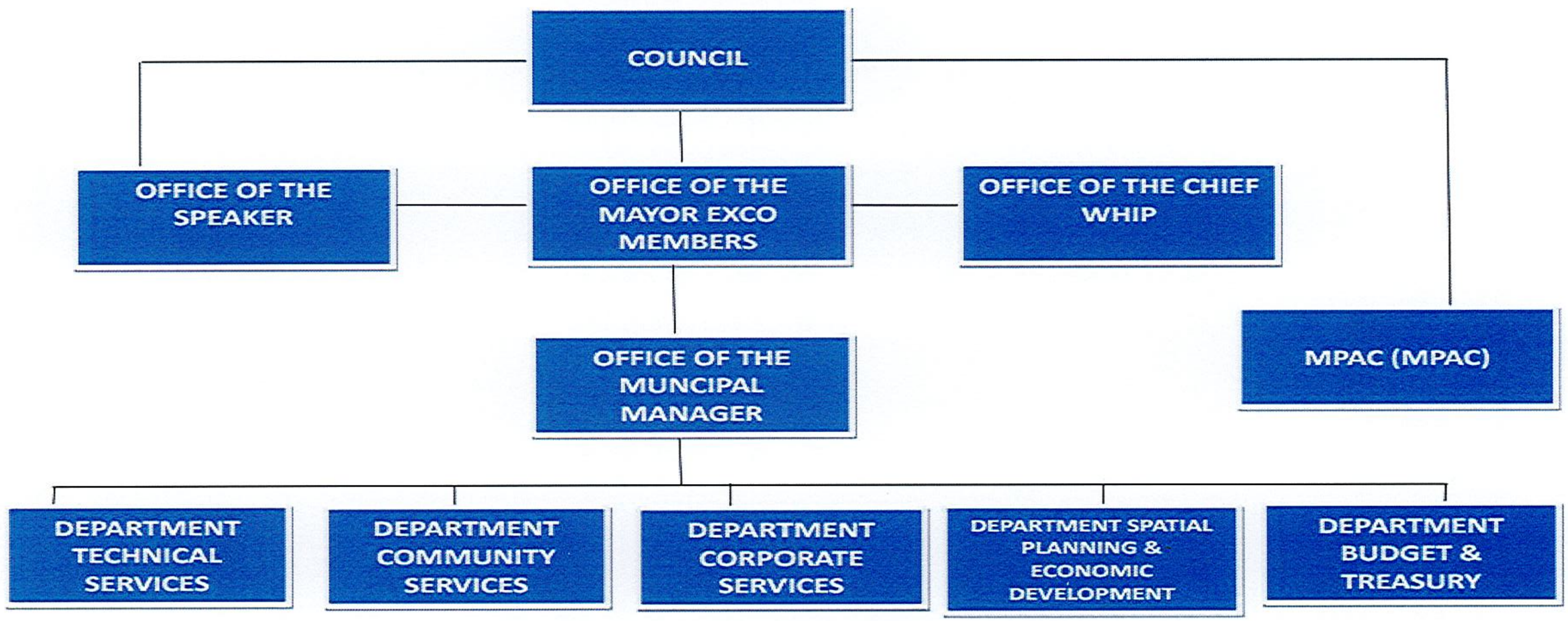
Council is effective and functional and continues to discharge its responsibilities as expected. Table below depicts number of meetings held for the period under review.

	Ordinary Council Meetings	Special Council Meetings	Total Meetings
Number of meetings: 2023/24	4	12	16

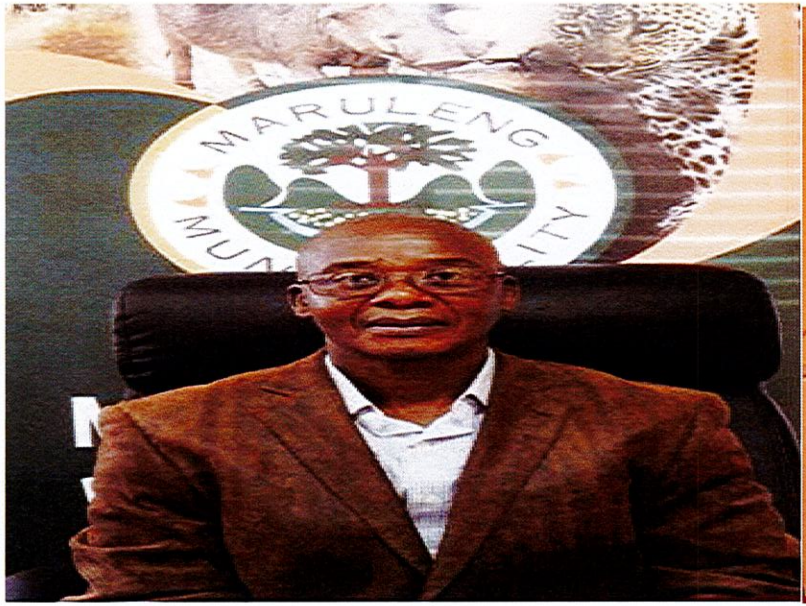
2.2 ADMINISTRATION GOVERNANCE STRUCTURE

There is a significant relationship between an IDP and institutional arrangement. The municipality cannot implement its IDP effectively without proper organisational structure. As a result, the Municipality has developed an organisational structure which was approved by Council on 29 May 2022.

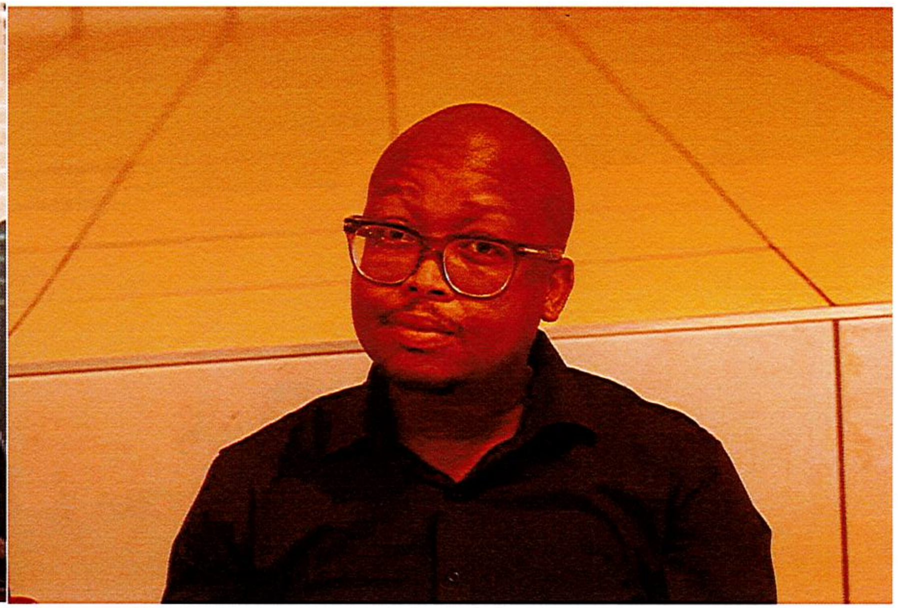
Figure 2 below depicts the Top Layer of the Organization Structure



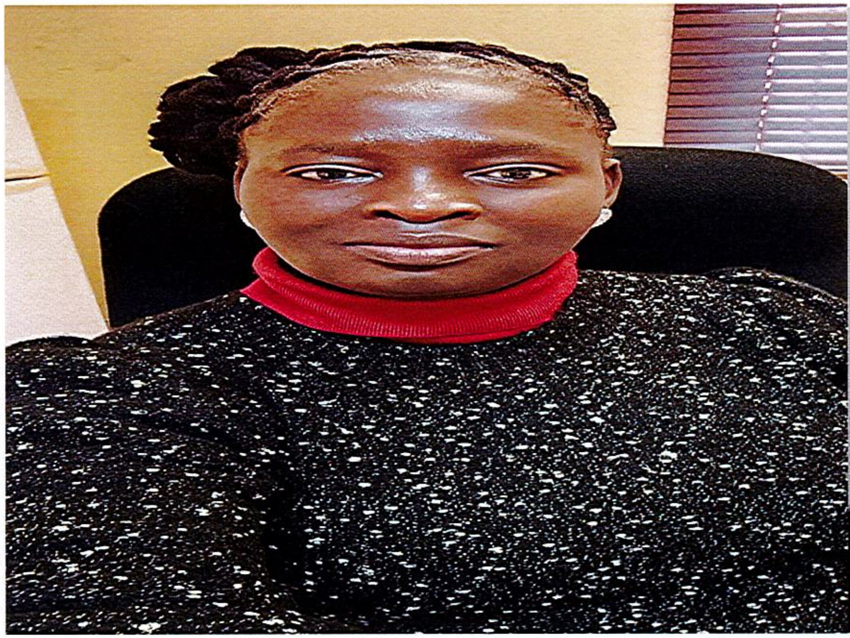
Only the positions of the Municipal Manager, Directors Corporate and Community Services are filled, while the positions of Director Spatial Planning and Economic Development and Chief Finance Officer will be filled in July and August of the next financial year respectively. The municipality will in the near future appoint a qualified service provider to do develop a comprehensive Human Resource Strategy aligned to the IDP and long-term vision of the Municipality.



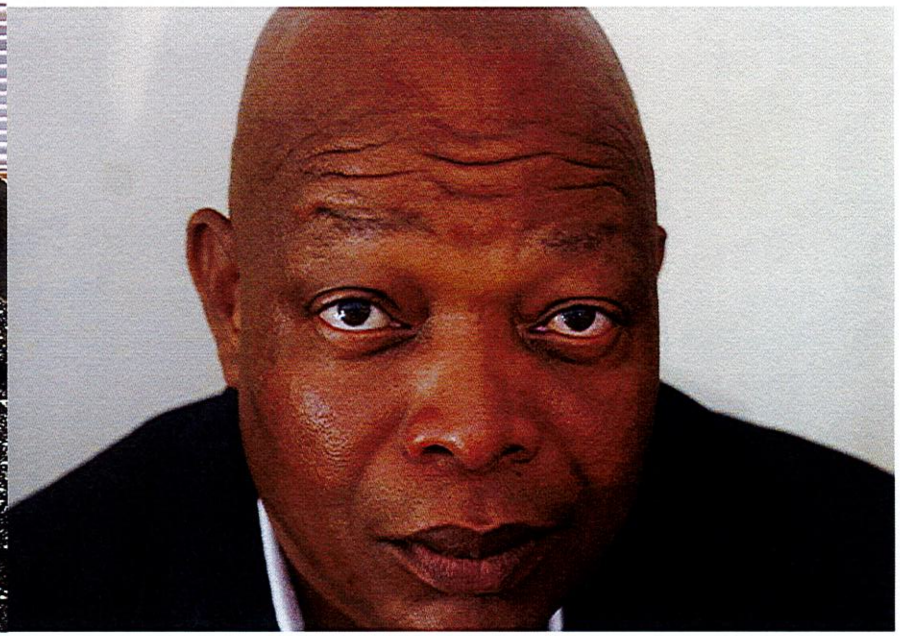
DR SEBASHE – ACTING MUNICIPAL MANAGER



MR SEBELEBELE – CHIEF FINANCE OFFICER

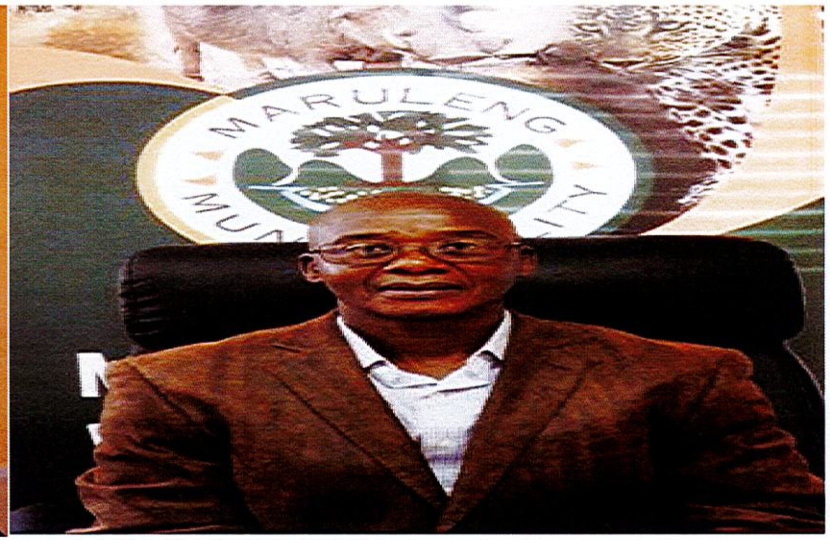


MS PHASHA – DIRECTOR COMMUNITY SERVICES



MR MOROU- DIRECTOR TECHNICAL SERVICES

MR MATJIE- DIRECTOR SPED



DR SEBASHE- DIRECTOR CORPORATE SERVICES

The objective of the organizational review are to:

- Diagnose and define the status quo of the municipality, its current structure, systems, processes and its alignment to the vision and the IDP.
- Confirm defined roles and responsibilities for management and key organizational functions.
- Analyse skills and competencies of managerial staff and their placement and utilization.
- Conduct an organizational culture analyses and develop a change management strategy.
- Develop a comprehensive human resource strategy for the municipality to ensure alignment with the IDP and a long-term vision of the municipality.
- analyse internal communication and recommend communication strategies to ensure effectiveness, and
- Conduct financial system compliance analysis with the view to bring control to minimize fraud and corruption,

2.3 COMPONENT B: INTERGOVERNMENTAL RELATIONS

MLM maintains contact communication with National treasury, Provincial departments and also participates in various district, provincial and national programs.

2.3.1 Provincial Governance Structures

Maruleng Local Municipality participates in Premier Coordination Forum (PCF) meetings which comprises of the Premier as the chairperson and members of the Executive Council and all Mayors supported by their heads of Departments and Municipal Managers as well as SALGA. Through the PCF both the provincial and local sphere of government are able to inform and take decisions on policy and development issues that emanate from national, provincial and local government levels.

2.3.2 District Intergovernmental Structures

Besides the PCF Maruleng Local Municipality participates in established Mopani District Municipality Forums. The established forums are important for the purposes of integrated development planning and strengthening governance processes within the district.

The following intergovernmental relations forums that MLM participates in:

- Mayor's Forum
- Speaker's Forum
- Municipal Manager's Forum and other Technical fora
- District MPAC
- District Development Model Forum (District Planning Forum)

2.4 COMPONENT C: PUBLIC ACCOUNTABILITY AND PUBLIC PARTICIPATION

2.4.1 Ward Committees

The municipality has established functional ward committees in its 14 wards and their term of office is linked with the term of current Council.
The functionality of ward committees summarised in the table below

.DESCRIPTION	NUMBER
Number of wards	14
Number of functional wards	14
Number of ward committee members	14
Number of non-functional ward committees	0
Number of ward committee meetings held	168

2.4.2 Mayoral Imbizos

For the period under review 25 Mayoral imbizos (meetings) were conducted where the Mayor gave feedback on progress made and also received complaints.

2.4.3 Consultation on the IDP Process

The IDP Process Plan was approved by the Maruleng Municipal Council on 28 July 2023. The activities that transpired during Maruleng Municipal IDP review are presented in Table below:

DATE	STRUCTURE	PURPOSE/ACTIVITY
24 July 2023	IDP Steering Committee	Development of the Process Plan
25 July 2023	IDP Representative Forum	Presentation of Process Plan
28 July 2023	Council	Adoption of the Process Plan
10 October 2023	IDP Steering Committee	Preparation of the Analysis Phase
11 October 2023	IDP Representative Forum	Presentation of Analysis Phase
17-18 January 2024	Councillors, Management, Mopani District Municipality, Sector Departments, OTP, private Sector and Traditional Leaders	Strategic Planning Session
22 March 2024	IDP Steering Committee	Projects Phase
25 March 2024	IDP Representative Forum	Projects Phase
27 March 2024	Council	Adoption of the Draft IDP and Budget
22-30 April 2024	Community public participation meetings	Public participation on draft IDP and Budget
2 May 2024	IDP Steering Committee	Preparation of the Final IDP and Budget
13 May 2024	IDP Representative Forum	Presentation of the Final IDP and Budget
16 May 2024	Council	Adoption of the final IDP and Budget
13 June 2024	Mayor	Adopting of the SDBIP by the Mayor
30 June 2024	Senior Managers	Signing of Performance Agreements by Senior Managers

COMPONENT D: CORPORATE GOVERNANCE

2.5 OVERVIEW OF CORPORATE GOVERNANCE

For 2023/24 financial the following governance systems were established and are functional.

2.5.1 Internal Audit

An internal audit is an independent appraisal function established by management of an organization for the view of internal control system as a service to the organizations. It objectively examines, evaluates, and reports on the adequacy of internal controls as a contribution to the proper, economic, efficient, and effective use of resources.

The municipality has established an independent effective internal audit unit. The primary role of the Internal Audit Unit includes the following:

- Evaluate the adequacy of the system of internal controls.
- Recommend improvements in controls.
- Assess compliance with policies and procedures and sound business practices.
- Assess compliance of laws and contractual obligations

The municipal Internal Audit Unit is led by The Chief Internal Auditor and reports to Audit Committee appointed by the Council.

Internal Audit reported system weaknesses and recommended corrective actions for management to address the deficiencies. Management implemented internal audit recommendations to enhance the system of internal controls to the acceptable level. The Audit committee is satisfied that the internal audit division during the period under review effectively focused its available resources towards identified critical risk areas in accordance with the approved Risk Based Annual Audit Plan for 2023/24.

2.5.2. Audit Committee

The audit committee plays a key role in assisting a municipality to fulfil its governance and oversight responsibilities in relation to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability, and internal and external audit functions. The municipality has appointed an independent effective Audit Committee. The primary role of the Audit Committee includes the following:

- The primary purpose of a municipality's audit committee is to provide oversight of the financing and other reporting processes, the audit process, the municipality's system of internal controls and compliance with laws and regulations and performance management review
- Two technical committees were established to strength oversight role of the Audit committee, namely technical committee of performance reporting and Technical committee on final statements (reporting)

2.5.2 **Risk Management**

During the 2023/2024 financial year, the Municipality implemented an enterprise-wide risk management system as required by Section 62 of the Municipal Finance Management Act (Act 56 of 2003). The identification, categorization, rating and mitigation of all risks, were conducted in terms of a Risk Management Framework that is in accordance with the Public Sector Risk Management Framework (National Treasury) as well as the ISO 31 000 standard of the King four Report. To manage its risks, the municipality has risk owners as well action owners and risk champions. As part of report risk management were included in the Senior Managers Performance Plans.

. When conducting the risk assessment, management considered the following Key Performance Areas (KPAs)

- Spatial Rationale
- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Municipal Transformation and Organizational Development

Municipality identified the below top risks:

NO.	RISK DESCRIPTION	INHERENT RISK	ACTIONS TO IMPROVE/MITIGATE RISK
1	Unstructured and unsustainable settlements.	High	• Township establishment • Review of Spatial Development Framework • Engagement with landowners to dispose properties
2	Inability to deliver basic services to communities	High	• Development of infrastructure maintenance plan • Adhoc maintenance of the current infrastructure • Procurement of yellow fleet • Skilling on job training of technical services departmental officials
3	Inadequate financial sustainability	High	• Implementation and monitoring of Revenue Enhancement Strategy • Implementation of Debt Relief Incentive Scheme • Resuscitate the Revenue Enhancement Committee • Investigation of historical and current UIFW expenditures • Revenue enhancement implementation plan
4	Inadequate provision of safety and security to the communities	High	• Development of comprehensive plans for adherence to environmental management matters • Appointment of By-law enforcement officer • Appointment of Manager- Environmental Management System • Procurement of garden waste truck • Maintain partnerships with Biosphere and other NGO's
5	Negative audit opinion	Medium	• Quarterly preparations of financial statements • MSCOA steering committee established to investigate solutions on interface/integration of systems and accuracy of reporting • MSCOA road map developed • Review Annual Financial Statement by the internal Unit and Audit Committee before submission • Implementation of the AG action plan and internal audit recommendations • Reporting of AG action plan to Audit Committee and Council

6	Poor local economic development	High	• Resuscitation of Tourism and Agriculture forum • Implementation of LED Strategy
7	Lack of community involvement in municipal planning processes.	High	• Review and implementation of Public Participation Strategy • Improving communication methods (Whatsup, Facebook, Twitter etc.) • Functional ward committees
8	Unethical organizational culture	High	• Implementation of the ethics framework. • Implementation of Consequence Management Policy. • Fraud and corruption awareness campaigns • Enforcement of UIWF investigation schedule
9	Ineffective and inadequate information technology infrastructure	High	• Training of Information Technology officials • Submission of budget inputs to the Budget and Treasury Office for increased allocation of funds for development of System Master Plan and upgrading of ICT infrastructure • Review of Information Technology Governance documents • Development of help desk policy
10	Business Disruptions	High	• Finalisation and implementation of business continuity plan • Budget for cloud back-ups. • Cloud back-ups
11	Unauthorised use/access to the IT systems	High	• Utilization of passwords and user account management policies • Configuration of laptops before accessing networks • Personal devices not allowed to connect to municipal network
12	Inadequate capacity to support the administration of the municipality	High	• Monitoring the implementation of the Work Skill Plan • Focused and integrated training programs • Perform skills audit to verify qualifications, trainings attended and skills gap • Budgeting for Employee Bursary Fund

2.5.2.1 Risk Management Committee

The Risk Management Committee has been established and chaired by an independent Person. The committee is functional and held 5 meetings for the period under review.

2.5. 3 Performance Management

Management has during the year under review implemented the Council approved the reviewed performance management system which included cascading of performance management to all employees in the municipality. The Chief Internal Auditor has in terms of the Municipal Finance Management Act and Municipal Systems Act regulations on quarterly basis audited and provide assurance on the reported information and submit such to Audit Committee. All system weaknesses were brought to the attention of the Accounting Officer and commitment has been made to improve the system.

2.5.4 Anti-Corruption and Fraud

The municipality is currently using the Premier hotline for reporting of fraud and corruption cases. The municipality has developed the anti-corruption strategy, whose objectives are:

- To prevent and combat fraud and corruption and to related corrupt activities
- To punish perpetrators of corruption and fraud
- To safeguard MLM properties, funds, business and interest

2.5.5 SUPPLY CHAIN MANAGEMENT

2.5.5.1 Establishment of Supply Chain Management Unit

The unit has been established to implement Supply Chain Management policy as per regulation 7 (1) of Supply Chain Management Regulations. The unit operates under the direct supervision of the Chief Finance Officer as required by regulation 7 (3) of the Supply Chain Management.

2.5.5.2 Functionality of Bid Committees

The municipality has established three committees, namely, The Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee in consistence with MFMA 53 of 2003 and Supply Chain Management regulations. The members of the respective committees have been appointed by the Accounting Officer in written. The provincial treasury in the Province has assisted the municipality in training bid committee members. No councillors are members of any committees handling supply chain processes.

2.5.5.3 Supply Chain Management Policy

Supply Chain Management policy was amended to incorporate the requirements of the preferential Procurement regulations as the result of the ruling of the Constitutional Court. The policy was approved in line with the budget policies tabled before the council.

2.5.5.4 Supply Chain Management Reports to the Mayor

All supply chain management quarterly reports were consistently reported to the Mayor as required by regulation 6 (3) of the Supply Chain Management of 27636 dated 30 May 2005 issued by the National which stipulates that" Municipal Manager must within ten (10) days of the end of each quarter, submit a report on the implementation of Supply chain management policy to the Mayor of the Municipality or the board of directors of the municipal entity"

5.2 6 BY-LAWS AND POLICIES

Section 11 (3) of the Municipal Systems Act 32 of 2000 allows a municipality to exercise its legislative and executive authority by developing and adopting policies, passing and implanting its by-laws, as well as monitoring the impact and effectiveness of any policies. While Section 160 (4) of the Constitution states that no by-law may be passed by a Municipal Council unless:

- All members of the Council have been given reasonable notice and
- The proposed by-law has been published for public comments.

A full list of policies and by-laws attached on chapter 5 that deals with human resources.

2.5.6 WBSITES

OVERVIEW OF MUNICIPAL WEBSITES COMPLIANCE

The municipal website is a communication tool that seeks to communicate all municipal information to the public. The municipal website is functional in terms of Section 75 of the MFMA, Municipal website should include the following:

Documents published on the municipality's/entity's website	Yes
Current annual and adjustment budgets and all budget related documents	Yes
All current budget related policies	Yes
The previous annual report (2022/23)	Yes
The annual report (2022/23) to be published	Yes
All current performance agreements required in terms of sections 54/56 (1) (b) of the MSA and resulting score cards	Yes
All service delivery agreements (2023/24)	Yes
All long-term borrowings contracts (2023/24)	N/A
All supply chain management contracts above a prescribed value (give value) for 2023/24	Yes
All information statement containing a list of assets over a prescribed value that has been disposed of in terms of section 14 (2) or (4) during 2023/24	N/A
Contracts agreed in 2023/24 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during 2023/24	Yes

Access to Municipal Website

www.maruleng.gov.za

All Municipal Oversight Committees

Below is the list of Section 79 oversight committee

COMMUNITY SERVICES	SPORTS, ARTS & CULTURE	CORPORATE SERVICES	BUDGET & TREASURY	SPATIAL PLANNING & ECONOMIC DEVELOPMENT	TECHNICAL SERVICES
Cllr. Madike M.M (Chairperson)	Cllr. Mathaba T.A (Chairperson)	Cllr. Mathaba M.A (Chairperson)	Cllr. Mathaba M.A (Chairperson)	.	Cllr. Tshehla M.T (Chairperson)
Cllr. LetebeleS. P	Cllr. Shai T.I	Cllr.Mokgahla T.J	Cllr. Rakgoale M.J	Cllr. Malepe P.S	Cllr. Rakgoale M. J
Cllr. Rakgoale M.J	Cllr. Letebele T	Cllr. Mokgahla T	Cllr. Shai T.I	Cllr. Rammala M.S	Cllr. Gerber WP
Cllr. MadikeM. F	Cllr. Masete B.E	Cllr. Mabilo T	Cllr. Mokgotho D	Cllr. Sekgobela K.J	Cllr. Rammala M.S
Cllr. Maakamela M.R	Cllr. MadikeM. F	Cllr. Rammala M.S		Cllr. Shai T.I	Cllr. Maakamela M.R
		Cllr. Rakgoale M. J		Cllr. Du Preez C.E	Cllr. Morema T.J
MPAC	**ETHICS COMMITTEE**	**RULES COMMITTTEE**	**SPECIAL PROGRAMMES**		
Cllr. Raganya S.B (Chairperson)	Cllr. Maakamela M.R (Chairperson)	Cllr. Raganya S.B (Chairperson)	**YOUTH**	**DISABILITY**	**GENDER**
Cllr. Letebele S.P	Cllr. Rammala M	Cllr. Mokgotho D	Cllr. Monashane S. M	Cllr. Mokgotho D	Cllr. Masete B.E (Chairperson)
Cllr. Masete B.E	Cllr. Moropane L	Cllr. Rammalo M.S			
Cllr. MadikeM. F	Cllr. Diboko D	Cllr. Moropane L.P			
	Cllr. Mokgotho D	Cllr. Mathole D.I			

CHAPTER 3 SERVICE DELIVERY PERFORMANCE

COMPONENT A: BASIC SERVICES

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	20223/24 backlogs	2023/24 planned interventions	Actual Performance	Comment
Water	15 986	Mametja –Sekororo RWS & upgrading of water reticulation and extension	Phase 1B: the plant 100% complete and serving Oaks & Finale village. Phase 2B the plant is at 35%, pump station at Santeng & pipeline to Sedawa	The backlog is still and serious intervention by MDM is needed
Sanitation	696	125	112	Backlog significantly reduced

3.2 Roads and Storm water Overview

The municipality has the responsibility to provide road services. The total kilometres of roads within Maruleng local municipality is 563.2km which 38km are national roads, 137 km are provincial roads and 250.4km belongs to municipality. 387.05 km roads are tarred which amounts to 59.02 % and the backlog is estimated at 332.417 km. The tables below highlights the categories of roads within Maruleng Local Municipality which was either tarred or paved or unpaved for 2023-24 financial year.

No.	Road type	Km planned	Actual progress
1	Paved	6.2km	1.73 km
2.	Surfaced	3.9km	3.32 km
3.	Rehabilitated	2.65km	6.744 km
4.	Bladed (gravel road)	308km	1398.8km
5	Road patched	3000 m^2	4462.9 m^2

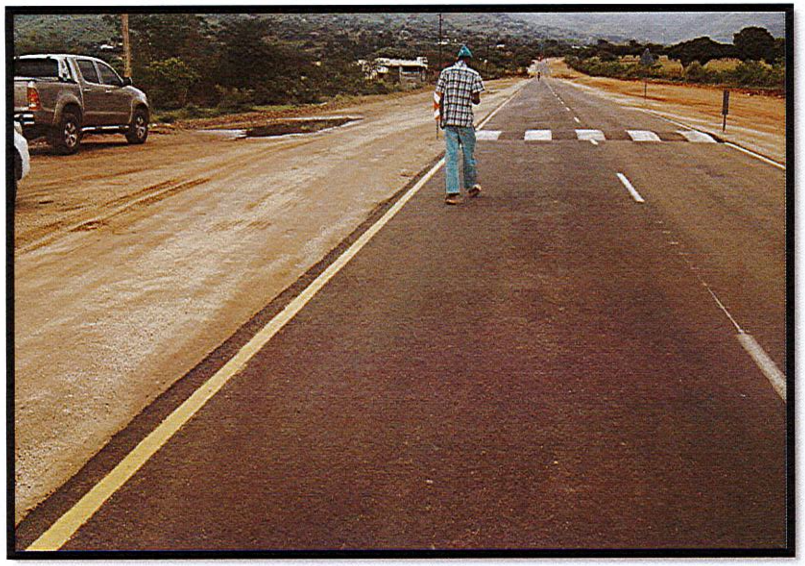
Water from rain or snow storms, known as storm water instead flows over streets, parking lots and roofs and into water body or storm drainage. Storm water runoff is often worsened by human activities, and can contain nitrogen phosphorus pollutants from fertilizers, pets and yard waste. The municipally maintenance teams deal with storm water from time to time. All municipal roads storm water drainages.

3.3 Project Management Unit (PMU)

The Municipality's PMU is responsible for the implementation of capital projects within various departments to ensure that they are handed-over to the users upon completion for functionality purposes.

The table below indicates projects that were implemented for Technical Services Directorate by PMU as part of the Capital Projects in the financial year under review.

- Surfacing of Mabins cross access road
- Surfacing of Sofaya- Mahlomelong access road
- Paving of Scortia internal street
- Paving of Makgaung internal street
- Paving of Mashoshing internal street
- Paving of Sedawa internal street
- Paving of Essex road
- Paving Lorraine-Belville-Nkopedjie access road
- Paving of Madeira access road
- Rehabilitation of Ga- Sekororo access road
- Rehabilitation of Metz access road
- Rehabilitation of Kampersus access road
- Rehabilitation of Lorraine access road
- Fencing of 5 cemeteries
- Installation of solar panels in various municipal buildings
- Construction 3 low level bridges
- Construction of 2 bridges at Balloon access road



MIG EXPENDITURE

	ORIGINAL BUDGET	ADJUSTED BUDGET	EXPENDITURE
2022/23	30,170,000	76,449,952	74,920,952 **(98%)**
2023/24	31,372,000	95,879,784	79,734,920 (83%)

CAPITAL EXPENDITURE

	ORIGINAL BUDGET	ADJUSTED BUDGET	EXPENDITURE
2022/23	149,531,494	179,966,275	156,929,007 (87%)
2023/24	167,916,000	225,159,299	200,812,299 (89%)

MAINTENANCE EXPENDITURE

	ORIGINAL BUDGET	ADJUSTED BUDGET	EXPENDITURE
2022/23	7,500,000	7,200,000	4,744,914 (65%)
2023/24	6,950,000	8,450,000	6,880,042 (81%)

3. 4 Electricity

The municipality does not have license to provide electricity. The function resides with ESKOM. However the following new connections were made:

Basic Service	20223/24 backlogs	2023/24 planned interventions	Actual Performance	Comment
Electricity	3.7%	554	554	Intervention by ESKOM has significantly reduce electricity backlog

3.5 Housing

Housing is the competency of the Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA). The municipality is entrusted with overseeing and, facilitation of integrated human settlements. The municipality fulfils the following roles in respect of the provision of housing:

- Provision of serviced land for housing development
- To compile housing needs surveys for housing delivery purposes
- To facilitate development of housing
- To ensure that houses that are built conform to the minimum standards for residential houses

Percentage of Households with Access to Basic Housing		
Year End	Total Households	% Access to Basic Housing
	(Including formal and informal settlements	96.9%
2023/2024	31 968	30 982

HOUSING				
Service Objective	Service Indicator	Service Target	2023/2024	
			Target	Actual
To build 125 housing units for the approved beneficiaries	Number of housing units built for the approved beneficiaries	125 units	125 units	125 units

In the year under review COGHSTA has constructed 125 RDP standard housing which reduces housing backlog to 3.1%

3.6 Free Basic Services

The municipality has developed and adopted an indigent policy. The municipality only provides free basic electricity and refuse removal while free water and sanitation is the responsibility Mopani District municipality. The following are the criteria or conditions to be met in order to quality to be registered:

- The applicant must be a natural person
- The gross total monthly income of all persons ordinarily residing at the premises concerned from all sources may not exceed an amount of the combined older persons grant as stipulated in the national budget for two senior citizens or as determined by the council from time to time
- The applicant may not own, either on her/his own or together with other persons, more than one fixed property
- The applicant must ordinarily reside at the premises concerned
- The amount written-off will be reinstated should the owner sell the property

Customers Qualifying For Free Basic Services as follows:

- Indigent households with electricity supplied by ESKOM will receive the first 50kWh units free each month
- All registered indigent households must be on prepaid electricity meter

FREE BASIC SERVICES AND INDIGENT SUPPORT

Basic Service	2023/24 planned interventions	Actual Performance	Comment
Free Basic Electricity	869 households	879 households	Low turn-out of indigent household during FBE application and registration
Free Basic Refuse Removal	17 955 households	17 955households	The municipality provided free refuse removal to households that are indigent households because every households receive free basic refuse removal

3.7 Waste Management

Guided by the National Environmental Management Act and Waste Act read with the Municipality's Integrated Waste Management Plan, the municipality provided refuse removal services daily in town and once a week in every household in proclaimed areas. It is worth mentioning that the municipality has extended refuse removal to 17 995 rural households. Skip bins were placed in a strategy points in villages. The municipality has one licensed landfill site in Worcester. The municipality managed to sustain its refuse collection services with the following refuse vehicles:

- 03 Compactor Trucks
- Garden Waste Truck

3.8 Environmental Education and Awareness

It is worth nothing that that 12 environmental education, awareness and clean-up campaigns were conducted during the period under review. The rendering of these could not have been realized without the support of the Department of Environment, Forestry and Fisheries (DEFF) who had appointed 22 participants and 01 Coordinator under the Presidential Good Green Project who were seconded to MLM to assist the municipality in addressing environmental issues

SIMA (Pty) in partnership with USAID also supported in the municipality in environmental awareness campaigns wherein 64 participants (litter pickers) were trained and appointed for the duration of 12 months. The campaigns focused on the following:

- Wetland protection and restoration
- Waste management at the community level including recycling
- Methods for water source protection (sand mining and pollution)

3.8.1 Landfill Site

The main objectives of waste management is to ensure that waste management services are provided in a manner which prioritises the recovery, re-use or recycling of waste and provides for the treatment and safe disposal as a last resort to ensure that the natural environment is preserved. The covering and spreading of soil is done by service provider on daily basis. The landfill site has been recently transferred to Maruleng Local Municipality by Mopani District Municipality.

3.8 2 Sewerage

The sewerage function is not the function of MLM but the function of Mopani District Municipality.

3.9 Licensing

The municipality is an agent of Department of Transport and Community Services for the issuing of motor vehicle licenses. The municipality retains 20% of the revenue generated from these services which do not cover operational costs to perform the function. The municipality is performing the function of licensing and registering services and the following services were rendered to the community for the period under review.

SERVICE RENDERED	ISSUED
Learners licenses	2 934
Drivers licenses	7 175
PRDP	1 693
Duplicate registration certificate	103
Motor vehicle licenses renewed	14 979
Motor vehicle licenses registered	2 721
Business registration certificates applied	80
Drivers licenses received and captured	5 458
Drivers licenses cards collected and captured	5 380
Application for blank temporary permits	490
Allocation of personalised number plates	56
Deregistration of licenses	52

COMPONENT D: PLANNING AND DEVELOPMENT

3.10 Planning

Planning and development means a strategic and participatory process to integrate economic, spatial, social, infrastructural, housing, institutional, fiscal, land reform, transport, environmental, water and other strategies or sectoral plans with a view to the optimal allocation of scare resources to the various sectors. The municipal in the main uses SDF and SPLUMA in spatial planning and development. The MLM through Spatial Planning and Economic Development (SPED) is responsible for overall spatial planning and land use management within the municipal jurisdiction. The following notable achievements were observed during the period under review:

- Commenced with township establishment processes in Hoedspruit after municipality purchased land for mixed residential purposes which will serve as an integrated human settlement.
- Approval of a 200 bed private hospital (first in the municipality)
- Second Mall in Hoedspruit.
- All land use applications with completed required documents were processed within 90 days from the date received
- All building plans applications with completed required documents were processed within 30 days from the date received
- 62 GIS updates were conducted.

3.11. 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). Local Economic Development is central to the Integrated Development Plan of a municipality. The cuts across all the departments, in simple terms it means what is done by any directorate in the municipality contributes significantly to the growth of local economy. Tourism and Agriculture are the main pillars of the municipality's economic development. The municipality must create conducive environment for small-medium enterprises to be able to operate successfully. The LED unit must is also responsible for advocating policies and by-laws that are favourable to business community and more importantly the SMMEs. Given the challenges of unemployment, poverty and inequality, it is imperative to synchronise all the municipal directorates to bush back those challenges and create a working local economy for the benefit of the citizens in the area. The municipality has an LED strategy in place that is being implemented.

3.11.1 Local Economic Development Forum

The municipality has been able to form partnerships with community structures for the purposes of creating engagement which culminates into inclusive decision making. During the year under review the municipality in partnerships with the following associations and structures among others, LED forum, Tourism association, Agricultural forum, business forums, Hawkers association and Taxi Associations. LED Forum composed of the following structures:

STRUCTURES	GOVERNMENT DEPARTMENTS
Business Formations	Cooperative Governance Human Settlement and Tradition Affairs
Tourism Association	Limpopo Economic Development , Environment and Tourism
Agricultural Forum	Office of the Premier
Taxi Associations	Mopani District Municipality
Hawkers Association	Department of Agriculture

3.11.2 SMME Support and Trade Development

a) Informal Trade Support

During the year under review the municipality has supported 150 informal traders with registration in LIBRA, mainly for trading permits. Furthermore, the municipality has assisted about 20 informal traders to access SEFA funding from through SEDA for relief purposes.

b) Tourism Development

The municipality has managed to successful monitor the construction of Sepeke Tourism Information Centre which is almost complete which constructed by the Department of Tourism. This centre will serve as one of strategies to support tourism activities. The Tourism information centre will be the centre piece wherein people and tourists will be obtaining information that are related to tourism and the centre will also co-locate the services of SEDA (small enterprise development agency). The municipality also marketed the municipality through exhibitions.

c) SMME Training and Development

During the year under review the Municipality, in collaboration with SEDA has conducted 2 (two) trainings were attended by about 70 SMMEs which focused amongst others the following:

- Project management
- Financial management
- Tendering skills
- SARS compliance

3.11. 3 Community Works Programme

During the year under review the municipality coordinated the continued function of CWP (community works program). Community works programme is the concept of government that provides an employment safety net. It supplements livelihoods strategies by providing basic level of income security through work. The programme targets unemployed men and women of working age. Within the municipality the programme has created about 1260 jobs work opportunities since its inception in April 2020.CWP focuses on five sectors, namely.

- Agriculture, which includes community gardens
- School support, provides services such as supervision of homework classes and sports activities, labour for school-based food gardens and other support activities.
- Health and social services, this include cleaning and cooking in vulnerable households, care programmes for orphans and child headed families.
- Infrastructure includes paintings, repairs and buildings.

3.11. 3 Expanded Public Works Programme

Given the challenges of unemployment, poverty and inequality, it is imperative to push back the frontiers of poverty and create a working local economy for the benefit of the citizens of the area. For the year under review the municipality has recruited 349 people through EPWP. These EPWP recruits are mostly employed in the basic services in the Community and Technical Services Departments. In community department they do refuse collections and parks beautifications. While in technical services department they do mainly maintenance

3.11. 4.Business Registration

In the year under review business registration and compliance has been done. Since the beginning of 2023/2024 many businesses has registered with the municipality. The function of business registration has been transferred to the municipality by the department of Economic Development. About 150 business certificates has been issued.

3.12 COMPONENT E: COMMUNITY & SOCIAL SERVICES

3.12. 1 Libraries

The municipality play a coordination role on libraries that function belongs Provincial Government under Department of Sports, Arts and Culture. During the year under review the municipality participated at various events which amongst others, library week, world book day, copyright day, library outreach, library awareness week. There are 02 libraries in the municipal area, namely, Hoedspruit library and Metz library.

3.12.2 Bursaries

The municipality adopted Mayoral bursary policy which stipulates the fields of studies which will be catered for through the municipal bursary. The municipality since the introduction of the bursary has awarded a total number of 34 students with bursaries. Out of the total the awarded students 17 have completed their studies and the remaining 17 students are still busy with their studies.

3.12.4 Back to School Campaign

The Mayor of Maruleng Municipality has during the period under review embarked on Back to school campaigns. The following schools were visited:

- Calais secondary school at Calais
- Ngwana Makhutswe secondary school at Sofaya village
- Mantsobele secondary school at Moshate (adopted by the Mayor for 2024)
- Ramatau secondary school at Metz
- Nareng secondary school at Metz
- Mosibudi agricultural school at Hlohlokwe
- Madie secondary school at Willows (adopted by the Mayor for 2024)
- Leoma secondary school at Finale
- Maahlamela secondary at The Oaks
- Hoedspruit Hoerskool at Hoedspruit

The Mayor hosted the Annual School Excellence Awards on the 25^{th} January 2024. The international super star Master KG (Kgaugelo Moagi) from Calais and the MEC of Education in Limpopo Province graced this occasion where schools and individual top achievers were recognised for their efforts.

3.12.4 Horticultural Services

3.12.4.1 Parks

The municipality is managing 06 parks namely, in the main office, Kamogelo centre, Park at ABSA shopping centre, hawkers' stalls and traffic station.

3.12.4.2 Cemeteries

The municipality does not have its own cemetery but provide services to the community cemeteries that under the custodian Traditional leaders. For the period under review the municipality fenced has fenced 4 cemeteries.

3.12.4.3 Municipal Buildings

Horticulture extends its services for beautification and landscaping services along the roads and within all municipal buildings including traffic stations, community halls, municipal offices and stadia

-COMPONENT F: ENVIRONMENTAL PROTECTION

3.13. POLLUTION

3.13.1 Environmental Protection

The municipality had during the period under review ensured that the degradation of environment was minimized. The following areas were addressed:

- Mitigation and clearing of illegal dumping
- Ensure municipal projects comply with Environmental Impact Management Regulations
- Ensure protection of Ecosystem
- Management of municipality Biodiversity and Conservation

The municipality also in partnership with K2C initiative implemented environmental monitors and river restoration projects in an attempt to mitigate environmental pollution. The Mayor launched greening initiatives in October 2023 where trees were planted in public places such as ECD centres, schools, and hospital and community halls. Additional skip bins were distributed to Santeng and Balloon villages.

3.14. CHILD CARE, AGED CARE AND SPECIAL PROGRAMMES

Maruleng Local Municipality is responsible to the challenges faced by the marginalised group such as women, youth, children, senior citizens and people living with disabilities.

3.14.1 People Living with Disability

The municipality is constantly in interaction and collaboration with the disability forum to promote the human rights of people living with disabilities and to promote a conducive environment for them to enjoy better life. The following activities were undertaken during the year under review:

- Mayor distributed wheelchairs and buggies to the needy people living with disabilities
- Launched the Local Disability Forum on the 25th of May 2024
- Launched the AIDS Local Council in March 2024

3.14.2 Senior Citizens

The municipality has a functional Elderly Forum. Golden games were held at ward level.

3.14.3 Women

Women were prioritized in all municipal activities and programs.

3.14.4 Gender

The municipality has a functional Gender Forum. 200 young people employed by an NGO called Working for Future.

3.14.5 Youth

Maruleng is a youthful municipality hence the issues of youth were prioritised. About 60% of Maruleng staff are young people. The Youth Forum is Functional. Youth also participates in a number of sporting activities organised by municipality. They also benefit in the employment opportunities, SMMEs development and capital projects implemented in the municipal area. For the period under review the municipality provided transport for the youth to attend Youth Day Celebration hosted by Collins Chabane Municipality and also participated in the Provincial Youth Development Forum..

COMPONENT G: HEALTH

3.15.1 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 information from the Department is at 22.7% the third highest in the district.

3.15.2 Health Inspection

The function remains with the District Department of Health. The local health inspectors are located at local clinics in the municipal area. The municipality has 1 hospital and about 9 clinics.

COMPONENT F: SECURITY AND SERVICES

3.16 Traffic Services

Maruleng Local Municipality continued during this period under review providing safety of the road users and the following services were priorities in accordance to the National Road Traffic Act of 93/1996 that ensures that all road users are safe on the road.

- Provision of Road safety education
- It also ensured compliance to the road traffic prescripts and or regulations
- Giving support to community during funerals, marathon and VIP escorts
- Responds to all accidents that happens within the boundaries of MLM
- Conducting arrive alive awareness campaigns during Easter weekend and December festive seasons
- Arrive alive awareness campaigns
- Joint road blocks with SAPS
- Road safety awareness campaigns
- Stray animals awareness
- Child traffic education
- Pedestrian safety education
- Monitoring of scholar patrol points
- VIP escort (ministers, Premiers, MECs and Mayors)

The following services on transport or road safety were done.

Service Rendered	**Number**
Vehicles stopped	8 605
Summons issued	1 510
Road blocks	20
Road safety campaigns conducted	6
VIP Escorts	22
Road side inspection	8 640
Arrests	6
Speed operations conducted	142
Arrive alive campaigns conducted	2

COMPONENT I: SPORTS AND RECREATION

3.17. Sports and Recreation

Former President Nelson Mandela once said that sports has the power to change the world and it has power to inspire and power to unite people in a ways that little else does. Maruleng Local has a dedicated Official responsible for Sports, Arts and Culture. For the period under review the following activities took place.

3.17.1 Arts & Culture Activities

- Mopani District Choral Music competitions took place in May 2024 at the Willows Community Hall and Diphuti primary school based at The Oaks village won the competition
- Maruleng Municipality Cultural Groups participated during the Freedom Day Celebrations at Calais Multi-purpose Sports facility in April 2024
- Local Social Cohesion took place at Hlohlokwe Community Hall.

3.17.2 Sports Activities

- Coordinated a successful Mayor's Tournament graced by big names in sports fraternity in May 2024 in partnership with Maruleng Sports Confederations
- Successful Local Indigenous Games in June 2024
- Supported sports development
- Golden games in March 2024
- Three teams from Calais village received soccer and netball kits from DSAC
- Three local golden grannies where included in Vakhegula-Vakhegula national team which participated in the International Tournament in Maurutius in April 2024
- Several local runners including the Mayor participated in the Comrades Marathon in KZN and other marathons across the province.
- Coordinated Maruleng Sports Federation Activities

3.17.3 Library Services

The following library services were conducted:

- National library week was conducted through display of books in various places such as shopping centres
- Library outreach and awareness campaigns were conducted at various schools and events

3.18. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The municipality has an Information Technology (IT) Sub-Division which is responsible for assisting the municipality by providing a stable information technology infrastructure and optimal functioning of internal application systems to meet the service delivery needs of the community. The key functional areas of the IT Division are:

- Corporate IT governance and strategy
- Servers, network systems & desktop maintenance
- IT infrastructure and application management
- IT disaster recovery and business continuity
- IT security system

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 and functional.

CHAPTER 4: MUNICIPAL ORGANISATIONAL PERFORMANCE

COMPONENT H: ORGANISATIONAL PERFORMANCE

INTRODUCTION

The purpose of this report is to present the Annual Performance Report of Maruleng Local Municipality for the 2023/24 financial year.

LEGISLATION

Annual Performance Report is compiled in line with Section 46 (1) (a) of the Municipal Systems Act, 32 of 2000 which states that:

(1) A Municipality must prepare for each financial year an Annual Performance Report reflecting-
(a) the performance of the municipality and each external service provider during the financial year;
(b) a comparison of the performance referred to paragraph (a) with targets set for and performance in the previous year; and
(c) measures taken to improve performance

(2) An annual report must form part of the municipality's annual report in terms of Section 121 of the Municipal Finance Management Act, Act 53 of 2003.

The Performance of the Municipality is reviewed in terms of paragraph 14 (1) Municipal Planning and Performance Regulations of 2006 which stipulates that:

A municipality's Internal Auditors must-

(1) On a continuous basis audit the performance measurements of the municipality; and
    (i) Submit quarterly reports of their audits to the Municipal Manager and Audit Committee.

The following are Municipality's IDP strategic objectives and priorities as per KPAs.

DCOGTA KPA	Strategic Objectives	Priorities of the municipality
Spatial Rationale	Promote integrated human settlement and agrarian reform	Integrated human settlement
		Land reform and rural development
Basic Service Delivery	Improve Community well-being through accelerated service delivery	Roads infrastructure development and storm water management
		Waste removal
		Water supply and sanitation
		Community development
		Public transport
		Electricity and energy
LED	Promote Local Economic Development Develop Partnerships	Economic development
Municipal Financial Viability and Management	Sound financial management	Financial management and revenue enhancement
Good Governance and Public Participation	Putting people first Improve intergovernmental function and coordination	Good governance and public participation
Municipal Transformation and Organizational Development	Building capable institution and administration	Skills development

The institutional Performance Management System is a manual system that uses the approved Service Delivery and Budget implementation (SDBIP) as its basis. The Annual Performance Report includes the below listed Key Performance Areas (KPAs)

- Spatial Rationale
- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation
- Municipal Transformation and Organisational Development

Overall Organizational Performance Report against Targets set in the Service Delivery and Budget Implementation Plan (SDBIP)

Key Performance Area	**Total Number of Targets**	**Number of Targets Achieved**	**Percentage Achieved**	**Number of Targets Not Achieved**	**Percentage Not Achieved**
Spatial Rationale	6	6	100%	0	0%
Basic Services and Infrastructure Development	53	33	60%	20	40%
Local Economic Development	4	4	100%	0	0%
Financial Viability and Management	24	15	62.5%	9	37.2%
Public Participation and Good Governance	29	26	89.6	3	10.4%+
Institutional Development and Municipal Transformation	19	17	89.4%	2	10.6%
TOTAL	**135**	**101**	**74.8%**	**34**	**25.2%**

A SUMMARY OF COMPARISON OF ANNUAL PERFORMANCE FOR 2022/23 AND 2023/24 FINANCIAL YEARS RESPECTIVELY

	2022/23 FINANCIAL YEAR			2023/24 FINANCIAL YEAR		
KEY PERFORMANCE AREA	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**
Spatial Rationale	4	4	0	6	6	0%
Basic Service Delivery And Infrastructure Development	44	26	18	53	33	40%
Local Economic Development	5	2	3	4	4	0%
Financial Viability	23	17	7	24	15	37.2%
Good Governance And Public Participation	30	26	4	29	26	10.4%+
Municipal Transformation And Organization Development	22	18	4	19	17	10.6%
Total	**128**	**93**	**35**	**135**	**101**	**25.2%**
	72.6%			**74.8%**		

The overall performance recorded during the 2023/2024 FY indicates 74.8% **(101 out of 135 indicators)** achievement, which is a better performance compared from the previous year. The municipality's 2023/2024 performance has increased by 2.2% compared to the 2022/2023 financial year performance of **72.6% (93 out of 128).** Challenges and action plans for the non-achievement have been outlined in the detailed organisational annual performance.

4.1 PERFORMANCE HIGHLIGHTS FOR 2023/24 (STRATEGIC LEVEL- TOP LAYER SDBIP)

KPA 1: SPATIAL RATIONALE

DEVELOPMENT OBJECTIVE: INTEGRATED HUMAN SETTLEMENT AND AGRARIAN REFORM

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
SPED 01	Spatial Development Framework	Ensure that planning and development is informed by the Spatial Development Framework	% of Spatial Development Framework implemented	100%	100%	100%	None	None	None	Achieved	Reports on the implementation of SDF
SPED 02	Update of LUMS (land use applications)	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 reports
SPED 03	Update of LUMS (building plans)	Ensure that Land Use Management Scheme is updated	% of building plans processed within 30 days from the date submitted with completed required documents	100%	100%	100%	None	None	None	Achieved	Building plans updated reports

SPED 04	Township establishment	Ensure that planning and development is informed by the Spatial Development Framework	% of township application approved by Planning Tribunal	New	100%	100%	None	None	None	Achieved	Approval report
SPED 05	Catalytic Projects	Ensure that planning and development is informed by the Spatial Development Framework	Number of Catalytic Projects monitored	New	8	8	None	None	None	Achieved	Quarterly reports
		Budget (R)			**OPEX**						

KPA 2: BASIC SERVICE DELIVERY

DEVELOPMENT OBJECTIVE: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY

4.2.1 FREE BASIC SERVICES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO 01	Free Basic Electricity (NKPI)	Ensure that indigent households are provided with free basic electricity	Number of indigent households with access to free basic electricity	964	869	879	10	Received more applications than anticipated	None	Achieved	Indigent register & ESKOM invoices/ report
		Budget (R)			**1,000,000**	**564,623.19**	**435,376.81**				**Financial report**
COM 01	Free Basic Refuse Removal (NKPI)	Ensure that households are provided with free basic refuse removal	Number of households with free access to refuse removal	17 955	17 955	17 955	None	None	None	Achieved	Free basic refuse removal reports
		Budget (R)			**OPEX**						

4.2.3 BRIDGES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH 01	Maruleng Low Level Bridges	Construction of low level bridges	Number of low level bridges constructed	Contractors appointed	3	3	0	None	None	Achieved	Completion Certificates
		Budget (R)			**12,900,000**	**15,059,648.81**	**- 2,159,648.51**				
TECH 03	Balloon internal streets	Constructions of bridges	Number of bridges constructed	Designs	2	0	2	Contractor not working according to schedule on scope A & B of work	The contractor submitted a catch-up plan. According to the plan the bridges will be completed by the bridges will be completed by the 15th November 2024	Not achieved	Certificates of completion
		Budget (R)			**32,587,149**	**27,845,293.87**	**471,855.13**				

4.2.4 DEVELOPMENT OF ROADS DESIGNS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH 02	Roads Designs	To develop road designs in order to upgrade roads from gravel to pave or surface	Number of road designs developed	6	6	6	None	None	None	Achieved	Designs
		Budget (R)			**14,300,000**	**13,031,262.92**	**1,268,737.08**				

4.2.5 ROADS CONSTRUCTIONS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH 06	Roads & bridges (Paving of roads)	To upgrade roads from gravel to paved roads	Number of kilometres of roads paved	5.517km	6.2 km	1.73km	4.47km	Delayed start of project caused by objections from the community, high water table and protected tables along alignment of road at Scotia	Appointment of Environmental Compliance Officer to facilitate permission for the removal of protected trees and acceleration of progress on delayed projects by working additional hours and deploying additional resources	Not achieved	Certificates of completion
		Budget (R)			**70,538,826**	**57,336,738.25**	**13,202,087.18**				

TECH 04	Roads & bridges (Surfacing of roads)	To upgrade a road from gravel to surfaced roads	Number of kilometres of roads surfaced	3.084km	3.9km	3.32km	0.58km	Plants breakdowns	New plants hired and project to be completed by the 30th of November 2024	Not achieved	Certificates of completion
		Budget (R)			**36,450,000**	**36,258,609.42**	**- 2,805,188.16**				
TECH 05	Roads & bridges (Rehabilitation of roads)	Ensure that roads are rehabilitated	Number of kilometres of roads rehabilitated	2.026 km	2.65 km	6.744km	4.094km	Additional done on Metz internal street rehabilitated	None	Achieved	Certificates of completion
		Budget (R)			**20,700,000**	**15,848,930.57**	**4,851,069.43**				

4.2.6 ELECTRIFICATION

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2022/23 Baseline**	**2023/24 Target**	**Actual Performance**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Portfolio of Evidence**
TECH 07	High mast lights	Construction of high mast lights	Number of high mast lights constructed	4	1	0	1	Project withdrawn and registered through MIG for the 2024/25 financial year	None	Not achieved	Completion certificate

		Budget (R)			**100,000**	**0**	**100,000**				
TECH 08	Solar	Installation of a solar	Number of municipal buildings with solar installation	New	3	5	2	Sufficient budget to carter for 2 additional buildings	None	Achieved	Certificate of completion
		Budget (R)			**3,550,000**	**2,511,838.29**	**1,038,161.71**				

4.2.7 REFUSE REMOVAL

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2022/23 Baseline**	**2023/24 Target**	**Actual Performance**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Portfolio of Evidence**
COM 02	Refuse removal from households to the landfill site in Worcester	Ensure the provision of refuse removal services	Number of households with access basic refuse removal	20 020	20 020	20 020	None	None	None	Achieved	Waste Management Register
COM 03			Number of commercial, institutional and industrial centres with	81 business establishments	81 business establishments	86 business establishments	5 business establishments	Increased clientele	None	Achieved	Waste Management Register

			access to refuse removal services								
		Budget (R)			9,500 000	8,546,412.58	953,587.42				

4.2.8 RECREATIONAL FACILITIES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH 10	Fencing of cemeteries	Ensure that cemeteries are fenced	Number of cemeteries fenced	3	5	4	1	The budget meant for 1 cemetery was instead used to fence Makgaung community hall which was in distress	Adherence to the budgeted projects or items	Not achieved	Certificate of completion
		Budget (R)			2,000,000	1,898,554.35	101,445.95				

4.2.9 REPAIRS, MAINTENANCE OF ROADS AND BRIDGES AND OTHER MUNICIPAL INFRASTRUCTURES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH 12	Maintenance of roads and bridges	Ensure appropriate maintenance of roads and bridges	Number of square metres of municipal roads maintained (patching of potholes)	2 909 989.5 1 m^2	3 000 m^2	4 462.9 m^2	1 462.9 m^2	More work done as per demand and also work done during weekends	None	Achieved	Maintenance report, maintenance register and pictures
TECH 11	Maintenance of roads and bridges	Ensure appropriate maintenance of roads and bridges	Number of km of municipal roads maintained (bladed)	308 km	308km	1 398.8km	1 090 .8km	More work done due to availability of graders	None	Achieved	Maintenance report, maintenance register and pictures
		Budget (R)			**3,000,000**	**2,451,675.69**	**548 324.31**				**Invoices**

TECH 14	Maintenance of municipal buildings	Ensure appropriate maintenance of buildings	Number of municipal buildings routinely maintained	10	19	13	6	None availability of maintenance materials	Procure materials used frequently and put them in the store in the next financial year.	Not Achieved	Quarterly Maintenance reports
TECH 13	Maintenance of municipal buildings	Ensure appropriate maintenance of buildings	Number of municipal buildings with major maintenance done (Renovated)		2	0	2	Insufficient budget	Projects budgeted R63,000,000 in the 2024/25 FY (Next Financial Year)	Not achieved	Quarterly Maintenance reports
		Budget (R)			**750,000**	**130,708.31**	**619,291.69**				**Invoices**

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO 02	Maintenance of vehicles	Ensure appropriate maintenance of vehicles	Number of Vehicles maintained	28	31	26	5	Only 26 vehicles required maintenance	None	Not Achieved	Maintenance reports
		Budget (R)			**1,500,000**	**1,522,906.13**	**-22,906.13**				
BTO 03	Machines (TLB, grades & trucks)	Ensure appropriate maintenance of machines	Number of municipal machines maintained	3	3	4	1	Additional maintenance done than anticipated.	None	Achieved	Maintenance reports
		Budget (R)			**2,500,000**	**2,426,162.30**	**73,837.70**				
COM 04	Parks and gardens	Ensure appropriate maintenance of parks	Number of municipal parks maintained	2	2	2	None	None	None	Achieved	Maintenance report, maintenance register and pictures

COM 05		Ensure appropriate maintenance of gardens	Number of municipal gardens maintained	4	4	4	None	None	None	Achieved	Maintenance report, maintenance register and pictures
		Budget (R)			**200,000**	**141,842.59**	**58,157.41**				
TECH 14	Maintenance of streetlights	Ensure routine maintenance of streetlights	Number of streetlights maintained	0	148	0	148	Delay in delivery cherry picker and the service provider withdrew offer.	Service provider for maintenance of streetlights to be appointed in the 2024/5 FY instead of purchasing of purchasing cherry picker	Not achieved	Maintenance reports
		Budget (R)			**150,000**	**0**	**150000**				

4.3 LOCAL ECONOMIC DEVELOPMENT

DEVELOPMENT OBJECTIVE: LOCAL ECONOMIC DEVELOPMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
SPED 07	LED Programs	Ensure that LED programs are supported	Number of LED programs supported	272	120	122	02	More clients in need of the services	None	Achieved	Quarterly reports
		Budget (R)			**100,000**	**62,020**	**37,980**				
SPED 08	EPWP	Ensure the creation of jobs through Expanded Public Works Program	Number of jobs created through EPWP initiatives	151	150	349	199	More jobs were created due to additional MIG funding on capital projects	None	Achieved	Quarterly reports and appointment letters
		Budget (R)			**1,295,000**	**1,295,000**	**0**				

KPA 4.4: FINANCIAL VIABILITY
STRATEGIC OBJECIVE: SOUND FINANCIAL MANAGEMENT

4.4.1 REVENUE ENHANCEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
SPED 09	Supplementary valuation roll (2023/2024)	Ensure credible valuation roll in place by 30 June 2024	Number of supplementary valuation roll developed	1	1	1	None	None	None	Achieved	Supplementary valuation roll
BT0 09	Revenue Enhance Strategy	To enhance revenue	Number of revenue enhancement strategy reviewed	1(2022/23 Enhancement Revenue Strategy)	1	1	None	None	None	Achieved	Revenue Enhance Strategy
BT0 06	Revenue Collection	Improved financially viability	% of revenue collected monthly	70%	80%	77%	3%	Some of the farmer owners are not paying their rates and taxes	Appointed external debt collector to assist with debt collection	Not achieved	Quarterly reports
		Budget (R)			**OPEX**						

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BT0 07	Cost Coverage	Financially sustainability	Number of acceptable months for municipal sustainability	14 months	3 months	8 months	5 months	Over performance due to sound expenditure control	None	Achieved	Financial reports
BT0 05	Debt coverage	Improved financially viability	% of debt coverage ratio	0%	0%	0%	None	None	None	Achieved	Financial reports
BT0 08	Outstanding service debtors to revenue	Improved financially viability	% outstanding service debtors to the revenue collected	44%	60%	23%	37%	Most sector departments do not pay they debts they owe the municipality	Reports are submitted to COGHTSA for intervention	Not achieved	Financial reports
		Budget (R)			**OPEX**						

4.4.2 ASSETS AND INVENTORY MANAGEMENT AND MSCOA

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BT0 10	Assets and Inventory Management	Ensure compliance to asset and inventory management policy (GRAP 17)	% compliance to Asset standard (GRAP 17)	80% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	None	None	None	Achieved	Quarterly reports
BT0 11			Number of assets update schedules	Number of assets update schedule	12	12	None	None	None	Achieved	Quarterly Reports
BT13	MSCOA	Ensure that budget management is line with MSCOA	% compliance to MSCOA (uniform reporting for municipalities)	80%	100%	90%	10%	The conversion of the Assets Register is concluded. The system vendor is yet to train users.	Expedite the training of users of the newly converted asset module.	Not achieved	Quarterly Reports
		Budget (R)			**OPEX**						

4.4.3 SUPPLY CHAIN MANAGEMENT AND MFMA REPORTS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BT0 12	Supply Chain Management	To fully comply with supply chain Regulation and National Treasury guidelines on procurement processes	% compliance to SCM regulations	100%	100%	100%	None	None	None	Achieved	Quarterly Reports
BT0 13			Number of complaint in-year SCM reports submitted on time to council and Treasury	12	12	12	None	None	None	Achieved	Quarterly Reports
		Budget (R)			**OPEX**						

4.4.4: EXPENDITURE MANAGEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO 16	MIG Expenditure	Ensure compliance to MIG expenditure	% compliance to MIG Expenditure	100%	100%	83%	17%	100% was spend on initial MIG allocation and 75% was spent on additional funding	Forward planning	Not achieved	Financial Statements
		Budget (R)			**95,879,784**	**79,734,920**	**16,144,864**				
BT0 15	Personnel Expenditure	Improved management of municipal grants expenditure on personnel	% of personnel budget spent	74%	100%	92%	8%	Critical vacant positions not filled	Timeously appointment of personnel	Not achieved	Financial Statements
		Budget (R)			**100,066,675**	**93,046,234**	**7,020,441**				

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/234 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO 17	Maintenance Expenditure	Improved allocation of maintenance budget	% of maintenance budget spent	65%	100%	81%	19%	Delay in appointment of service providers	Timeously appointment of service providers	Not achieved	Financial Statements
		Budget (R)			**8,450,000**	**6,880,042**	**1,569,958**				
BT0 18	Capital Expenditure	Improved expenditure on capital budget	% of capital budget spent	87%	100%	89%	11%	Delay in appointment of service providers	Timeously appointment of service providers	Not achieved	Financial Statements
		Budget (R)			**225,159,299**	**200,812,999**	**24,347,000**				

KPA4. 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

DEVELOPMENT OBJECIVE: GOOD GOVERNANCE

4.5.1: External Auditing

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM01	External Auditing	Ensure improved audit opinion	Number of Improved audit opinion	Unqualified audit opinion	1 (Clean audit opinion)	0 (unqualified with findings)	1 (clean audit opinion)	Adjustments on material findings	Implementation and monitoring of the IA and AGSA action plans	Not achieved	Audit Report
MM03	External Auditing	To improve municipal internal controls and systems	% of A-G queries resolved	93%	100%	73%	27%	Remaining action plan targeted for implementation in July and August 2024	The remaining findings to be resolved at the end of the audit period	Not achieved	Implementation reports
MM02			Submit AG Action Plan to Council by 31 January	Submitted AG Action Plan on the 25 January 2023	Submit AG Action Plan to Council by 31 January	Submitted AG Action Plan on the 25 January 2024	None	None	None	Achieved	AG Action Plan
		Budget (R)			**5,700,000**	**6,262,042.98**	**-562,042.98**				

4.5.2 INTERNAL AUDITING

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM04	Internal Auditing	To promote institutional accountability and compliance to PMS Framework	Number quarterly internal audit reports with recommendations generated	4	4	4	None	None	None	Achieved	Quarterly Reports
MM07			Number PMS audits conducted	4	4	4	None	None	None	Achieved	Quarterly Reports
MM05			Number of audit committee meetings held	14	4	17	13	13 Special meetings held	None	Achieved	Quarterly Reports
MM06			% of audit performance committee resolutions implemented	70%	100%	82%	18%	Resolution register updated upon each meeting	Continuous monitoring of resolutions by management	Not achieved	Quarterly Reports
			BUDGET (R)		**1,200,000**	**1,460,260.87**	**-260 260.87**				

4.5.3 RISK MANAGEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM09	Risk Management	To promote good governance	% implementation of identified risks mitigations	46%	100%	85%	15%	Actions to mitigate were not adequately budgeted for.	To fully mitigated in the next financial year	Not achieved	Quarterly Reports
MM11			Number of institutional risk management committee meetings held	5	4	4	0	None	None	Achieved	Quarterly Reports
		Budget (R)			OPEX						

4.5.3 RISK MANAGEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM08	Risk Management	To promote good governance	Number of Annual review of strategic risks plan	1	1	1	None	None	None	Achieved	**Risk Reports**
MM10	Risk Management	To promote good governance	Number of risk assessments conducted	1	2	2	None	None	None	Achieved	Risk Assessment Report
		Budget (R)			**OPEX**						

4.5.4 MPAC

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP04	MPAC	Ensure effective oversight on municipal council activities	% of MPAC resolutions implemented	100%	100%	100%	None	None	None	Achieved	MPAC Resolution Register
CORP05			Number of MPAC meetings held	19	4	16	12	12 special meetings held	None	Achieved	Quarterly MPAC Reports & attendance register
		Budget (R)			**200,000**	**183,331.68**	**16,668.32**				

4.5.5: COUNCIL FUNCTION AND SUPPORT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP01	Council Function and Support	Ensure effective oversight on municipal council activities	Number of council sittings supported	16	4	16	12	12 special meetings held	None	Achieved	Quarterly Reports
CORP02			Number of scheduled Executive committee meetings held	17	4	18	14	14 special meetings held	None	Achieved	Quarterly Reports
CORP03			Number of scheduled portfolio committee meetings held	47	16	51	35	35 special meetings held	None	Achieved	Quarterly Reports
		Budget (R)			**OPEX**						
MM14	Communication Strategy	Ensure effective and efficient communication	Number of Communication strategies reviewed	1	1	1	None	None	None	Achieved	Communication Strategy
		Budget (R)			**60,000**	**0**	**60,000**				

4.5.6: PUBLIC PARTICIPATION

DEVELOPMENT OBJECIVE: PUTTING PEOPLE FIRST

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP06	Public Participation	To promote community participation and accountability	Number of public participation meetings (imbizos) held	14	4	25	21	Urgent issues arose that needed urgent attention and 14 public participation engagements in different wards for Draft IDP, budget and PMS 2023/24	None	Achieved	Quarterly Reports
CORP07			Number of community feedback meetings held	75	56	76	20	Some wards had more feedback meetings to deal with community needs and challenges	None	Achieved	Quarterly Reports
		Budget (R)			**2,000,000**	**1,988,961.74**	**11,038.26**				
CORP08	Complaints Management	To promote accountability	% of complaints resolved	100%	100%	100%	None	None	None	Achieved	Complaints Manageme nt Register
		Budget (R)			**OPEX**						

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP09	Ward Committees Support	Ensure effective and efficient functioning of ward committees	Number of functional ward committees	14	14	14	None	None	None	Achieved	Quarterly Reports
CORP10			Number of monthly ward committees reports submitted	168	168	168	None	None	None	Achieved	Quarterly Reports
		Budget (R)			**3,820,000**	**3,509,512.73**	**310,487.27**				

4.5.7: DISASTER RISK MANAGEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
COM05	Disaster Risk Management awareness campaigns	Ensure appropriate response to disaster management	Number of disaster risk management awareness campaigns held	12	4	17	13	Additional campaigns held due to high number of house fires	None	Achieved	Quarterly Reports
COM06	Disaster Risk Management relief		% of disasters affected households provided or supported with relief measures	100%	100%	100%	None	None	None	Achieved	Quarterly Reports
COMO4	Disaster Risk Management		Number Disaster risks management strategic planning session held	0	1	1	None	None	None	Achieved	Attendance Register
		Budget (R)			**350,000**	**342,922.12**	**7,077.88**				

KPA 4. 6: MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

DEVELOPMENT OBJECIVE: BUILD CAPABLE INSTITUTION AND ADMINISTRATION

4.6.1 IDP REVIEWS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM15	IDP Review	Ensure that IDP/Budget are done within the legislated framework	IDP/Budget approved by Council by 31 May 2024	IDP/Budget approved by Council on the 28 May 2023	IDP/Budget approved by Council by 31 May 2024	IDP /Budget approved by council on the 17May 2024	None	None	None	Achieved	Council Resolution
		Budget (R)			**200,000**	**46,000**	**154,000**				
MM16	IDP Strategic Planning Session	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 Councillors	None	Achieved	Invitations, attendance register
		Budget (R)			**450,000**	**364,671.57**	**85,328.43**				

4.6.2: PERFORMANCE MANAGEMENT SYSTEM

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
MM17	PMS	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	Position of Director Technical Services vacant	Director Technical Services appointed and will resume duties on the 1st of July 2024.	Not achieved	Performance Agreements
MM18			Number of formal assessments conducted (S54 & 56)	1	1	2	1	2022/23 annual assessments as well as 2023/24 mid-year assessment conducted	None	Achieved	Assessment Reports
CORP11	PMS	Promote institutional accountability and compliance to PMS framework	% of officials other than S 57 managers with signed performance agreements as per municipal staff regulations	68%	100%	100%	None	None	None	Achieved	Assessments reports

MM19			Number of in-year performance management reports submitted to Council	4	4	4	None	None	None	Achieved	Quarterly Reports
MM20			Number of oversight reports on annual adopted within stipulated timeframes	1	1	1	None	None	None	Achieved	Council Resolution
		Budget (R)			**OPEX**						

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
CORP16	Workplace Skills Plan	Ensure capacitated work force	Number of employees and councillors capacitated in line with work skills plan	50	45	82	37	More councillors were enrolled in the MFMP program	None	Achieved	Training Reports
CORP17			Amount actual spent (1% of the salary budget of the municipality) in implementing workplace skills plan (NKPI)	479 998				Service provider appointed and awaiting finalization and signing of service level agreement	Trainings to resume in the next financial year.	Not achieved	Financial Report
		Budget (R)			**1,500,000**	**1,021,319.20**	**478,680.80**				

4.6.4 WORKPLACE SKILLS (PERSONNEL WITH FINANCIAL AND TECHNICAL SKILLS)

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Corrective Measures	Verified Actual Performance	Portfolio of Evidence
CORP12	Workplace skills plan (technical skills)	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(Senior Technician & PMU Manager)	3(Senior Technician, water Technician & PMU Manager)	1	Urgent need arise for water Technician	None	Achieved	Quarterly Reports
CORP13	Workplace skills plan (financial skills)	Strengthen the effectiveness and efficient of municipal minimum competency requirements	Number of municipal personnel with financial minimum competency requirements	15	9	15	6	More employees trained than targeted	None	Achieved	Training Reports
		Budget (R)			**OPEX**						

4.6.5 EMPLOYMENT EQUITY

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP14	Employment Equity (NKPI)	Ensure that people from equity target group are appointed in the municipality	Number of staff component with disability	5	5	4	1	One employee resigned	Employment of employees from this group will be prioritised in the next financial year	Not achieved	EE Reports
CORP15			Number of people from employment equity target group employed in the three highest levels of the municipality	2	2	2	None	none	None	Achieved	EE Reports
		BUDGET (R)			**OPEX**						

4. 6.6 PAY ROLL AND OVERTIME MANAGEMENT

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
	Pay Roll Management	Maximize efficiency of payroll management	% accuracy on payroll information	100%	100%	100%	None	None	None	Achieved	Payroll Report
		Budget (R)			**100,066,675**	**93,046,234**	**7,020,441**				
CORP19	HR Management (Overtime Management)	Ensure compliance of overtime regulation	% compliance to overtime regulations	100%	100%	100%	None	None	None	Achieved	Overtime Report
		Budget (R)			**4,300,000**	**4,792,791**	**-492,791**				

4.6.7 LEGAL SERVICES AND LOCAL LABOUR FORUM

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
MM20	Legal Services	Ensure that the municipality has SLA with all service providers	% of service providers with signed Service Level Agreement	100%	100%	100%	None	None	None	Achieved	SLA Register
		Budget (R)			**3,500,000**	**7,214,933.08**	**-3,714,933.08**				
CORP21	Local Labour Forum	Ensure sound labour practice	Number of Local Forum Meetings held	9	4	6	2	2 special LLF meetings held	None	Achieved	Quarterly Reports
		Budget (R)			**OPEX**						

4.6.8 POLICY AND BY-LAWS DEVELOPMENT AND REVIEWS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP23	Policy development, by-laws and reviews	To ensure implementation of law-enforcement	Number of by-laws developed/ reviewed	2 (rates & building regulations)	2	2	0	None	None	Achieved	Policy and by-law Register
CORP24	Policies	Providing and improving compliance to municipal regulatory environment	Number of policies developed/ reviewed	70	57	70	13	Need arises during the course of the year for the development of additional policies	None	Achieved	Policy and by-law Register
CORP22	Policy workshop	To ensure that policy workshop is held	Number of policy workshops held	1	1	2	1	Management held policy workshop in preparation of the workshop for councillors	None	Achieved	Invitations and Attendance Register
		Budget (R)			**250,000**	**62,608.70**	**187,391.30**				

DIVISIONAL PERFORMANCE HIGHLIGHTS (SDBIP LOWER LAYER)

KPA 1: SPATIAL RATIONALE

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
SPED10	Update of GIS	Ensure that GIS is updated	Number of GIS update conducted	40	40	62	22	There were more applications that were received that needed capturing	None	Achieved	GIS Quarterly Reports
		BUDGET (R)			**OPEX**						

KPA 2: BASIC SERVICE DELIVERY

8.1 4.PAVING OF ROADS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH21	Scotia internal street	To upgrade a road from gravel to paved road	Number of kilometres of Scotia internal street paved	Designs	0.8km	0 km	0.8km	Delayed start of project caused by objections from the community, high water table and protected tables along alignment of road at Scotia	Community concerns resolved and Environmental Compliance Officer appointed	Not Achieved	Certificate of completion
		BUDGET (R)			**8 ,800, 000**	**7,301,177.08**	**1,498,822.92**				
TECH22	Makgaung internal street	To upgrade a road from gravel to paved road	Number of kilometres of Makgaung internal street paved	Designs	0.5km	0 km	0.5km	Contractor delayed in submission of contractual documents hence the delay in commenceme	Contractor made commitments to speed up construction	Not Achieved	Certificate of completion

								nt of the project			
		BUDGET (R)			**5, 700, 000**	**5,741,664.57**	**-41,664.57**				

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2022/23 Baseline**	**2023/24 Target**	**Actual Performance**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Portfolio of Evidence**
TECH23	Mashoshing internal street	To upgrade a road from gravel to paved road	Number of kilometres of Mashoshing internal street paved	0.56km	1.9km	1.13km	0.77km	Hard rocks were encountered and blasted using chemicals but the blasting resulted in cracks	Additional scope of work and project to be completed by the 31 December 2024	Not Achieved	Progress Report
		BUDGET (R)			**12,300,000**	**12,299,314.02**	**685.98**				
TECH24	Sedawa internal street	To upgrade a road from gravel to paved road	Number of kilometres of road bed of Sedawa internal street completed	Consultant appointed	0.8km road bed	2.5km road bed completed	1.7km road completed	Contractor did additional work	None	Achieved	progress report

		BUDGET (R)			**2,000,000**	**2,000,000**	**0**				

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2022/23 Baseline**	**2023/24 Target**	**Actual Performance**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Portfolio of Evidence**
TECH25	Essex road	To upgrade a road from gravel to paved road	Number of kilometres of Essex road paved	Consultant appointed	0.5km	0 km	0.5km	Contractor delayed in submission of contractual documents hence the delay in commencement of the project	Contractor made commitments to speed up construction	Not Achieved	Certificate of completion
		BUDGET (R)			**13,000,000**	**12,861,672.57**	**938,327.43**				
TECH26	Lorraine – Bellville – Nkopedjie access road	To upgrade a road from gravel to paved road	Number of kilometres of road bed of Lorraine-Bellville-Nkopedjie completed	Consultant appointed	0.5km road bed completed	0.9km road bed completed	0.4km road completed	Contractor did additional work	None	Achieved	Progress report
		BUDGET (R)			**1, 000 ,000**	**0**	**1,000,000**				

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH27	Madeira access road	To upgrade a road from gravel to paved road	Number of kilometres of road bed of Madeira access road completed	Consulted appointed	1 km road bed	0 km road bed	1 km road bed	Community protest	Community concerns resolved through the Interventions by stakeholders and project underway	Not achieved	Progress report
		BUDGET (R)			**5,000,000**	**0**	**5,000,000**				
TECH28	Shikwane access road	To upgrade a road from gravel to paved road	Number of kilometres of Shikwane access road paved	Contractor appointed	2km	0.6km	1.4 km	Subsurface water discovered during constructio n which delay the project	Additional application for funding made from MIG to add subsurface drainage	Not achieved	Completion certificate
		BUDGET (R)			**22,738,826**	**17,132,910.01**	**5,605,915.99**				

8.2 ROAD SURFACING

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH15	Mabins cross access road	To upgrade a road from gravel to surfaced road	Number of kilometres of Mabins cross road surfaced	2.4km	1.4km	1.7km	0.3km	There was a request from Mametja Traditional Authority and community for an additional road to Mametja clinic	None	Achieved	Completion certificate
		BUDGET (R)			**16,450,000**	**17,756,898.79**	**-1,306,898.79**				
TECH16	Sofaya to Mahlomelong access road phase 2	To upgrade a road from gravel to surfaced road	Number of kilometres of Sofaya to Mahlomelong access road surfaced	0.684km	2.5km	1.62km	0.88km	Plants breakdowns	New plants hired and project to be completed by the 30th of November 2024	Not achieved	Completion certificate
		BUDGET (R)			**20,000 ,000**	**18,501,710.63**	**1,498,289.37**				

4.8.3 REHABILITATION OF ROADS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH17	Rehabilitation of Ga-Sekororo access road	To rehabilitate a road	Number of kilometres of Ga-Sekororo access road rehabilitated	1.066km	0.2km	0.2km	None	None	None	Achieved	Certificates of completion
		BUDGET (R)			**5,500,000**	**5,532,694.01**	**-17,305.99**				
0TECH18	Rehabilitation of Metz access road	To rehabilitate a road	Number of kilometres of Metz access road rehabilitated	2km	2km	5.5 km	3.5km	Additional scope of work for 3.5km done	None	Achieved	Certificate of completion
		BUDGET (R)			**8, 100, 000**	**8,083,733.74**	**16,266.26**				
TECH19	Rehabilitation of Kampersrus internal street	To rehabilitate a road	Number of kilometres of Kampersrus internal street rehabilitated	0.180km	0.45km	1.044km	0.594km	Additional scope of work for 0.594km done	None	Achieved	Certificate of completion
		BUDGET (R)			**3,000,000**	**2,232,498.04**	**767,501.96**				

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH20	Rehabilitation of Lorraine access road	To rehabilitate a road	Number of kilometres of road bed of Lorraine access road completed	Consultant appointed	0.8km road bed	0 km road bed	0.8km road bed	There was a delay in appointment of contractors due to the suspension of the Municipal Manager	Expedite completion of the work as the contracted was appointed	Not achieved	Progress report
		BUDGET (R)			**4, 100, 000**	**4,078,035.79**	**21,964.21**				

4.8.4 DEVELOPMENT OF DESIGNS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH33	Lorraine-Belleville-Nkopedji access road	To develop designs in order to upgrade road from gravel to pave	Number of designs for Lorraine-Belleville-Nkopedji access road developed	Consultant appointed	1	1	None	None	None	Achieved	Designs
		BUDGET (R)			**1,000,000**	**0**	**1,000,000**				
TECH34	Rehabilitation of Lorraine access road	To develop designs in order to upgrade road from gravel to pave	Number of designs for Rehabilitation of Lorraine access road developed	Consultant appointed	1	1	None	None	None	Achieved	Designs
		BUDGET (R)			**4,100,000**	**4,078,035.79**	**21,964.21**				
TECH29	Bismarck access road	To develop designs in order to upgrade road	Number of designs for Bismarck	Consultant appointed	1	1	None	None	None	Achieved	Designs

		from gravel to pave	access road developed								
		BUDGET (R)			**200,000**	**0**	**200,000**				
TECH31	Molalane access road	To develop designs in order to upgrade road from gravel to pave	Number of designs for Molalane access road developed	Consultant appointed	1	1	None	None	None	Achieved	Designs
		BUDGET (R)			**2,000,000**	**1,953,227.13**	**46,772.87**				
TECH30	Sedawa access road	To develop designs in order to upgrade road from gravel to pave	Number of designs for Sedawa access road developed	Consultant appointed	1	1	None	None	None	Achieved	Designs
		BUDGET (R)			**2,000,000**	**2,000,000**	**0**				
TECH32	Madeira access road	To develop designs in order to upgrade road from gravel to pave	Number of designs for Madeira access road developed	Consultant appointed	1	1	None	None	None	Achieved	Designs
		BUDGET (R)			**5,000,000**	**5,000,000**	**0**				

4.8.5 REPAIRS, MAINTENANCE OF ROADS AND BRIDES AND OTHER MUNICIPAL INFRASTRUCTURES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
TECH36	Electrical assets	Ensure the maintenance of municipal electrical assets	Number of electrical assets maintained	64	300	83	217	Only 83 electrical assets required maintenance during the financial year	None	Not achieved	Quarterly Maintenance reports
		Budget (R)			**300,000**	**184,990.96**	**115,009.04**				
COM07	Speed machine	Ensure the maintenance of speed machines	Number of speed machines maintained	2	2	2	None	None	None	Achieved	Quarterly Maintenance reports
		Budget (R)			**50,000**	**27,556**	**22,444**				
TECH35	Roads signs	Erection of road signs	Number of road signs erected	New	15	24	9	Work was done internally	None	Achieved	Progress report
		Budget (R)			**300,000**	**0**	**300,000**				

4.8.6 OFFICE EQUIPMENTS

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP28	IT Equipments	To purchase lap tops	Number of laptops purchased	50 laptops	40 laptops	55 laptops	15 laptops	Additional requests made and sufficient budget available	None	Achieved	Delivery note and invoice
		Budget (R)			**2,000.000**	**1,209,391.89**	**790,608.11**				
CORP29	Office Furniture	To purchase office furniture	Number of office furniture purchased	0	315x various office furniture purchased	325x various office furniture purchased	10x various office furniture purchased	Additional need for 8 of stella 2-way rectangular desk & 2 of stella 4-way rectangular desk	None	Not Achieved	Delivery note and invoice
		Budget			**1,000,000**	**821,500**	**178,500**				
CORP25	Air conditioners	Purchasing of air conditioners	Number of air conditioners purchased	5	5	6	1	Additional need of an air conditioner	None	Achieved	Delivery note and invoice
		Budget (R)			**200,000**	**165,215.94**	**34,784.05**				

CORP30	Office equipment	Office equipment purchasing office equipment	Number of office equipment purchased	0	5	2	3	Delay in purchasing the remaining office equipments	Adherence to procurement plan on purchase of office equipments	Not achieved	Delivery note and invoice
		Budget (R)			**1,00,000**	**50,790.89**	**49,209.11**				
CORP26	Vehicles	Ensure that vehicles are purchased	Number of vehicles purchased	0	3	2	1	The service provider, terminated the contract and was unable to deliver due to lower quote	Cherry picker to be delivered in the next FY	Not achieved	Delivery note and invoice
		Budget (R)			**7,500, 000**	**5,650,993.57**	**1,849,006.43**				
COM08	Plant and equipment	Purchasing of plant and equipment	Number of plant and equipment purchased	New	10	112	102	The budget was sufficient to purchase additional plant and equipment	None	Achieved	Delivery note and invoice
		Budget (R)			**150,000**	**65,329.59**	**84,670.41**				**Invoices**
CORP27	Software	Regular upgrading of software	Number of softwares upgraded	3	2 (mun soft and VIP	2	2	None	None	Achieved	Quarterly reports

		Budget (R)			**0**	**0**	**0**				

4.9 LOCAL ECONOMIC DEVELOPMENT

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2022/23 Baseline**	**2023/24 Target**	**Actual Performanc e**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Portfolio of Evidence**
SPED10	K2C support	Ensure that K2C programs are supported	Number of K2C programs supported	2	2	5	3	Additional programs supported	None	Achieved	Quarterly reports
		Budget (R)			**100,000**	**2,454.96**	**97,545.04**				
SPED11	LED Forums	Ensure that LED forums are supported	Number of LED forums supported	New	2	2	None	None	None	Achieved	Quarterly reports
		Budget (R)			OPEX						

4.10 FINANCIAL VIABILITY (BUDGET & REPORTING)

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO19	MFMA Reports	To ensure compliance with budget and reporting regulations	Number of S71 reports submitted to the Mayor and Treasury within 10 working days of the start of the month	12 MFMA Reports	12	12	None	None	None	Achieved	Monthly reports
BTO20			Number of S52 reports submitted to Council within 30 days of the end of each quarter	4 MFMA Statutory Reports	4	4	None	None	None	Achieved	Quarterly reports
BTO21			Number of S72 reports submitted to Council and provincial treasury after assessment by the accounting officer by 25 January	1 Mid-year report (S72)	1	1	None	None	None	Achieved	Mid-year report
			BUDGET (R)		**OPEX**						

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
BTO22	MFMA Reports	To ensure compliance with budget and reporting regulations	Number of annual financial statements submitted to A-G within the prescribed timeframes	1	1	1	None	None	None	Achieved	AFS
BTO24			Number of annual performance reports submitted to A-G within the prescribed timeframes	1	1	1	None	None	None	Achieved	APR
BTO23			Number of Adjustment Budget reports submitted to Council in terms of S28	1	1	1	None	None	None	Achieved	Adjusted Budget
BT025	Fleet Manage ment	Ensure effective and efficient utilization of fleet	Number of fleet management reports submitted to council	12	12	12	None	None	None	Achieved	Fleet Management Quarterly Reports
			BUDGET (R)		**OPEX**						

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.11. OTHER COUNCIL ACTIVITIES

Project Number	Project Name	Measurable Objectives	Performance Indicator	2022/23 Baseline	2023/24 Target	Actual Performance	Variance	Reasons for variance	Measures taken to improve performance	Verified Actual Performance	Portfolio of Evidence
CORP31	Mayoral Bursary Fund	Provide requisite support to needy leaners	Number of leaners supported	11	11	15	4	Budget allowed for awarding to 4 additional deserving learners.	None	Achieved	Quarterly Reports
			BUDGET (R)		**1,700,000**	**1,327,526.87**	**372,743.13**				
COM09	Licensing and administration	Monitor and oversee implementation of daily Licensing	% monitoring of daily licensing	100%	100%	100%	None	None	None	Achieved	Quarterly Reports
COM 10	Traffic and law enforcement	Monitor compliance to Traffic and law enforcement regulation	% compliance to traffic and law enforcement regulations	100%	100%	100%	None	None	None	Achieved	Quarterly Reports

COM11	Thusong centre services	ensure that Thusong services delivered are fully operational and effective	% of effectiveness of services provided at Thusong centre	100%	100%	100%	None	None	None	Achieved	Quarterly Reports
			BUDGET (R)		**OPEX**						

4.12 OCCUPATIONAL HEALTH AND SAFETY (OHS)

Project Number	**Project Name**	**Measurable Objectives**	**Performance Indicator**	**2021/22 Baseline**	**2022/23 Target**	**Actual Performance**	**Variance**	**Reasons for variance**	**Measures taken to improve performance**	**Verified Actual Performance**	**Required Portfolio of Evidence**
CORP32	OHS	Ensure safe and healthy working environment	Number of in-year compliance reports on OHS generated	4	4	4	None	None	None	Achieved	Quarterly Reports
			BUDGET (R)		**300,000**	**138,548.10**	**161,415.90**				

4.13 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
Daily double trading 205 cc	Provision of waste removal and landfill site management services for a period of three years	29/04/2023	In-progress	28 945 123,20	Good
DTM consulting	MFMP Training for a period of three years	09/12/2022	In-progress	2 803 125,00	Good
KMT security & events management	Provision of Security Services for period of three years	30/11/2020	Completed	49 972 790,84	Good
KMT security & events management	Provision of Security Services for period of three years	27/11/2023	In-progress	90 002 066,55	Good
Anaka group	Leasing of Photocopying Machines for a period of 3 years	26/11/2021	In-progress	2 967 965,78	Good
Affordable Appraisals and property solutions	General Valuation roll 2023-2028 and Supplementary Valuation Roll	03/11/2022	In-progress	679 490,00	Good
kunene Makopo risk solution	Supply of insurance brokerage for a period of three years	2022-07-09	In-progress	5 202 117,96	Good

GAAP MASTER	Provision of internal audit services for a period of three years	03/03/2023	In-progress	3 001 263,14	Good
PK Financial services	Appointment of service provider for VAT recovery for a period of three years	26/04/2021	In-progress	As per tender rates	Good
SEMPRO Consulting	Compilation and review of MSCOA, GRAP Asset register for three years	04/08/2021	In-progress	6 250 000,00	Good
KOTH Properties Consultants	Compilation and maintenance of general valuation roll 2023-2028-30 June	01/10/2021	In-progress	1 180 000,00	Good
Pfukani - Kusile Consulting	Review of Spatial Development	09/12/2022	In-progress	904 482,50	Good
Mampudi Holdings pty ltd	Provision of Electronic performance system	01/09/2021	In-progress	5 931 046,80	Good
CORPMD Consulting	Preparation and Review of Financial Statements	30/03/2023	In-progress	3 770 585,50	Good
Marketing Three Sixty (PTY) LTD/ Fresh Apple	Panel of service providers to do advertising	11/11/2021	In-progress	As per tender rates	Good
Nsukay Trading	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Martmol Trading	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Issah Trading	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good

Makgetsi Construction	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Muvuti Projects	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Sekaka Electrical	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Ndumikamandla Trading	Panel for Road Maintenance Material	08/12/2022	In-progress	As per tender rates	Good
Gumela General Dealer and Projects	Computer Literacy Training	20/06/2024	In-progress	250 000,00	Good
Gumela General Dealer and Projects	First Aid Training	20/06/2024	In-progress	250 000,00	Good
White Hall Trading and Projects 64	Supply and Delivery of Personal Protective Clothing for Traffic Officials	20/06/2024	In-progress	295 593,47	Good
BMW South Africa Pty Ltd	Supply and Delivery of vehicle	28/06/2024	In-progress	640 310,00	Good
KVE Trading and Projects (PTY) Ltd	Supply and Delivery of Slasher	20/06/2024	In-progress	95 000,00	Good
CHM Vuwani Computer Solutions (PTY) Ltd	Supply, Delivery and Installation of Server Equipment	20/05/2024	In-progress	249 811,63	Good
Matl Enterprises (PTY) LTD	Supply and Fitment of Vehicle Tyres, Puncture Repair, Wheel Balancing and Alignment	12/06/2024	In-progress	-	Good
White Hall Trading and Projects 64	Supply and Delivery of Municipal Branded Materials	30/05/2024	In-progress	197 058,25	Good
Ghonya Trading & Projects (PTY) LTD	Supply and Delivery of Laptops	10/05/2024	Completed	195 000,00	Good

Microsoft office 365	Microsoft office 365 software	2022-12-09	In-progress	3 431 801,61	Good
Vodacom Business	Supply and Delivery of 35 Mobile Devices and Data Solutions	2024-05-04	In-progress	690 649,75	Good
Mokgofe (PTY) LTD	Fencing of Hlohlokwe Graveyard	07/06/2024	Completed	396 456,00	Good
SDLR (PTY) LTD	Fencing of Turkey Zone 1 Graveyard	07/06/2024	Completed	397 430,00	Good
Lerumo la Batho General Trading	Fencing of The Oaks Graveyard	07/06/2024	Completed	396 456,00	Good
Yullmat (PTY) LTD	Fencing of Makgaung Community Hall	07/06/2024	Completed	398 090,00	Good
Mahlogonolo Trading and Projects	Fencing of Worcester Graveyard	07/06/2024	Completed	398 900,00	Good
Dippression Trading and Projects CC	Supply and Delivery of Water and Sanitation Material	08/05/2024	Completed	1 699 482,65	Good
Pfukani - Kusile Consulting	Ga - Mongatane / Scortia Township Proclamation	06/02/2024	Completed	1 482 350,00	Good
Bolombe 82 Trading and Projects	Supply and Delivery of Garden Waste Removal Truck with Gripper	06/02/2024	Completed	4 498 765,00	Good
Umhlaba Consulting Group	Procurement of Valuation System	05/06/2024	In progress	1 458 626,88	Good
Baduzah Trading Enterprise	Supply and Delivery of Office Furniture	06/06/2024	Completed	996 475,00	Good
Shorts Nissan CC	Supply and Delivery of Tipper Truck	27/05/2024	Completed	1 999 877,60	Good
Ghonya Trading & Projects (PTY) LTD	Supply and Delivery of Laptops	26/06/2023	Completed	990 000,00	Good

Jakhuso Enterprise CC	Supply and Installation of Air Conditioners	06/11/2023	Completed	189 998,33	Good
Marakapula Trading and Projects	Supply and Installation of Curtains and Blinds	06/11/2023	Completed	179 340,00	Good
Mchunu T Squared Trading (PTY) LTD	Supply, Delivery and Fitment New Tyres	06/11/2023	Completed	125 189,22	Good
Mobilicious Trading and Projects (PTY) LTD	Supply and Delivery of Protective Clothing and Footwear for EPWP	27/06/2024	Completed	198 000,00	Good
Lililalethu Trading	Supply and Installation of Solar Energy: Main Building	21/12/2023	Completed	1 166 937,20	Good
Ndzalo Corporation	Supply and Installation of Solar Energy: Traffic and Marikana	21/12/2023	Completed	715 357,50	Good
Semodi Trading (PTY)LTD	Supply and Installation of Solar Energy: Thusong and Butswana	21/12/2023	Completed	763 324,32	Good

4.14 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	29.04.2023	Daily waste collection (continuous)	R 28 945 123,20	Good
Mopani District Municipality	Water provisioning	01.01.2010	Daily provision of water	Maruleng Municipality collects on behalf of Mopani District Municipality	Fair

4.15 MEASURES TAKEN TO IMPROVE PERFORMANCE

Municipal Systems Act, No.32 of 2000 Section 46 (1) (c) stipulates that a municipality must prepare for each financial year a performance reflecting measures taken to improve performance. Below are the measures to improve performance.

- Implementation of Audit Action Plan.
- Compliance to Procurement Plan.
- Implementation of recommendations from the Internal Audit Unit and Audit Committee.
- Monitoring the implementation of corrective measures taken as per commitments made in the quarterly on the non-performed targets.

4.16 COMPARISON OF 2022/23 AND 2023/24 PERFORMANCE

Municipal Systems Act, No.32 of 2000 Section 46 (1) (b) stipulates that a municipality must prepare for each financial year a performance reflecting the comparison of the performance referred to paragraph (a) with targets set for and performance in the previous year. Below is the comparison of the 2022/2023 and 2023/2024.

A SUMMARY OF COMPARISON OF ANNUAL PERFORMANCE FOR 2022/23 AND 2023/24 FINANCIAL YEARS RESPECTIVELY

	2022/23 FINANCIAL YEAR			2023/24 FINANCIAL YEAR		
KEY PERFORMANCE AREA	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**	**NO.TARGETS**	**ACHIEVED**	**NOT ACHIEVED**
Spatial Rationale	4	4	0	6	6	0
Basic Service Delivery And Infrastructure Development	44	26	18	53	33	20
Local Economic Development	5	2	3	4	4	0
Financial Viability	23	17	7	24	15	9
Good Governance And Public Participation	30	26	4	29	26	3
Municipal Transformation And Organization Development	22	18	4	19	17	2
Total	**128**	**93**	**35**	**135**	**101**	**34**

	72.6%	**74.8%**

The overall performance recorded during the 2023/2024 FY indicates 74.8% **(101 out of 135 indicators)** achievement, which is a better performance compared from the previous year. The municipality's 2023/2024 performance has increased by 2.2% compared to the 2022/2023 financial year performance of **72.6% (93 out of 128).** Challenges and action plans for the non-achievement have been outlined in the detailed organisational annual performance.

The following observations were made from comparative information reflected above:

- Spatial Rationale maintained its 100% status on both financial years
- Basic Services and Infrastructure and Service Delivery the municipality performed at 60% which remains a great concern
- Local Economic development performance performed better for the year under review compared to the previous financial year
- Financial viability and management also regressed in the year under review compared to the previous financial year
- Good Governance and Public Participation performed better in the year under review compared to the previous financial year
- Municipal transformation and organisational development performed better in the year under review compared to the previous financial year

CHAPTER 5: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

5. MUNICIPAL PERSONNEL

The municipality annually develops a Workplace Skills Plan to ensure effectiveness and efficiency within the organization as far as service delivery is concerned. During the budget process the municipality made provision for the training of employees to enhance their skills level.

- The employees are also provided with necessary tools and the employer ensures that they are working in a safe environment.
- The municipality has an employee programme in place in place, in which employees are being assisted from time to time.
- The municipality has developed and adopted appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel. Administration. These include amongst others policies on recruitment, selection, training, discipline, performance management and the staff retention.
- Inductions are conducted as and when staff is appointed, and workshop for all employees is conducted once every year.
- The municipality reviewed its organisational structure due to the changes in business process and the changing environment.

5.1 Post Establishment Report for the 2023/24 Financial Year

For the period under review the municipality had 267 positions as per the approved organisational structure. 193 filled which amounts to 72.28 % and 74 vacant which represents 27.2 %. These numbers meant that the municipality was able to fulfil its constitutional mandate as reflected below.

Post Establishment Report for the 2022/23 Financial Year			
Department	**Total number of positions**	**Number of filled positions**	**Number of vacant positions**
Office of the Municipal Manager	17	12	5
Corporate Services	45	39	6
Budget and Treasury	38	33	5
Community Services	88	54	34
Technical Services	61	40	21
Spatial Planning and Economic Development	18	15	3
TOTAL	267	193	74

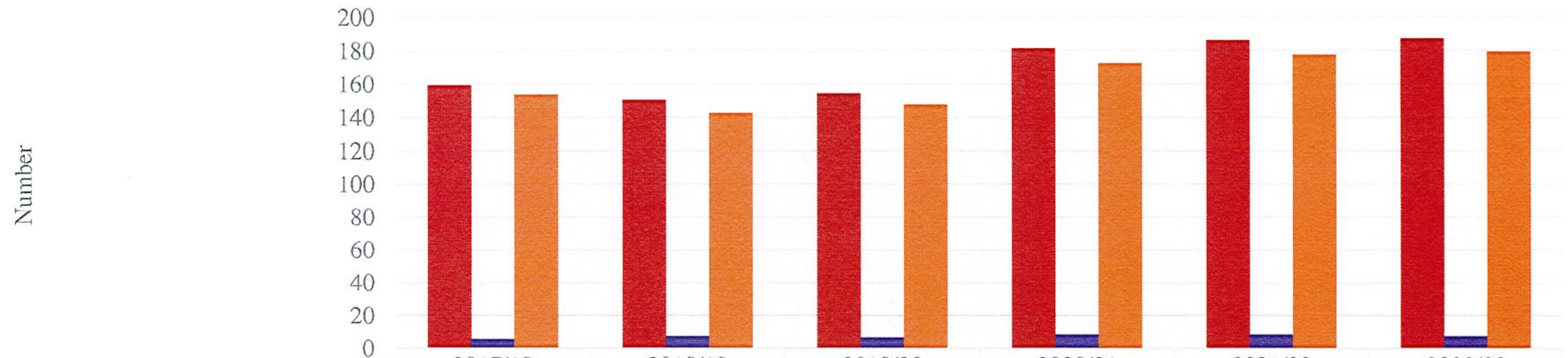
MLM Staff compliment

Financial Year	Approved Posts	Filled	Vacant	Vacancy rate %
2019/20	208	182	26	12.5%
2020/21	276	187	89	32.14%
2021/22	272	188	84	30.88%
2022/23	267	191	76	28.46%
2023/24	267	193	74	27.72%

Source: MLM Organizational Structure

The vacancy rate within MLM clearly indicates that the municipality will have the capacity at 72.28% to deliver on its mandate if the data was to be interpreted directly. However, possibilities may arise wherein the structure may not be aligned to the strategy which will hinder the performance of the municipality. The analysis of its human capital assist to review and align the structure with the strategy of the municipality. The one thing that has been proven to be consistent within the municipality, is the ability to retain its staff. The figure below highlight the staff turnover of the municipality.

Figure 12: Staff Turnover



	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Total Staff	160	151	155	182	187	188
Total resigned	6	8	7	9	9	8
Total remained in the municipality	154	143	148	173	178	180

Source: MLM Organizational Structure

The staff turnover was high in 2020/21 and 2021/22 but declined in 2022/23 and 2023/.24. In this regard, the municipality is able to retain its institutional memory but it must not allow complacency to creep in as that may compromise capacity. The municipality only witnessed 5 resignations for the period under review.

5.2 Workforce Profile

5.2.1 Occupational Levels

Occupational Levels											
Occupational Levels	**Male**				**Female**				**Foreign Nationals**		**Total**
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	**Male**	**Female**	
Top Management					**1**						**1**
Senior Management	**3**				**1**						**4**
Professional Qualified and Experienced Specialists and Mid-Management	**10**				**13**					**1**	**24**
Skilled Technical and Academically Qualified Workers, Junior Management , Supervisors, Foreman and Superintendents	**33**				**26**					**1**	**60**
Semi-Skilled and Discretionary Decision Making	**29**				**26**						**55**
Unskilled and Defined Decision Making	**28**				**25**						**49**
Total Permanent	**101**				**91**					**1**	**193**
Temporary Employees	**27**				**43**						**70**
Grand Total	**130**				**136**					**1**	**267**

5.2. 3 Workforce Expenditure

Category of employees	Total Expenditure	% of expenditure
S54 & 56 Managers	**5,098,538**	**5,15%**
Other Employees	**93,808,442**	**94,85%**
Total employee expenditure	**98,906,980**	

Senior Managers

Designation	Annual Remuneration	Car Allowance	Performance Bonus	Other	Acting Allowance	Contributions to UIF, Medical and Pension Fund	Back Pay	Total Package
Municipal Manager	1,319,298	39,069	85,900	20,340	46,229	14,589	-	**1,319,298**
Chief Finance Officer	563,855	136,616	161,152	18,645	-	-	-	**563,855**
Director Community Services	748,295	17,036	60,130	20,340	-	175,549	-	**1,021,350**
Director Corporate Services	702,397	233,890	-	20,340		11,936		**968,563**
Director Spatial Development and Planning	722,073	161,036	-	20,340	-	58,187		**962,036**

Councillors

Designation	**Annual Remuneration**
Mayor	967,383
Executive Committee Members	2,643,454
Speaker	754,425
Councillors Part Time	7,150,553
Councillors Full Time	460,984
Total	**11,976,799**

5.2.4 Pension Funds

- Municipal Employees Pension Fund **(MEPF)**
- Municipal Gratuity Fund **(MGF)**
- National Fund for Municipal Worker **(NFMW)**
- Consolidated Retirement Fund **(CRF)**

5.2.5 Medical Aid Schemes

a) LA Health
b) Key health
c) Bonitas
d) SAMWUMED
e) Hosmed

5.3 Capacitating Municipal Workforce

The Municipality afford employees an opportunity to attend trainings that are provided by sector departments and also training employees to acquire necessary skills from time depending on the availability of budget for trainings. Annually a skill gap analysis is conducted, workplace skills plan developed, and trainings provided in terms of the workplace skills plan. Employees are also continuously sent to workshops, seminars etc. to improve their capacity

IMPLEMENTED TRAININGS

Name of Intervention	No. of Beneficiaries	Training Provider	Funding	Status
MFMP	28	DTM Consulting	Own Funding	continuing

5.4 MFMA IMPLEMENTATION REPORT: MUNICIPAL REGULATIONS ON MINIMUM COMPETENCY

DESCRIPTION	TOTAL NUMBER OF OFFICIALS EMPLOYED BY MUNICIPALITY	TOTAL NUMBER OF OFFICIALS WITH MINIMUM COMPETENCY
Financial officials	29	18
Accounting Officer	1	1
Chief Finance Officer	1	1
Senior Managers & Managers	3	2
Supply chain management	3	3
TOTAL	**37**	**25**

5.5 INJURIES, SICKNESS AND SUSPENSION

ITEM	2022/23 Report
Injuries	5
Sick Leaves taken	542
Suspension	2

5.6 PERFORMANCE REWARDS

An assessment for officials other than S56 managers was conducted for 2021/22 financial year and performance bonuses paid to 162 officials.

5.7 LIST OF ALL POLICIES FOR 2022/23 FINANCIAL YEAR

NO.	NAME OF THE P0LICY	DEPARTMENT	STATUS OF THE POLICY
1	Supply Chain Management Policy	Budget and Treasury Office	Approved
2	Credit Control and Debt Collection Policy	Budget and Treasury Office	Approved
3	Banking and Investment Policy	Budget and Treasury Office	Approved
4	Tariff Policy	Budget and Treasury Office	Approved
5	Indigent Policy	Budget and Treasury Office	Approved
6	Inventory & assets management policy and procedures	Budget and Treasury Office	Approved
7	Writing off of irrecoverable Debt	Budget and Treasury Office	Approved
8	Unknown Deposit Policy	Budget and Treasury Office	Approved
9	Unauthorised , irregular, fruitless and wasteful expenditure policy	Budget and Treasury Office	Approved
10	Budget policy	Budget and Treasury Office	Approved
11	Rates policy	Budget and Treasury Office	Approved
12	Credit control policy	Budget and Treasury Office	Approved
13	Credit control by-law	Budget and Treasury Office	Approved
14	Write-off policy	Budget and Treasury Office	Approved
15	Asset management policy	Budget and Treasury Office	Approved
16	Fleet management policy	Budget and Treasury Office	Approved
17	Revenue enhancement policy	Budget and Treasury Office	Approved
18	Debt incentive Scheme Policy	Budget & Treasury Office	Approved (new)

19	Use of Municipal Recreational Facilities	Community Services	Approved
20	Waste Management Policy	Community Services	Approved
21	Noise Management Policy	Community Services	Approved
22	Informal Street Trading By-law	Community Services	Approved
23	Maruleng Environment Parks, Gardens and Public Open Space	Community Services	Approved
24	Sports and Recreational Activities Policy	Community Services	Approved
25	Animal Pound by-law	Community Services	Approved
26	Library Policy	Community Services	Approved
27	Cemetery and Crematorium Policy	Community Services	Approved (new)
28	EPWP Policy	Technical Services	Approved
29	Communication Strategy	Municipal Manager	approved
30	Delegation of Powers	Municipal Manager	approved
31	PMS Framework	Municipal Manager	approved
32	Gift, Donations and Sponsorship Policy	Municipal Manager	approved
33	Ethics Management Policy	Municipal Manager	Approved (new)
34	LIBRA	SPED	Approved
35	Building Regulations	SPED	Approved
36	Property Rates Policy and By-Law	SPED	Approved
37	SPLUMA By-Law	SPED	Approved
38	LUMS	SPED	Approved
39	Leave Policy	Corporate Services	Approved

40	Overtime Policy	Corporate Services	Approved
41	Career Management and Retention Policy	Corporate Services	Approved
42	Car, Subsistence and Travelling Policy	Corporate Services	Approved
43	Succession Planning Policy	Corporate Services	Approved
44	Employees Bursary Policy	Corporate Services	Approved
45	Community Bursary Policy	Corporate Services	Approved
46	Recruitment and Selection Policy	Corporate Services	Approved
47	Cellular Phone Policy	Corporate Services	Approved
48	OHS Policy	Corporate Services	Approved
49	Public Training and Development	Corporate Services	Approved
50	HR Committee Policy	Corporate Services	Approved
51	Public Participation Strategy	Corporate Services	Approved
52	Danger Allowance Policy	Corporate Services	Approved
53	Out of pockets expenses for Ward Committees	Corporate Services	Approved
54	Guidelines on establishment of Ward Committees	Corporate Services	Approved
55	Records Management	Corporate Services	Approved
56	Personal Protective Equipment and Procedures	Corporate Services	Approved
57	ICT User Account Management Policy	Corporate Services	Approved
58	Notebook and Laptop Policy	Corporate Services	Approved
59	Internet Acceptable User Policy	Corporate Services	Approved
60	ICT Firewall Policy	Corporate Services	Approved

61	Electronic Mail Acceptable User Policy	Corporate Services	Approved
62	ICT Firewall Policy	Corporate Services	Approved
63	Electronic Mail Acceptable Policy	Corporate Services	Approved
64	ICT Security Policy	Corporate Services	Approved
65	ICT Equipment Usage Policy	Corporate Services	Approved
66	ICT Change Management Policy	Corporate Services	Approved
67	ICT Procedure and Manual Policy	Corporate Services	Approved
68	Password Policy	Corporate Services	Approved
69	Backup Policy	Corporate Services	Approved
70	Terms of reference for the ICT Steering Committee	Corporate Services	Approved
71	Sexual Harassment Policy	Corporate Services	Approved (new)
72	Attendance and Absenteeism Policy	Corporate Services	Approved (new)
73	Ill Health Policy	Corporate Services	Approved (new)
74	Organizational Design Policy	Corporate Services	Approved (new)

CHAPTER 6: FINANCIAL PERFORMANCE

6.1 Financial Health Status

The municipality had total revenue of **R 466 908 887** in 2023/24 when compared to **R 404 958 578** in 2022/32. This marked an increase of **R61 950 309 (3.63%)** when compared to the 2022/23 financial year. The municipal revenue is categorized into internal and external sources. The internal sources of revenue contributed **R 219 040 967** which is **46.91%** of the total revenue while external sources contributed 53.09% of the total revenue at **R247 867 920 i.e. R151 988 136** (operational revenue) and **R 95 879 784 (MIG allocation for 2023/24** -capital revenue).

Total expenditure for the 2023/24 stood at R **292 173 217 which** illustrate an increase of **R42 129 793 (14.42%)** when compared to **R250 043 424** in 2022/23. The distribution of expenditure is **R93 046 234 (31.85%)** for employee's related costs, **R 69 129 332 (23.66%)** on general cost while councillors' remuneration stood at **R11 976 799 (4.10%).** The overall expenditure led to a surplus of **R174 997 117** comparison to a surplus **of R154 678 909** in 2022/23 financial year. It is further recommended that this section be read together with the Annual Financial Statements.

The above information depicts a healthy financial status for the municipality

6.2 STATEMENT OF FINANCIAL PERFORMANCE

REVENUE

REVENUE FROM EXCHANGE TRANSACTIONS			
	Note (s)	**2024**	**2023**
Service Charges	22	5,385,733	4,923,218
Rental of facilities and equipment		471,067	431,214
Interest received (trading)		409,602	770,923
Agency services	23	3,000,479	2,966,300
Licenses and permits	24	2,835,278	2,860,584
Reversal of impairment of assets		-	16,934
Other revenue	28	4,704,684	4,712,359
Interest received- investment	29	11,054,983	8,336,552
Total revenue from exchange transactions		**27,861,826**	**25,081,084**
REVENUE FROM NON-EXCHANGE TRANSACTIONS			
Property rates	30	172,692,071	126,265,039
Donation of assets	25	-	7,357,196
Fines, penalties and forfeits	26	869,800	1,062,500
Interest on receivable	27	17,701,824	13,119,970
Transfer Revenue			
Government grants and subsidies	31	247,867,920	231,843,867
Total revenue from non-exchange transactions		**439,131,615**	**379,648,572**
Total revenue	**18**	**466,993,441**	**404,666,656**

EXPENDITURE

	Note (s)	2024	2023
Employee related costs	32	(93, 046,234)	(87,345,949)
Remuneration of councillors	33	(11,976,799)	(11,819,769)
Depreciation and amortisation	34	(33,443,674)	(27,708,454)
Finance costs	35	(1,918,767)	(1,429,307)
Debt impairment	37	(38, 429,072)	(25,643,166)
Contracted services	39	(44,409,756)	(33,902,671)
General expenses	38	(70,365,872)	(62,302.,891)
Total Expenditure		**(292,892,909)**	**(250,152,207)**
Operating surplus		**174,100,532**	**154,515,449**
Loss on disposal of assets and liabilities		(277,255)	(1,518,565)
Fair value adjustments	41	699,849	344,884
Actuarial gains/losses	9	(135,026)	937,436
Impaired loss		(26,121)	
		261,447	**(236,245)**
Surplus for the year		**174,361,979**	**154,,278,204**

GRANTS

Details	Dora Allocation 2023/24	Funds Withheld	Additional Funding	Roll over	Received this year	Expenditure
Equitable Shares	164,988,000	-	-	-	164,988,000	164,988,000
Finance Management Grant	1,850,000	-	-	-	1,850,000	1,850,000
Municipal Infrastructure Grant	31,372,000	(2,098,000)	65,000,000	16,144,864	95, 879,784	79,734,920
Expanded Public Works Program	1,295,000	-	-	-	1,295,000	1,295,000
Total Received	**199,505,000**	**(2,098,000)**	**65,000,000**	-	**R247 867 920**	**246,572,290**

7. CONCLUSION

In conclusion on behalf of the management and staff, we appreciate the community willingness to see the municipality improving its governance systems and accelerate quality service delivery at a required speed for better lives for all. Further applaud the working relations with municipal organized labour i.e. SAMWU and IMATU during the period under review.

SIGNED BY:

DR. S.S SEBASHE
ACTING MUNICIPAL MANAGER
31 AUGUST 2024