MOGALAKWENA MUNICIPALITY
2024/2025
DRAFT ANNUAL REPORT

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COMPONENT A: MAYOR'S FOREWORD

MAYOR'S FOREWORD

I am proud to report that Mogalakwena Local Municipality has made significant strides in delivering on our commitment to improve the lives of our residents and enhance the quality of public services. Despite the many challenges we face, our collective dedication to progress and sustainability remains steadfast.

We have maintained an unqualified audit opinion from the Auditor-General for the 2024–2025 fiscal year, which is one of the highlights of this year's performance. This demonstrates our dedication to financial accountability, openness, and sound governance and confirms our continued efforts to handle municipal finances sensibly.

Municipality prioritised access to affordable, reliable, sustainable, and modern energy for all, as evidenced by electrification of 247 households in Morula view and Makapanes valley.

The municipality made a significant progress in infrastructure developments, this completion of Mahwelereng roads and stormwater, Marulaneng roads and stormwater, mini water scheme 13; Bakenburg mini water scheme and practical completion of the upgrading of swimming pools and Kroomkloof water treatment works.

The municipality set a total number of 74 targets for the 2024/2025 financial year and 63 of them were achieved, resulting in an impressive overall performance of 85%. This demonstrates our determination to implement the Service Delivery and Budget Implementation Plan (SDBIP) effectively, ensuring that we stay on track in our pursuit of the municipality's strategic plan.

In creating inclusive and well-coordinated investment opportunities for the growth of the economy, a total of 228 temporary employment was created through Expanded Public Work Programme and seven (7) business information sessions/trainings were conducted aimed at equipping local business owners and employees on with crucial skills in finance, management, tech, and governance to build resilience and compete locally and globally.

While we celebrate these accomplishments, we remain acutely aware of the challenges that lay ahead. Addressing development backlogs, managing economic restrictions, and reducing poverty remain top goals.

Finally, I would like to thank everyone who helped make this year's accomplishments possible. We have come a long way as a team, and we are in a strong position to keep improving Mogalakwena Municipality for all of its residents. Although there is still more work to be done, we are dedicated to raising our performance and fulfilling the demands of our stakeholders in the years to come.

CLLR NS TAUEATSOALA
THE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

Mogalakwena Municipality continues to deliver quality, equitable and sustainable municipal services to communities as per the mandate of local municipalities as prescribed in schedule 4B and 5B of the Constitution Act, 1996 (Act 108 of 1996).

It is great pleasure to present the municipality's achievements for the year under review. This year marks a watershed moment in numerous critical areas of performance. In our pursuit of a greater efficiency and effectiveness, the municipality successfully developed and finalized the Annual Financial Statements and Annual Performance Report, which were all created in-house. We take great delight in keeping an unqualified audit report, which encourage us to stay focused for future clean audits.

This report provides a comprehensive overview of the performance and progress made by the Mogalakwena Local Municipality in fulfilling its strategic objectives and priorities, as outlined in the Integrated Development Plan (IDP). The report has been prepared in accordance with Section 121 of the Local Government: Municipal Finance Management Act (No. 56 of 2003).

Regarding financial sustainability and administration, the municipality was able to fulfil its financial obligation in the 2024/2025 fiscal year. a surplus of R81 484 910 from its operations for the year as depicted from the financial performance for the year ended 30 June 2025.

The Municipality is mainly dependent on government grants and support. The total revenue received for the 2024/2025 financial year amounted to R 1. 68 billion, with a total expenditure of R 1.88 billion, resulting in a net deficit of R 192 million. Financial recovery plan and credit control measures will be intensified to improve the financial affairs of the municipality

Good corporate governance is a vital part of this administration, and as such, management structures were functional in the fiscal year 2024/2025. Section 78 of the municipal finance management act extend the responsibility of governance to senior management and staff to ensure the system of financial management and internal control established for the municipality is carried out diligently

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Municipal powers and functions

Section 155(1) of the Constitution states that a category B municipality is a municipality that shares municipal executive and legislative authority in its area with category C municipality within whose area it falls. Therefore, the Mogalakwena Local Municipality and Waterberg District Municipality have the right to administer the local government matters as listed in part B of schedule 4 and part B of schedule 5. These powers and functions are contained in the table below:

TABLE 2: ASSESSMENT OF POWERS AND FUNCTIONS

Service	Authority for the service	
	Local Municipality	District Municipality
Control of undertakings that sell liquor to the public	✓	
Facilities for the accommodation, care, and burial of animals	✓	
Fencing and fences	✓	
Licensing of dogs	✓	
Licensing and control of undertakings that sell food to the public	✓	
Local amenities	✓	
Local sports facilities	✓	
Markets	✓	
Municipal abattoirs	✓	✓
Municipal parks and recreation	✓	
Municipal roads	✓	✓
Noise pollution	✓	
Public places	✓	
Refuse removal, refuse dumps and solid waste disposal	✓	✓
Air pollution	✓	
Building regulations	✓	
Childcare facilities	✓	
Electricity reticulation	✓	
Fire fighting	✓	✓
Local tourism	✓	✓
Municipal planning	✓	✓
Municipal health services		✓
Municipal public transport	✓	✓
Storm water	✓	
Trading regulations	✓	
Water (Potable)	✓	
Sanitation	✓	
Beaches and amusement facilities	✓	
Billboards and the display of advertisements in public places	✓	

TABLE 2: ASSESSMENT OF POWERS AND FUNCTIONS		
Service	Authority for the service	
	Local Municipality	District Municipality
Cemeteries, funeral parlors, and crematoria	✓	✓
Cleansing	✓	
Control of public nuisance	✓	
Street trading	✓	
Street lighting	✓	
Traffic and parking	✓	

POPULATION

According to Census 2022, the Mogalakwena Municipality consists of 49% of the Waterberg District's population with a total population of 378 198 and 109 294 households. The population growth rate is estimated at 2.1% in 2022.

Of the 378 198 residents of Mogalakwena Local Municipality, 95,7% are black African, 3,3% are white, 0,6% Indian/Asian, and with the coloureds making up the remaining 0,2%. Just over 52,3% of the population is female. Of those aged 20 years and above, 11.2% no formal schooling, 8,4% completed/have some primary education, 35,8% have some form of secondary education, 31,7% have completed matric, 8,7% have some form of higher education, and 8,7% have no form of schooling.

According to Census 2022, there are 17 525 households of which 42,3% have access to piped water in the yard, while only 20,2% of households have access to piped water in their dwelling, which is the lowest figure in the Waterberg District Municipality.

According to Census 2022, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40,2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

Of the 39 515 economically active youth (15–35 years) in the area, 51,7% are unemployed, which is also the highest in the district. Agricultural activities include farming of cattle, poultry, game, and citrus. Mining activities include platinum, clay (for bricks), granite, limestone, fluorspar, tin, and coal.

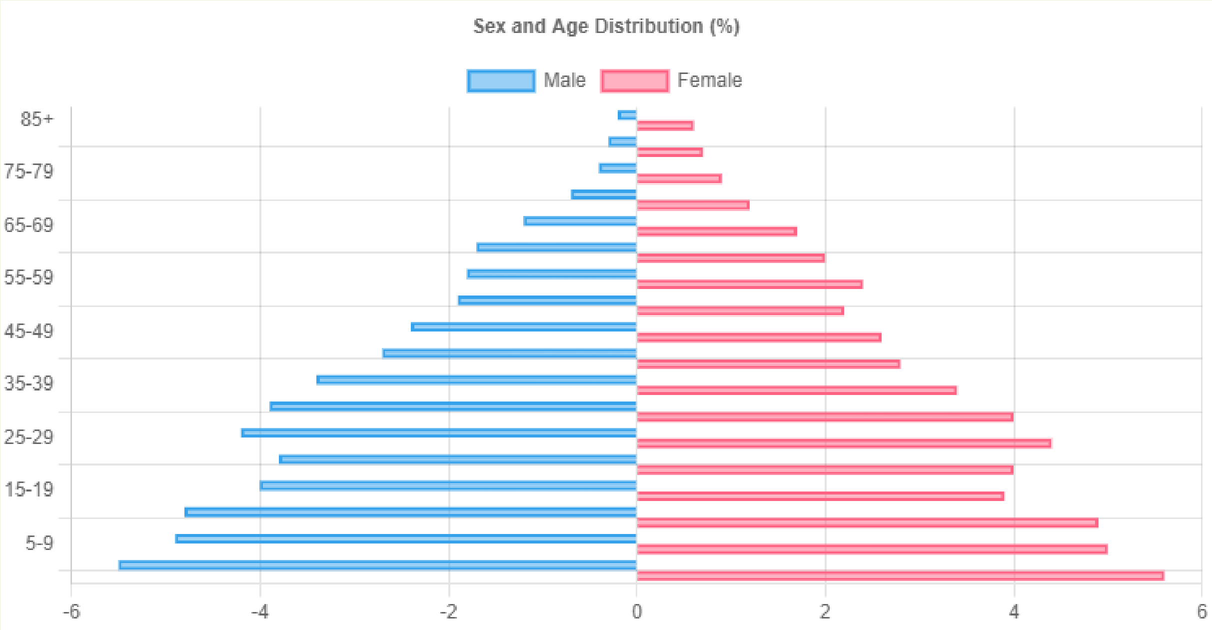
Name	**Status**	**Population** Census 1996-10-09	**Population** Census 2001-10-09	**Population** Census 2011-10-09	**Population** Census 2022-02-02

Mogalakwena	Local Municipality	**281,284**	**298,439**	**304,585**	**378,198**

Population trends

Name	**2022**	**2011**
Total population	**378 198**	**304 585**
Young children (0-14 years)	30,5%	34,3%
Working age population (15-64 years)	61,6%	58,3%
Elderly (65+ years)	7,8%	7,4%
Dependency ratio	62,3	71,5
Sex ratio	91,3	87,6
No schooling (20+ years)	11,2%	16,0%
Higher education (20+ years)	8,7%	8,2%
Number of households	**109 294**	**78 632**
Average household size	3,5	3,9
Formal dwellings	97,3%	94,0%
Flush toilets connected to sewerage	42,7%	27,9%
Weekly refuse disposal service	39,1%	27,1%
Access to piped water in the dwelling	36,2%	20,4%
Electricity for lighting	97,2%	91,8%

Age and gender distribution



The majority of the population is aged between 0 and 19 followed by those aged between 20 and 34, which suggests that the municipality is dominated by people who are both socially and economically active. In addition, the municipal area has a high dependency ratio due to the majority of the population aged between 0-19. However, the Municipality has to prioritize social programmes and projects which will be able to address the socio-economic needs of the people. For example, there is
a need to increase the number and improve the quality of social amenities in the municipal area, preferably within the municipal growth points.

POPULATION BY RACIAL GROUP, CENSUS 2022		
Name	Frequency	%
Black African	362 046	95,7%
Coloured	818	0,2%
Indian/Asian	2 161	0,6%
White	12 516	3,3%
Other	600	0,2%

Source: Statistics South Africa (Stats SA), Census 2022

POPULATION BY RACIAL GROUP AND GENDER, CENSUS 2011

	MALES	FEMALES	TOTAL	2011 CENSUS

POPULATION GROUP	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	TOTAL POPULATION	TOTAL POPULATION IN %	% OF THE POPULATION IN WATERBERG DISTRICT
Black African	147791	96.87%	168024	97.27%	315816	97.09%	42.35%
White	3567	2.34%	3654	2.12%	7221	2.22%	0.97%
Coloured	314	0.21%	185	0.11%	499	0.15%	0.07%
Indians	887	0.58%	868	0.50%	1755	0.54%	0.24%
Total Population	**152559**	**100.00%**	**172731**	**100.00%**	**325291**	**100.00%**	**43.62%**
Source: Statistics South Africa (Stats SA), Community Survey 2016							

Number of households

According to Census 2022, the Mogalakwena Municipality consists of 49% of the Waterberg District's population with a total population of 378 198 and 109 294 households.

Number of wards

Settlements are dispersed across the municipal area as described before. Settlements are relatively small with an average 506 stands per village. The only clear deviation from this pattern is in the urban core where the settlements are large and clustered. The municipality has 32 wards in its area of jurisdiction.

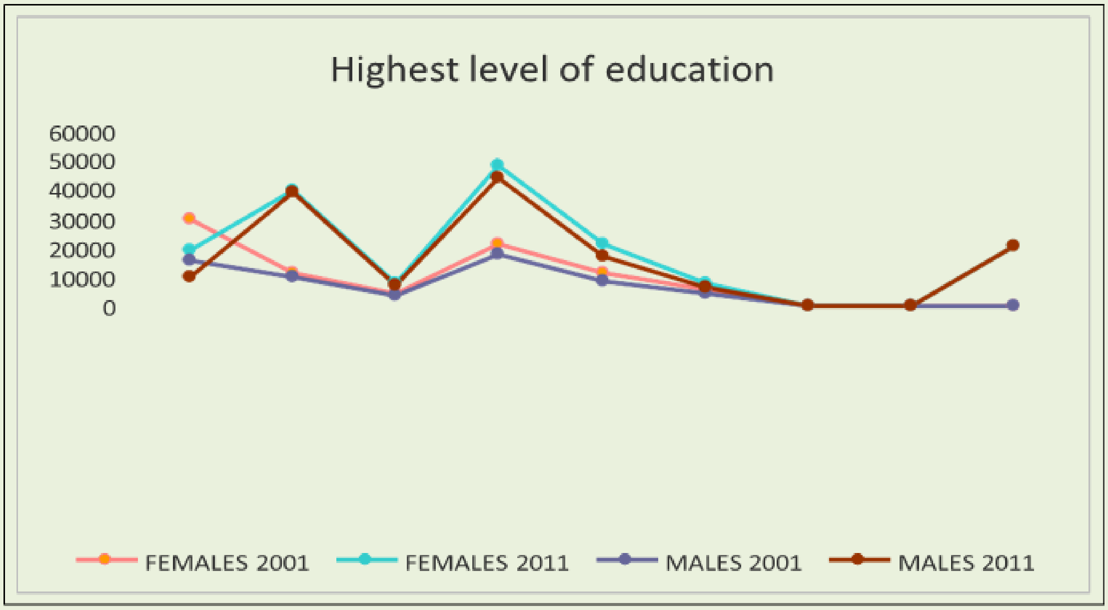
Education profile

The figure below shows the number of people who had reached each level of education as presented in the Census 2022. Over the years there has been a steady decline in the number of persons who have not received an education. The percentage of persons with no schooling has decreased from 15% in 2001 to 9% in 2011, whilst those with education higher than grade 12, has increased from 3% in 2001 to 5% in 2011. Most of the individuals without schooling were females, but even so, their numbers have decreased from 18% to 11% in 2011. There is also an encouraging trend of more females attaining higher education.

TABLE 10: HIGHEST LEVEL OF EDUCATION, CENSUS 2022

Name	Frequency	%
No Schooling	23 852	11,2%
Some Primary	17 796	8,4%
Completed Primary	7 116	3,3%
Some Secondary	76 202	35,8%
Grade 12/Std10	67 442	31,7%
Higher Education	18 420	8,7%
Other	1 975	0,9%

Source: Statistics South Africa (Stats SA), Census 2022



Employment profile

One of the key social problems facing the Mogalakwena Municipality is poverty. Unemployment estimates in the Municipality vary between 45% and 70% of the economically active population (people between the ages of 15 and 64 years). Women, and especially rural women, form the greatest number affected by the lack of job opportunities as well as other social problems.

EMPLOYMENT STATUS, 2001 VS. 2011

Gender	Employed		Unemployed		Not economically active	
	2001	2011	2001	2011	2001	2011
Female	16 345	21 358	19 172	17 833	56 353	59 600
Male	20 744	25 679	14 526	13 777	37 919	51 396

Income categories

To determine the living standards of people as well as their ability to pay for basic services such as water and sanitation, the income levels of the population are analyzed and compared to the income levels of Limpopo. In the table below the distribution of the households per income group in the Mogalakwena Municipality is shown. The table confirms that general education levels are low, as income earned by low-skilled labourers is lower than income earned by highly skilled workers. Since the education levels are low, the income that is earned is concentrated in the lower brackets, which suggests that the general population is poor. In addition, the table shows that there is a significant number of people who have no income. This confirms that poverty is a major problem in the municipal area.

TABLE 13: ANNUAL HOUSEHOLD INCOME

Number of residents per income type	No income		R1 - R400		R401 - R800		R801 - R1 600		R1 601 - R3 200		R3 201 - R6 400	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	1 028	132 367	7 158	83 069	8 135	8 658	7 240	41 578	6 146	10 729	4 958	7 126
	R6 401 - R12 800		R12 801 - R25 600		R25 601 - R51 200		R51 201 - R102 400		R102 401 - R204 800		R204 801 or more	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	1 711	6 660	466	4 110	144	975	65	229	18	149	11	120

Source: Statistics South Africa (Stats SA), Census 2011

Unemployment rates

According to Census 2011, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40, 2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

People with disabilities

The table to follow indicates the number of people with disabilities. The majority of the disabilities relates to physical disability.

TABLE 14: NUMBER OF PEOPLE WITH DISABILITIES

Type of disability	Census 2001	CS 2007
Communication	554	1 033
Emotional	2 222	2 449
Hearing	2 743	1 193
Intellectual	1 566	1 012
Multiple disability	1 735	128
Physical	3 839	3 941
Sight	4 804	1 845

Source: StatsSA census 2001 and Community survey 2007

1.3. SERVICE DELIVERY OVERVIEW

Municipalities are the third and local sphere of government and their functions are closest to local communities. Their mandate is prescribed in schedule 4B and 5B of the Constitution Act, 1996 (Act 108 of 1996) and are tasked mainly with the development and provision of basic municipal services to all their communities.

The municipality's performance on service delivery presents a combination of notable progress recorded in delivering against targeted services. Whilst the primary focus was on ensuring the delivery of sustainable supply of services, it continues to experience some challenges that hindered the adherence to its service delivery commitments. Service delivery highlight as per Service Delivery and Budget Implementation Plan for 2024/2025 financial year are as follows:

Energy and Electricity:

The primary function of Electrical Department within the municipality is to ensure a reliable and safe provision of electricity services to residents and businesses. This includes the distribution, maintenance, and management of the electricity network, as well as the billing and customer service aspects related to electricity usage. T

- 247 households were electrified in Marila view and Makapanes valley
- 1600 Electricity meter audits conducted to combat illegal connections.
- The municipality is in processes of installing forty two (82) solar high mast lights in Tshamahanzi, Magongoa Masodi, Mzombane.
- Electricity loss for the year is 15.58%
- The sale of electricity contributes to more than 12% of the municipality's annual income.

Roads and storm water: In its quest to improve roads and infrastructure and to promote ease of transportation within Mokopane town, the municipality focused on the construction, upgrade and maintenance of the road and storm water infrastructure network. This included upgrading of gravel residential roads to paved roads focusing on previously disadvantaged villages, maintenance of tarred and gravel roads to prevent deterioration of existing infrastructure. In this regard, the following milestones were achieved:

- 11837m2 of road patched;
- 2.5km km road was tared;
- 549.84km road bladed
- 1815m3 of stormwater drainage systems were maintained

Water and Sanitation

The municipality has duty to provide water and sanitation services to ensure efficient, affordable, economical, and sustainable to the community. Mogalakwena have partnered with the private sector in a public-private partnership to build and develop a water treatment plant that will increase capacity and address the water and sanitation crisis in our jurisdiction

The municipality made impressive progress by completing

- a total number of seven(7) water projects which largely increased the provision of water in Buffelhoek, Diphici, Grasvlei, Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg Diphici; Jakkalskuil; Bakenburg; Mahwelereng and Mokopane.
- The municipality intensified its efforts to combat illegal water connections and strengthen collection rate, a total number of 1570 water meter audit were conducted.
- Reduction of water losses from 26% of 2023/2024 to 17% of 2024/2025 financial year.
- 1000 VIP toilets were completed in various in Mmamala, Parakisi, Phafola, sekgoboko; Moshate; Madiba; Tenerif; Dagakral; rietfontien; Makekeng; and Ga-chokoe.
- Masodi WWTW

Waste Management

During the 2024/25 financial year, the municipality continued to provide comprehensive waste management services to a wide range of clients, including residential households, commercial and industrial businesses, and government entities. These services were delivered through in-house operations ensuring coverage across Mokopane town, Extensions, Mahwelereng and Rebone.

Service delivery highlight for 2024/2025:

- A total of 13910 households receives weekly kerb-side waste removal services in formal areas. Waste collection services are also rendered in the peri-urban areas through the Expanded Public Works Programme.
- 12 Illegal dumping were cleared in Mahwelereng, Rebone, Moshate, Ext 17, Polar park, Morula view and Akasia
- 5 Waste awareness/ clean-up campaigns were conducted.
- Refurbishment of Rebone landfill side

Free Basic Services

Free basic municipal services are services provided at no charge by the Government to poor households. The services currently include water; waste; cemetery and electricity. The municipality is committed to provide free basic services to communities; 6Kl water and 50 KWH electricity, 500m2 of refuse and 500m2 of sewerage per month to indigent's members of the community.

The municipality 2575 indigents households with free basic services and the amount of R6 037 651.41 was in providing services.

1.4. FINANCIAL HEALTH OVERVIEW

The comparison between the budget and actual results as reflected in the Statement of Financial Performance in the Annual Financial Statements were as follows:

Financial Overview – 2024/2025 **R' 000**			**R' 000**
Details	**Adjusted budget**	**Actual**	**Variance**
Operating Income	2 015 595 265	1 923 310 353	92 284 912
Less Operating Expenditure	(2 123 899 786)	(1 841 825 443)	(282 074 343)
Surplus/ deficit	(108,304,521)	81 484 910	26 819 611
* Note: surplus/ (- deficit)			

The municipality recorded a surplus of R81 484 910 from its operations for the year as depicted from the financial performance for the year ended 30 June 2025.

The **operating income** increased in total by 12% from R1 688 281 437 of 2023/2024 to R1 923 310 353 of the 2024/2025 financial year.

Government grants and subsidies is the biggest source of income for the municipality, amounting to **R 1 016 112 773.** This amount also included capital grant income.

Service charges are the second income source, amounting to **R 637 202 865** for the 2024/25 financial year. It is reflecting an increase of 39**%** from the previous year and a detailed analysis of the various services are discussed later in this report.

Assessment rates for the 2024/25 financial year amount to R 113 524 356.

The **Operating Expenditure** increased by 1.8**%** from R1 809 102 559 in the 2023/2024 to R1 841825 443 in 2024/25, as reflected in the Statement of Financial Performance in the Annual Financial Statements.

The **Total Cash and Cash Equivalents** at the end of the financial year decreased by 76% from R12 343 115 on 30 June 2024 to R 2 947 653 **on 30 June 2025**.

Operating Ratios

Detail	%
Employee Cost	22.2%
Repairs & Maintenance	11%
Finance Charges & Depreciation	1.4%

The 'employee costs’, Repairs and maintenance and 'finance charges and depreciation are within the expected norms of 30, 10 and 20% respectively.

1.5. AUDITOR GENERAL REPORT

Mogalakwena Local Municipality maintained an unqualified audit opinion with findings. The municipality’s audit opinion has improved as compared to the previous financial year. The following findings were emphasized during 2023/2024 audit by the AG SA:

With reference to note 3 of the accounting officer report in the financial statements, the municipality disclosed a subsequent event. The Special Investigating Unit (SIU) conducted an investigation against a former service provider who was fraudulently awarded a tender by the municipality in the 2017-18 financial year. The tender was for a total value of R167 919 973 (VAT inclusive) for a period of 18 months. Following the investigation, the SIU found that the awarding of the tender to service provider by municipality was characterised by irregularities. The tender was declared unlawful and invalid and therefore set aside and service provider was directed to pay an amount of R68 866 909 with interest at a prescribed legal rate to the date of payment.

As disclosed in note 40 to the financial statements, material electricity non-technical losses of 27 354 118 units (2023-2024: 37 857 820 units) was incurred, which represents 16% 2024: 22%) of total electricity purchased. This was due to illegal connections and faulty meters.
.As disclosed in note 43 to the financial statements, material losses of R217 717 306 were incurred as a result of non-payment by consumers and non-collection of revenue by the municipality.

In reference to note 49 to the financial statements, the municipality is the defendant in various litigations. The municipality is opposing these claims, as it believes there are reasonable grounds to defend each claim. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

As disclosed in note 61 to the financial statements, the corresponding figures for 30 June 2024 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2025

1.6. STATUTORY ANNUAL REPORT PROCESS

NO	ACTIVITY	TIME FRAME
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit Annual Performance Report to Internal Audit and Auditor-General	
5	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
6	Mayor tables the unaudited Annual Report	
7	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
8	Auditor General audits the Annual Report including Annual Financial Statements and Performance data	November-March
9	Municipalities receive and start to address the Auditor General's comments	November
10	Develop the 2023/2024 Annual Report	March
11	Mayor tables Draft Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	January
12	Draft Annual Report is submitted to Auditor General and other stakeholders	February
13	Audited Annual Report is made public and representation is invited	
14	Oversight Committee assesses Annual Report	March
15	Council adopts Oversight report	
16	Oversight report is made public	April
17	Oversight report is submitted to relevant stakeholders	

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

The municipal council was established guided by section of the Municipal Structures Act 117 of 1998. The municipality consists of 64 councilors (32 Proportional representative councilor's and 32 Ward councilors')

Cllr. N.S Taueatwala - ANC
The Mayor and Chairperson
Of the Executive Committee

		
Cllr. MR MAEPA EFF-PR Portfolio Committee Head: Community Services Portfolio	Cllr. M.M Senoamadi-ANC Portfolio Committee Head: Technical Services	Cllr. M.T. LEBESE - ANC Portfolio Committee Head: Planning and Development Services
		
Cllr. M.S. - ANC Portfolio Committee Head: Corporate Support Services	Cllr. R.G. Selemela ANC-Ward Portfolio Committee Head: Finance Services	Cllr. T.E MASHABANE – ANC Portfolio Committee Head: Electrical Services

		
Cllr. M.D. Hlonyana – ANC Portfolio Committee Head: Traffic and Emergency Services	Cllr. Y COETZE- DA EXCO member	Cllr. K.J MALULEKE EFF EXCO member

In terms of section 29 (1) of the municipal structures the speaker of a municipal council to decides when and where the council meets subject to section 18(2), but if a majority of the councillors requests the speaker in writing to convene a council meeting, the speaker must convene a meeting at a time set out in the request. The council has the municipal standing rules to monitor the attendance of the council.

The following council meetings were held during 2023/2024 financial year:

Council	Number of meetings held
Ordinary council	**3**
Special council	**8**

The adoption of the delegation of powers system necessitated the establishment of Section 79 Committees, which are political structures envisaged in the Municipal Structures Act, to monitor, evaluate and conduct oversight on the performance of the executive committee and the departments. Council's legislative functions are therefore exercised through these committees which are representative of all political parties in the council.

This system is supported through proper delegation of powers, thereby ensuring that the respective role-players are able to execute their respective mandates without fear or favour.

Executive committee

The municipal council has established the mayoral executive committee in terms of section 79 of the Municipal Structures Act 117 of 1998; The Executive committee consists of nine (9) Members of which the Mayor of the municipality is the chairperson.

Executive Committee meetings were held as indicated on the table below. These meetings assisted the councillors in understanding items in depth before they were discussed at council level thus making it easier for them to play their oversight role by taking informed decisions.

The Municipal Finance Management Act 56 of 2003 chapter 7 and 8 guides in terms of responsibilities of both politicians and officials.

The following Executive Committee meetings were held during the 2023/2024 financial year:

Meetings	Number of meetings
Ordinary Meetings	**10**
Special Meetings	**5**

The committees that assist the Executive Committee in terms of section 80 of the Municipal Systems Act are as follows:

1. **Portfolio committees**

Established to assist the Executive Committee of the municipality in execution of programmes and plans. The municipality consists of nine (9) portfolio committees namely:

The portfolio committees consist of the following members:

PORTFOLIO	CHAIRPERSON	COUNCILLORS
1. Special Projects	C W Hlako	M M Rapatsa F J Shadung M G Monama N J Maseko M J Shikwane D M Mphaho
2. Traffic & Emergency Services	MD Hlonyana	P S Mabe E T Setsiba K J Maluleka M O Maartens
3. Community Services	M R Maepa	M B Baloyi K A Sebele L J Molefe M O Maartens DP Langa PJ Mogetle Y Coetzee
4. Finance	R G Selemela	H J Nkhona M R M Ngwenya M S Meteleni H P Makhubela D M Mphaho S C Majoko
5. Corporate support services	M S Tefu	M R Kekana M J Ncube T M Nkgapele T N Malebana P J Mogotle D M Mphaho CM Kgomo

6. Technical services	M M Senoamadi	M E Dolo L S Marakalala M P Marakalala T G Nxube L P Molekoa K L Mmangokoane Y Coetzee
7. Planning & developmental services	M T Lebese	R V Manganyi P J Ngoepe M C Matlou M J Shikwane D Patleswane R M Boya
8. Electrical services	TE Mashabane	R S Ledwaba C N Marakalala T H Maponya S Alberts D Patleswane
9. Rules	P L Olifant (Speaker)	M A Tsebe M J Molebale P Molekoa S Alberts R M Boya
10. Local Labour Forum		M S Tefu S C Majoko M J Molebale

The following Portfolio committee meetings were held in 2024/2025 financial year:

PORTFOLIO	NO. OF MEETINGS HELD
Corporate Support Services	**13**
Technical Services	**5**
Finance	**13**
Special Projects	**0**
Electrical Department	**4**
Planning and Developmental services	**11**

Community Services	**7**
Traffic and Emergency Services	**7**
Rules	**2**
LLF	**3**

Municipal Public Accounts Committee

The Municipal Public Finance Committee was established in terms of section 79 of the municipal structures act 117 of 1998 to assist the council and executive committee to perform their functions effectively to ensure good governance in the municipality.

The Municipal Public Accounts Committee provides oversight reports on issues raised on the annual report and the financial statements as required by section 129 of the Municipal Finance Management Act 53 of 2003.

The Municipal Public Accounts Committee consists of the following non-executive members:

TABLE 55: MPAC MEMBERS	
	Name of Councillors:
1.	Cllr. L.K Satege **(Chairperson)**
2.	Cllr. M.J Gumede
3	Cllr. K.S Ramela
4	Cllr. E Wiid
5	Cllr. R.P Sebatjane
6	Cllr. L.E Matlou
7	Cllr. M.J Boshomane
8	Cllr. L.E Laka
9	Cllr. R.M Boya
10	Cllr. K.S Majadibodu

The total number of twelve (12) MPAC meeting held during the 2024/2025 financial year.

Performance and Audit Committee

The Performance Audit and Audit Committees are established guided by section 166 of the Municipal Finance Management Act no. 53 of 2003 to advice the municipal council, accounting officer and the management staff on matters relating to:

- Internal financial control

- Risk management
- Accounting policies
- The adequacy, reliability and accuracy of financial reporting and information
- Performance management
- Effective governance
- Performance evaluations
- Compliance with legislations
- Audit investigations

The total number of 5 audit committee and 5 performance audit meeting were held during 2023/2024 financial year

The following members have be appointed as audit and performance committee:

Name	Chairperson (Yes/No)	**Qualifications**
SAB Ngobeni	Yes	"• Master in Business Administration (MBA) • Master in Commerce (Taxation) • Professional Accountant (SA) (SAIPA) • Registered Government Auditor (RGA) • SA Tax Professional (SAIPA) • B.Compt Honors (CTA) • B.Com (Accounting) • Higher Diploma in Computer Auditing • Certificate in Mining Taxation • Certificate Project Management • Certificate in Labour Relations Certificate in Portfolio Management and Investment Analysis "
PR Mnisi	No	"• Bachelor of Law (LLB) • Certificate in Compliance Management"
TG Nevhutalu	No	"• CA(SA) –Chartered Accountant • Post Graduate Diploma in Accountancy • Bcom in Accounting"

2.2 ADMINISTRATIVE GOVERNANCE

The Municipality's administration is led by the Municipal Manager and seven senior managers that are responsible for the implementation of council resolutions, managing daily operations, overseeing staff, ensuring service delivery and legal compliance.

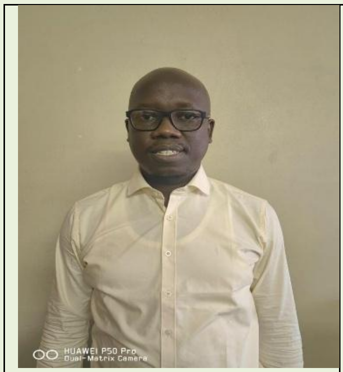
Chapter 7 Section 55 of the Municipal Systems Act states that the Municipal Manager as head of administration is subject to the policy directions of the municipal council, responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration.

The table below shows the roles and responsibilities that were played by different departments:

Department	Overview	Sub-function
Municipal Manager	Overall management of the municipality	• Institutional performance management • Internal auditing • Risk management • Communication • Project management

Department	Overview	Sub-function
Corporate Support Services	Corporate support services play a vital role in the performance and developmental role of the Mogalakwena Municipality as it provides a supportive function to all departments, Council, executive committee, portfolios, councillors, and officials.	• Legal services • Information Technology • Human resources • Council secretariat • Call centre • Support services • Property management
Technical Services	Planning, provision and maintenance of water and sanitation infrastructure, including roads, storm water and building control.	• Water & sanitation • Roads & storm water • Building inspectorate • Operations & maintenance (rural water)
Electrical Services	It provides an effective electrical service to all consumers of the municipality ensuring that all networks are well maintained and that new projects are completed to acceptable standards and within set time frames. It ensures that all communities have access to electricity.	• New projects • Maintenance, metering, and loss control • Public lighting
Traffic and Emergency	Traffic and emergency services is responsible for municipal emergency services, regulate traffic, and licensing services.	• Security • Traffic • Fire • Licenses
Planning and Development Services	Planning and development services is responsible for the development of an integrated development plan that facilitates economic growth, alleviate poverty, and addresses basic needs through an inclusive stakeholder-driven process.	• Integrated development planning (IDP) • Local economic development and tourism • Planning


Mr MM MALULEKA Municipal Manager

			
Mr KA Kulungwana Chief Financial Officer	Ms. BC Radipabe	Mr. ML Mashishi Manager: Community Services	Ms. Pumla Dilinga Manager: Traffic and Emergency

	Manager: Planning and Development Services		

		
Mr M Moakamela Manager: Corporate Support Services	Mr. T Hlabangwane Manager: Electrical Services	Mr. D Dliwayo Manager: Technical Services

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2 INTERGOVERNMENTAL RELATIONS

The Constitution declares that government is comprised of National, Provincial and Local spheres of
government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes.

Provincial Intergovernmental Structure

The Mogalakwena Municipality participates in the Premiers Inter-Governmental Forum (P-IGF) that is comprised of the Premier as the chair, Members of the Executive Council and all the Mayors supported by their heads of departments and Municipal Managers. Through the P-IGF 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 level. The P-IGF discussed the implementation of the Limpopo Employment Growth Development Plan. Mogalakwena Municipality as a Provincial Growth Point participates in the forum to discuss and integrate development plans between the province and the municipality.

District Intergovernmental Structure

Beside the P-IGF the municipality participates in forums established in the Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and the strengthening of governance processes within the District. The Mogalakwena Municipality participate in the following intergovernmental relations forums:

(i) Mayor's Forum

Mayor's Forum brings together Mayors and Executive Mayors to interact on issues of common interest.

(ii) Municipal Manager's Forum and other technical forum

Municipal Manager's Forum seeks to create a platform for all Accounting Officers to share and interact on issues of common interest. Municipal managers attend these meetings.

(iii) IDP/PMS Manager's Forum:

This forum is mainly facilitated through the district IDP/PMS Office. The objective of this structure is to bring all the PMS and IDP managers in the district together to share information on common issues.

The establishment of municipal IGR forums within the district has positive yields but there are still some challenges to accelerate service delivery.

The following forums are held in the municipality in which the municipality participates:

- Waterberg District Municipality IDP Representative Forum
- District IDP Managers Forum
- LED Forum
- Limpopo Development Planning Forum
- Mayor's Forum
- Speaker's Forum
- Municipal Managers' Forum
- CFO's Forum
- Provincial Sanitation Task Team
- District Economic Planning Development Forum
- District and Provincial Energy Forum
- Waterberg Environment Biodiversity Conservation Forum

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 152 (1) (e) of the Constitution of RSA encourages Local Government to involve communities
and community organisations in matters of Local Government. Section 16 (1) (a) of the Municipal
Systems Act encourages Municipalities to create conditions for the local community to participate in
the affairs of the Municipality

Communities within Mogalakwena Municipality play a vital role to ensure accountability in municipal affairs. Through established ward committee system and scheduled IDP/Budget/PMS community participation processes, Council is accountable to the community.

Mechanisms for participation

The following mechanisms for participation will be utilised:

(i) Media
National and local newspapers, local radio stations, and the Municipal newsletter will be used to inform the community of progress made with the IDP.

(ii) Website
The municipal website (www.mogalakwena.gov.za) will be utilised to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

(iii) Traditional Authorities and Municipal SDA Offices

Copies of the IDP and Budget will be distributed to all tribal offices within the municipality and all municipal service delivery areas.

Procedures for participation

The following procedures for participation were utilized:

IDP Representative Forum (IDP Rep Forum)

The forum consists of members representing all stakeholders in the municipality. Efforts are made to bring additional organisations into the IDP Rep Forum and ensure their continued participation throughout the process. The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP process.

Members of the Representative Forum include:

Chairperson:	Mayor or nominee
Secretary:	Municipal Manager/Manager Planning & Development Services
Members:	Exco. members, councillors, traditional leaders, ward committee representatives, heads of sector departments, private sector, CBOs, NGOs, youth, women, disabled communities, parastatals, municipal trade unions and CDWs.

The Forum is responsible for:

- Representing the interest of their constituents in the IDP process.
- Providing an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality.
- Ensuring communication between all the stakeholder representatives.
- Monitoring the performance of the planning and implementation function.

The IDP Representative Forum of Mogalakwena Municipality is functional and is scheduled to meet at each phase of the adoption of the IDP in terms of the municipal process plan determined by Council.

2.4 PUBLIC MEETINGS

Communication is an important element of good governance. It is through communication that the communities and other stakeholders are informed about the activities of the municipality, and thereby getting empowered to participate in the affairs of the municipality. Section 18 of the Municipal Systems Act stresses the importance of communication between the Council and its communities. It gives guidelines of issues that the municipality must communicate about to its community. Over the years the municipality has utilised different strategies to encourage community participation. This included programmes of mobilising, informing and educating, engaging and empowering communities in municipal affairs.

Furthermore, the IDP/Budget/PMS public participation processes, the municipality involves the community on targeted consultations at ward level, with interested and affected stakeholders (Magoshi, business, etc) and through the IDP/Budget /PMS Rep Forum. Other methods used to communicate with the community include media briefings and utilization of the website. Over and above acquisition and confirmation of needs, the Rep Forum meeting serves as a platform for Mogalakwena Municipality to engage the different stakeholders during the different stages of the IDP Process as a built up towards the approval of the future budgets, reports on performance on current and past financial years' activities.

The table below reflects the various phases and timeframes for the IDP, Budget and PMS progress implementation:

DELIVERABLE AND ACTIVITY	RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
1. PREPARATION OF IDP AND BUDGET PROCESS PLAN				
a) Develop Draft 2025/2026 IDP, Budget and PMS Process Plan	IDP Manager	Draft 2025/2026 IDP, Budget & PMS Process Plan	MSA Section 27, 28, 29 and 41	15 - 19 July 2024
b) Engage with Waterberg District Municipality on the alignment process towards the 5th Generation IDP Review, 2025/2026.	IDP Manager	Align 2025/2026 Process Plan with Waterberg DM and discuss joint planning interventions.	MSA Section 29	16 - 17 July 2024
c) WDM District IDP & PMS Managers Meeting	IDP Manager	Attend District IDP Managers Forum to reflect on IDP Processes - Align Process Plan		16 - 17 July 2024
d) Advertise Draft 2025/2026 IDP, Budget & PMS Process Plan for public comments	IDP Manager	Notification to public and Ward Committees on process to be followed	MSA Section 21, 28(3)	22 July - 21 August 2024
e) First IDP/Budget and PMS Steering Committee	IDP Manager	Quality check and finalize the draft Process plan for 2025/2026	MFMA Section 21	16 August 2024
f) WDM District Municipal Manager's Forum	Municipal Manager	Attend the Municipal and District Coordinating Forum		08 August 2024
g) First IDP Representative forum	IDP Manager	Stakeholder engagement and draft Process plan for 2025/2026	MSA Section 28	22 August 2024
h) First District IDP Representatives Forum	IDP Manager			21 August 2024

DELIVERABLE AND ACTIVITY	RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
i) Tabling of Draft 2025/2026 IDP/Budget Process Plan to Council for approval with schedule for IDP Public meetings.	Municipal Manager IDP Manager	Approved 2025/2026 Process Plan	MFMA Section 21 (b)	27 August 2024
j) Table 2024/25 Fourth Quarter Performance Report to Council.	Municipal Manager	Report on Councils Agenda	PMS Framework	27 August 2024
k) Place 2024/25 Fourth Quarter Performance Report on municipal website.	Municipal Manager	Fourth Quarter Corporate Performance Report on website	MFMA Section 75 (2) MSA 21(b)	28 August 2024
l) Submit 2024/25 Fourth Quarter Performance Report to National and Provincial Treasury	Municipal Manager	Fourth Quarter Corporate Performance Report submitted	MBRR- Section 31	29 August 2024
m) Give notice to the local community of particulars of the Process Plan	IDP Manager	Notification to public and Ward Committees - Adopted 2025/2026 Process Plan	MSA Section 21, 28(3)	30 August - 14 September 2024
2. SITUTATIONAL ANALYSIS – ASSESSMENT OF EXISTING LEVELS OF DEVELOPMENT				
a) District IDP Engagement Session	IDP Manager	Presentation of sector analysis reports	MSA Section 27, 28, 29 and 41	17 - 18 September 2024
b) Public engagement/Community Based Planning sessions	IDP Manager	Assessment of existing level of development/situational analysis	MSA Section 29	16 - 20 September 2024
c) Community Consultation Forums on proposed 2025/2026 tariffs, indigent credit, credit control, and free basic services	IDP Manager	Finalize 2025/26 tariff structure/income budget	MFMA Section 17	01 October 2024 - 30 April 2025
d) WDM District Municipal Manager's Forum	Municipal Manager	Attend the Municipal and District Coordinating Forum		24 October 2024
e) Second IDP, Budget & PMS steering committee	IDP Manager	Quality check and finalize the draft Situational Analysis report for 2025/2026	MSA Section 28	01 November 2024
f) Second IDP Representatives Forum	IDP Manager	Stakeholder engagement and Situational Analysis report for 2025/2026	MSA Section 28	07 November 2024
3. MUNICIPAL STRATEGY REVIEW				
a) WDM District IDP & PMS Managers Meeting	IDP Manager	Attend District IDP Managers Forum to reflect on IDP Processes - Strategies		21 - 23 October 2024

DELIVERABLE AND ACTIVITY	RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
b) District IDP Engagement Session	IDP Manager	Presentation of sector department strategies to address municipal needs		19 November 2024
c) Second District IDP Representatives Forum	IDP Manager			22 November 2024
d) Convene High Level Strategic Planning Session to Review municipal high-level overarching strategy and long and short-term development objectives.	Municipal Manager IDP Manager S56 Managers Mayor & EXCO	Identify and discuss critical challenges projects / programmes for 5-year IDP in line with available funds	Internal Planning and Management Strategy	19 - 21 February 2025
e) Draft and table long - short term strategic plan to Council for approval and incorporation in the IDP	Municipal Manager Council	Council approved long - short term Strategic plan	Internal Planning and Management Strategy	25 March 2025
4. PROJECTS REVIEW				
a) Mid-year budget and performance assessment visit by Provincial Treasury	Municipal Manager CFO	Quality assurance and finalizing mid-term report	MFMA Section 72	January - March 2025
b) Task team consultation /projects site visits	Municipal Manager IDP Manager S56 Managers PMU Mayor & EXCO	Monitoring implementation of 2024/25 IDP projects		20 - 24 January 2025
c) Project identification	S56 Managers PMU	Preparation of 2025/2026		
d) Report on the Mid-Term performance of the SDBIP	Municipal Manager	Finalize Mid-year performance report	MFMA Section 72	28 January 2025
e) Table Draft Annual Report to Council	Municipal Manager	Draft Annual report considered by council	MFMA Section 127	28 January 2025
f) Consolidation and alignment	IDP Manager		N/A	27 - 31 January 2025
g) District IDP Engagement Session	IDP Manager	Presentation of sector department APPs 2025/2026	MFMA Section 21 MSA Section 29	16 February 2025
h) WDM District Municipal Manager's Forum	Municipal Manager	Attend the Municipal and District Coordinating Forum	MFMA Section 21and 24	07 February 2025
i) Make the Annual Report public	Municipal Manager	Advertisement, oversight report	MFMA Section 127	February 2025
j) Third IDP/Budget and PMS Steering Committee	IDP Manager	Quality check and finalize the draft 2025/2026 IDP & Budget	MSA Section 17 and 28	14 February 2025
k) Strategic Planning session (Waterberg District Municipality)			MSA Section 26	03 - 07 March 2025

DELIVERABLE AND ACTIVITY	RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
l) WDM District IDP & PMS Managers Meeting	IDP Manager	Attend District IDP Managers Forum to reflect on IDP Processes - Projects	MFMA Section 21and 24	26 - 27 February 2025
m) Third IDP Representative Forum	IDP Manager	Stakeholder engagement and draft 2025/2026 IDP & Budget	MSA Section 16, 17 and 28 MFMA Section 21	13 March 2025
n) Special IDP/Budget and PMS Steering Committee for draft 2024/2025 budget	Municipal Manager BS Committee	Draft IDP, Capital and Operating Budget and SDBIP for 2025/2026	MFMA, MBRR Section 14(2)	20 March 2025
o) Third District IDP Representative Forum				20 March 2025
p) Table Draft 2025/2026 IDP, Budget and SDBIP to Council	Municipal Manager CFO PMS	Draft IDP, Budget and SDBIP	MFMA Section 22 and 23, MSA Reg 3 (4) (a-b)	25 March 2025
q) WDM District IDP & PMS Managers Meeting		Attend District IDP Managers Forum to reflect on IDP Processes - Public participation	MFMA Section 21and 24	30 April - 02 May 2025
r) WDM District Municipal Manager's Forum	Municipal Manager	Attend the Municipal and District Coordinating Forum	MFMA Section 21and 24	25 April 2025
s) IDP/Budget Mayoral roadshow	IDP Manager	Inform and obtain public input/comments on draft IDP, Budget and tariffs	MFMA Section 22 & 23	15 - 30 April 2025
t) Budget and benchmark assessment visit by Provincial Treasury	Municipal Manager S56 Managers IDP Manager	Provincial feedback report on Draft IDP and Budget	MFMA Section 21	April - May 2025
5. APPROVAL OF 2025/2026 IDP AND BUDGET				
a) Fourth IDP/Budget and PMS Steering committee	IDP Manager	Quality check and consider comment from stakeholders and revise the draft 2025/2026 IDP & Budget accordingly if necessary	MBRR Section 16(1)	09 May 2025
b) Fourth IDP Representative Forum	IDP Manager	Stakeholder engagement and final 2025/2026 IDP & Budget	MFMA Section 21and 24	15 May 2025
c) Special IDP/Budget and PMS Steering Committee for Final 2025/2026 IDP and Budget	Municipal Manager	Final IDP, Capital and Operating Budget and SDBIP for 2025/2026	MFMA Section 127	20 May 2025

DELIVERABLE AND ACTIVITY	RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
d) Fourth District IDP Representative Forum	IDP Manager			20 May 2025
e) Table the 2025/2026 IDP & Budget to council	Mayor, CFO and Municipal Manager	Approved 2025/2026 IDP and Budget	MFMA Section 24 and 25 MSA Reg. 2(1)	27 May 2025
f) Publish approved 2025/2026 IDP & Budget	IDP Manager	Publication of approved 2025/2026 IDP & Budget and related documents	MFMA Section 22 MBRR Section 18 MSA Section 21A and 21B	01 - 30 June 2025
g) Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	IDP Manager	Submission of approved IDP, Budget and related documents and resolution	MFMA Section 21and 24	30 May - 06 June 2025
h) Approval of SDBIP with 28 Days after budget approval	Municipal Manager	Approved Top Layer SDBIP for 2025/2026	MFMA Section 53(1)(c)(ii)(2)	01 - 30 June 2025

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes

Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26 Municipal Systems Act 2000	T2.5.1

COMPONENT D: CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

Section 62 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) states that the Accounting Officer should take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of financial and risk management and internal control.

The municipality has developed a risk management policy and risk management strategy to direct the municipality's risk management priorities. Line management is responsible for identifying, evaluating, and managing risks in their respective departments, with technical and operational support provided by the municipality’s risk management unit. The risk management unit also maintains the consolidated municipal risk register and reports thereon. The risk registers documents both internal and external risks that may impede the achievement of the goals expressed in the IDP and SDBIP and mitigating actions to manage those risks.

Risk Management Committee

The municipality has established a Risk Management Committee to assist the Accounting Officer and the Audit Committee in executing their respective responsibilities concerned with risk management.

The municipality has the following top 10 risks which are being monitored on quarterly basis.

#	Risk Category	Risk description	Root Causes	Risk Mitigation Plan
1	Human resources	Inconsistencies in the performance management reporting process	Late and inadequate submission of portfolio of evidence (e.g. PMS reporting template / progress reports not signed) PMS not cascaded to lower levels	Implementation of the approved performance management framework and standard procedure manual. Table an item to council for cascading down of PMS to Divisional Head Level (level 3).
2	Information technology	Non - alignment of IT infrastructure, activities, initiatives to the Municipality's short and long-term objectives	No ICT strategy Inadequate budget for the implementation of the ICT strategy.	To develop the Information and Communications Technology ICT strategy/Master Systems Plan (MSP) Tabling of the ICT strategy/Master Systems Plan (MSP) to Council for approval Implementation of the ICT strategy/Master Systems Plan (MSP)
3	Infrastructure assets	Deteriorating and aging infrastructure (e.g. electrical infrastructure, roads infrastructure, testing ground)	Minimal maintenance of water, sanitation, roads and storm water infrastructure. Non implementation of roads and storm water master plan as well as the water master plan due to inadequate budget Minimal maintenance of electrical infrastructure	Development of Roads and Storm water maintenance plan Development of the water maintenance plan Implementation of the roads and storm water masterplan Ad-hoc maintenance of infrastructure on water and sanitation.

			Minimal maintenance of libraries, cemeteries, parks and recreational facilities. No buildings maintenance plan Inadequate testing grounds and aging infrastructure	Development of the Electricity maintenance plan / energy master plan with the assistance of DBSA. Review the draft maintenance plan for community services infrastructures in order to cater for maintenance of libraries and cemeteries. Technical service department to develop the maintenance plan for municipal buildings Implementation of the buildings maintenance plan by technical services and corporate support services departments. Upgrading of the existing testing ground
4	Spatial development	Invasion of land by the community (Urban and Rural)	Uncoordinated human settlements leading to informal settlements. Immigration arising from high economic activities Lack of funding for the demarcation of sites in areas under the control of Tribal authorities. No Spatial Development Framework	Bi-annually issue a notice in the Local Newspaper to inform residents of Mogalakwena Municipality about land invasions and the availability of vacant stands Township establishment on extension 15, portions of portion 80 of the Farm Piet Potgietersrus Town and Townlands 44ks. Request support (funding) from CoGHSTA and other stakeholders to assist with the town planning processes for demarcation of sites in areas under the control of Tribal authorities. Finalise the review and development of the municipal SDF and LUS for enforcement. Enforcement of the adopted municipal SDF and LUS.

5	Safety and security	Vandalism and theft of municipal assets: Electrical Vandalism and theft of transformers, electricity equipment and cables Technical services Vandalism and theft of water meters and pumps Community services vandalism and theft of council property - parks, cemeteries, sports and recreational facilities	Inadequate security services Inadequate monitoring of SLA's between the municipality and the security service providers.	Installation of CCTV cameras Establish a Theft and Loss committee.
6	ICT	Prolonged business and service delivery disruption	No ICT business continuity plan.	Development of the ICT business continuity plan and disaster recovery plan To table the draft ICT business continuity plan and disaster recovery plan to council for approval. Implement the ICT business continuity plan and disaster recovery plan.
7	Occupational health	Occupational injuries and disease	Minimal/non-compliance to OHS /COID Act and other relevant prescripts (e.g., evacuation plan, servicing of fire equipment, maintenance of ablution facilities and building etc.)	PPE is provided to municipal officials, however, the supply does not meet the demand due to budget constraints Fire extinguishers and hose pipes are affixed on all municipal buildings. Fire doors are installed in the Civic centre (new building) and Lleka Lekalakala building only

8	Compliance	Unfavorable Audit Opinion	Non implementation of internal audit and AGSA recommendations and action plans Unfunded Budget Inadequate asset management	Regular audit steering committee meetings to evaluate / monitor the progress on the implementation of the action plans Bi-annual preparation of interim financial statements. Conduct an asset verification in line with the asset verification plan Training of asset management officials.
9	Organisational development	Non-alignment of organogram and strategy of the Municipality	Outdated organisational structure Non filling of funded vacant critical positions.	Table the reviewed organisational structure for council for approval. Implementation of the approved organogram Filling of funded strategic positions as a matter of urgency (Manager Technical Services, Manager Electrical Services and Traffic & Emergency Services).
10	Audit outcome	Unfavorable Audit Opinion	Non implementation of internal audit and AGSA recommendations and action plans Inadequate procurement and contract management (Lack of capacity / skills by SCM officials). Non / late submission of credible Annual Financial Statements to the Audit Committee, AGSA, Council and Treasury (Lack of capacity and adequate skills to prepare the AFS in the finance department) Unfunded budget	Regular audit steering committee meetings to evaluate / monitor the progress on the implementation of the action plans Bi-Annually conduct training for SCM officials (By relevant stakeholders) Training of Budget and Treasury officials by Provincial Treasury on preparation of AFS and legislative prescripts. Preparation of Bi-Annual financial statements. Conduct meter audits Implementation of the FRP to improve debt collection.

2.7 ANTI-CORRUPTION AND FRAUD

The Anti-Corruption and Fraud Strategy was developed and approved by Council. The Policy applies to all fraud, corruption, theft, maladministration or suspected irregularities of similar nature involving all employees of the municipality, Councillors, consultants, suppliers, contractors and other providers of goods or services to the Municipality and communities and other parties receiving benefits from the and employees of donors/clients/stakeholders.

The Municipality does not fraud hotline and relied on the Premier and Presidential hotlines offices which are effectively managed. The hotline allows people to report anonymously, the unethical activities or dishonest behaviour that affects the municipality. The fraud hotline is 0800 701 701 and the ethics line is 0800 006 007.

The Municipality is in a process of re-establishing its own Anti-Corruption and Fraud Hotline.

2.8 SUPPLY CHAIN MANAGEMENT

In terms of Municipal Supply Chain Management Regulation 6, the Municipality is mandated to establish a Supply Chain Management Unit to implement its Supply Chain Management Policy. Furthermore, the Municipal Supply Chain Management Regulation 7(4) requires that the Supply Chain Management Unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of Section 82 of the Act. In line with the legislative guidance, the municipality has its Supply Chain Management unit reporting directly to the Chief Financial Officer

The municipality annually reviews supply chain management policies and processes, approved annually with the budget. The municipality strives for compliance with Section 112 of the MFMA and takes action where there is evidence of contravention of supply chain policy and regulations.

Supply Chain Management Unit
Chapter 11 of the MFMA compels the municipalities to establish Supply Chain Management Units and implement the SCM Policy, which gives effect to all SCM functional areas. The Supply Chain Management Unit has been established and operates under a direct supervision of the Chief Financial Officer.

Bid Committees

Regulation 26 of the Municipal Supply Chain Management Regulations stipulates that a municipality's Supply Chain Management system must provide for a committee system for competitive bids consisting of at least a bid specification, bid evaluation and bid adjudication committee. The Municipality has established the following committees:

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

Each Committee consists of a practitioner from Supply Chain Management and officials from key Directorates in the Municipality. The Accounting Officer is responsible for the appointment of bid committees in terms of s117 of the MFMA.

2.9 BY-LAWS

There are no by-laws reviewed and promulgated during 2024/2025 financial year.

2.10 WEBSITES

Municipal Website : Content and Currency of Material	
Documents published on the Municipality's / Entity's Website	**<Yes / No>**
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The previous annual report (2022/2023)	Yes
The annual report (2023/2024) published/to be published	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2024/2025) and resulting scorecards	Yes
All service delivery agreements (2024/2025)	No
All long-term borrowing contracts (2024/2025)	N/A
All supply chain management contracts above 1 million and over a 3 years period	No
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2024/2025	N/A
Contracts agreed in 2024/2025 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No

Public-private partnership agreements referred to in section 120 made in 2024/2025	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during 2024/2025	Yes

The Mogalakwena Municipality uses its website as a repository for municipal information and a means of disseminating information that it deems necessary or that may be needed by the community it serves. Therefore, the Municipality's website serves as a powerful tool for communication with its citizens and enables site visitors quick access to information. It has also proved to be the best way of expanding opportunities for citizens to participate in and be informed of the municipality's programmes and services.

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

COMPONENT A: BASIC SERVICES

3.1. WATER PROVISION

Mogalakwena Municipality is a Water Service Authority (WSA) and also a Water Service Provider (WSP). Every Water Service Authority has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services [Water Services Act of 1997 Section 11]. Thus, a Water Service Authority has the duty to provide water services to ensure efficient, affordable, economical, and sustainable deliverables.

3.1.1 Water sources and catchment areas

The following main water supply schemes supplies both urban and rural areas with water:

Source	Capacity
Doorndraai Water Resources System (State-owned) Anticipate to receive an additional 3Ml from Doorndraai early February 2018 due to an Intervention by DWS/Minister.	10 – 12Ml/p/d (3Ml)
Uitloop farm (Private owned)	1Ml/p/d/
Weenen/Planknek (Municipal owned) Of the 21 Boreholes that yielded 14.8Ml/d. this quantity is reduced to 7.8Ml due to the decline of water table.	7.8Ml/p/d
Various Rural Bore-holes	4 – 12Ml/p/d

The Mogalakwena River Catchment covers an area of 19 327 km² and the MAR is around 140 million cubic m/annum. Two major dams, the Glen Alpine Dam and the Doorndraai Dam are located in this catchment. The Doorndraai Dam supplies water to Mokopane (Potgietersrus), whilst the Glen Alpine Dam provides the immediate and downstream area with water for both primary use and irrigation.

3.1.2 Water Quality – Blue Drop Certification

The Constitution affords everyone the right to an environment that is not detrimental to their health or wellbeing. To ensure that water quality does not pose any health hazards to people, the Department of Water Affairs, as the regulator, has introduced a monitoring tool for water quality. To ensure that standards for potable water are met the Department initiated the Blue Drop certification programme in 2008 with the objective of:

- Introducing incentives based regulation of the drinking water quality management function;
- Introducing key requirements for effective and efficient management of drinking water quality by water services institutions.

The Presidential target for drinking water quality was set at 99% in 2014 and Mogalakwena Local Municipality has performed below this score for the past years:

- 2009 achieved 46.63%
- 2010 achieved 77.86%
- 2011 achieved 60.50%
- 2012 Not published for individual municipalities (Limpopo Province achieved 64%)
- 2013 Not yet released by Minister.
- 2015/16 achieved 60.4%
- 2021 DWS resuscitated the Blue Drop programme.
- 2022 achieved 73.2%
- Blue drop assessment not conducted for 2024/2025 FY

The Mokopane Mahwelereng WSS falls in the High-risk category and the Mokopane WSS falls in the Critical-risk category

- Criteria A – There was no information provided for Design Capacity for Mokopane WSS. This is an indication of lack of flow management and absence of Treatment Works Classification.
- Criteria B – There is no information provided for Operational Capacity for Mokopane WSS, this is an indication of non-compliance and must be addressed by the WSA. The Mokopane Mahwelereng WSS is operating within its design capacity.
- Criteria C – Both the Water Supply Systems are non-compliant with the Microbiological compliance, Chemical compliance, Microbiological Monitoring compliance and Chemical Monitoring compliance which indicates a high-risk for the end consumers.

- Criteria D – The Mokopane WSS indicated non-compliance with the technical skills available which includes relevant process controllers, supervisors, and maintenance teams, and the Mokopane Mahwelereng WSS achieved 83.3% compliance.
- Criteria E – The Mokopane Mahwelereng WSS achieved an exceptionally low compliance for Water Safety Planning, and Mokopane WSS Both do not have an indication of Water Safety Planning in place and the development of risk-based water quality monitoring programmes as outlined in SANS 241:2015.

The following challenges continue to be experienced in Mogalakwena:

- Water quality and reliability remains will always remain problematic, especially in rural areas.
- Operation and maintenance costs are economically unsustainable.
- Inadequacy in terms of yields to address the growing demand due to unplanned settlements.
- Borehole sources are not supposed to be the only abstraction points upon which a municipality relies on; instead, it should serve as a supplementary supply to a bulk water supply system.
- Full SANS 241 Analysis at point of use.
- Regular chlorination.
- Operational monitoring at least weekly.
- Shortage of operational personnel.
- Consolidated Water Supply System (WSS's) into one system.
- Drinking water quality
- Publication of performance.
- Service Level Agreements with WSP's
- Calibration of bulk meters.
- Submission of data on BDS.

3.1.3 Water access and backlogs

The provision of basic services covers three categories:

- Residents/households registered to pay for services
- Residents/households registered on our Indigent Register who requires a level of subsidiary support to access basic services.
- all the rural villages are receiving free basic water.

ACCESS TO WATER							
Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use				
			2011		2022		
			Regional/local water scheme	Other	Regional/local water scheme	Other	
Limpopo			**889 449**	**528 636**	**1 059 262**	**752 303**	
Waterberg	**C1**	**96,6%**	**125 234**	**54 624**	**167 058**	**81 468**	
LIM367: Mogalakwena	B2	54,2%	54 449	24 183	65 373	43 921	

Source: StatsSA Census 2011 and 2022.

WATER BACKLOG (BELOW BASIC LEVEL OF SERVICE)	
Service	**Backlog**
Water	**23 450**

Water Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES	Number of formal households with access to basic level of water	13212	13376	13212	25732	13000	21001
	Percentage water losses	20%	28	25%	26%	25%	17.4%
	Number of test conducted reports on Water Quality	12	12	12	12	12	12
	Number of test conducted reports on Waste Water Quality	12	3	12	6	12	12
	Number of water meter audit conducted	500	0	500	869	500	1570

Capital Expenditure 2024/2025 Water Services R' 000				
Capital projects	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Pruizen Farm Groundwater	14 879 216	15 026 124,86	15 026 124,86	-146 908.86
Refurbishment of 58 reservoirs	16 000 000	14 884 000	7 085 214,08	8 914 785.92
Replacement of AC pipes Mahwelereng A	15 000 000.00	20 506 686	23 337 378,85	-8 337 378.85
Replacement of AC pipes Mokopane Town	10 000 000.00	10 483 121,1	10 483 121,1	-483 121.1
Sodoma and Rebone Water Source Development Reticulation	11 000 000.00	2 700 000.00	4 854 818,63	6 145 181.37
Sekgakgapeng water source development and reticulation.(Roll over)	10 000 000.00	14 884 000	6 607 506,71	3 392 493.29
Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase 1	20 000 000	18 163 177	10 581 800,89	9 418 199.11
Contract 06-2017/18 Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.	69 000 000	94 859 588,63	94 859 588,63	-25 859 588.63
Completion of Moordekoppie Mini water scheme Cluster Ph3	5 000 000.00	6 144 498	3 095 986,97	-1 144 498
Mini Water Scheme 13: Diphichi Cluster B	34 312 311	24 501 480	24 156 960,24	10 155 350.76
Mini Water Scheme 13: Diphichi Cluster A	34 757 621.99	21 827 966	21 141 913,35	13 615 708.64
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.				

3.2 WASTE WATER (SANITATION) PROVISION

Sanitation is about dignity. The availability of sanitation facilities does not only improve the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhea, typhoid, etc. It is therefore important that a municipality prioritises this service, particularly taking into account the backlog (rural sanitation) and the national target. The Mogalakwena Municipality Quality of Life Study indicates that 79% of people in traditional areas and 18% of people in informal settlements have access only to basic pit latrines. The existing operational wastewater facilities are:

- Mokopane wastewater treatment works
- Sekgakgapeng oxidation ponds
- Masodi oxidation ponds
- Rebone sewer
- Sterkwater sewer

WWTW PERFORMANCE							
Name of WWTW	**Class**	**Design Capacity (Ml/d)**	**Average Flow (Ml/d)**	**Performance (%)**	**No. of Process controllers**	**PC Required**	**Improvement measures required**
Mokopane WWTW	C	9.8 Ml/d	10 Ml/d	102	4 4 x IV	1 X Class IV 3 x class III	Upgrading of aeration system and chlorination system
Rebone ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Refurbishment of transfer sludge pumps and removing of overgrown vegetation
Masodi Ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Desludging of anaerobic ponds and removing of overgrown vegetation
Sekgakgapeng ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Desludging of anaerobic ponds and removing of overgrown vegetation

3.2.1 Sanitation access and backlogs

For Improved provision of basic and environmental services in a sustainable way to our communities,Mogalakwena Municipality construct the Ventilated Improved Pit latrine (VIP) in rural Villages according to the priority list of the ward.

ACCESS TO SANITATION								
Province, district and localmunicipality	MIIF CATEGORY	Government transfers and subsidies as a % oftotal revenue	Toilet facilities					
			2011			2022		
			Flush toilet / chemical toilet	Other	None	Flush toilet / chemical toilet	Other	None
Limpopo			**309 905**	**1 006 146**	**102 033**	**637 164**	**1 131 144**	**43 257**
Waterberg	**C1**	**96,6%**	**86 045**	**86 677**	**7 136**	**143 044**	**101 389**	**4 093**
LIM367: Mogalakwena	B2	54,2%	21 955	54 314	2 364	46 628	61 467	1 199

Source: Statistics South Africa (Stats SA), Census 2011 and 2022

RURAL SANITATION BACKLOG	
	2020/21
Rural Sanitation	10 500

3.2.2 The Green Drop Wastewater Services Audit

Since its inception in 2008, the Green Drop regulation programme sought to identify and develop the core competencies that, if strengthened, would gradually and sustainably improve the standard of wastewater management in South Africa. The intention was to align the minimum requirements and best practice as a new Green Drop standard to raise the bar for wastewater management.

The programme is therefore not based on the results of a limited number of random samples but evaluates the entire wastewater management services over a one-year audit period.

An audit attendance record of 100% affirms the WSAs commitment to the Green Drop national incentive-based regulatory programme.

The Regulator determined that no wastewater systems scored a minimum of 90% when measured against the Green Drop standards for the audited period and thus no WSA qualified for the prestigious Green Drop Certification. This compares to the one award in 2013 but is recognised for its inherent value to establish an accurate, current baseline from where improvement can be driven, and excellence be incentivized.

2021 Green Drop Summary					
WSA Name	**2013 GD Score (%)**	**2021 GD Score (%)**	**GD Certified ≥90%**	**GD Contenders (89%)**	**Critical State (<31%)**
Mogalakwena LM	84	26↓			Mokopane Old&New, Mosodi Ponds, Rebone

Several challenges pertaining to the provision of sanitation continue to exist:

- The current implementation model is based on programme managers using community builders. The model does deliver the desired quantities, given the limited budgets available. Although it does not necessarily comply with the CIDB Act the standard is acceptable.
- The municipality opted to construct VIP toilets in one village each year on a rotational basis. This model might be expensive and does not have an impact on the ground nor does it meet the objective of sanitation.
- The current funding strategy is also a challenge because the municipality will not meet the target as set by national cabinet. The backlog on VIP toilets provision in the 2020/2021 financial year amounted to 10 500.
- There is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan to meet the national target.

Water Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES	Total number of household with access to basic level of sanitation	13212	17603	13212	18177	16000	16729

Capital Expenditure 2024/2025 Water Services R' 000				
Capital Projects	2024/2025			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Mogalakwena Household Sanitation –	R27 167 545,00	R22 128 703	22574180,9	4 593 364.1

Employees: Water and Sanitation Services				
Job Level	2023/2024	2024/2025		
	Employees	Posts	Employees	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	1	1	100%
4 - 6	8	16	5	31%
7 - 9	4	9	3	33%
10 - 12	9	12	10	83%
13 - 15	0	0	0	0%
16 - 18	70	79	59	74%
19 - 20				
Total	91	117	78	66%

Financial Performance 2023/2024: Water and Sanitation Services R'000						
Details	2022/2023	2023/2024				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-44 261 325	- 34 532 317.00	- 47 855 998.00	- 48 351 774.35	40.02%	1.04%
Expenditure:						
Employees	59 830 812	66 300 694.00	57 657 138.08	57 654 328.64	-13.04%	0.00%
Repairs and Maintenance	-	25 154 331.00	29 169 228.49	20 978 772.69	-16.60%	-28.08%
Other	83 955 783	133 612 704.00	272 072 237.70	227 772 877.05	70.47%	-16.28%
Total Operational Expenditure	143 786 595	225 067 729.00	358 898 604.27	306 405 978.38	36.14%	-14.63%
Net Operational (Service) Expenditure	99 525 270	190 535 412.00	311 042 606.27	258 054 204.03	35.44%	-17.04%

3.3 ELECTRICITY

The municipal area of jurisdiction is serviced by both Eskom and the Municipality. The municipality's licensed area of supply is Mokopane town, Industrial area and the farming areas surrounding the town. The majority of the rural area is serviced by Eskom. The municipality services a total area of 2 800km². The municipality has 15,457 electricity consumers, which includes industrial, commercial, agriculture and residential consumers. This is achieved by making use of almost 1 200km of 33kV, 11kV and 400V overhead electrical lines and ± 400km underground cables. Mogalakwena makes use of four major 33kV/11kV substations with a total installed capacity of 160MVA and one switching station. There are four minor 33kV/11kV substations supplying electricity to the almost 2 800km² farming area surrounding Mokopane town as far as 10km from Mookgopong in the southwest, 50km in a westerly direction and 30km in a northerly direction from Mokopane town. The municipality is also responsible for maintenance of all streetlights and highmast lights across Mogalakwena. The municipality is planning to develop an Energy master plan with the assistance of MISA and DBSA.

3.3.1 Electricity loss

A losses strategy has been developed in order to mitigate against the high energy losses, funding must be provided for the implementation of the strategy. The municipality plans to conduct a "Cost of supply" that will inform future tariff applications, this will ensure that cost reflective tariffs are implemented. Credit control measures has been intensified.

3.3.2 Electricity access and backlogs

TABLE 28: HOUSEHOLD ACCESS TO ELECTRICITY

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a %	Energy for cooking					
			2011			2022		
			Electricity	Gas	Other	Electricity	Gas	Other
Limpopo			**708 913**	**21 956**	**684 806**	**892 812**	**327 080**	**588 684**
Waterberg	**C1**	**96,6%**	**117 818**	**4 575**	**57 232**	**129 487**	**67 119**	**51 595**
LIM367: Mogalakwena	B2	54,2%	46 766	1 564	30 219	56 908	25 148	27 132

Source: Statistics South Africa (Stats SA), Census 2011 & 2022

TABLE 29: ELECTRICITY BACKLOG

Service	Backlog
Electricity	12 635

The municipality has a huge maintenance backlog, a maintenance plan has been developed and is currently being implemented. Additional budget must be made available in order to fast track the maintenance backlog.

The demand for electrification of households, specifically in the rural areas has increased significantly, the Municipality plans to fully utilize the INEP Grant to address the increasing backlog.

Among the challenges experienced in the provision of electricity are:

- Aged infrastructure that results in constant power failures.
- Illegal connections that lead to high energy losses.
- The funding for projects, specifically for maintenance and refurbishment of existing infrastructure.
- Loadshedding: breakdown of plant when power is restored after loadshedding.
- Cable and transformer theft.
- Capacity constraints: Not enough capacity in Eskom substations that supply villages. This has a negative effect on the electrification of villages around Mogalakwena.
- Inability to meet the “electricity for all” targets of National Government at all times.

Electricity Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2021/2022		2022/2023		2023/2024	
		Target	Actual	Target	Actual		
TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES	Total number of households provided with access to basic level of electricity by the municipality (Excluding Eskom) y.t.d.	350	200	200	200	200	247
	Percentage electricity loss	20%	29%	25%	23	25%	15.58%
	Number of meter audit conducted	500	1016	500	1053	500	1600

Employees: Electricity Services				
Job Level	2023/2024	2024/2025		
	Employees	Posts	Employees	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	2	3	2	67%
4 - 6	19	24	17	71%
7 - 9	2	3	2	67%
10 - 12	28	34	28	82%
13 - 15	8	14	9	64%
16 - 18	24	30	20	67%
19 - 20	0	0	0	0%
Total	93	108	69	64%

Financial Performance 2023/2024: Electricity Services R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tariffs)	0	- 7 777.00	- 7 777.00	- 104.35	-98.66%	-98.66%
Expenditure:						
Employees	37 913 750	42 779 271	44 685 514	44 683 565	4.45%	0.00%
Repairs and Maintenance	11 560 279	58 768 862	75 334 033	42 870 517	-27.05%	-43.09%
Other	326 869 607	346 152 381	456 186 439	379 744 082	9.70%	-16.76%
Total Operational Expenditure	353 223 078	447 700 514.00	576 205 985.97	467 298 163.70	4.38%	-18.90%
Net Operational (Service) Expenditure	353 223 078	447 692 737.00	576 198 208.97	467 298 059.35	4.38%	-18.90%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T3.3.7						

3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

The main objective of waste management is to ensure the protection of the environment through effective waste management measures. The provision of affordable waste collection services protects the health and well-being of the people. The National Environmental Management: Waste Act, 2008 gives a municipality the executive authority to deliver waste management services, including waste removal, waste storage and waste disposal. The Municipality's two general landfill sites are both licensed in terms of legislation governing waste management.

3.4.1 Waste management facilities

The Mogalakwena Local Municipality has two permitted landfill sites located at Rebone and Potgietersrus (Mokopane).

Rebone Landfill

The Rebone Landfill site was classified as G: S: B and receives only general waste from Rebone Township which consists of 1 500 households and local businesses. The site is 100km north of Mokopane and licensed under permit number 12/9/11/P74. The site has a fence, gate, guardhouse, and signage boards at the gate entrance.

Potgietersrus (Mokopane) Landfill

Potgietersrus landfill site (known as Mokopane landfill) is classified as G: M: B^-, located 4 km southeast of Mokopane Town and covers an area of about 118 250 m². The permit was issued in 1994 in terms of the Environmental Conservation Act regulations with permit number B33/2/0160/003/P100. The site is secured with a palisade fence. There is a signage board at the entrance, guard house, staff buildings, weigh bridge facility, and recycling platform.

3.4.2 State of landfill sites

Potgietersrus (Mokopane) landfill is approximately 118 250 m² and only 88 959 m² has been used for disposal. The site receives approximately 6 000 m³ of waste volumes monthly from various sources i.e., domestic, commercial, and industrial and the remaining life span is approximately four years.

The Rebone landfill site has a total airspace of 12 511 m² with an estimated utilised space of 11 133m². The site seems to be at full capacity due to poor landfill management. However, it has a remaining life span of four years as indicated by a report compiled by Environmental and Sustainability Solutions cc in 2021.

3.4.3 Waste management access and backlogs

The number of households whose weekly refuse is removed by the local authority has increased from 16.9% in Census 2001 to 26.8% in Census 2011. In the same period the number of households whose refuse was removed less frequently than once a week declined from 0.8% to 0.4%. The percentage of households depending on a communal refuse dump increased slightly from 1.1% to 1.3% between 2001 and 2011. There was a slight increase in the percentage of households that owned their own refuse dumps. There was also a decrease in the proportion of households without any refuse disposal, from 9.7% in Census 2001 to 7.7% in 2011. The table below shows the various waste disposal methods per household.

ACCESS TO REFUSE REMOVAL SERVICES, CENSUS 2022

Name	Frequency	%
Removed by local authority at least once a week	42 752	39,1%
Removed by local authority less often	1 524	1,4%
Communal refuse dump	2 112	1,9%
Communal container/central collection point	363	0,3%
Own refuse dump	54 417	49,8%
No Rubbish Disposal	7 099	6,5%
Other	1 027	0,9%

3.4.4 State of refuse removal in urban and rural settlements

Waste collection is done in the three service delivery areas of Rebone, Mahwelereng and Mokopane. The service in rural areas is partly delivered with the exception of Armoede and Rooibokfontein which can be attributed to the relocation by the mine (Anglo Platinum). Some 16 488 households and 153 bulk waste containers for businesses are receiving weekly waste collection services. Rural and peri urban areas are also being serviced. Waste is collected by means of rear-end loaders (RELs) from urban settlements and peri-urban settlements on a weekly basis and from the commercial and industrial premises daily. General waste collection in the municipality is collected from domestic or households' sources.

Among the challenges faced by the municipality in the disposal and removal of waste, are:

- Land fill site in town is operating at moderate capacity.
- Lack of machinery at Rebone landfill site and Potgietersrus landfill site.
- Obsolete machinery and equipment.
- No collection at rural areas

Waste Management Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES	Total number of households with access to basic level of solid waste removal	16250	16662	16250	17053	13000	13910
	Number of waste awareness/clean-up campaigns held	n.a	n.a	4	4	4	5
	Number of illegal dumping areas cleared	n.a	n.a	4	4	4	12

Employees : Solid Waste Management Services				
	2023/2024	2024/2025		
Job Level	Employees No	Posts No	Employees No	Vacancies(as a % of total posts)%
0-3	1	1	1	100%
4-6	1	1	0	0%
7-9	8	9	8	89%
10-12	6	16	6	37%
13-15	0	0	0	0
16-18	85	93	93	100%
Total	**106**	**120**	**108**	**90%**

Financial Performance 2024/2025: Solid Waste Management Services R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tariffs)	-7 101 954	-7.190.255	-8.119.506	-8.030.021	11,68%	-1,10%
Expenditure:						
Employees	39 964 757	44.192.446	40.124.754	40.062.929	-9,34%	-0,15%
Repairs and Maintenance	0	369.210	239.534	239.492	-35,13%	-0,02%
Other	51 609 799	54.029.483	80.150.338	60.994.416	12,89%	-23,90%
Total Operational Expenditure	91 574 556	98.591.139,00	120.514.625,24	101.296.835,81	2,74%	-15,95%
Net Operational (Service) Expenditure	84 472 602	91.400.884,00	112.395.119,24	93.266.815,19	2,04%	-17,02%

3.5 HOUSING

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it articulates that everyone has the right to adequate housing and the municipality must take reasonable steps and other measures within its available resources to achieve the progressive realization of this right. The provision of houses remains the function of the provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA). The role of the municipality is mainly to coordinate the identification of sites and beneficiaries and monitoring the construction process.

The Housing Division functions as follows:

- Beneficiary administration (identification of beneficiaries, housing needs register or database, completion of application forms, follow-up on application status and handling beneficiary queries).
- HSS administration – access to viewing only.
- Project management (all housing programmes)
- Consumer education
- Implementation of housing programmes in line with relevant policies
- The Municipality is not an implementing agent/developer; however, housing projects are implemented in partnership with the Provincial government in terms of cooperative governance.
- All housing initiatives are implemented with the support of CoGHSTA and the Housing Development Agency.
- Private sector initiatives are also supported and encouraged.

The table below gives a summary of low-cost housing allocation for the past three financial years:

FINANCIAL YEAR	ALLOCATION	URBAN	RURAL	COMPLETED
2022/23	197	36	134	181
2023/24	400	0	400	88
2024/2025	505	20	485	08

Employees: Housing Services		
Job Level	2023/24	2024/2025

	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	1	1	100%
4 - 6	1	2	1	1	50%
7 - 9					
10 - 12					
13 - 15					
16 - 18					
19 - 20					
Total	1	3	1	1	50%

Financial Performance 2024/2025: Housing Services R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	-	-	-	-	-
Expenditure:						
Employees	940 894	1.070.876	1.676.584	1.676.491	56,55%	-0,01%
Repairs and Maintenance	-	-	-	-	-	-
Other	17 983	44.957	1	-	-100,00%	-100,00%
Total Operational Expenditure	958 877	1.115.833,00	1.676.584,98	1.676.490,59	50,25%	-0,01%
Net Operational (Service) Expenditure	958 877	1.115.833,00	1.676.584,98	1.676.490,59	50,25%	-0,01%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T3.5.5	

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

Free basic municipal services are provided at no charge by the Government to poor households. Such services provided by municipalities include a minimum amount of electricity, water and sanitation that is sufficient to cater for the basic needs of a poor household. However, policies regulating the provision of basic sanitation and refuse removal are yet to be finalised by the relevant sector departments. The provision of free basic water (first 6kl as free basic water) in Mogalakwena Municipality is provided to indigents only.

Free basic electricity, water, refuse, and sewerage are allocated in accordance with provision of the Mogalakwena Local Municipality's Indigent Policy which clearly defines the qualifying categories. The Municipality grants free 6kl of water, 50kwh of electricity, 500m2 of refuse, and 500m2 of sewerage. The municipality has spent an amount of R 6 197 028.80 in assistance to, and provision of, basic service levels to indigent households in the 2021/2022 financial year.

This amount also includes assistance in burying the poorest of the poor in the municipal area through the provision of graves. The cost of the graves are R1 223.70 in Mokopane and R873.40 in Mahwelereng and the graves are provided free for registered indigents.

INDIGENT WELFARE PACKAGES			
Package Compilation for Indigent	**22/23 R (VAT included)**	**23/24 R (VAT included)**	**24/25 R (VAT included)**
Rates – R100 000 Valuation	60.30	63.50	67,88
Refuse (up to 500 m2)	73.75	77.66	83,02
Sewage (up to 500 m2)	40.25	42.38	45,3
Electricity – 50kwh	67.11	79.66	86,83
Water – 6kl	139.20	199.89	213,68
Total indigent package per month	**380.61**	**463.08**	**R496.71**

The total number of ---- households were provided with free basic services

Service	2024/2025 Actual Expenditure
Electricity	2 665 749.69
Water	1 632 197.26

COMPONENT B: ROAD TRANSPORT

3.7 ROADS

The municipality developed a Road Master Plan which has not yet been approved by Council. The objectives of the master plan are to categorize and classify the roads. It must ensure that roads and stormwater infrastructure development is aligned to the Mogalakwena municipal Spatial Development Framework. This must benefit economic growth in the area by absorbing the potential growth of the resulting from to mining companies that are about to settle within the borders to mine the different mineral resources found in the area. Implementation of the plan will also attract tourism, grow the economy, and create opportunities for business initiatives for local people.

3.7.1 Road and stormwater access and backlogs

ROAD AND STORMWATER ACCESS AND BACKLOGS			
Total Network	Gravel roads	Internal Street Streets	Tarred roads
3 585.38km	3062.42 km	12.66 km	510.3 km

Gravel Road Infrastructure				Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt	Gravel roads graded /maintained
2020/2021	1 683,70	0	4.2km	1054km
2021/2022	1 683,70	0	2.2km	2 024km
2022/2023	1 683,70	0	3.7km	572.7km
2023/2024	3062.42	0	11.4km	15km
2024/2025	3062.42	0	2.5km	48.59km

Asphalted Road Infrastructure Kilometers					
	Total asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2020/2021	700	4.4	Resealing	0	
2021/2022	704.4	0	Resealing	0	11894m2
2022/2023	704.4	0	Resealing	0	4094.77m2
2023/2024		2.5	Resealing	0	4803,89m2
2024/2025		2.5km	Resealing	0	11837,95m²

Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES	Number of km's of re-gravelled	10	0	10	12	10	14
	Number of km's of gravel roads upgraded to tar	6.3km	3.7km	6.3km	11.4km	2.5km	2.5km
	Number of cubic meter of storm water drainage maintained	1500M3	7125M3	1500m3	1739,97m3	1500m³	1815,2m³
	Number of road square meters patch	4000m2	4094.77m2	4000m2	4803,89m2	4000m²	11837,95m²

Financial Performance 2024/2025: Road Services R'000							
Details	2023/2024	2024/2025					
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	-	-	-	-	-
Expenditure:						
Employees	16 067 932	18 945 998	17 569 116	17 568 350	-7.27%	0.00%
Repairs and Maintenance	1 444 485	12 258 621	29 315 913	2 401 633	-80.41%	-91.81%
Other	6 812 660	13 427 281	26 036 497	26 031 668	93.87%	-0.02%
Total Operational Expenditure	21 436 107	44 631 900.00	72 921 526.12	46 001 650.79	3.07%	-36.92%
Net Operational (Service) Expenditure	21 436 107	44 631 900.00	72 921 526.12	46 001 650.79	3.07%	-36.92%
T3.7.8						

The capital projects are listed in the table below with its budgeted and actual expenditure information.

Capital Expenditure: Road Services R' 000				
Capital Projects	*2024/2025			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Completion of Marulaneng roads and stormwater	*11 922 944*	*14 061 014*	14 061 015	-2 138 071
Mahwelereng Roads & Stormwater Phase 2A	*7 141 594*	*7 141 594*	9 141 593	-1 999 999
Mahwelereng Roads & Stormwater Phase 2B	*12 063 502*	*12 063502*	12 063 501	1
Mshengo RDP Section roads and stormwater	*9000 000*	*9000 000*	6 883 677	2 116 323
Completion of Thabang street	*6 986 670*	*3 796 260*	3 796 260	3 190 410
Completion of Ext 14 to 19 roads and stormwater	R10 507 605	10 870 976	10 870 976	-363 371

The majority of the infrastructure development projects were not completed for both roads and Storm water.

3.8 LICENCING SERVICES

Municipality is an agent of Department Transport for the issuing of vehicle licenses which also includes testing of vehicles as part of vehicle licensing procedure. For this task the Municipality retains 20% of revenue generated from these services which does not cover its operational costs to perform the function. The municipality continue to render traffic services in an effort to ensure the maintenance of highest safety standards.

The municipality currently manages and operates 1 licencing centres, which are responsible for the provision of registration and licencing of motor vehicles, testing of learner and driver licencing and renewal and testing of roadworthiness of vehicles.

The offering of licences is an essential service that enables our citizens to be employable. The Licensing Department is also ranking amongst the revenue generating centres. Efforts have also been primarily to protect this revenue against fraud and corruption.

Activity	Statistic outcome for 2024/2025
Testing of learners licenses	3166
Testing of drivers licenses	2 249
Vehicle registration	9120

Employees: Licencing Services				
Job Level	2023/2024	2024/2025		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)
	No.	No.	No.	No.
0 - 3	0	1	1	100%
4 - 6	0	1	0	0%
7 - 9	14	20	16	80%
10 - 12	3	3	3	0%
13 - 15	0	0	0	0%
16 - 17	0	0	0	0%
Total	17	25	20	80%

Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
Sound and efficient financial management	Number of times that agreed portion of revenue from drivers licence cards were paid over prodiba by 15th of each month	12	12	12	12	12	12

COMPONENT C: PLANNING AND DEVELOPMENT

3.8 PLANNING

The Mogalakwena Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the Mogalakwena Municipality has gazetted its land use by-laws known as Mogalakwena Municipality Land Use By-Law, 2016 and is already accepting applications terms of that by-law.

The Land Use Management Scheme, 2008 is also promulgated. However, it is being reviewed to include all the rural areas thus making it a wall-to-wall land use scheme as prescribed by SPLUMA. The Municipal Council has on the 16th of August 2023 adopted the new SDF that will result in the Land Use Scheme Management System that gives effect to the principles of SPLUMA and aligns to the contents of an SDF as stipulated under Section 21 of the Act.

The Municipal Council has also categorized different land development applications as prescribed in the Act to determined land development application that will be finalized by the Authorized Official and those that will be submitted to Municipal Planning Tribunal for adjudication. This has resulted into streamlined way of processing land development applications without undue delays.

Due to capacity constraints, the Municipality is currently participating in the District Municipal Planning Tribunal to adjudicate on relevant categories of land development applications. The District Municipal Planning Tribunal is fully operational and there are no unnecessary delays in processing land development applications.

Land development applications adjudicated and approved by district municipal tribunal

Planning Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
Optimum utilisation of land	Percentage of land use contraventions referred to Legal Services after 30 days of non-response by the resident.	-	-	-	-	100%	100%
	Percentage of NBR contraventions referred to Legal Services after 30 days of non-response by the resident.	-	-	-	-	100%	100%

Employees: Planning Services				
	2023/2024	2024/2025		
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (as a % of total posts) %
0 - 3	0	1	1	100%
4 - 6	3	6	3	50%
7 - 9	0	1	1	100%
10 - 12				
13 - 15				
16 - 18	12	13	12	92%
19 - 20				
Total	15	21	17	81%

Financial Performance 2024/2025: Planning Services R'000						
	2023/2024	2024/2025				
Details	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	-	-	-	-	-
Expenditure:						
Employees	5 338 136	5 948 045	6 292 653	6 292 243	5.79%	-0.01%

Repairs and Maintenance	-	-	-	-	-	-
Other	182 069	9 971 524	8 102 733	780 016	-92.18%	-90.37%
Total Operational Expenditure	5 520 205	15 919 569.00	14 395 385.43	7 072 259.28	-55.58%	-50.87%
Net Operational (Service) Expenditure	5 520 205	15 919 569.00	14 395 385.43	7 072 259.28	-55.58%	-50.87%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T3.10.5	

3.9 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The Local Economic Development and Tourism unit coordinates all key local economic development stakeholders and role players to unlock economic opportunities and encourage private sector driven investment with the aim to create decent employment opportunities for local residents. The purpose of LED is to build-up the economic capacity of Mokopane to improve its economic future and quality of life for all. It is process by which public sector, businesses and nongovernmental sectors create better conditions for economic growth and job creation.

The stakeholder engagement platform is encouraged through the LED forums where ideas on socio-economic development are shared.

The LED strategy was approved by council in 2010 and due for reviewal. The municipality has appointed the services provider to review the strategy.

In quest to support and capacitate SMME's, the Municipality coordinated training/workshops on how to access funding, business plan development, compilation of tender documents to assist local small business grow focusing on job creation and economic inclusion.

Local Economic Development Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Number of jobs created through LED initiatives	200	690	100	190	100	228
	Number of business information session conducted by June 2025	4	4	4	4	4	7
	Number of flea markets held by June 2025	2	2	2	2	2	5

Employees: Local Economic Development Services				
Job Level	2023/2024	2024/2025		
	Employees No.	Posts No.	Employees No.	Vacancies (as a % of total posts) %
0 - 3	0	1	0	0%
4 - 6	7	7	7	100%
7 - 9	1	1	1	100%
10 - 12	0	0	0	0%
13 - 15	5	5	5	100%
16 - 17	0	0	0	0
Total	13	14	13	93%

Financial Performance 2023/2024: Local Economic Development						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	-	-	-	-	-
Expenditure:						
Employees	4 346 407	5 200 066	4 019 298	4 018 657	-22.72%	-0.02%
Repairs and Maintenance	-	-	-	-	-	-
Other	78 360,00	242 512.00	52 381.10	47 309.53	-80.49%	-9.68%
Total Operational Expenditure	4 424 767	5 442 578.00	4 071 679.30	4 065 966.44	-25.29%	-0.14%
Net Operational (Service) Expenditure	4 424 767	5 442 578.00	4 071 679.30	4 065 966.44	-25.29%	-0.14%

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.11 LIBRARIES

The Municipality manages four fully established community libraries based in Mokopane, Mahwelereng and Makobe (Bakgoma) and Pudiakgopa (Mmahlee) respectively. The Municipality also provides library services to the two satellite areas of Bakenberg and Taueatswala (Babirwa).

The Mogalakwena Municipal Libraries renders information service to the communities and provides reading materials for a variety of purposes, e.g. education and cultural development, self-improvement and recreation. Municipal Libraries also engages in various outreach programs to promote and cultivate a culture of reading within communities.

The following are the core functions:

Provision of information:
The Reference and Study are frequented by users daily to study do research and access internet service. User groups are tertiary students; pre, primary and high school learners doing research for school projects; persons requiring information to enhance their general knowledge and to improve their personal circumstances. Libraries provide a variety of materials suitable for informal / leisure reading, which improves reading and comprehension skills. The libraries provide books for self- development and cultural development.

Circulation service
Circulation of books remains an integral part of every library's services. While anyone may read as much as they can, free of charge inside our libraries, a borrower of books must register as a library member (prescribed rules& subject to payment of the relevant fees) before being allowed to borrow library material for home use..

Provision of study space
Library users are in need of space to study and its critical that the environment of such space should be conducive and hospitable. The studying environment must be hygienic, must have good lighting levels, good ventilation, etc. There is currently a growing need for study space in libraries and it becomes worse during examination periods.

Free Wi-Fi
All libraries currently offer free Wi-Fi inside the library ONLY which is limited to aid learners, students and upcoming entrepreneurs with their projects, job applications, virtual job interviews and virtual meetings. A connection is free for one hour per day and is sponsored by the "Conditional Grant for Public Libraries" – Free Wi-Fi is available in all libraries.

Free Computer training

All municipal libraries have embarked on a journey to offer communities access to digital literacy. The trainings are nondiscriminatory, nonpartisan, inclusive and educational to all members of the community irrespective of age or gender.

Collection development:

The current book collection can be regarded as stale, outdated and irrelevant. Library collection needs constant replenishment and updating in order to provide the informational and educational needs of the community. Every library should have an up to date, well balanced and representative to give library users the best possible resources that will enable them to excel. Due to escalating publishers' prices our limited budget barely allows for regular stock maintenance

Employees : Libraries				
	2023/2024	2024/2025		
Job Level	Employees No	Posts No	Employees No	Vacancies(as a % of total posts)%
0-3	1	1	1	100%
4-6	3	4	3	75%
7-9	2	3	2	67%
10-12	18	23	18	78%
13-15	0	0	0	0%
16-18	9	10	9	90%
Total	**33**	**41**	**33**	**80%**

Financial Performance 2024/2025: Libraries	

						R'000
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	- 4 362.00	- 4 362.00	- 345.00	-92.09%	-92.09%
Expenditure:						
Employees	9 686 990	11 553 226	10 102 823	10 102 106	-12.56%	-0.01%
Repairs and Maintenance	-	427 944.00	1 975.10	1 810.50	-99.58%	-8.33%
Other	371 530	8 534 554	1 419 911	1 183 111	-86.14%	-16.68%
Total Operational Expenditure	10 058 520	20 515 724.00	11 524 709.35	11 287 027.36	-44.98%	-2.06%
Net Operational (Service) Expenditure	10 058 520	20 511 362.00	11 520 347.35	11 286 682.36	-44.97%	-2.03%

3.12 CEMETORIES AND CREMATORIUMS

The municipality is rendering this service in proclaimed town and townships namely, Rebone, Acacia, Mokopane and Mahwelereng. The activities are:

a] measuring and laying out of graves;
b] Digging graves and opening graves by jackhammer;
c] Filling of graves;
d] Maintaining terrains;
e] Developing new sites.

A wall of remembrance for the internment of ashes of cremated persons is rendered at Mokopane cemetery. Our priority is that graves should be available within 48 hours if not immediately. Some graves are prepared in advance to ensure that graves are readily available during disaster or industrial actions.

Poor and indigent people are catered for from an allocation on the budget meant for indigent and pauper burials.

The Mahwelereng cemetery is full and was closed mid-February 2021. Following this closure, the Extension 17 cemetery was opened. Renovations should be done to the ablution block which was vandalized.

Financial Performance 2023/2024: Cemeteries and Crematoriums R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	-	-	-	-	-	-
Expenditure:						
Employees	6 480 689	6 295 265	6 481 192	6 480 689	2.95%	-0.01%
Repairs and Maintenance	4 859	83 005	6 259	4 859	-94.15%	-22.36%
Other	202 753.45	1 691 090.00	202 754.00	202 753.45	-88.01%	0.00%
Total Operational Expenditure	6 688 301.63	8 069 360.00	6 690 204.45	6 688 301.63	-17.11%	-0.03%
Net Operational (Service) Expenditure	6 688 301.63	8 069 360.00	6 690 204.45	6 688 301.63	-17.11%	-0.03%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T3.55.5						

Employees : Cemetories				
	2023/2024	2024/2025		
Job Level	Employees No	Posts No	Employees No	Vacancies(as a % of total posts)%
0-3	1	1	1	100%
4-6	0	1	0	0%
7-9	3	4	2	50%
10-12	0	0	0	0%
13-15	2	4	1	25%
16-18	45	48	45	94%
Total	**51**	**58**	**49**	**84%**

COMPONENT E: SECURITY AND SAFETY

The Municipality has an obligation in terms of Section 152 of the Constitution of the Republic of South Africa, 108 of 1996 to provide safety and a healthy environment to its community.

Mogalakwena Local Municipality provide safety and security in terms of physical security, CCTV Cameras and the Alarm Systems. The in-house and private security services (officers) are deployed 24/7 at the License Testing Station, Diphichi and Taueatsoala. It is also responsible for monitoring and investigating all the incidents encountered in all sites of the Municipality and submit reports on the functionality and effectiveness of the system. There is external physical service providers contracted to the Municipality to assist to protect people and property.

The Municipality has in- door CCTV Cameras installed at the Main Building in Mokopane town which is linked to the control room which is manned and monitored 24/7. The municipality intends to install outdoor CCTV cameras in the central business area as part of the mitigation strategy to decrease crime.

Capital Expenditure: Security Services **R' 000**				
Capital Projects	*2024/2025			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
CCTV Camera System	*10 008 672*	*10 008 672*	9 273 759	734 913

Employees: Traffic and Emergency Services				
Job Level	**2023/2024**	**2024/2025**		
	Employees	**Posts**	**Employees**	**Vacancies (fulltime equivalents)**
	No.	**No.**	**No.**	**No.**
0 - 3	1	1	1	100%
4 - 6	0	0	0	
7 - 9	7	4	4	100%
10 - 12	0	0	0	

13 - 15	12	13	12	92%
16 - 17	0	0	0	0
Total	24	18	17	94%

3.13 TRAFFIC AND EMERGENCY SERVICES

Traffic Law Enforcement Road monitoring and patrol are performed on daily basis, where Municipal Traffic Officers are visible on the roads to calm the traffic flow and to minimize traffic offences and ultimately accidents, general crime and apprehend those who contravene the law. Road monitoring is performed weekly in collaboration with SAPS and at times with Provincial traffic officers. On monthly basis an average of 1000 tickets are issued.

The Municipality embarked on the AARTO roll-out as from the 01 February 2024 which enhanced Municipal revenue collection.

The municipality has conducted 133 speed checks and 13 road blocks to ensure that the movement of goods and person s are efficient, orderly and safe.

Objectives and Targets as Taken From IDP and SDBIP							
IDP Objective	Performance Indicator	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
To reduce loss and damage to life and property	Number of speed checks conducted year phased in by each quarter	100	83	100	118	100	133
	Number of roadblocks held by June 2024	-	-	4	10	4	13

Capital Expenditure: Traffic and Emergency Services R' 000				
Capital Projects	*2024/2025			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Traffic Management System	*7 800 000*	*7 800 000*	7 794 650	5 350

Employees: Traffic and Emergency Services				
Job Level	**2023/2024**	**2024/2025**		
	Employees	**Posts**	**Employees**	**Vacancies (fulltime equivalents)**
	No.	**No.**	**No.**	**No.**
0 - 3	1	1	1	100%
4 - 6	3	4	3	75%
7 - 9	17	30	22	73%
10 - 12	0	2	0	-100%
13 - 15	0	0	0	0
16 - 17	4	5	4	80%
Total	24	42	30	71%

COMPONENT H: SPORT AND RECREATION

3.14 SPORT AND RECREATION

The municipality maintains twelve community parks and one public swimming pool as well as a squash court.
There are five developed stadia: Mahwelereng, TT Cholo, Rebone, Bakenberg, Mokopane and the Mapela Sport facility.
The Sports node at Mahwelereng is also equipped with softball pitch, cross country Track, outdoor gymnasium and a licensed tartan athletics track.
The support to the less privileged community is structured around free public use of most facilities. The municipality has developed and approved the Sports Facility Utilisation Policy.

Current sport and recreational facilities in the Mogalakwena municipality include opportunities for tennis, netball, volleyball, cross-country, soccer, athletics, rugby, and gym. The table below shows formalised sports infrastructure in the various municipal growth points.

SPORT INFRASTRUCTURE IN THE MUNICIPALITY		
Name	**Condition**	**Facilities offered**
Mahwelereng Stadium	Fair	Tennis, Netball, Volleyball, Cross-Country, Soccer, Athletics and Gym
Bakenberg Stadium	Poor	Netball and Soccer
Mapela Stadium	Fair	Netball
Rebone Stadium	Fair	Soccer, Netball and Tennis
TT Tsholo Stadium	Poor	Soccer and Netball
Rugby Club Grands	Very Poor	Rugby

Employees: Sports				
Job Level	2023/2024	2024/2025		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)
	No.	No.	No.	No.
0 - 3	0	1	1	100%
4 - 6	1	1	0	-100%
7 - 9	3	3	1	33%
10 - 12	0	3	1	33%
13 - 15	1	16	0	-100%
16 - 17	10	53	51	96%
Total	15	77	54	70%

Financial Performance 2024/2025: Sports R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)		-	-	-	-	-
Expenditure:						
Employees		5 931 780	4 953 992	4 953 460	-16.49%	-0.01%
Repairs and Maintenance		221 152.00	17 126.70	14 870.80	-93.28%	-13.17%
Other		3 055 615	14 335 567	14 328 589	368.93%	-0.05%
Total Operational Expenditure		9 208 547.00	19 306 686.18	19 296 919.90	109.55%	-0.05%
Net Operational (Service) Expenditure		9 208 547.00	19 306 686.18	19 296 919.90	109.55%	-0.05%

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICE

3.15 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The municipality has adopted the ICT Strategic Plan (also known as an ICT Strategic Master systems Plan) ICT Implementation Plan, and Operational plan in line with the Corporate Governance of ICT Policy Framework (CGICTPF) to develop and maintain an ICT Architecture.The adoption on the plans assisted the municipality in aligning technology with business goals, ensuring value from ICT investments, managing risks, optimizing resources, and improving performance, driving digital transformation, fostering transparency, and ensuring accountability for better service delivery and compliance with laws, preventing costly failures.

The following are challenges facing the municipality ICT

- Connectivity in the SDA
- Lack of integrated electronic document and record system
- Funding towards the implementation of the ICT Strategy

Employees: Information Technology				
Job Level	2023/2024	2024/2025		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.
0 - 3	1	1	1	100%
4 - 6	2	4	2	50%
7 - 9	0	1	0	-100%
10 - 12	0	0	0	0
13 - 15	0	0	0	0
16 - 17	0	0	0	0
Total	3	5	3	60%

Financial Performance 2024/2025: ICT Services

						R'000
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)		-	-	-	-	-
Expenditure:						
Employees		3 031 985	3 800 666	3 800 504	25.35%	0.00%
Repairs and Maintenance		-	-	-	-	-
Other		19 962 482	28 497 052	22 758 833	14.01%	-20.14%
Total Operational Expenditure	-	22 994 467.00	32 297 717.52	26 559 336.80	15.50%	-17.77%
Net Operational (Service) Expenditure	-	22 994 467.00	32 297 717.52	26 559 336.80	15.50%	-17.77%

3.16 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

The Legal Services division is guided by Municipal Property Rates Act no 6 of 2004 and its regulations, read together with the Municipal Finance Management Act of 2003 and its regulations.

The department focuses its resources on ensuring the sustainable proper governance systems and processes focusing on promoting principles of good governance to strengthen compliance to applicable legislations throughout the municipality, enabling oversight and accountability.

The main activity of the legal division is to provide appropriate legal services to the Institution, Mogalakwena Local Municipality, debt collection and manage the general overall compliance in the Municipality so as to meet the following objectives:

- Minimize unwarranted litigations
- Compliance with required legislations governing Municipalities
- Provide legal advice to different departments of the Municipality so as to enhance the fulfillment of the municipality's objectives.

One of the sources of the municipality's revenue is payment of basic services by consumers. In order for the Municipality to provide services to communities in an efficient and sustainable manner to consumers, customers should pay for the services they receive from the Municipality. There is a debt collection policy in place that regulates collection of debt from non-paying consumers.

The council has approved municipal litigation reduction strategy to **minimise legal costs and liabilities**, ensure **legal compliance** with all relevant laws and court orders, and use litigation to achieve broader public-interest outcomes. The strategy provides a policy framework for managing all legal matters in a coordinated, efficient, and proactive manner.

Active Matters	Matters Finalized	Matters held in abeyance
28	25	48 and 30 thereof is conveyancing matters

Employees: Legal Services				
Job Level	2023/2024	2024/2025		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.
0 - 3	1	1	0	0%
4 - 6	2	3	2	66%
7 - 9	0	0	0	0%
10 - 12	0	0	0	0%
13 - 15	0	0	0	0%
16 - 17	0	0	0	0%
Total	6	4	2	50%

Financial Performance 2023/2024: Legal Services and Corporate Support R'000						
Details	2023/2024	2024/2025				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Original Budget	Variance to Adjusted Budget
Total Operational Revenue (excluding tarrifs)	- 4 137,00	- 1 574.00	- 1 574.00	-	-100.00%	-100.00%
Expenditure:						
Employees	8 826 890	17 293 143	12 999 864	12 236 818	-29.24%	-5.87%
Repairs and Maintenance	-	8 983.00	6 099.00	-	-100.00%	-100.00%
Other	38 695 341	23 591 982	43 596 200	42 922 718	81.94%	-1.54%
Total Operational Expenditure	47 522 231	40 894 108.00	56 602 162.83	55 159 535.16	34.88%	-2.55%
Net Operational (Service) Expenditure	48 492 838	40 892 534.00	56 600 588.83	55 159 535.16	34.89%	-2.55%

COMPONENT G: ORGANISATIONAL PERFOMANCE SCORECARD

The municipalities Performance Management is institutionalised in line with applicable legislative and policy framework requirements of which are included in the approved IDP and SDBIP. Performance management provides the mechanism to measure whether set KPIs and targets linked to the organisations' strategic objectives, set by Council, and are met.

Section 46 of the Municipal Systems Act, stipulates that the municipality must prepare for each financial year, a performance report, reflecting the performance of the municipality during that financial year and a comparison of performance against the targets set as well as measures taken to improve performance. The annual performance report reflects the overall performance for 2023-2024 financial year as well as comparative financial year (2022-2023). The performance is based on the revised approved Intergraded Development Plan (IDP) and Adjusted Service Delivery and Budget Implementation Plan (SDBIP) for the year under review.

As per legislation, the Municipality regularly reported on performance to Council in terms of Section 52(d) of the Municipal Finance Management Act (MFMA), hereafter referred to as the MFMA. This reporting was done a month after the end-of-the quarter for noting by Council. Reporting on a midyear/half-yearly basis to Council was done in accordance with Section 72 of the MFMA.

This section of the Annual Performance report on the municipality's annual performance against the planned target as derived from the IDP. An overview of the municipality's actual performance linked to the National Key Performance Areas are depicted in Table 1.

Mogalakwena Municipality	**Basic Service Delivery**	**Good Governance and Public Participation**	**Local Economic Development**	**Municipal Financial Viability and Management**	**Municipal Transformation and Institutional Development**	**Spatial Rationale**	**Total**
KPI Achieved	21	18	3	17	2	2	**63**
KPI Not Achieved	0	2	0	6	3	0	**11**
Total	**21**	**20**	**3**	**23**	**5**	**2**	**74**

Chapter 3

COMPARISON OF THE 2023/2024 PERFORMANCE WITH ACTUAL PERFORMANCE OF 2024/2025 FINANCIAL YEAR

Key Performance area	2023/2024				2024/2025			
	Target achieved	**Target not achieved**	**Total**	**% Achieved**	**Target achieved**	**Target not achieved**	**Total**	**% Achieved**
Spatial rationale	3	0	3	100%	2	0	2	100%
Basic service delivery and infrastructure development	17	2	19	89%	21	0	21	100%
Local Economic Development	3	0	3	100%	3	0	3	100%
Municipal Financial Viability and Sound Management	17	4	21	81%	17	6	23	74%
Municipal Transformation and organisational development	8	0	8	100%	2	3	5	40%
Good governance and public participation	15	3	18	83%	18	2	20	90%
Total	**63**	**9**	**72**	**88%**	**63**	**11**	**74**	**85%**

Refer to Annexure F for a full Annual Performance report.

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

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	2023/2025	2024/2025		
	Employees no	Approved posts No	Employees no	Variances
Office of the Municipal Manager	36	48	28	20
Corporate Support Services	86	150	81	69
Finance	97	111	87	24
Electrical Services	113	215	98	117
Community Services	356	559	338	221
Traffic & Emergency Services	165	161	73	88
Developmental Services	59	84	40	44
Technical Services	532	569	214	355
	1444	**1897**	**959**	**938**

Vacancy Rate 2024/2025			
Designations	**Total Approved Posts**	**Vacancies**	**Variances**
Municipal Manager	1	0	1
CFO	1	0	1
Other Section 56 managers	5	0	5
Level 2 Managers	1	1	0
Divisional Heads	37	6	31
Total	45	7	38

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

HR Policies and Plans			
	Name of Policy	Approved%	Not Approved
1	Affirmative Action	Yes	
2	Scarce Skill and Retention Policy	Yes	
3	Code of Conduct for employees	Yes	
4	Disciplinary Code and Procedures	Yes	
5	Emergency plan	Yes	
6	Employee Assistant Programme policy	Yes	
7	Employment Equity policy	Yes	
8	Cellphone Policy	Yes	
9	Grievance Procedures	Yes	
10	HIV/Aids	Yes	
11	Training policy	Yes	
12	Information Technology	Yes	
13	Job Evaluation		No
14	Leave	Yes	
15	Occupational Health and Safety	Yes	
16	Personal and Protective Clothing Policy	Yes	
17	Substance Abuse Policy	Yes	
18	Official transport to attend Funerals	Yes	
19	Official Working Hours and Overtime	Yes	
20	Security of Council Vehicles		No
21	Sports and Recreation Policy		No
22	Performance Management and Development	Yes	
23	Recruitment, Selection and Appointments	Yes	
24	Remuneration Scales and Allowances	Yes	
25	Bursary Policy	Yes	
26	Sexual Harassment	Yes	
27	Training policy	Yes	
28	Smoking Policy	Yes	
29	Special Skills	Yes	
30	Travel and Car Allowance policy	Yes	
31	Compensation of Occupational Injury Disease	Yes	
32	Policy in respect of officials in Political Office	Yes	

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty July 2024–June 2025						
Type of injury	Number of injuries	Injury Leave Taken Days	Employees using injury leave No.	Average injury leave taken per employee %	Average Injury Leave per employee Days	Total Estimated Cost R'000
Required basic medical attention only	34	367	34	0	4	85000
Temporary total disablement	0	0	0	0	0	0
Permanent disablement	0	0	0	0	0	0
Fatal	0	0	0	0	0	0
Total	34	367	34	0	0	85000
						T4.3.1

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	**Total sick leave** **Days**	**Proportion of sick leave without medical certification** **%**	**Employees using sick leave** **No.**	**Total employees in post*** **No.**	***Average sick leave per Employees** **Days**	**Estimated cost** **R' 000**
Senior Management (Levels 1-2)	19	1	1	14	1.00	269031.36
Highly skilled supervision (Levels 3-5)	58	7	5	109	8.50	721419.08
Highly skilled production (levels 6-8)	154.50	17	13	201	7.23	848287.77
Skilled (levels 9-12)	119	18	12	420	18.00	1311237.78
Lower Skilled (Levels 13-17)	137.50	19	12	330	17.65	589338.32
MM						
Total	**488.00**	**62.50**	**43.00**	**1107.00**		**3739314.31**

Name of Employee	Depart-ment	Representative Appointed	Type of Misconduct	Date of suspension	Return Date	Progress to date

Divisional Manager Budget Sibanda KD	Finance Department	Mr Tshishonga from Makhado municipality as an investigator. Pro - Mr Tshishonga from Makhado municipality Chair - Mr Lathane from Mopani District municipality	Dereliction of Duty Gross insubordination	3 Oct 2022	N/A	The disciplinary hearing is scheduled as follows: 21 December 2022 The next hearing date 24 February 2023 The matter is postponed to 17 April 2023 The next date for hearing is 8 May 2023 The matter was postponed to the 14 June 2023 The next date for disciplinary hearing is 14 July 2023 The next date for disciplinary hearing is 22 August 2023 The matter postponed sine die because the Chairperson was not available Both parties agreed that the next date for hearing 4 October 2023 Both parties closed their case and to submit heads of argument on or before 23 October 2023

						Still awaiting verdict

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.4 SKILLS DEVELOPMENT AND TRAINING

Mogalakwena Municipality annually compiles a Workplace Skills Plan and submits it to LGSETA as required. Training and skills development is done according to the plan. Bursaries are also offered to employees in terms of the Bursary Policy to encourage personal and career development beneficial to the municipality.

HRD committee in alignment with Municipal Staff Regulations.

- Planning Manager
- Corporate manager
- PMS Manager
- HR Manager
- CFO
- Organised labour

Training in alignment with WSP.

Skills Development Expenditure

						R'000
Management level	**Gender**	**Employees as at the beginning of the financial year**	**Original Budget and Actual Expenditure on skills development 2024/2025**			
			Training		**Skills programmes & other short courses**	
		No.	**Original Budget**	**Actual**	**Target No**	**Actual No**
Level 0-1	Female	**2**			**2**	**1**
	Male	**3**				**1**
Level 2-3	Female	**7**				3
	Male	**29**			20	10
Level 4-6	Female	40				5
	Male	61			15	4
Level 7-12	Female	90				6
	Male	171			13	6
Level 13-15	Female	36				0
	Male	15			10	0
Level 16-17	Female	238				5
	Male	340			12	5
Sub total	Female	413				30
	Male	619	2.677.839,63	2.677.839,63	50	18
Total		1032			122	91

Implementation report: Municipal Regulations on Minimum Competency Level						
Description	**A total number of officials employed by municipality (regulation 14(4)(a) and ©)**	**A total number of officials employed by municipal entity (regulation 14(4)(a) and ©)**	**Consolidated: Total of A and B**	**Consolidated Competency assessments completed for A and B (Regulation 14 (4)(b) and (d))**	**Consolidated: Total number of officials whose performance agreements comply with regulation 16(Regulation 14(4)(f)).**	**Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e)).**
Financial officials						
Accounting officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	5	0	5	5	5	5
Any other financial officials	56	0	56	32	0	32
Supply chain officials						
Head of supply chain management unit	1	0	1	1	1	0
Supply chain management officials	12	0	12	9	0	9

Implementation report: Municipal Regulations On Minimum Competency Level

Description	A total number of officials employed by municipality (regulation 14(4)(a) and ©)	A total number of officials employed by municipal entity(regulation 14(4)(a) and ©)	Consolidated: Total of A and B	Consolidated Competency assessments completed for A and B (Regulation 14 (4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with regulation 16(Regulation 14(4)(f)).	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e)).
Financial officials						
Accounting officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	6	0	6	6	6	6
Any other financial officials	58	0	58	25	0	25
Supply chain officials						
Head of supply chain management unit	1	0	1	1	1	1
Supply chain management officials	11	0	11	7	0	7

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

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

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

INTRODUCTION TO FINANCIAL STATEMENTS

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

The municipality compiled a cash-backed budget with the aim of providing water and sanitation, roads and storm water, refuse removal and electricity to 109000 households. The IDP and budget identified projects that should be funded for implementation in the 2023/2024 MTREF. However, this budget, though cash-backed, posed a number of challenges because the revenue base has grown minimally in real terms.

As important as revenue and expenditure management is, it is just as important to collect revenue. Responsible spending is also important and is enforced to ensure that Mogalakwena continues providing services and paying its creditors and employees without relying on loans and interventions.

T 5.1.0

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary R' 000						
Description	2023/24	Current year 2024/25			2024/25 Variance to actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	96 833	101 070	120 990	113 524	12%	-6%
Service charges	388 272	741 673	750 881	637 203	-14%	-15%
Investment revenue	7 796	9 177	9 177	4 174	-55%	-55%
Transfers recognised - operational	577 229	623 792	630 646	614 665	-1%	-3%
Other own revenue	120 353	91 016	111 136	127 856	40%	15%
Total Revenue (excluding Capital transfers & contributions)	**1 190 483**	**1 566 728**	**1 622 829**	**1 497 422**	**-4%**	**-8%**
Employee costs	373 214	415 284	406 309	382 114	-8%	-6%
Remuneration of councillors	24 808	27 084	27 159	27 159	0%	0%
Depreciation & asset impairment	115 557	176 597	421 603	123 918	-30%	-71%
Finance charges	18 659	2 686	8 412	26 674	0%	0%
Materials and bulk purchases	340 114	412 351	493 797	383 915	-7%	-22%
Transfers and grants	59	2 231	42 094	13 029	484%	-69%
Other expenditure	936 691	486 443	747 018	885 016	82%	18%
Total Expenditure	**1 809 103**	**1 522 675**	**2 146 392**	**1 841 825**	**21%**	**-14%**

Chapter 5

Financial Summary R' 000						
Description	2023/24	Current year 2024/25			2024/25 Variance to actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Surplus/(Deficit)	**(618 620)**	**44 053**	**(523 563)**	**(344 403)**		
Transfers recognised - capital	466 451	347 389	392 087	401 448	16%	2%
Contributions recognised - capital & contributed assets	31 348	–	–	24 440	#DIV/0!	#DIV/0!
Surplus/(Deficit) after capital transfers & contributions	**(120 821)**	**391 442**	**(131 476)**	**81 485**	**-79%**	**-162%**
Share of surplus/ (deficit) of associate	–	–	–	–		
Surplus/(Deficit) for the year	**(120 821)**	**391 442**	**(131 476)**	**81 485**	**-79%**	**-162%**
Capital expenditure & funds sources						
Capital expenditure	**497 798**	**348 889**	**828 466**	**427 244**		
Transfers recognised - capital	466 451	347 389	755 099	401 448	16%	-47%
Public contributions and donations	31 348	–	–	24 440	0	0
Borrowing	–	–	–	–	0	0
Internally generated funds		1 500	73 367	1 356	0%	-98%
Total sources of capital funds	**497 798**	**348 889**	**828 466**	**427 244**	**22%**	**-48%**
Financial position						
Total current assets	394 380	583 074	471 422	462 096	-21%	-2%
Total non current assets	4 745 394	4 619 452	5 529 162	4 945 483	7%	-11%

Chapter 5

Financial Summary R' 000						
Description	2023/24	Current year 2024/25			2024/25 Variance to actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Total current liabilities	535 460	99 859	560 380	741 426	642%	32%
Total non current liabilities	138 899	123 791	134 053	124 744	1%	-7%
Community wealth/Equity	4 465 324	4 978 875	4 870 285	4 541 409	-9%	-7%
Cash flows						
Net cash from (used) operating	408 191	845 737	711 917	370 328	-56%	-48%
Net cash from (used) investing	(436 172)	–	23 228	(379 724)	#DIV/0!	-1735%
Net cash from (used) financing	40 324	–	–	12 343	0	0
Cash/cash equivalents at year end	**12 343**	**845 737**	**735 145**	**2 948**	**-100%**	**-100%**
Cash backing/surplus reconciliation						
Cash and investments available	12 343	99 763	(18 905)	2 948	-97%	-116%
Application of cash and investments		(39 673)	309 605		-100%	-100%
Balance - surplus (shortfall)	**12 343**	**139 436**	**(328 510)**	**2 948**		
Asset management						
Asset register summary (WDV)	4 612 987	4 603 315	4 228 254	4 812 952	5%	14%
Depreciation and asset impairment	115 021	93 594	124 229	123 279	32%	-1%
Renewal of Existing Assets		–	–		0%	0%
Repairs and Maintenance	42 835	91 935	121 939	87 024	-5%	-29%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1						T5.1.1

Financial Performance of Operational Services R '000						
Description	2022/23	2023/24			2023/24 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						
Water	158 622	185 225	213 488	133 334	51 892	80 155
Waste Water (Sanitation)	17 977	17 244	13 241	9 975	7 268	3 266
Electricity	317 799	397 512	380 740	368 838	28 674	11 903
Waste Management	40 191	53 484	96 038	90 428	(36 944)	5 609
Housing	873	1 222	1 351	952	270	399
Component A: sub-total	**535 462**	**654 687**	**704 858**	**603 527**	**51 160**	**101 331**
Waste Water (Stormwater Drainage)						
Roads	26 205	90 945	96 090	52 017	38 928	44 074
Transport					–	–
Component B: sub-total	**26 205**	**90 945**	**96 090**	**52 017**	**38 928**	**44 074**
Planning					–	–
Local Economic Development	2 165	44 986	34 827	31 996	12 990	2 831
Component B: sub-total	**2 165**	**44 986**	**34 827**	**31 996**	**12 990**	**2 831**
Planning (Strategic & Regulatary)		–	–		–	–
Local Economic Development		–	–		–	–
Component C: sub-total	**–**	**–**	**–**	**–**	**–**	**–**
Community & Social Services	22 851	34 574	35 047	24 540	10 033	10 507
Enviromental Proctection	–	–	–	–	–	–
Health	–	–	–	–	–	–
Security and Safety	66 487	57 576	80 128	79 808	(22 232)	319
Sport and Recreation	21 194	30 038	30 976	24 645	5 394	6 331

Financial Performance of Operational Services R '000						
Description	2022/23	2023/24			2023/24 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Corporate Policy Offices and Other	1 279	1 474	1 562	1 546	(72)	17
Component D: sub-total	**111 811**	**123 662**	**147 713**	**130 539**	**(6 877)**	**17 174**
Total Expenditure	**675 643**	**914 280**	**983 488**	**818 079**	**96 201**	**165 409**
In this table operational income (but not levies or tarrifs) is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						T5.1.2

5.2 GRANTS

Grant Performance

Description	2023/24 Actual	2024/25 Budget	2024/25 Adjustments Budget	2024/25 Actual	2024/25 Variance Original Budget (%)	2024/25 Variance Adjustments Budget (%)
						R' 000
–						
Operating Transfers and Grants						
National Government:	**577 229**	**614 665**	**614 665**	**614 665**	**0%**	**0%**
Equitable share	573 978	609 555	609 555	609 555	0%	0%
Municipal Systems Improvement					0%	0%
Department of Water Affairs					0%	0%
Levy replacement					0%	0%
Other transfers/grants [insert description]	3 251	5 110	5 110	5 110	0%	0%
Provincial Government:	**–**				**0%**	**0%**
Health subsidy	–	–	–	–	0%	0%
Housing	–	–	–	–	0%	0%
Ambulance subsidy	–	–	–	–	0%	0%
Sports and Recreation	–	–	–	–	0%	0%
Other transfers/grants [insert description]	–	–	–	–	0%	0%
District Municipality:	**–**	**–**	**–**	**–**	**0%**	**0%**
WDM	–	–	–	–	0%	0%
					0%	0%
Other grant providers:	**–**	**–**	**–**		**0%**	**0%**
[insert description]	–	–	–		0%	0%
					0%	0%
Total Operating Transfers and Grants	**577 229**	**614 665**	**614 665**	**614 665**	**0%**	**0%**

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. T5.2.1

5.3 ASSET MANAGEMENT

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2024/2025

Asset 1				
Name	JAKKALSKUIL CONTRACT 06			
Description	JAKKALSKUIL CONTRACT 06			
Asset Type	Water Infrastructure			
Key Staff Involved	PMU (Technical Services)			
Staff Responsibilities	Project management, Administration and Reporting			
	2021/2022	2022/2023	2023/2024	2024/2025
Asset Value	0	0	42 284 882	223 178 653
Capital Implications	RBIG			
Future Purpose of Asset	Water Resource Development			
Describe Key Issues	Water scheme - Distribution			
Policies in Place to Manage Asset	Asset Management Policy			

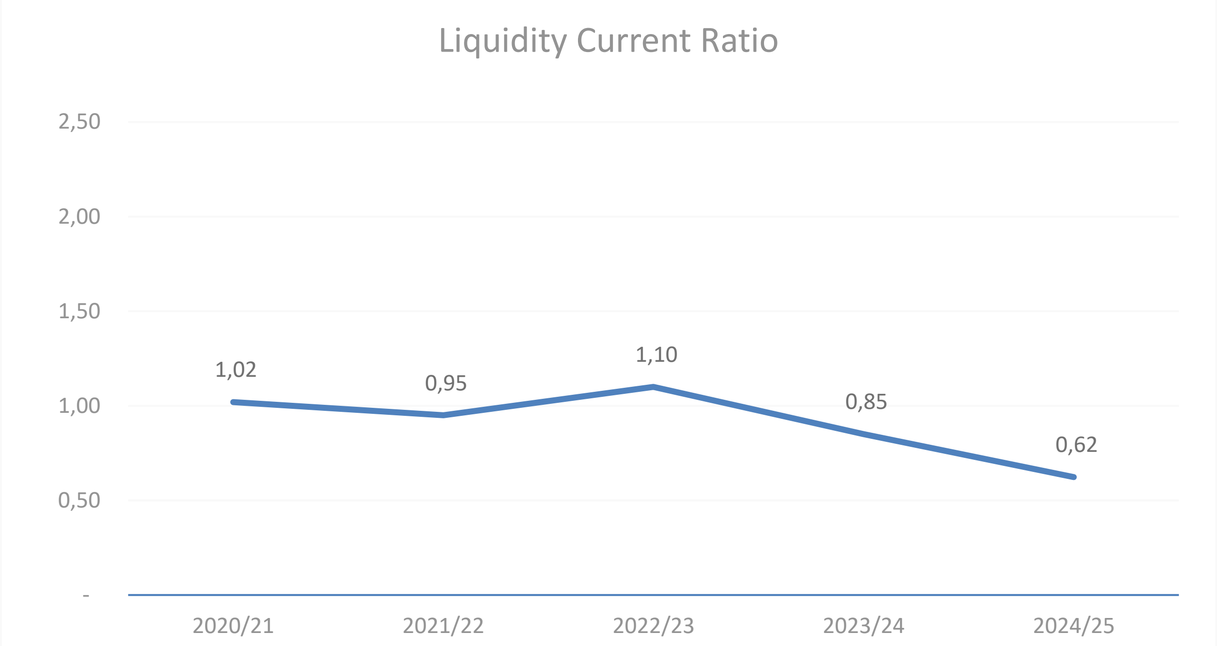
Asset 2				
Name	KROOMKLOOF WATER TREATMENT WORKS			
Description	KROOMKLOOF WATER TREATMENT WORKS			
Asset Type	Water Infrastructure			
Key Staff Involved	PMU (Technical Services)			
Staff Responsibilities	Project management, Administration and Reporting			
	2021/2022	2022/2023	2023/2024	2024/2025
Asset Value	0	0	67 598 672	113 624 550
Capital Implications	RBIG			
Future Purpose of Asset	Water Resource Development			
Describe Key Issues	Water scheme - Distribution			
Policies in Place to Manage Asset	Asset Management Policy			

Asset 3	
Name	MINI WATER SCHEME 13 DIPICHI DISTRIB

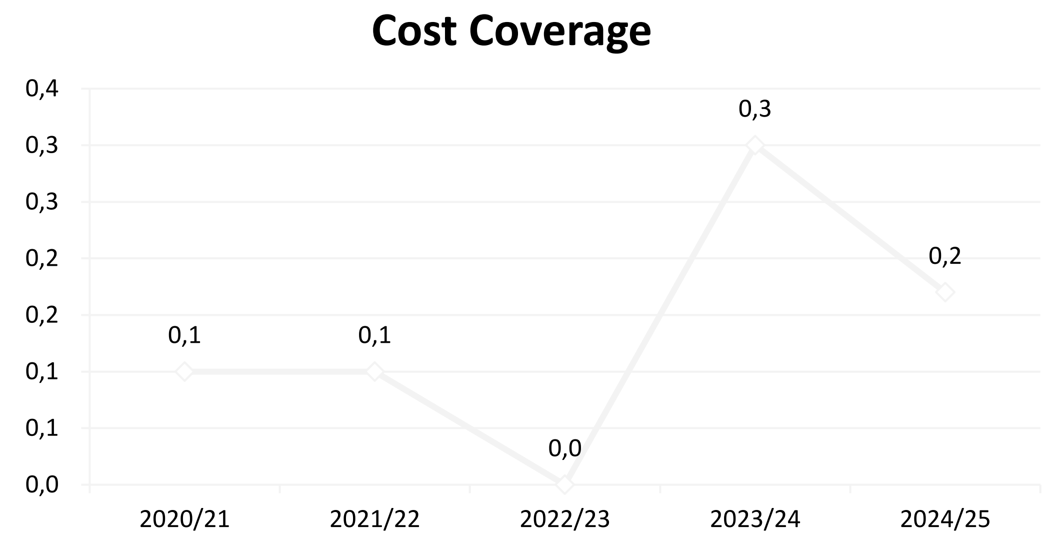
Description	MINI WATER SCHEME 13 DIPICHI DISTRIB			
Asset Type	Water Infrastructure			
Key Staff Involved	PMU (Technical Services)			
Staff Responsibilities	Project management, Administration and Reporting			
	2021/2022	2022/2023	2023/2024	2024/2025
Asset Value	0	0	0	72 258 150
Capital Implications	MIG			
Future Purpose of Asset	Water Resource Development			
Describe Key Issues	Water scheme - Distribution			
Policies in Place to Manage Asset	Asset Management Policy			
				T5.3.2

Repair and Maintenance Expenditure 2024/25				
				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	186 432 416	186 432 416	87 023 975	99 408 441
				T5.3.4

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

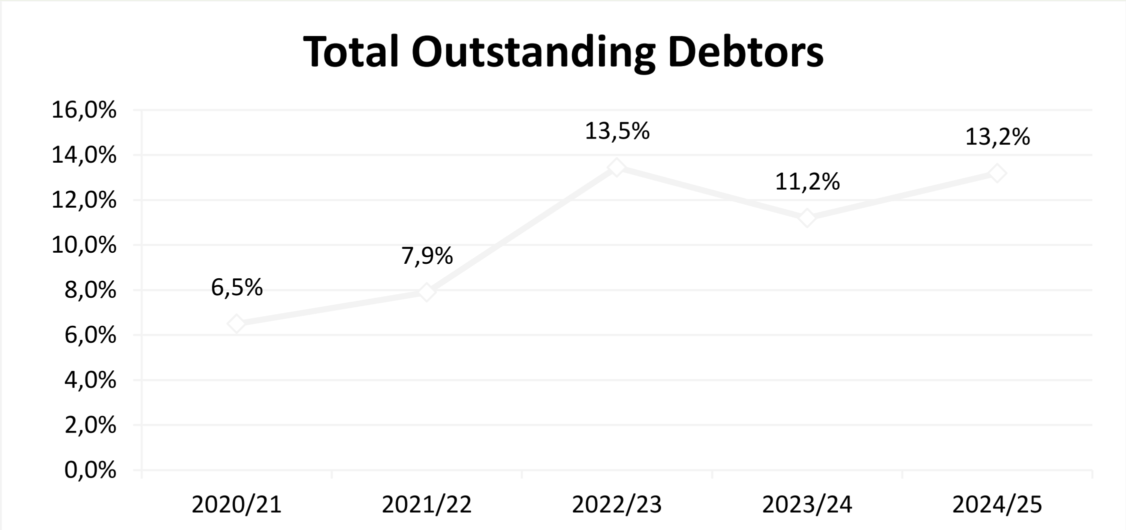


Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year) by the municipality's current liabilities. A higher ratio is better. Data used from MBRR SA8 T5.4.1

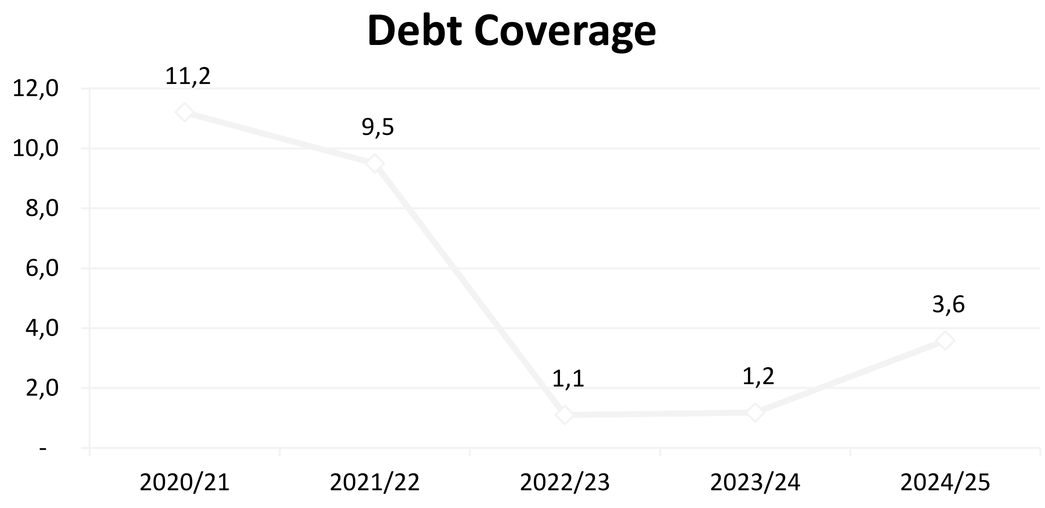


Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated
Data used from MBRR SA8 T5.4.2

T

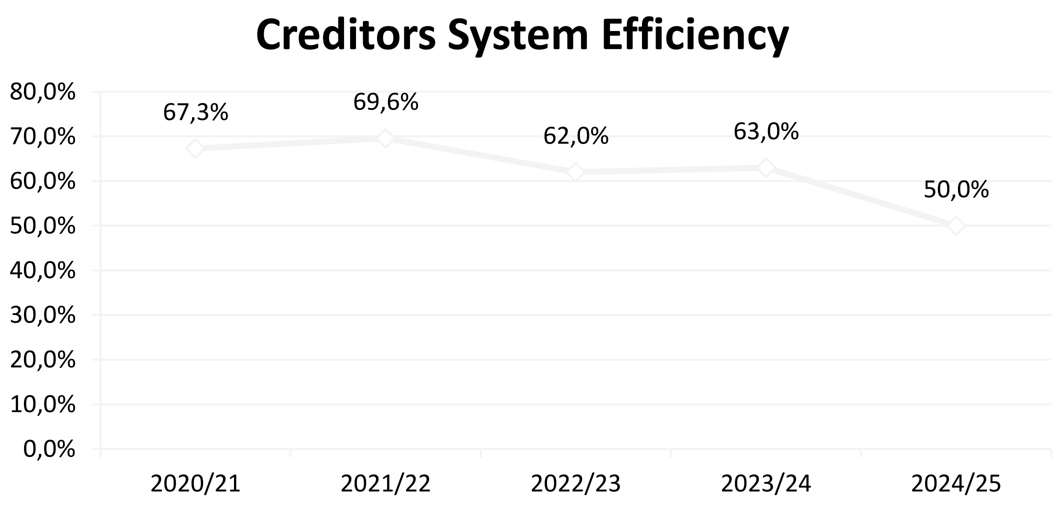


Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better. Data used from MBRR SA8 T5.4.3



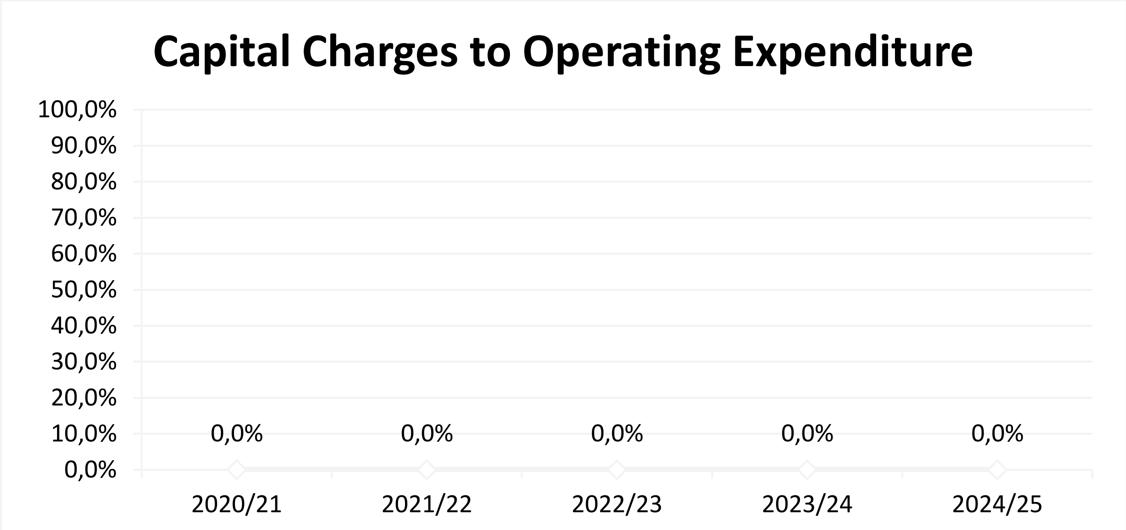
Debt Coverage– The number of times debt payments can be accomodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accomodated by the municipality

Data used from MBRR SA8 T5.4.4



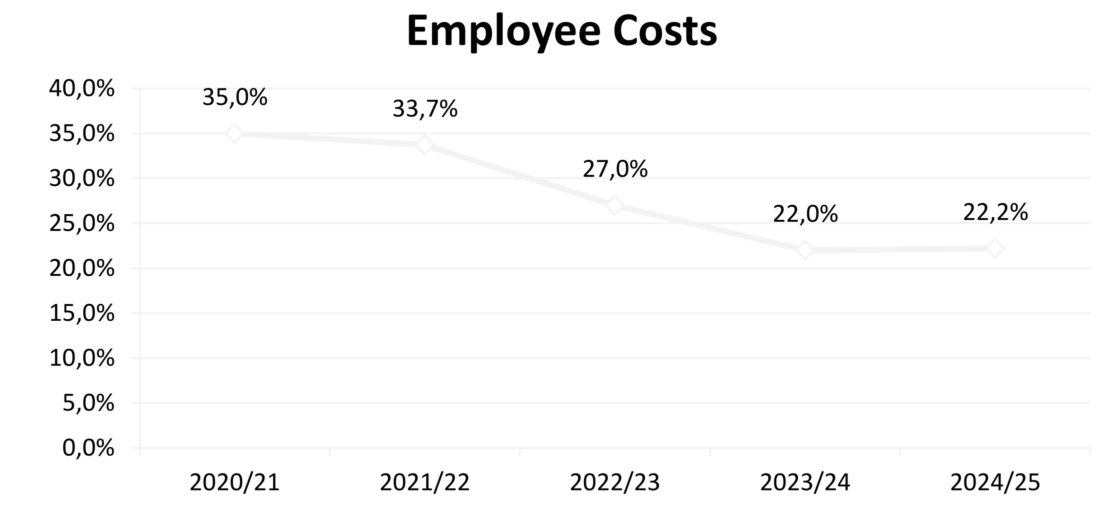
Creditor System Efficiency - The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8 T5.4.5

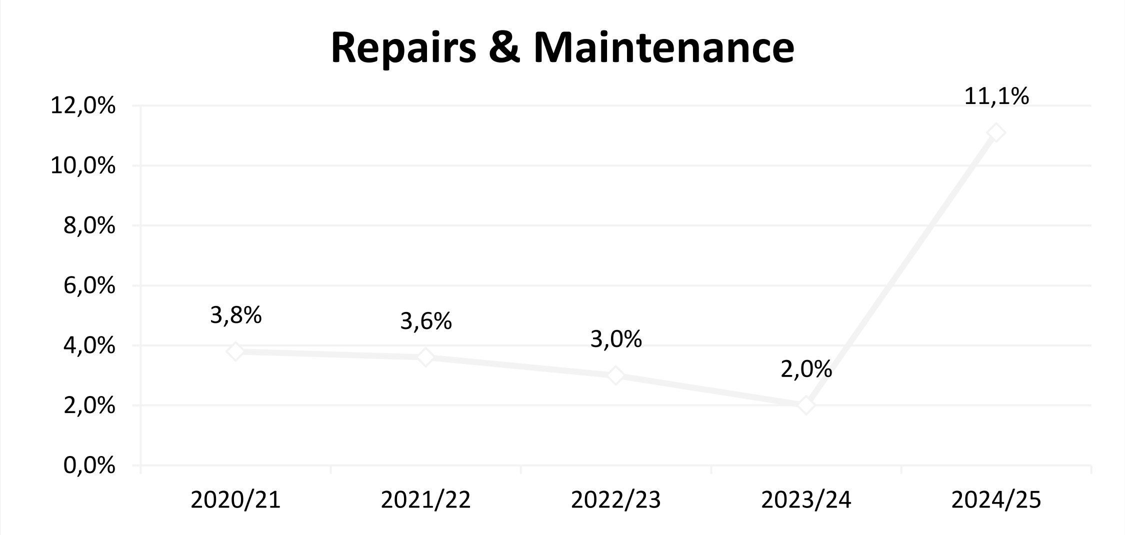


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8 T5.4.7



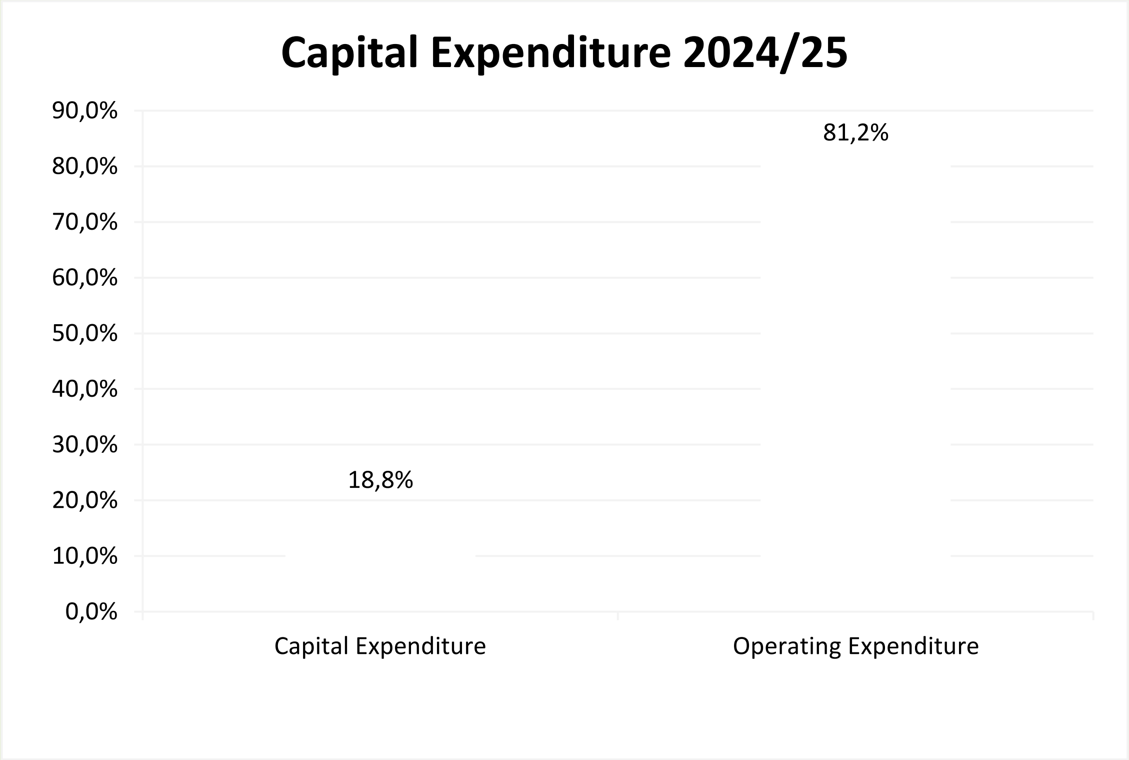
Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.
Data used from MBRR SA8 T5.4.7



Repairs and Maintenance - This represents the portion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.
Data used from MBRR SA8 T5.4.9

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE



T 5.5.1

5.6 SOURCES OF FINANCE

							R' 000
Details		2023/24	2024/25				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjust-ment to OB Variance (%)	Actual to OB Variance (%)
Source of finance							
	External loans		–	–			
	Public contributions and donations	31 348			24 440	0%	0%
	Grants and subsidies	430 906	402 544	376 613	348 514	-13%	-7%
	Other	17 620	1 500	56 730	56 613	3674%	0%
Total		**479 874**	**404 044**	**433 344**	**429 568**	**6%**	**-1%**
Percentage of finance							
	External loans	0,0%	0,0%	0,0%	0,0%		
	Public contributions and donations	7%	0%	0%	6%	0%	0%
	Grants and subsidies	90%	100%	87%	81%	-19%	-7%
	Other	4%	0%	13%	13%	3450%	1%

Capital expenditure							
	Water and sanitation	383 703	233 436	258 436	256 386	10%	-1%
	Electricity	10 812	30 451	34 751	31 845	5%	-8%
	Housing	–				0%	0%
	Roads and storm water	81 879	54 876	54 876	74 016	35%	35%

	Other	3 479	85 282	85 282	67 321	-21%	-21%
Total		**479 874**	**404 044**	**433 344**	**429 568**	**6%**	**-1%**
Percentage of expenditure							
	Water and sanitation	80%	58%	60%	60%	3%	0%
	Electricity	2%	8%	8%	7%	-2%	-8%
	Housing	0%	0%	0%	0%	0%	0%
	Roads and storm water	17%	14%	13%	17%	27%	36%
	Other	1%	21%	20%	16%	-26%	-20%
							T5.6.1

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects* R'000					
	Current Year			Variance Current Year	
Name of Project	**Original Budget**	**Adjustment Budget**	**Actual Expenditure**	**Original Variance (%)**	**Adjustment variance (%)**
1. WIP-MLWS-1 - JAKKALSKUIL CONTRACT 06	69 000 000	96 610 874	89 617 534	29.88%	-7.24%
2. WIP-MLWS-12 - KROOMKLOOF WATER TREATMENT WORKS	20 000 000	14 679 234	11 569 891	-42.15%	-21.18%
3. WIP - MLWS-13 - CONSTRUCTION OF MINI WATER SCHEME 13	29 248 404	13 828 507	13 828 507	-52.72%	0.00%
4. WIP - INDUSTRIAL WELL FIELD DEVELOPMENT	0	2 105 695	2 105 695	#DIV/0!	0.00%
5. WIP - MLWS-4 - MINI WATER SCHEME 13 PHASE 2	32 397 694	17 111 862	17 111 862	-47.18%	0.00%

The 5 biggest projects by approved budget in the municipality are Kroomkloof Water Treatment Works, Mini water scheme 13, Jakkalskuil Contract 06, Refurbishment of Community Reservoirs and Mini Water Scheme 13 Phase 2. *T 5.7.1.1*

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS
There is a need to balance economic development needs with social investments needs. It is therefore important for the municipality to identify changes in basic services needs through natural population growth as well as through growth (or contraction) from migration. The service delivery patterns within the municipal area is influenced mainly by the maintenance requirements, indigent support as well as future infrastructure development.
T 5.8.1

Service Backlogs as at 30 June 2025 Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	70344	85%	12331	15%
Sanitation	42911	52%	39764	48%
Electricity	72691	88%	9984	12%
Waste management	32305	39%	50370	61%
Housing		%		%
% HHs are the service above/below minimum starndard as a proportion of total HHs. 'Housing' refrs to * formal and ** informal settlements.				T5.8.2

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS
Cash management includes all activities that the municipality operates for maximum availability of funds and the optimal rate in investment in securities, within the framework of laws and procedures. Financial planning is an important part of program management. The municipality receives money for services and functions exactly here starts the concept of management of money. It ends when the money distributed to creditors. The objective of cash management is to ensure the availability of sufficient funds to meet the needs of the municipality with a minimum cost. Financial planning should be an integral part of the overall process of the municipal budgeting process. Without a plan the municipality cannot create a long-term vision for the timely realization of receipts and payments and in this way cannot effectively provide money or investment optimally.
T 5.9

5.9 CASH FLOW

Cash Flow Outcomes				
R'000				
Description	2023/24	Current year 2024/25		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	541 211	893 981	940 732	438 875
Government - Grants	1 045 039	609 555	586	1 009 259
Interest	71 800	9 177	9 177	47 586
Dividends				
Payments				
Suppliers and employees	(1 246 762)	(666 976)	(824 013)	(1 117 043)
Finance charges	(3 097)		(1 000)	(8 348)
Transfers and Grants			694	
NET CASH FROM/(USED) OPERATING ACTIVITIES	**408 191**	**845 737**	**126 176**	**370 328**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
Payments				
Capital assets	(436 172)		23 228	(379 724)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(436 172)**	**–**	**23 228**	**(379 724)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				

Short term loans	–	–	–	–
Borrowing long term/refinancing	–	–	–	–
Increase (decrease) in consumer deposits				
Payments				
Repayment of borrowing	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	**–**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD	**(27 980)**	**845 737**	**149 404**	**(9 395)**
Cash/cash equivalents at the year begin:	40 324	40 344	12 254	12 343
Cash/cash equivalents at the year end:	**12 343**	**886 081**	**161 658**	**2 948**
Source: MBRR SA7	T5.9.1			T5.9.1

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

Municipal investments are management in accordance with the Municipal Finance Management Act (Act 56 of 2003), the Municipal Investment Regulations as well as council's Cash Management and Investment Policy. Great care is taken to ensure that invested funds are safeguarded at all times. The municipality invests its own surplus funds not readily needed for service delivery as well as grant funds not yet utilised.

The municipality has no borrowings and there are no plans to secure borrowings in the near future.

T 5.10.1

Actual Borrowings 2024/25			
			R' 000
Instrument	**2022/23**	**2023/24**	**2024/25**
Municipality			
Long-Term Loans (annuity/reducing balance)	0	0	0
Long-Term Loans (non-annuity)	0	0	0
Local registered stock	0	0	0
Instalment Credit	0	0	0
Financial Leases	0	0	0
PPP liabilities	0	0	0
Finance Granted By Cap Equipment Supplier	0	0	0
Marketable Bonds	0	0	0
Non-Marketable Bonds	0	0	0
Bankers Acceptances	0	0	0
Financial derivatives	0	0	0
Other Securities	0	0	0
Municipality Total	0	0	0
Municipal Entities			

Actual Borrowings 2024/25			
			R' 000
Instrument	**2022/23**	**2023/24**	**2024/25**
Long-Term Loans (annuity/reducing balance)	0	0	0
Long-Term Loans (non-annuity)	0	0	0
Local registered stock	0	0	0
Instalment Credit	0	0	0
Financial Leases	0	0	0
PPP liabilities	0	0	0
Finance Granted By Cap Equipment Supplier	0	0	0
Marketable Bonds	0	0	0
Non-Marketable Bonds	0	0	0
Bankers Acceptances	0	0	0
Financial derivatives	0	0	0
Other Securities	0	0	0
Entities Total	0	0	0
			T5.10.2

Municipal and Entity Investments			
			R' 000
Investment* type	**2022/23**	**2023/24**	**2024/25**
	Actual	**Actual**	**Actual**
Municipality			
Securities - National Government	–	–	–
Listed Corporate Bonds	–	–	–
Deposits - Bank			
Deposits - Public Investment Commissioners	–	–	–

Municipal and Entity Investments			
			R' 000
Investment* type	2022/23	2023/24	2024/25
	Actual	Actual	Actual
Deposits - Corporation for Public Deposits	24 925	11 715	151
Bankers Acceptance Certificates	–	–	–
Negotiable Certificates of Deposit - Banks	–	–	–
Guaranteed Endowment Policies (sinking)	–	–	–
Repurchase Agreements - Banks	–	–	–
Municipal Bonds	–	–	–
Other	–	–	–
Municipality sub-total	**24 925**	**11 715**	**151**
Municipal Entities			
Securities - National Government	–	–	–
Listed Corporate Bonds	–	–	–
Deposits - Bank	–	–	–
Deposits - Public Investment Commissioners	–	–	–
Deposits - Corporation for Public Deposits	–	–	–
Bankers Acceptance Certificates	–	–	–
Negotiable Certificates of Deposit - Banks	–	–	–
Guaranteed Endowment Policies (sinking)	–	–	–
Repurchase Agreements - Banks	–	–	–
Other	–	–	–
Entities sub-total	**–**	**–**	**–**
Consolidated total:	**24 925**	**11 715**	**151**
			T5.10.4

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

Mogalakwena municipality has not entered into any Public Private Partnerships.

T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

Progress is made in the developing and implementing of policies and practices in compliance with the guidelines as set down by the SCM Regulations 2005.

No councilors are members of any committee handling Supply Chain processes. With regards to competency requirements per MFMA Competency Regulation Guidelines, all six supply Chain management officials attended competency courses. Issues around procurement and contract management were raised by Auditor General, which will be addressed by way of action plan in 2023/24 financial year.

T 5.12.1

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

Municipality is fully GRAP compliant, with no deviations from applicable standards. New standards are applied as and when they become effective.

T 5.13.1

Report of the auditor-general to Limpopo Provincial Legislature and council on Mogalakwena Local Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of Mogalakwena Local Municipality set out on pages … to …, which comprise the statement of financial position as at 30 June 2025, statement of financial performance, statement of changes in net assets, and the cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of Mogalakwena Local Municipality as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Municipal Financial Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 24 of 2024 (DoRA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International Code of ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.
7. With reference to note 3 of the accounting officer report in the financial statements, the municipality disclosed a subsequent event. The Special Investigating Unit (SIU) conducted an investigation against a former service provider who was fraudulently awarded a tender by the municipality in the 2017-18 financial year. The tender was for a total value of R167 919 973 (VAT inclusive) for a period of 18 months. Following the investigation, the SIU found that the awarding of the tender to service provider by municipality was characterised by irregularities. The tender was declared unlawful and invalid and therefore set aside and service provider was directed to pay an amount of R68 866 909 with interest at a prescribed legal rate to the date of payment.
8. As disclosed in note 40 to the financial statements, material electricity non-technical losses of 27 354 118 units (2023-2024: 37 857 820 units) was incurred, which represents 16% 2024: 22%) of total electricity purchased. This was due to illegal connections and faulty meters.
9. As disclosed in note 43 to the financial statements, material losses of R217 717 306 were incurred as a result of non-payment by consumers and non-collection of revenue by the municipality.
10. In reference to note 49 to the financial statements, the municipality is the defendant in various litigations. The municipality is opposing these claims, as it believes there are reasonable grounds to defend each claim. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.
11. As disclosed in note 61 to the financial statements, the corresponding figures for 30 June 2024 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2025.

Other matter

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

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

Responsibilities of the accounting officer for the financial statements

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

Responsibilities of the auditor-general for the audit of the financial statements

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

Report on the audit of the annual performance report

18. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected development priorities presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
19. I selected the following development priorities presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected development priorities that measures the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

Development priorities	Page numbers	Purpose
KPA 2: Basic Service Delivery and Infrastructure Development	[XX]	The development priority exists to improve efficiency of municipal infrastructure and provision of basic services
KPA 3: Local Economic Development	[XX]	Create inclusive and well-coordinated investment opportunities for the growth of the economy

20. I evaluated the reported performance information for the selected development priorities against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.
21. In performing the audit, my procedures focused on the material indicators relating to water, sanitation, and related infrastructure, as well as electricity and roads.
22. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
- there is adequate supporting evidence for the achievements reported and for the reasons provided for measures taken to improve performance.

23. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
24. I did not identify any material findings on the reported performance information for the selected priorities.

Other matters

25. I draw attention to the matters below.

Achievement of planned targets

26. The annual performance report includes information on reported achievements against planned targets and provides explanations for measures taken to improve performance.

Material misstatements

27. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for basic service delivery and infrastructure development and local economic development. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

28. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.
29. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
30. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
31. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements, performance and annual report

32. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 122(1) of the MFMA.

Material misstatements identified by the auditors in the submitted financial statements were subsequently corrected and/or the supporting records were provided subsequently, resulting in the financial statements receiving a unqualified audit opinion.

Expenditure management

33. Money owed by the municipality was not always paid within 30 days, as required by section 99(2)(b) of the MFMA.
34. Reasonable steps were not taken to prevent irregular expenditure as required by section 62(1)(d) of the MFMA.
35. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

Asset management

36. An adequate management, accounting and information system which accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.
37. An effective system of internal control for assets was not in place, as required by section 63(2)(c) of the MFMA.

Procurement and contract management

38. Some of the goods and services within the prescribed transaction values for formal written price quotations were procured without obtaining the required price quotations, in contravention with supply chain management (SCM) regulation 17(1)(a) and (c).
39. Some of the goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1).
40. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to bidders that scored the highest points in the evaluation process as required by section 2(1)(f) of Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA) and 2022 preferential procurement regulation 4(4) and 5(4). Similar non-compliance was also reported in the prior year.
41. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to suppliers based on preference points that were allocated and calculated in accordance with the requirements of section 2(1)(a)

of the PPPFA and its regulations. Similar non-compliance was also reported in the prior year.

42. Awards were made to providers [who were in the service of other state institutions or whose directors / principal shareholders were in the service of other state institutions in contravention with section 112(1)(j) of the MFMA and SCM regulation 44.

Human resource management

43. Staff member(s) did not enter into a performance agreement within the prescribed period, as required by regulation 35(1) of the municipal staff regulations.
44. Acting staff member's performance agreements were not amended to include the key performance areas and key performance indicators of the acting position, as required by regulation 43 of the municipal systems regulations.

Other information in the annual report

45. The accounting officer is responsible for the other information included in the annual report which includes the audit committee's report. The other information referred to does not include the financial statements, the auditor's report and those selected development priorities presented in the annual performance report that have been specifically reported on in this auditor's report.
46. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
47. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected development priorities presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
48. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this

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

Internal control deficiencies

49. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
50. The matters reported below are limited to the significant internal control deficiencies that resulted in the opinion and, material findings on the annual performance report and the material findings on compliance with legislation included in this report.
51. Leadership did not adequately exercise effective monitoring over the implementation of the audit action plan resulting in recurring prior year findings.
52. Senior management did not adequately oversee the operations of the municipality, as the financial statements and annual performance report contained material misstatements not detected by the municipality's own system of internal control.
53. Internal controls for monitoring compliance with legislation were ineffective as it did not detect and prevent instances of non-compliance with legislation.
54. The municipality's reactive approach in addressing inadequate systems of internal controls in preparing financial statements, predetermined objectives and compliance to laws and regulations reports, indicates that mitigating processes are not effective.

Material irregularities

55. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit and on the status of material irregularities as previously reported in the auditor's report.

Status of previously reported material irregularities

Ineffective management of Rebone landfill site

56. In terms of section 16(1) of the National Environmental Management Waste Act 107 of 2008, A holder of waste must, within the holder's power, take all reasonable measures to:

(a) avoid the generation of waste and where such generation cannot be avoided, to minimize the toxicity and amounts of waste that are generated

(b) reduce, re-use, recycle and recover waste

(c) where waste must be disposed of, ensure that the waste is treated and disposed of in an environmentally sound manner

(d) manage the waste in such a manner that it does not endanger health or the environment or cause a nuisance through noise, odour or visual impacts

(e) prevent any employee or any person under his or her supervision from contravening this act, and

(f) prevent the waste from being used for an unauthorised purpose

57. Section 28(1) of the National Environment Management Act 59 of 1998 states that every person who causes, has caused or may cause significant pollution or degradation of the environment must take reasonable measures to prevent such pollution or degradation from occurring, continuing or recurring, or, in so far as such harm to the environment is authorized by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.
58. In terms of paragraph 2.1.1(a) of the General waste: Small landfill: B (G:S:B) permit- Rebone waste disposal site, *the activities must be managed and operated in accordance with an environmental management system that inter alia identifies and minimises risk of pollution, including those arising from operations, maintenance, accidents, incidents and non-conformances and those drawn to the attention of the permit holder as a result of complaints.* In addition, paragraph 5.1.1 of the G:S:B permit- Rebone waste disposal site, states *the permit holder must ensure that the site is operated in such a manner*

that nuisance conditions or health hazards, or the potential creation of nuisance conditions or health hazards are prevented. Furthermore, paragraph 5.2.3 of the G:S:B permit- Rebone waste disposal site, states that *the permit holder must ensure that litter and mud arising from the activities must be cleared from affected areas outside the site as soon as practicable and wind-blown waste and litter must be picked up and removed from fences and vegetation on a daily basis.*

59. Contrary to the above requirements, during the site visit performed at Rebone waste disposal site on the 31 October 2023, we identified that waste on site was not being managed in a manner that is in compliance with National Environmental Management Waste Act and the G:S:B permit. Waste was identified outside the waste disposal site and this has potential to endanger health of the public and/or cause environmental harm. Specifically, we noted the following matters:

- The site has a wire fence and a gate; however, it does not appear to be in accordance with the minimum height requirement of 1.8m per paragraph 1.3.1 of the permit
- No compacting or covering of the waste is done.
- Wind-blown litter is scattered outside of the site.
- There are livestock roaming around the waste disposal site.

60. The non-compliance is likely to result in substantial harm. The mismanagement and the lack of monitoring of the site has a negative impact on the environment and may result in polluted air and the emission of other toxins which pose significant health and safety risks to the general community of Rebone.
61. The extent of the harm could, however, not be determined with absolute certainty. The non-compliance is therefore likely to result in substantial harm if remedial actions are not taken and if the waste disposal site is not managed in full compliance with the requirements of the permit and other applicable legislation to address and prevent pollution and harm to the community.
62. The accounting officer was notified of the material irregularity on 18 March 2024, and the following actions were taken to resolve the material irregularity:

- The municipality appointed a service provider on 13 May 2024 for the hiring of plant and plant operations for management and maintenance of Rebone waste disposal site for the duration of 36 months. The service provider and the project manager developed a monthly schedule of activities for management of the site to comply with the conditions as imposed by the Limpopo Department of Economic Development and Tourism.

- All waste that was identified outside the waste disposal site, which may endanger health to the public and/or environmental harm, is being cleared by the service provider. Waste compacting and covering is now being done at the site.
- The waste disposal site is now properly fenced in compliance with applicable laws as a 2.4-meter fence has been installed at the site.
- Dust suppression is done regularly, waste disposal gas monitoring done regularly, survey to determine waste deposition volumes done regularly and maintenance of the access gravel road to the site is being done.
- The service provider has implemented controls and management of reclamation activities to ensure compliance with permit conditions.

63. A follow up visit was performed on 23 October 2024 and 11 November 2025 and the municipality further implemented the following:

- The waste disposal site has a newly installed weighbridge; the system was tested and found to be in good working order.
- Two notice boards were observed by the entrance of the site to prohibit unauthorised entry. The notices were written in two official languages as per the permit amendments.

Dust suppression, waste compacting and covering was performed.

64. I received your written submission on 26 November 2025. I considered the representations made and the substantiating documents provided and have concluded that appropriate actions have been taken to address the material irregularity. Therefore, I will not pursue this matter any further.

Polokwane

30 November 2025

AUDITOR-GENERAL SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected development priorities and on the municipality's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for

the purpose of expressing an opinion on the effectiveness of the municipality's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the municipality to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	Sections: 1, 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 28(1), 29(1), 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), Sections: 32(2)(b), 32(6)(a), 32(7), 33(1)(c)(ii), 53(1)(c)(ii), 53(1)(c)(iii)(bb), 54(1)(c), 62(1)(d), 63(2)(a), 63(2)(c), 64(2)(b), 64(2)(c), 64(2)(e), 64(2)(f), 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), 122(2), 126(1)(a), 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 165(1), 165(2)(a), 165(2)(b)(ii), 165(2)(b)(iv), 165(2)(b)(v), 165(2)(b)(vii), 166(2)(b), 166(2)(a)(iv), 166(5), 170, 171(4)(a), 171(4)(b)
MFMA: Municipal budget and reporting regulations, 2009	Regulations: 71(1)(a), 71(1)(a)(b), 71(2)(a), 71(2)(b), 71(2)(d), 72(a), 72(b), 72(c)
MFMA: Municipal Investment Regulations, 2005	Regulations: 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations: 5(4), 6(8)(a), 6(8)(b), 10(1)
MFMA: Municipal Supply Chain Management Regulations, 2017	Regulations: 5, 12(1)(c), 12(3), 13(b), 13(c), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), 28(1)(a)(i), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5)(b)(i), 32, 36(1), 36(1)(a), 38(1)(c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Construction Industry Development Board Act 38 of 2000	Section: 18(1)
Construction Industry Development Board Regulations, 2004	Regulations: 17, 25(7A)
Division of Revenue Act	Sections: 11(6)(b), 12(5), 16(1); 16(3)
Municipal Property Rates Act 6 of 2004	Section: 3(1)
Municipal Systems Act 32 of 2000	Sections: 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 34(a), 34(b), 38(a), 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42,

	43(2), 45(a), 54A(1)(a), 56(1)(a), 57(2)(a), 57(4B), 57(6)(a), 57A, 66(1)(a), 66(1)(b), 67(1)(d), 74(1), 96(b)
MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations: 5(2), 5(3), 5(6), 8(4)
MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations: 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 7(1), 8, 9(1)(a), 10(a), 12(1), 14(1)(b)(iii), 14(1)(c)(ii), 14(4)(a)(i), 14(4)(a)(iii), 15(1)(a)(i), 15(1)(a)(ii)
MSA: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006	Regulations: 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3), 26(5), 27(4)(a)(i)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations: 17(2), 36(1)(a)
MSA: Municipal Staff Regulations	Regulations: 7(1), 19, 31, 35(1)
MSA: Municipal Systems Regulations, 2001	Regulation: 43
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section: 34(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections: 2(1)(a), 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations: 4(1), 4(2), 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(6), 6(8), 7(1), 7(2), 7(3), 7(6), 7(8), 8(2), 8(5), 9(1), 10(1), 10(2),11(1), 11(2)
Preferential Procurement Regulations, 2022	Regulations: 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3), 5(4)

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *"what we do"*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure • Economic development

	• Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as:

	a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and *b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned*

APPENDICES

APPENDICES

APPENDIX A – DISCLOSURES OF FINANCIAL INTEREST

Disclosures of Financial Interests		
Period 1 July 2024 to 30 June 2025		
Position	**Name**	**Description of Financial interests* (Nil / Or details)**
(Executive) Mayor	None	None
Member of MayCo / Exco	None	None
Councillor	Chosha Nelson Marakalala	Madela Raks Holding
	Darly Matheba Mphaho	Tshepi lache PTY LTD
	Monique Maartens	Potties Pages
	Malesela Abraam Tsebe	Mokofuto Trading PTY LTD
Municipal Manager	MM Maluleka	Director and owner of Bon Accord Vulstage;Basani Dynamics; Minene petroleum
Chief Financial Officer	KA Ngomane	Mfuwo;Jula café and kulutainment;Risima foundation;Dumanyoma
Deputy MM and (Executive) Directors	None	None
Other S57 Officials	None	None
* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A		

APPENDIX B: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX B (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Vote Description	2023/24	Budget Year 2024/25							
R thousands	Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD	YTD	YTD %	Full Year
Revenue by Vote									
Vote 1 - Executive & Council	582 367	619 565	621 863	48	4 873	621 863	(616 989)	-99.2%	621 863
Vote 2 - Corporate Support Services - A	176	186	156	14	167	156	11	7.2%	156
Vote 3 - Corporate Support Services - B	111 004	6 063	3 342	135	8 636	3 342	5 294	158.4%	3 342
Vote 4 - Budget And Treasury	46 223	128 833	159 100	15 906	677 707	159 100	518 608	326.0%	159 100
Vote 5 - Planning And Development	1 231	1 502	1 646	78	1 541	1 646	(105)	-6.4%	1 646
Vote 6 - Technical Services - A	523 307	590 584	645 688	47 325	614 965	645 688	(30 722)	-4.8%	645 688
Vote 7 - Technical Services - B	36 716	29 284	0	–	–	–	–		0
Vote 8 - Community Services - A	341	397	429	35	369	429	(61)	-14.1%	429
Vote 9 - Community Services - B	39 820	57 530	84 630	4 868	49 044	84 630	(35 587)	-42.0%	84 630
Vote 10 - Traffic And Emergency Services	36 377	15 981	16 933	7 877	20 510	16 933	3 577	21.1%	16 933
Vote 11 - Electrical Services	331 657	464 193	490 218	28 340	421 975	490 218	(68 243)	-13.9%	490 218
Total Revenue by Vote	**1 709 219**	**1 914 117**	**2 024 004**	**104 625**	**1 799 787**	**2 024 004**	**(224 217)**	**-11.1%**	**2 024 004**

APPENDIX B (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Description	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
Revenue									
Exchange Revenue									
Service charges - Electricity	320 821	451 376	451 376	27 156	382 489	451 376	(68 887)	-15%	451 376
Service charges - Water	13 532	214 881	214 881	34 299	197 762	214 881	(17 120)	-8%	214 881
Service charges - Waste Water Management	21 620	26 694	26 694	1 569	18 784	26 694	(7 910)	-30%	26 694
Service charges - Waste management	31 564	48 722	65 302	2 366	28 882	65 302	(36 420)	-56%	65 302
Sale of Goods and Rendering of Services	1 889	2 320	4 612	229	4 102	4 612	(509)	-11%	4 612
Agency services	9 787	12 978	12 978	–	–	12 978	(12 978)	-100%	12 978
Interest	–	–	1 370	28	1 161	1 370	(209)	-15%	1 370
Interest earned from Receivables	55 838	49 053	64 611	5 824	65 163	64 611	552	1%	64 611
Interest from Current and Non Current Assets	7 796	9 177	9 177	39	3 013	9 177	(6 164)	-67%	9 177
Dividends	–	–	–	–	–	–	–		–
Rent on Land	–	–	–	–	–	–	–		–
Rental from Fixed Assets	8 491	2 127	2 409	162	2 699	2 409	290	12%	2 409
Licence and permits	–	–	2 708	325	2 750	2 708	42	2%	2 708
Operational Revenue	1 808	2 074	2 442	2	1 379	2 442	(1 064)	-44%	2 442
Non-Exchange Revenue							–		
Property rates	96 833	101 070	120 990	9 890	112 924	120 990	(8 065)	-7%	120 990
Surcharges and Taxes	–	–	–	–	–	–	–		–
Fines, penalties and forfeits	5 075	4 201	1 951	7 950	18 520	1 951	16 569	849%	1 951
Licence and permits	22 973	11	33	23	132	33	99	303%	33

Description	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Transfers and subsidies - Operational	588 621	623 792	630 646	5 848	549 738	630 646	(80 909)	-13%	630 646
Interest	15 683	14 216	18 701	1 462	17 509	18 701	(1 193)	-6%	18 701
Fuel Levy	–	–	–	–	–	–	–		–
Operational Revenue	–	–	–	–	–	–	–		–
Gains on disposal of Assets	81	4 037	1 037	–	6 088	1 037	5 052	487%	1 037
Other Gains	20 399	–	–	1 142	1 142	–	1 142	#DIV/0!	–
Discontinued Operations	–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)	**1 222 812**	**1 566 728**	**1 631 917**	**98 316**	**1 414 235**	**1 631 917**	**(217 682)**	**-13%**	**1 631 917**

APPENDICES

APPENDIX C: CONDITIONAL GRANTS RECEIVED

Description R thousands	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
RECEIPTS:									
Operating Transfers and Grants National Government:	588 429	623 792	623 792	–	535 145	623 792	(88 647)	-14.2%	623 792
Expanded Public Works Programme Integrated Grant	1 151	1 610	1 610	–	1 610	1 610	–		1 610
Municipal Disaster Relief Grant	11 200	–	–	–	–	–	–		–
Local Government Financial Management Grant	2 100	3 500	3 500	–	3 500	3 500	–		3 500
Municipal Infrastructure Grant	–	9 127	9 127	–	–	9 127	(9 127)	-100.0%	9 127
Equitable Share	573 978	609 555	609 555	–	530 035	609 555	(79 520)	-13.0%	609 555
Provincial Government: District Municipality:	–	–	–	–	–	–	–		–
	–	–	–	–	–	–	–		–
Other grant providers:	–	–	–	–	–	–	–		–
Total Operating Transfers and Grants	588 429	623 792	623 792	–	535 145	623 792	(88 647)	-14.2%	623 792
								22.4%	

Description	2023/24	Budget Year 2024/25							
R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Capital Transfers and Grants National Government:	456 610	347 389	324 161	6 597	396 734	324 161	72 572		324 161
Municipal Infrastructure Grant	182 955	173 413	172 321	–	181 448	172 321	9 127	5.3%	172 321
Integrated National Electrification Programme Grant	–	12 976	12 976	–	12 976	12 976	–		12 976
Regional Bulk Infrastructure Grant	198 322	115 000	126 827	6 597	122 347	126 827	(4 481)	-3.5%	126 827
Water Services Infrastructure Grant	75 333	46 000	12 037	–	79 963	12 037	67 926	564.3%	12 037
							–		
Provincial Government:	–	–	–	–	–	–	–		–
District Municipality: Other grant providers:	–	–	–	–	–	–	–		–
	–	–	–	–	–	–			–
Total Capital Transfers and Grants	456 610	347 389	324 161	6 597	396 734	324 161	72 572	22.4%	324 161
TOTAL RECEIPTS OF TRANSFERS & GRANTS	1 045 039	971 181	947 953	6 597	931 878	947 953	(16 075)	-1.7%	947 953

APPENDIX D: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX D (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Description	Ref	2023/24	Budget Year 2024/25							
Description	**Ref**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Monthly actual**	**YearTD actual**	**YearTD budget**	**YTD variance**	**YTD variance %**	**Full Year Forecast**
R thousands	1									
Capital expenditure on new assets by Asset Class/Sub-class		**721 984**	**333 208**	**381 379**	**2 868**	**330 131**	**381 379**	51 249	**13.4%**	**381 379**
Infrastructure										
Roads Infrastructure		90 418	64 040	62 539	(134)	49 007	62 539	13 532	**21.6%**	62 539
Roads		77 235	43 742	50 018	(134)	36 487	50 018	(13 531)	(0)	50 018
Road Structures		13 183	15 297	12 520	(1)	12 520	12 520	(1)	(0)	12 520
Road Furniture		–	5 001	–	–	–	–	–		–
Capital Spares		–	–	–	–	–	–	–		–
Storm water Infrastructure		–	–	–	–	–	–	–		–
Drainage Collection		–	–	–	–	–	–	–		–
Storm water Conveyance		–	–	–	–	–	–	–		–
Attenuation		–	–	–	–	–	–	–		–
Electrical Infrastructure		3 585	29 226	37 834	1 021	36 221	37 834	1 613	**4.3%**	37 834
Power Plants		–	–	–	–	–	–	–		–
HV Substations		–	–	–	–	–	–	–		–
HV Switching Station		–	–	–	–	–	–	–		–
HV Transmission Conductors		–	–	–	–	–	–	–		–
MV Substations		–	–	–	–	–	–	–		–

Description R thousands	Ref 1	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
MV Switching Stations		(1 058)	–	–	–	–	–	–		–
MV Networks		–	–	–	–	–	–	–		–
LV Networks		4 643	29 226	37 834	1 021	36 221	37 834	(1 613)	(0)	37 834
Capital Spares		–	–	–	–	–	–	–		–
Water Supply Infrastructure		569 452	227 685	261 378	2 120	228 545	261 378	32 834	**12.6%**	261 378
Dams and Weirs		–	–	–	–	–	–	–		–
Boreholes		10 107	10 039	17 979	1 308	17 945	17 979	(33)	(0)	17 979
Reservoirs		36 092	16 000	12 815	(664)	12 151	12 815	(664)	(0)	12 815
Pump Stations		–	–	–	–	–	–	–		–
Water Treatment Works		67 599	20 000	14 679	(2 649)	11 570	14 679	(3 109)	(0)	14 679
Bulk Mains		–	–	–	–	–	–	–		–
Distribution		455 653	181 646	215 905	4 126	186 879	215 905	(29 026)	(0)	215 905
Distribution Points		–	–	–	–	–	–	–		–
PRV Stations		–	–	–	–	–	–	–		–
Capital Spares		–	–	–	–	–	–	–		–
Sanitation Infrastructure		58 530	12 257	19 629	(139)	16 358	19 629	3 271	**16.7%**	19 629
Pump Station		–	–	–	–	–	–	–		–
Reticulation		–	–	–	–	–	–	–		–
Waste Water Treatment Works		47 081	5 000	–	–	–	–	–		–
Outfall Sewers		–	–	–	–	–	–	–		–
Toilet Facilities		11 449	7 257	19 629	(139)	16 358	19 629	(3 271)	(0)	19 629
Capital Spares		–	–	–	–	–	–	–		–
Solid Waste Infrastructure		–	–	–	–	–	–	–		–
Landfill Sites		–	–	–	–	–	–	–		–
Waste Transfer Stations		–	–	–	–	–	–	–		–

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Waste Processing Facilities		–	–	–	–	–	–	–		–
Waste Drop-off Points		–	–	–	–	–	–	–		–
Waste Separation Facilities		–	–	–	–	–	–	–		–
Electricity Generation Facilities		–	–	–	–	–	–	–		–
Capital Spares		–	–	–	–	–	–	–		–
Rail Infrastructure		–	–	–	–	–	–	–		–
Rail Lines		–	–	–	–	–	–	–		–
Rail Structures		–	–	–	–	–	–	–		–
Rail Furniture		–	–	–	–	–	–	–		–
Drainage Collection		–	–	–	–	–	–	–		–
Storm water Conveyance		–	–	–	–	–	–	–		–
Attenuation		–	–	–	–	–	–	–		–
MV Substations		–	–	–	–	–	–	–		–
LV Networks		–	–	–	–	–	–	–		–
Capital Spares		–	–	–	–	–	–	–		–
Coastal Infrastructure		–	–	–	–	–	–	–		–
Sand Pumps		–	–	–	–	–	–	–		–
Piers		–	–	–	–	–	–	–		–
Revetments		–	–	–	–	–	–	–		–
Promenades		–	–	–	–	–	–	–		–
Capital Spares		–	–	–	–	–	–	–		–
Information and Communication Infrastructure		–	–	–	–	–	–	–		–
Data Centres		–	–	–	–	–	–	–		–

APPENDIX D (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Description	Ref	2023/24	Budget Year 2024/25							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Yea Forecas
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		630	–	–	–	–	–	–		
Roads Infrastructure		–	–	–	–	–	–	–		
Roads		–	–	–	–	–	–	–		
Road Structures		–	–	–	–	–	–	–		
Road Furniture		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Storm water Infrastructure		–	–	–	–	–	–	–		
Drainage Collection		–	–	–	–	–	–	–		
Storm water Conveyance		–	–	–	–	–	–	–		
Attenuation		–	–	–	–	–	–	–		
Electrical Infrastructure		630	–	–	–	–	–	–		
Power Plants		–	–	–	–	–	–	–		
HV Substations		–	–	–	–	–	–	–		
HV Switching Station		–	–	–	–	–	–	–		
HV Transmission Conductors		–	–	–	–	–	–	–		
MV Substations		–	–	–	–	–	–	–		
MV Switching Stations		–	–	–	–	–	–	–		
MV Networks		–	–	–	–	–	–	–		
LV Networks		630	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Water Supply Infrastructure		–	–	–	–	–	–	–		
Dams and Weirs		–	–	–	–	–	–	–		
Boreholes		–	–	–	–	–	–	–		
Reservoirs		–	–	–	–	–	–	–		
Pump Stations		–	–	–	–	–	–	–		
Water Treatment Works		–	–	–	–	–	–	–		
Bulk Mains		–	–	–	–	–	–	–		
Distribution		–	–	–	–	–	–	–		

Description	Ref	2023/24	Budget Year 2024/25							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Yea Forecas
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		630	–	–	–	–	–	–		
Distribution Points		–	–	–	–	–	–	–		
PRV Stations		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Sanitation Infrastructure		–	–	–	–	–	–	–		
Pump Station		–	–	–	–	–	–	–		
Reticulation		–	–	–	–	–	–	–		
Waste Water Treatment Works		–	–	–	–	–	–	–		
Outfall Sewers		–	–	–	–	–	–	–		
Toilet Facilities		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Solid Waste Infrastructure		–	–	–	–	–	–	–		
Landfill Sites		–	–	–	–	–	–	–		
Waste Transfer Stations		–	–	–	–	–	–	–		
Waste Processing Facilities		–	–	–	–	–	–	–		
Waste Drop-off Points		–	–	–	–	–	–	–		
Waste Separation Facilities		–	–	–	–	–	–	–		
Electricity Generation Facilities		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Rail Infrastructure		–	–	–	–	–	–	–		
Rail Lines		–	–	–	–	–	–	–		
Rail Structures		–	–	–	–	–	–	–		
Rail Furniture		–	–	–	–	–	–	–		
Drainage Collection		–	–	–	–	–	–	–		
Storm water Conveyance		–	–	–	–	–	–	–		
Attenuation		–	–	–	–	–	–	–		
MV Substations		–	–	–	–	–	–	–		
LV Networks		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Coastal Infrastructure		–	–	–	–	–	–	–		
Sand Pumps		–	–	–	–	–	–	–		
Piers		–	–	–	–	–	–	–		
Revetments		–	–	–	–	–	–	–		
Promenades		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Information and Communication Infrastructure		–	–	–	–	–	–	–		
Data Centres		–	–	–	–	–	–	–		
Core Layers		–	–	–	–	–	–	–		
Distribution Layers		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Community Assets		–	–	–	–	–	–	–		
Community Facilities		–	–	–	–	–	–	–		
Halls		–	–	–	–	–	–	–		

Description	Ref	2023/24	Budget Year 2024/25							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecas
Centres		–	–	–	–	–	–	–		
Crèches		–	–	–	–	–	–	–		
Clinics/Care Centres		–	–	–	–	–	–	–		
Fire/Ambulance Stations		–	–	–	–	–	–	–		
Testing Stations		–	–	–	–	–	–	–		
Museums		–	–	–	–	–	–	–		
Galleries		–	–	–	–	–	–	–		
Theatres		–	–	–	–	–	–	–		
Libraries		–	–	–	–	–	–	–		
Cemeteries/Crematoria		–	–	–	–	–	–	–		
Police		–	–	–	–	–	–	–		
Purls		–	–	–	–	–	–	–		
Public Open Space		–	–	–	–	–	–	–		
Nature Reserves		–	–	–	–	–	–	–		
Public Ablution Facilities		–	–	–	–	–	–	–		
Markets		–	–	–	–	–	–	–		
Stalls		–	–	–	–	–	–	–		
Abattoirs		–	–	–	–	–	–	–		
Airports		–	–	–	–	–	–	–		
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Sport and Recreation Facilities		–	–	–	–	–	–	–		
Indoor Facilities		–	–	–	–	–	–	–		
Outdoor Facilities		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Heritage assets		–	–	–	–	–	–	–		
Monuments		–	–	–	–	–	–	–		
Historic Buildings		–	–	–	–	–	–	–		
Works of Art		–	–	–	–	–	–	–		
Conservation Areas		–	–	–	–	–	–	–		
Other Heritage		–	–	–	–	–	–	–		
Investment properties		–	–	–	–	–	–	–		

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Description R thousands	Ref 1	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Monuments		–	–	–	–	–	–	–		
Historic Buildings		–	–	–	–	–	–	–		
Works of Art		–	–	–	–	–	–	–		
Conservation Areas		–	–	–	–	–	–	–		
Other Heritage		–	–	–	–	–	–	–		
Investment properties		–	–	–	–	–	–	–		
Revenue Generating		–	–	–	–	–	–	–		
Improved Property		–	–	–	–	–	–	–		
Unimproved Property		–	–	–	–	–	–	–		
Non-revenue Generating		–	–	–	–	–	–	–		
Improved Property		–	–	–	–	–	–	–		
Unimproved Property		–	–	–	–	–	–	–		
Other assets		–	–	–	–	–	–	–		
Operational Buildings		–	–	–	–	–	–	–		
Municipal Offices		–	–	–	–	–	–	–		
Pay/Enquiry Points		–	–	–	–	–	–	–		
Building Plan Offices		–	–	–	–	–	–	–		
Workshops		–	–	–	–	–	–	–		
Yards		–	–	–	–	–	–	–		
Stores		–	–	–	–	–	–	–		
Laboratories		–	–	–	–	–	–	–		
Training Centres		–	–	–	–	–	–	–		
Manufacturing Plant		–	–	–	–	–	–	–		
Depots		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		
Housing		–	–	–	–	–	–	–		
Staff Housing		–	–	–	–	–	–	–		
Social Housing		–	–	–	–	–	–	–		
Capital Spares		–	–	–	–	–	–	–		

APPENDICES

Description R thousands	Ref 1	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecas
Machinery and Equipment		–	–	–	–	–	–	–		
Machinery and Equipment		–	–	–	–	–	–	–		
Transport Assets		–	–	–	–	–	–	–		
Transport Assets		–	–	–	–	–	–	–		
Land		–	–	–	–	–	–	–		
Land		–	–	–	–	–	–	–		
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–		
Zoo's, Marine and Non-biological Animals										
		–	–	–	–	–	–	–		
								–		
								–		
								–		
								–		
								–		
								–		
								–		
Living resources		–	–	–	–	–	–			
Mature		–	–	–	–	–	–			
Policing and Protection										
Zoological plants and animals										
Immature										
Policing and Protection										
Zoological plants and animals										
		–	–	–	–	–	–			
		–	–	–	–	–	–			
		–	–	–	–	–	–			
		–	–	–	–	–	–			
		–	–	–	–	–	–			
Total Capital Expenditure on renewal of existing assets	1	630	–	–	–	–	–	–		

APPENDIX E – 2024/2025 ANNUAL PERFORMANCE REPORT

1. INTRODUCTION

The Annual Performance Report is hereby submitted in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2024 to 30 June 2025 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP) as amended in conjunction with the Special Budget Adjustment, in relation to the objectives as summarized in the Municipality's Integrated Development and Plan (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its 2024/24 Integrated Development Plan (IDP), Annual Budget and Service Delivery and Budget Implementation Plan (SDBIP

Furthermore, this report endeavour to report to Council the Municipality's performance in terms of the Six (6) National Government's Strategic key Performance Areas for local government, which are (1) Spatial Rationale; (2)Basic Service Delivery and infrastructure development; (3) Local Economic Development; (4) Municipal Financial Viability and Management, (5)Municipal Institutional Transformation and Development and (6) Good Governance and Public Participation as added.

The format of the report reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. Each Key Municipal KPA have number of Municipal Programmes/Key Focus Areas (KFA's) which was deliberately designed by the Mogalakwena Local Municipality to focus its development initiatives in a more coherent and organised manner.

2. LEGISLATIVE REQUIREMENT

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000; which stipulates as follows:

(1) A municipality must prepare for each financial year a performance report reflecting—

(a) the performance of the Municipality and each external service provider during that financial year;

(b) a comparison of the performance referred to in paragraph (a) with targets set for performance in the previous financial year; and

(c) measures taken to improve performance.

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

3. PERFORMANCE MANAGEMENT OVERVIEW

The Organisational Performance is evaluated by means of a Municipal Scorecard (Top Layer SDBIP) at organisational level and through the Service Delivery Budget Implementation Plan (SDBIP) at departmental levels.

The SDBIP is a plan that converts the IDP and Annual Budget into measurable operational targets on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to departments and/or divisions to deliver the services in terms of the IDP and Budget:

The MFMA Circular No.13 prescribes that:

The IDP and budget must be aligned;

The budget must address the strategic priorities;

The SDBIP was prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

Colour Legend	Category	Explanation
	KPI Not Achieved	Actual vs Target Less than 90%
	KPI Achieved	Actual vs Target 100% achievement

4. MUNICIPAL PERFORMANCE AGAINST THE NATIONAL KEY PERFORMANCE AREAS

This section of the Annual Performance report on the municipality's annual performance against the planned target as derived from the IDP. An overview of the municipality's actual performance linked to the National Key Performance Areas are depicted in Table 1.

Mogalakwena Municipality	Basic Service Delivery	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development	Spatial Rationale	Total
KPI Achieved	21	18	3	17	2	2	**63**
KPI Not Achieved	0	2	0	6	3	0	**11**
Total	**21**	**20**	**3**	**23**	**5**	**2**	**74**

5. COMPARISON OF THE 2023/2024 PERFORMANCE WITH ACTUAL PERFORMANCE OF 2024/2025 FINANCIAL YEAR

Key Performance area	2023/2024				2024/2025			
	Target achieved	Target not achieved	Total	% Achieved	Target achieved	Target not achieved	Total	% Achieved
Spatial rationale	3	0	3	100%	2	0	2	100%
Basic service delivery and	17	2	19	89%	21	0	21	100%

Key Performance area	2023/2024				2024/2025			
	Target achieved	Target not achieved	Total	% Achieved	Target achieved	Target not achieved	Total	% Achieved
infrastructure development								
Local Economic Development	3	0	3	100%	3	0	3	100%
Municipal Financial Viability and Sound Management	17	4	21	81%	17	6	23	74%
Municipal Transformation and organisational development	8	0	8	100%	2	3	5	40%
Good governance and public participation	15	3	18	83%	18	2	20	90%
Total	**63**	**9**	**72**	**88%**	**63**	**11**	**74**	**85%**

KPA 1: SPATIAL RATIONALE

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target 2024/2025	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly target	Quarterly Performance						
The optimum utilisation of land	*Land Use*	*1. Percentage of land use contraventions referred to Legal Services after 30 days of non-response by the resident.*	*100%*	*100%*	*Q1: 100%*	*Q1: 100%*	*100%*	*Not applicable*	*Not applicable*	*Copies of notices and memo issued and referred to legal services*	*Target achieved*	*Planning and development services*
					Q2: 100%	*Q2: 100%*						
					Q3: 100%	*Q3: 100%*						
					Q4: 100%	*Q4: 100%*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target 2024/2025	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly target	Quarterly Performance						
Optimum compliance with the National Building Regulations and Building Standard Act 103 0f 1977	*Building Inspectorate (Control)*	*2. Percentage of NBR contraventions referred to Legal Services after 30 days of non-response by the resident.*	*New*	*100%*	*Q1: 100%*	*Q1: Not Applicable*	*100%*	*Not applicable*	*Not applicable*	*Copies of notices and memo issued and referred to legal services*	*Target achieved*	*Planning and development services*
					Q2: 100%	*Q2: 100%*						
					Q3: 100%	*Q3: 100%*						
					Q4: 100%	*Q4: 100%*						

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Foster, regulate, maintain and promote a sustainable environment	*Waste management*	*3.Number of formal households with access to waste collection by June 2025*	*16 677*	*13000*	*Q1: 13000*	*Q1: 13944*	*13910*	*not applicable*	*Not applicable*	*Billing report*	*Target achieved*	*Community services*
					Q2: 13000	*Q2: 13912*						
					Q3: 13000	*Q3: 13910*						
					Q3: 13000	*Q4: 13910*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Foster, regulate, maintain and promote a sustainable environment	*Waste management*	*4.Number of waste awareness/clean-up campaigns held by June 2025*	*4*	*4*	*Q1: 1*	*Q1: 1*	*5*	*Not applicable*	*Not applicable*	*Attendance register*	*Target achieved*	*Community services*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 2*						
					Q4: 1	*Q4: 1*						
Foster, regulate, maintain and	*Waste management*	*5.Number of illegal dumping areas*	*4*	*4*	*Q1: 1*	*Q1: 1*	*12*	*Not applicable*	*Not applicable*	*Job cards*	*Target achieved*	*Community services*
					Q2: 1	*Q2: 1*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
promote a sustainable environment		*cleared by June 2025*			*Q3: 1*	*Q3: 5*						
					Q4: 1	*Q4: 5*						
Foster, regulate, maintain and promote a sustainable environment	*Parks and Recreation*	*6.Number of sport and recreational facilities maintained by June 2025*	*5*	*5*	*Q1: 1*	*Q1: 5*	*5*	*Not applicable*	*Not applicable*	*Attendance register*	*Target achieved*	*Community services*
					Q2: 1	*Q2: 5*						
					Q3: 1	*Q3: 4*						
					Q4: 2	*Q4: 5*						
Foster, regulate, maintain and	*Parks and*	*7.Number of cemeteries maintained*	*2*	*4*	*Q1:1*	*Q1: 1*	*3*	*Mahwelereng cemetry is full and not operational*	*Mahwelereng cemetry is closed,how*	*Attendance register*	*Target achieved*	*Community services*
					Q2: 1	*Q2: 3*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
promote a sustainable environment	*Recreation*	*by June 2025*			*Q3: 1*	*Q3: 3*		*except for special arrangement for those who have already reserved the graves*	*ever, the frenquency maintaince of mahwelereng cementry will be accelerated*			
					Q4: 1	*Q4: 3*						
Improve the quality of lives through social development and the provision of effective communi	*Road safety and traffic control*	*8.Number of speed checks conducted by June 2025*	*118*	*100*	*Q1: 25*	*Q1: 33*	*133*	*Not applicable*	*Not applicable*	*Speed operation list; traffic tickets*	*Target achieved*	*Traffic and emergency services*
					Q2: 25	*Q2: 30*						
					Q3: 25	*Q3: 35*						
					Q4: 25	*Q4: 35*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
ty services												
Improve the quality of lives through social development and the provision of effective communi	*Road safety and traffic control*	*9. Number of roadblocks held by June 2025*	*10*	*10*	*Q1: 2*	*Q1: 6*	*13*	*Not applicable*	*Not applicable*	*Road block attendance register*	*Target achieved*	*Traffic and emergency services*
					Q2: 2	*Q2: 0*						
					Q3: 3	*Q3: 0*						
					Q4: 3	*Q4: 7*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
ty services												
To improve the quantity and quality of municipal infrastruc	*Water*	*10.Number of formal households with access to basic level of water by 30 June 2025*	*13326*	*13000*	*Q1: 13000*	*Q1: 19178*	*21001*	*Not applicable*	*Not applicable*	*Billing report*	*Target achieved*	*Technical services*
					Q2: 13000	*Q2: 19197*						
					Q3: 13000	*Q3: 19519*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
ture and services					*Q4: 13000*	*Q4: 21001*						
To improve the quantity and quality of municipal infrastruc	*Sanitation*	*11.Number of formal households with access to basic level of sanitation by 30 June 2025*	*17616*	*16000*	*Q1: 16000*	*Q1: 16 751*	*16729*	*Not applicable*	*Not applicable*	*Billing report*	*Target achieved*	*Technical services*
					Q2: 16000	*Q2: 16674*						
					Q3: 16000	*Q3: 16696*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
ture and services					*Q4: 16000*	*Q4: 16729*						
To improve the quantity and quality of municipal infrastructure and services	*Water*	*12.Number of Water Meter Audit conducted by 30 June 2025*	*869*	*500*	*Q1: 125*	*Q1: 657*	*1570*	*Not applicable*	*Not applicable*	*Meter audit forms*	*Target achieved*	*Technical services*
					Q2: 125	*Q2: 160*						
					Q3: 125	*Q3: 266*						
					Q4: 125	*Q4: 487*						
To improve the quantity and	*Water*	*13.Percentage of water loss*	*26%*	*25%*	*Q1: 25%*	*Q1: -53%*	*17.4%*	*Not applicable*	*Not applicable*	*Water losses report*	*Target achieved*	*Technical services*
					Q2: 25%	*Q2: -50,2%*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
quality of municipal infrastructure and services					*Q3: 25%*	*Q3: -54,4%*						
					Q4: 25%	*Q4: 63%*						
To improve the quantity and quality of municipal infrastructure and services	*Water & Sanitation*	*14.Number of test conducted reports on Water Quality by 30 June 2025*	*12*	*12*	*Q1: 3*	*Q1: 3*	*12*	*Not applicable*	*Not applicable*	*Lab test results*	*Target achieved*	*Technical services*
					Q2: 3	*Q2: 3*						
					Q3: 3	*Q3: 3*						
					Q4: 3	*Q4: 3*						
To improve the quantity	*Water & Sanitation*	*15.Number of test conducted reports on*	*6*	*12*	*Q1: 3*	*Q1: 3*	*12*	*Not applicable*	*Not applicable*	*Lab test results*	*Target achieved*	*Technical services*
					Q2: 3	*Q2: 3*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
and quality of municipal infrastructure and services		*Waste Water Quality by 30 June 2025*			*Q3: 3*	*Q3: 3*						
					Q4: 3	*Q4: 3*						
To improve the quantity and	*Roads and storm water*	*16.Length of km roads tarred/paved by June 2025*	*11,4km*	*2,5kmTarred/ paved*	*Q1: Road base and bed at 20%*	*Q1: Road base and bed at 50%*	*2,5km tarred/paved*	*Not applicable*	*Not applicable*	*Progress reports and complet*	*Target achieved*	*PMU*

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
quality of municipal infrastructure and services					*Q2: Road base and bed at 50%*	*Q2: Road base and bed at 59%*				*ion certificate*		
					Q3: Road base and bed at 80%	*Q3: Road base and bed at 66%*						
					Q4: . 2,5km road tarred/paved	*Q4: . 2,5km road tarred/paved*						
To improve	*Roads and*	*17.Length of km of roads*	*384km*	*500km*	*Q1: 100km*	*Q1: 135km*	*549,84km*	*Not applicable*	*Not applicable*	*Job cards*	*Target achieved*	

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
the quantity and quality of municipal infrastructure and services	*storm water*	*bladed by June 2025*			*Q2: 100km*	*Q2: 39km*						*Technical services*
					Q3: 150km	*Q3: 189.2km*						
					Q4: 150km	*Q4: 186.64km*						
To improve the quantity and quality of municipal infrastruc	*Roads and storm water*	*18. Length of km of roads re-graveled by June 2025*	*15km*	*40km*	*Q1: 10km*	*Q1: 12,2km*	*48,59km*	*Not applicable*	*Not applicable*	*Job cards*	*Target achieved*	*Technical services*
					Q2: 10km	*Q2: 17,77km*						
					Q3: 10km	*Q3: 4km*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
ture and services					*Q4: 10km*	*Q4: 14.62km*						
To improve the quantity and quality of municipal infrastructure and services	*Roads and storm water*	*19.Area of road square meters patched by June 2025*	*4803,89m²*	*4000m²*	*Q1:1000 m²*	*Q1: 2089,94m²*	*11837,95 m²*	*Not applicable*	*Not applicable*	*Job cards*	*Target achieved*	*Technical services*
					Q2: 1000m²	*Q2: 3468.1m²*						
					Q3: 1000m²	*Q3: 1259.22m²*						
					Q4: 1000m²	*Q4: 5020,69m²*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
To improve the quantity and quality of municipal infrastructure and services	*Roads and storm water*	*20. Number of cubic of storm water drainage maintained by June 2025*	*1739,97m³*	*1500m³*	*Q1: 375m³*	*Q1: 378,2m³*	*1815,2m³*	*Not applicable*	*Not applicable*	*Job cards*	*Target achieved*	*Technical services*
					Q2: 375m³	*Q2: 383m³*						
					Q3: 375m³	*Q3: 650m³*						
					Q4: 375m³	*Q4: 404m³*						
To improve the quantity and quality of municipal	*Energy efficiency*	*21.Number of households with access to electricity*	*New*	*200 New additional households electrified*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*247*	*not applicable*	*Not applicable*	*Completion certificate*	*Target achieved*	*PMU*
					Q2: Not planned	*Q2: Not planned*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance: Quarterly Target	Quarterly Performance: Actual Performance	2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
infrastructure and services		*by June 2025*			*for this quarter*	*for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						
					Q4: 200	*Q4: 247*						
To improve the quantity and quality of municipal infrastructure and services	*Energy efficiency*	*22.Number of electricity meter audit conducted June 2025*	*1053*	*1000*	*Q1: 250*	*Q1: 0*	*1 600*	*Not applicable*	*Not applicable*	*Meter audit forms*	*Target acahived*	*Electrical services*
					Q2: 250	*Q2: 643*						
					Q3: 250	*Q3: 103*						
					Q4: 250	*Q4: 854*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
To improve the quantity and quality of municipal infrastructure and services	*Electricity Loss control*	*23.Percentage of electricity loss*	*23%*	*25%*	*Q1: 25%*	*Q1: 25,36%*	*15.58%*	*not applicable*	*Not applicable*	*Sales report and Eskom purchases.*	*Target achieved*	*Electrical services*
					Q2: 25%	*Q2: 26,55%*						
					Q3: 25%	*Q3: 2,60%*						
					Q4: 25%	*Q4: 5.57%*						

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
To create inclusive and well-coordinated investment opportunities for the growth of the economy	*Job creation*	*24.Number of Jobs created through LED initiatives including capital projects by June 2025.*	*190*	*100*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*228*	*Not applicable*	*Not applicable*	*Empoyment contracts*	*Target achieved*	*Planning and development services*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					Q4: 100	*Q4: 228*						
To create inclusive and well-coordinated investment opportunities for the growth of the economy	*Business information session*	*25. Number of business information sessions conducted by June 2025.*	*4*	*4*	*Q1: 1* *Q2: 1* *Q3: 1* *Q4: 1*	*Q1: 1* *Q2: 3* *Q3: 2* *Q4: 1*	*7*	*Not applicable*	*Not applicable*	*Copies of invitation and attendance register*	*Target achieved*	*Planning and development services*
To create inclusive and well-coordinat	*Flea market*	*26.Number of flea markets held by*	*2*	*4*	*Q1: 1* Q2: 1	*Q1: 1* Q2: 2	*5*	*Not applicable*	*Not applicable*	*Copies of the attendance*	*Target achieved*	*Planning and developm*

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
ed investment opportunities for the growth of the economy		*June 2025.*			Q3: 1 Q4: 1	Q3: 1 Q4: 1				*register, pictures, notice, agenda.*		*ent services*

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Sound and efficient financial management	*Budget and Reporting*	*27.Development and submission of compliant Annual Financial Statements to the Auditor General*	*AFS developed and submitted to AG by 31 August 2023*	*Development and submission of Annual Financial Statements to the Auditor*	*Q1: Development and submission of Annual Financial Statements to the Auditor*	*Q1: AFS developed and submitted to the Auditor General on the 31 August 2024*	*AFS developed and submitted to the Auditor General on the 31 August 2024*	*Not applicable*	*Not applicable*	*Aknowdgement letter;AFS*	*Target achieved*	*Budget & Treasury*

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		by 31 August 2024		*General by 31 August 2024*	*General by 31 August 2024*							
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						
					Q4: Not planned for this quarter	*Q4: Not planned for this quarter*						
Sound and efficient	*Budget and*	*28.Number of Action*	*1*	*1*	*Q1: Not planned*	*Q1: Not planned*	*1*			*Action plan and*		*Budget &*

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
financial management	*Reporting*	*Plan for 2023/2024 AG Audit Queries developed and submitted to Council by 31 January 2025*			*for this quarter*	*for this quarter*		*Not applicable*	*Not applicable*	*council resolution*	*Target achieved*	*Treasury*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: 1	*Q3: 1*						
					Q4: Not planned for this quarter	*Q4: Not planned for this quarter*						
Sound and efficient financial	*Budget and Reporting*	*29.Percentage of AG queries resolved*	*100.00 %*	*100%*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*100%*	*Not applicable*	*Not applicable*	*AG's action plan*	*Target achieved*	*Budget & Treasury*

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
management		*as per the Action Plan by 30 June 2025*			*Q2: Not planned for this quarter*	*Q2: Not planned for this quarter*						
					Q3: 50%	*Q3: 55%*						
					Q4: 100%	*Q4: 100%*						
Sound and efficient financial management	*Budget and Reporting*	*30.Development and approval of the credible mSCOA compliant Annual Budget approved*	*Final and approved budget by May 2024*	*Final and approved annual budget by May 2025*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*Final budget approved by council on 28/05/2025*	*Not applicable*	*Not applicable*	*Draft budget and council resolution*	*Tatget achieved*	*Finance Department*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		by Council by 31 May 2025			*Q3: Draft budget approved by council in march 2025*	*Q3: Draft budget approved by council on 25/03/2025*						
					Q4: Final budget approved by council in May 2025	*Q3: Final budget approved by council on 28/05/2025*						
Sound and efficient financial	*Budget and*	*31.Number of MFMA Section 71 Reports*	*12*	*12*	*Q1: 3*	*Q1: 3*	*12*	*Not applicable*	*Not applicable*	*Section 71 Reports and proof of*	*Target achieved*	*Finance Department*
					Q2: 3	*Q2: 3*						

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ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
management	*Reporting*	*submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month*			*Q3: 3*	*Q3: 3*				*Submission to Provincial and National Treasuries*		
					Q4: 3	*Q4: 3*						
Sound and efficient financial management	*Budget and Reporting*	*32.cost coverage of 3 months by 30 June 2025*	*0,56months*	*3months*	*Q1: 2months*	*Q1: 0,1Months*	*0months*	*Low cash flow collection*	*Implementation of daily credit control in line with the approved*	*Monthly report and Bank statements*	*Target not achieved*	*Finance*
					Q2: 2months	*Q2: 0,1Months*						

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ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
					Q3: 2months	*Q3: 0,1Months*			*council policy. Introduction of incetive scheme to long outstanding debt. Cost containment policy to be strictly enforced.*			
					Q4: 2months	*Q4: 0 Months*						
Sound and efficient financial management	*Budget and Reporting*	*33.Percentage capital budget spent on budgeted capital*	*100%*	*100%*	*Q1: 20%*	*Q1: 28.56%*	*100.00%*	*Not applicable*	*Not applicable*	*C Schedule – Capital Expenditure Report*	*Target achieved*	*Finance department*
					Q2: 50%	*Q2: 55.10%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		projects identified for 2024/2025 financial year			*Q3: 75%*	*Q3: 77.8%*						
					Q4: 100%	*Q4: 100%*						
Sound and efficient financial management	*Budget and Reporting*	*34.Percentage spent on the MIG grants approved projects by 30 June 2025*	*100%*	*100%*	*Q1: 20%*	*Q1: 33.16%*	*100.00%*	*Not applicable*	*Not applicable*	*C Schedule – Capital Expenditure Report*	*Target achieved*	*Finance department*
					Q2: 50%	*Q2: 50.50%*						
					Q3: 75%	*Q3:70.25%*						
					Q4: 100%	*Q4: 100%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Sound and efficient financial management	*Budget and Reporting*	*35.Percentage of budget spent on the WSIG grants approved projects by 30 June 2025*	*100*	*100%*	*Q1: 20%*	*Q1: 32.44%*	*100%*	*Not applicable*	*Not applicable*	*C Schedule – Capital Expenditure Report*	*Target achieved*	*Finance department*
					Q2: 50%	*Q2: 62.5%*						
					Q3: 75%	*Q3: 92.94%*						
					Q4: 100%	*Q4: 100 %*						
Sound and efficient financial management	*Budget and Reporting*	*36.Percentage of budget spent on the RBIG grants*	*100%*	*100%*	*Q1: 20%*	*Q1: 21.87%*	*100%*	*Not applicable*	*Not applicable*	*C Schedule – Capital Expenditure Report*	*Target achieved*	*Finance department*
					Q2: 50%	*Q2: 50.3%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		approved projects by 30 June 2025			*Q3: 75%*	*Q3: 84.03%*						
					Q4: 100%	*Q4: 100%*						
Sound and efficient financial management	*Budget and Reporting*	*37.Percentage of budget spent on the INEP grants approved projects by 30 June 2025*	*100%*	*100%*	*Q1: 20%*	*Q1: 7.82%*	*100%*	*Not applicable*	*Not applicable*	*C Schedule – Capital Expenditure Report*	*Target achieved*	*Finance department*
					Q2: 50%	*Q2: 52.54%*						
					Q3: 50%	*Q3: 77.34%*						
					Q4: 100%	*Q4: 100%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Sound and efficient financial management	*Asset Management*	*38.Number of asset verification reports complied - movables (sampling) by 30 June 2025*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Assets register*	*Target achieved*	*Finance Department*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						
Sound and efficient financial management	*Free basic services*	*39.Percentage of Registered Indigents with access to Free Basic Services*	*100%*	*100%*	*Q1: 100%*	*Q1: 100%*	*100%*	*Not applicable*	*Not applicable*	*July – Aug 2024 Indigent Register*	*Target achieved*	*Finance department*
					Q2: 100%	*Q2: 100%*						
					Q3: 100%	*Q3: 100%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		by 30 June 2025			*Q4: 100%*	*Q4: 100%*						
Sound and efficient financial management	*Revenue Management*	*40.Percentage of Service Debtors Revenue by 30 June 2025*	*68%*	*100%*	*Q1: 100%*	*Q1: 63.68%*	*81%*	*Not applicable*	*Not applicable*	*Trial Balance*	*Target achieved*	*Finance Department*
					Q2: 100%	*Q2: 98%*						
					Q3: 100%	*Q3: 113%*						
					Q4: 100%	*Q4: 81%*						
Sound and efficient		*41.Percentage of*	*92%*	*100%*	*Q1: 100%*	*Q1: 51.17%*	*84%*	*Credit Control*	*Debt collection*	*Monthly Report*		

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
financial management	*Revenue Management*	*debtors collection rate by 30 June 2025*			*Q2: 100%*	*Q2: 51%*		*marginalized at Mahwelereng as cut-offs cannot be done. Eskom is supplying electricity. Collection is dependent on Appointed Debt Collection company issuing handover and demand letters. Government institutions not settling their accounts on*	*and credit control initiatives (issuing of summons) to be implemented and enforced at mahwelereng. Introduction of incetive scheme to long outstanding debt*	*Debtors Reconciliation*	*Target not achieved*	*Finance department*
					Q3: 100%	*Q3: 73%*						
					Q4: 100%	*Q4: 84%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
								time and periodically				
Sound and efficient financial management	*Revenue enhancement*	*42. Number of times that agreed portion of revenue from drivers licence cards were paid over prodiba by 15th of each month*	*12*	*12*	*Q1: 3*	*Q1: 3*	*9*	*Slow cashflow challenges*	*Payment of prodiba on timely basis. The following will be impliment ed. Implementation of daily credit control in line with the approved council policy. Introduction of incetive*	*Memos and proof of payment*	*Target not achieved*	*Traffic and emergency services*
					Q2: 3	*Q2: 3*						
					Q3: 3	*Q3: 3*						
					Q4: 3	*Q4: 0*						

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ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
									scheme to long outstanding debt in order to improve cash flow.			
Sound and efficient financial management	*Supply Chain Management*	*43. Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2025*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*SCM reports*	*Target achieved*	*Finance department*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
Sound and efficient financial management	*Supply Chain Management*	*44. Number of deviation reports compiled and tabled to Council by 30 June 2024*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*SCM reports*	*Target achieved*	*Finance department*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						
Sound and efficient financial management	*Supply Chain Management*	*45. Percentage of tenders and bids awarded within 90 days after closure of*	*100%*	*100%*	*Q1: 100%*	*Q1: 100%*	*100%*	*Not applicable*	*Not applicable*	*Tender award register*	*Target achieved*	*Finance department*
					Q2: 100%	*Q2: 100%*						
					Q3: 100%	*Q3: 100%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
		advertisement			*Q4: 100%*	*Q4: 100%*						
Sound and efficient financial management	*Expenditure Management*	*46. Percentage of creditors paid within 30days (as per MFMA S65) of receipt of invoices and all necessary supporting documentation*	*95%*	*100%*	*Q1: 100%*	*Q1: 83,1%*	*78%*	*Low cash flow collection*	*Implementation of daily credit control in line with the approved council policy. Introduction of incetive scheme to long outstanding debt. Cost containment policy*	*CRS payments report*	*Target not achieved*	*Finance department*
					Q2: 100%	*Q2: 93,97%*						
					Q3: 100%	*Q3: 94.13%*						
					Q4: 100%	*Q4: 77.6%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
									to be strictly enforced.			
Sound and efficient financial management	*Revenue enhancement*	*47. Percentage of debt over 90 days collected*	*99.80%*	*100%*	*Q1: 100%*	*Q1: 1.15%*	*1%*	*Credit Control marginalized at Mahwelereng as cut-offs cannot be done. Eskom is supplying electricity. Collection is dependent on Appointed Debt Collection company issuing handover and demand letters.*	*Debt collection and credit control initiatives (issuing of summons) to be implemented and enforced at mahweleren g. Introduction of incetive scheme to long*	*Ageing Report and Payment Report*	*Target not achieved*	*Finance department*
					Q2: 100%	*Q2: 41%*						
					Q3: 100%	*Q3: 1.70%*						
					Q4: 100%	*Q4:1.70 %*						

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ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
								Government institutions not settling their accounts on time and periodically	*outstanding debt*			
Sound and efficient financial management	*Revenue enhancement*	*48. Percentage of revenue (as per quarterly projections)*	*92%*	*100%*	*Q1: 100%*	*Q1: 75%*	*84%*	*Credit Control marginalized at Mahwelereng as cut-offs cannot be done. Eskom is supplying electricity. Collection is dependent on Appointed Debt Collection company*	*Debt collection and credit control initiatives (issuing of summons) to be implemented and enforced at mahwelereng. Introduction of*	*Monthly Report Debtors Reconciliation*	*Target not achieved*	*Finance department*
					Q2: 100%	Q2: 96%						
					Q3: 100%	*Q3: 73%*						
					Q4: 100%	*Q4: 84%*						

ANNUAL PERFORMANCE REPORT 2024/2025 FINANCIAL YEAR	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
								issuing handover and demand letters. Government institutions not settling their accounts on time and periodically	*incetive scheme to long outstanding debt*			
Sound and efficient financial management	*Expenditure Management*	*49. Percentage of budget spent on work place skills plan*	*65%*	*100%*	*Q1: 20%*	*Q1: 8,7%*	*100%*	*Not applicable*	*Not applicable*	*Expenditure report*	*Target achieved*	*Corporate support services*
					Q2: 50%	*Q2: 25%*						
					Q3: 70%	*Q3: 48.01%*						
					Q4: 100%	*Q4: 100%*						

KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved / Not achieved /Not measured	Lead department
					Quarterly Target	Actual Performance						
To develop and implement integrated	*Legal Services*	*50. Number of Litigation Reports compiled and submitted to Council*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Copies of council resolution and Litigation reports*	*Target achieved*	*Corporate Service*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						

management and governance systems		*by 30 June 2025*			*Q4: 1*	*Q4: 1*						
To ensure that all stakeholders within the institution are adequately capacitated and retained	*Local Labour Forum*	*51. Number of LLF meetings held by 30 June 2025*	*5*	*4*	*Q1: 1*	*Q1: 0*	*3*	*Non quoration of the LLF meetings*	*Developed schedule of meeting shared with Unions. Held a workshop wrt to purpose and functionality of LLF facilitated by SALGA with all member of LLF on the 22 April 2025. Held a worksho*	*Copies of agendas, attendance register; Minutes*	*Target not achieved*	*Corporate Service*
					Q2:1	*Q2: 0*						
					Q3:1	*Q3: 3*						
					Q4:1	*Q4: 0*						

									p wrt minimum service agreement facilitated by SALGA on th 20th of August 2025.			
To ensure that all stakeholders within the institution are adequately capacitated and retained	Organisational development	52.Organograms Reviewed and approved by 30 June 2025	Org structure review ed and approved	Reviewed and approved Organisational structure	Q1: Not planned for this quarter Q2: Not planned for this quarter Q3: Draft reviewed organisational structure	Q1: Not planned for this quarter Q2: Not planned for this quarter Q3: Draft reviewed organisational structure in place	No Reviewed and approved Organisational structure	Due to LLF not quorating in the fourth quarter, the draft structure could not be processed accordingly.	Interface the employee related costs into the reviw proess of the org structure.	Draft organisational structure	Target not achieved	Corporate Service

					Q4: Reviewed and approved Organisational structure	*Q4: No Reviewed and approved Organisational structure*						
To ensure that all stakeholders within the institution are adequately capacitated and retained	*Human Resources & Development*	*53. Number of WSP developed and submitted to LGSETA by 30 April 2025*	*1*	*1*	*Q1: Not planned for this quarter* *Q2: Not planned for this quarter* *Q3: Not planned for this quarter* *Q4: 1*	*Q1: Not planned for this quarter* *Q2: Not planned for this quarter* *Q3: Not planned for this quarter* *Q4: 1*	*1*	*Not planned for this quarter*	*Not planned for this quarter*	*Not planned for this quarter*	*Target achieved*	*Corporate Service*
To ensure that all stakehol	*Staff retention*	*54. Percentage of budgeted vacant*	*New*	*100%*	*Q1: 20%* Q2: 50%	*Q1: 34%* Q2: 60%	*90%*	*Delay in the appointment processes especially the*	*Utilization of SALGA for*	*Appointment letters*	*Target not achieved*	*Corporate Service*

ders within the institution are adequately capacitated and retained		*positions on the organogram filled*			Q3: 70%	Q3: 84%		*verification processes done by MIE.*	*verification processes.*			
					Q4: 100%	Q4: 90%						

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
Develop and implement efficient management and governance systems	*Integrated Development Plan*	*55. Number of IDP/PMS/Budget Process Plan approved by Council 30 August 2024*	*1*	*1*	*Q1: 1*	*Q1: 1*	*1*	*Not applicable*	*Not applicable*	*2025/2026 Council approved Process Plan with Council Resolution*	*Target achieved*	*Planning & Development*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						
					Q4: Not planned for this quarter	*Q4: Not planned for this quarter*						
Develop and		*56.Development and*	*Final approv*	*Development and*	*Q1: Not planned*	*Q1: Not planned*	*Final IDP approved*	*Not applicable*		*Final IDP approved*		*Planning &*

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
implement efficient management and governance systems	*Integrated Development Plan*	*adoption of the 2025/2026 IDP by Council by 30 May 2025*	*ed IDP by May 2024*	*adoption of the 2025/2026 IDP by 30 May 2025*	*for this quarter*	*for this quarter*	*by council on 28/05/2025*		*Not applicable*	*by council on 28/05/2025*	*Target achieved*	*Development*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Draft IDP adopted by March 2025	*Q3: Draft IDP approved by council on 25/03/2025*						
					Q4: Fina IDP adopted by 30	*Q4: Final IDP approved by council on*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					May 2025	*28/05/2025*						
Develop and implement efficient management and governance systems	*Integrated Development Plan*	*57. Number of IDP Representative Forums held by 30 June 2025*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Attendance registers and agendas*	*Target achieved*	*Planning & Development*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						
To develop and implement integrated	*Performance Management System*	*58. Number of MFMA Section 52 reports compiled and submitted to*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Quarterly reports*	*Target achieved*	*Office of the MM*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
management and governance systems		*Council by 30 June 2025*			*Q4: 1*	*Q4: 1*						
Develop and implement efficient management and governance systems	*Performance Management System*	*59. Development and approval of Annual Report by March 2025*	*Final approved AR with oversight*	*Final approved AR with oversight*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*Final approved AR with oversight on the 25/03/2025*	*Not applicable*	*Not applicable*	*Annual report and oversight report*	*Target achieved*	*Office of the MM*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Final approved AR with	*Q3: Final approved AR with oversight*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					oversight							
					Q4: Not planned for this quarter	*Q4: Not planned for this quarter*						
Develop and implement efficient management and governance systems	*Performance Management System*	*60.Development and submission of APR to AG by August 2024*	*1*	*1*	*Q1: 1*	*Q1: 1*	*1*	*Not applicable*	*Not applicable*	*APR and proof of submission*	*Target achieved*	*Office of the MM*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					Q4: Not planned for this quarter	*Q4: Not planned for this quarter*						
To develop and implement integrated management and governance systems	*Performance Management System*	*61. Number of SDBIPs approved by the Mayor 28 days after the approval of the budget*	*1*	*1*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*1*	*Not applicable*	*Not applicable*	*Approved SDBIP*	*Target achieved*	*Office of the Municipal Manager*
					Q2: Not planned for this quarter	*Q2: Not planned for this quarter*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					Q4: 1	*Q4: 1*						
To develop and implement integrated management and governance systems	*Performance Management System*	*62. Percentage of Section 54A/56 Performance Agreements signed year to date*	*100%*	*100%*	*Q1: 100%* *Q2: 100%* *Q3: 100%* *Q3: 100%*	*Q1: 100%* *Q2: 100%* *Q3: 100%* *Q3: 100%*	*100%*	*Not applicable*	*Not applicable*	*Copies of signed PA*	*Target achieved*	*Office of the Municipal Manager*
To develop and implement	*Municipal communication*	*63. Number of newsletters issued to*	*4*	*4*	*Q1: 1* *Q2: 1*	*Q1: 1* *Q2: 1*	*4*	*Not applicable*	*Not applicable*	*Copies of news letters*	*Target achieved*	*Office of the*

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
t integrated management and governance systems		*communities on quarterly basis by 30 June 2025*			*Q3: 1*	*Q3: 1*						*Municipal Manager*
					Q4: 1	*Q4: 1*						
To develop and implement integrated management and governance systems	*Ward Committees*	*64. Number of Ward Committees reports submitted to Speaker by 30 June 2025*	*17*	*128*	*Q1: 32*	*Q1:15*	*62*	*15 of ward committee are not functional due to non clarification of roles between ward Councillors and ward committee members*	*The accounting Officer to inform the Office of the Speaker wrt revitilisation and induction of ward committe*	*Ward committee reports*	*Target not achieved*	*Office of the speaker*
					Q2: 32	*Q2: 15*						
					Q3: 32	*Q3: 14*						
					Q4: 32	*Q4: 17*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
									e members			
To develop and implement integrated management and governance systems	*Audit*	*65. Obtain Unqualified Audit Opinion by 30 June 2025*	*Qualified opinion*	*Unqualified audit opinion*	*Q1: Not planned for this quarter*	*Q1: Not planned for this quarter*	*Unqualified audit opinion*	*Not applicable*	*Not applicable*	*Not applicable*	*Target achieved*	*Office of the Municipal Manager*
					Q2: Unqualified audit opinion	*Q2: Unqualified audit opinion*						
					Q3: Not planned for this quarter	*Q3: Not planned for this quarter*						
					Q4: Not planned	*Q4: Not planned*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
					for this quarter	*for this quarter*						
To develop and implement integrated management and governance systems	*Auditing*	*66. Percentage of queries raised by internal audit resolved*	*100%*	*100%*	*Q1: 20%*	*Q1: 53%*	*100%*	*Not applicable*	*Not applicable*	*Follow-up report*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 50%	*Q2: 53%*						
					Q3: 70%	*Q3: 77%*						
					Q4: 100%	*Q4: 100%*						
To develop and implemen	*Audit*	*67. Number of Audit Committee meetings*	*5*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Signed Attendance Registers*	*Target achieved*	*Office of the*
					Q2: 1	*Q2: 1*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
t integrated management and governance systems		*held by 30 June 2025*			*Q3: 1*	*Q3: 1*				*and Minutes*		*Municipal Manager*
					Q4: 1	*Q4: 1*						
To develop and implement integrated management and governance systems	*Audit*	*68. Number of Performance Audit Committee meetings held by 30 June 2025*	*5*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Signed Attendance Registers and Minutes*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						

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Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
To develop and implement integrated management and governance systems	*Audit*	*69. Number of Audit Committee Reports tabled to Council by 30 June 2025*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Audit Committee Reports*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 1*						
To develop and implement integrated	*Risk Management*	*70.Number of Risk Management committee meetings*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Invite, attendance register and minutes*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
management and governance systems		*held by 30 June 2025*			*Q4: 1*	*Q4: 1*				*of the meeting*		
To develop and implement integrated management and governance systems	*Risk Management*	*71.Percentage of risks action plan mitigated*	*85%*	*100%*	*Q1: 25%*	*Q1: 46%*	*81%*	*Job evaluations not completed; Org structure not aligned with prototype*	*SALGA has advised the municipalities to stop with the processes of Job evaluation as its a National Bargining Council matter. COGTA*	*Risk management report*	*Target not achieved*	*Office of the Municipal Manager*
					Q2: 50%	*Q2: 54%*						
					Q3: 75%	*Q3: 79%*						
					Q4: 100%	*Q4: 81%*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
									has appointed a service provider to assist the municipality in reviewing the Org structurein line prottype.			
To develop and implement integrated	*Public participation*	*72. Number of public participation meeting held (Imbizo)*	*4*	*4*	*Q1: 1*	*Q1: 1*	*4*	*Not applicable*	*Not applicable*	*Attendance registers*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 1*						

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
management and governance systems					*Q4: 1*	*Q4: 1*						
To develop and implement integrated management and governance systems	*MPAC*	*73. Number of MPAC meeting held*	*4*	*4*	*Q1: 1*	*Q1: 1*	*12*	*Not applicable*	*Not applicable*	*Appointment letters*	*Target achieved*	*Office of the Municipal Manager*
					Q2: 1	*Q2: 1*						
					Q3: 1	*Q3: 6*						
					Q4: 1	*Q4: 4*						
	MPAC		*4*	*4*	*Q1: 1*	*Q1: 1*	*5*	*Not applicable*				

Strategic objectives	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		2024/2025 Annual performance	Reason for underperformance	Corrective measure	POE	Target achieved/ Not achieved/ Not measured	Lead department
					Quarterly Target	Actual Performance						
To develop and implement integrated management and governance systems		*74. Number of MPAC reports tabled to council and approved by 30 June 2024*			*Q2: 1*	*Q2: 1*			*Not applicable*	*Appointment letters*	*Target achieved*	*Office of the Municipal Manager*
					Q3: 1	*Q3: 1*						
					Q4: 1	*Q4: 2*						

ANNEXURE B: CAPITAL PROJECTS

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		Actual expenditure	Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance						
1	*Pruizen Farm Groundwater*	*Drilling and equipping of 1 borehole, installation of package plant and construction of 10km pipeline*	*Geo-hydrologic repor; SANRAL application and WULA application approved*	*15%. Equipping of boreholes, installation of package plant and construction of 10km pipeline*	*Q1: Not applicable*	*Q1: Not applicable*	*R15 026 125*	*Not applicable*	*Not applicable*	*Appointment letter and progress report*	*Target achieved*	*PMU*
					Q2: Procurement of Constructor	*Q2: Constructor not yet appointed*						
					Q3: Site Establishment	*Q3:26% Physical Progress*						
					Q4: 15%	*Q4:32.7% Physical Progress*						
2	*Mini Water Scheme 13: Buffelhoek, Diphici, Grasvlei, Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg Diphici Cluster A*	*Construction of internal water reticulation in 5 villages*	*Construction at 47%*	*100% Construction of internal water reticulation in 5 villages*	*Q1: 70% construction*	*Q1: 96% construction*	*R21 141 913*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	
					Q2: 80% construction	*Q2: 98% construction*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q3: 90% construction	*Q3: 99% construction*						
					Q4: 100% construction	*Q4: 100% construction*						
3	*Mini water scheme 13 phase 2*	*Construction of internal water reticulation in 5 villages*	*New*	*100% Construction of internal water reticulation*	*Q1: Appointment of service provider*	*Q1: 91% construction*	*R24 156 960*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	
					Q2: 50% construction	*Q2: 97% construction*						
					Q3: 90% construction	*Q3: 99.5% Physical Progress*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q4: 100% construction	*Q4: 100% Physical Progress*						
4	*Mogalakwena Household Sanitation – Mmamala,Parakisi,Phafola,sekgoboko,moshate,madiba,Tenerif;Dagakral,rietfontien;Makekeng; and Ga-chokoe*	*Construction of 1000 household sanitation*	*80% construction*	*100% Construction of 1000 household sanitation*	*Q1: 90% Construction*	*Q1: 94% construction*	*R22 574 181*	*Not applicable*	*Not applicable*	*Project progress report and completion certificate*	*Target achieved*	*PMU*
					Q2: 100% Construction	*Q2: 98% construction*						
					Q3: 100% Construction	*Q3: 100% construction*						
					Q4: 100% Construction	*Q4: 100% construction*						
5	*Completion of Moordekoppie Mini water scheme Cluster Ph3*	*Completion of Moordekoppie Mini water*	*New*	*100% construction of mini water scheme*	*Q1: Appoint of service provider*	*Q1: 49% Construction*	*R3 095 987*	*Contractor failed to*	*New contractor*	*Progress report*	*Target not achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
		scheme Cluster Ph3			*Q2: 30% construction*	*Q2: 49% Construction*		*adhere to his contractual obligations*	*appointed*			
					Q3: 70% construction	*Q3: 49% Construction*						
					Q4: 100% construction	*Q4: 49% Construction*						
6	*Mahwelereng Roads & Stormwater Phase 2A*	*Construction of 5.4km road*	*Construction at 73%*	*100% Construction of 5,4km road*	*Q1: 80% Construction of 5,4km road*	*Q1: 100% Construction of 5,4km road*	*R9 141 593*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 90% Construction of 5,4km road	*Q2: 100% Construction of 5,4km road*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q3: 100% Construction of 5,4km road	*Q3: 100% Construction of 5,4km road*						
					Q4: 100% Construction of 5,4km road	*Q4: 100% Construction of 5,4km road*						
7	*Mahwelereng Roads & Stormwater Phase 2B*	*Construction of 3.5 km road*	*Construction at 76%*	*100% Construction of 3,5km road*	*Q1: 80% Construction of 3,5km road*	*Q1: 99% Construction of 3,5km road*	*R12 063 501*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 90% Construction of 3,5km road	*Q2: 100% Construction of 3,5km road*						
					Q3: 100% Constructi	*Q3: 100% Construction*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					on of 3,5km road	*of 3,5km road*						
					Q4: 100% Construction of 3,5km road	*Q4: 100% Construction of 3,5km road*						
8	*Completion of Marulaneng roads & stormwater*	*Construction of 3.5Km with 1 low level bridge.*	*50% construction*	*100% Construction of 3.5 Km*	*Q1: 75% Construction of 3.5Km with 1 low level bridge.*	*Q1: 86% Construction of 3.5Km with 1 low level bridge.*	*R14 061 015*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 80%	*Q2: 96%*						
					Q3: 90%	*Q3: 100%*						
					Q4: 100%	*Q3: 100%*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
9	*Mshengo RDP Section Roads & Stormwater*	*Construction of 1.2km roads*	*New*	*50% Construction*	*Q1: Appointment of service provider*	*Q1: Service proveder not appointed*	*R6 883 677*	*Not applicable*	*Not applicable*	*Appointment letter and progress report*	*Target achieved*	*PMU*
					Q2: 15% Construction	*Q2: 1% Construction*						
					Q3: 30% Construction	*Q3: 34% Physical Progress*						
					Q4: 50% Construction	*Q4: 64% Physical Progress*						
10	*Completion of Thabang Street Roads & Stormwater*	*Construction of 1 km road at Geyser street and construction of 2.5km*	*New*	*30% Construction*	*Q1: Appointment of service provider*	*Q1: Service provider not appointed*	*R3 796 260*	*Not applicable*	*Not applicable*	*Appointment letter and*	*Target achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
		stormwater channel and two level bridge from AKASIA to Mogalakwena Rivier			*Q2: 10% Construction*	*Q2: Service provider appointed*				*progress report*		
					Q3: 20% Construction	*Q3: 34% Physical Progress*						
					Q4: 30% Construction	*Q4: 55% Physical Progress*						
11	*Completion of Ext 14 to 19 Roads & Stormwater*	*Construction of 1.2km roads*	*New*	*70% Construction*	*Q1: Appointment of service provider*	*Q1: Service provider not appointed*	*R10 870 976*	*Not applicable*	*Not applicable*	*Appointment letter and progress report*	*Target achieved*	*PMU*
					Q2: 20% Construction	*Q2: 0%*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q3: 50% Construction	*Q3: 33% Physical Progress*						
					Q4: 70% Construction	*Q4: 70% Physical Progress*						
12	*Upgrading of Swimming Pools (Mokopane Town)*	*Upgrading of Swimming Pools*	*New*	*100% Upgrading of Swimming Pools*	*Q1: Appointment of service provider*	*Q1: Service provider not appointed*	*R7 320 231*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 30% Upgrading of Swimming Pool and chlorine room, shelter.	*Q2: 0% Upgrading of Swimming Pool and chlorine room, shelter.*						
					Q3: 60% Upgrading of	*Q3: 66% Upgrading of Swimming*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Swimming Pool and chlorine room, shelter.	*Pool and chlorine room, shelter.*						
					Q4: 100% Upgrading of Swimming Pool and chlorine room, shelter.	*Q4: 98% Upgrading of Swimming Pool and chlorine room, shelter.*						
13	*High Mast Light in Tshamahanzi/Magongwa*	*Installation of 3 high mast lights in Tshamahanzi/Magongwa*	*Designs completed and tender documents completed.*	*50% installation of 42 high mast lights*	*Q1: Appointment of contractor, excavation and construction of concrete base plate for high mass lights*	*Q1: Designs completed; tender advertised*	*R14 424 738*	*Delays in SCM processes*	*Fasttrack appointment of service provider*	*Copies of Advert*	*Target not achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q2: 60% Installation of 3 high mass lights	*Q2: Contractor appointed and site established*						
					Q3: 80% Installation of 3 high mass lights	*Q3: 20% Physical Progress*						
					Q4: 100% Installation of 3 high mass lights	*Q4: 78% Physical Progress*						
14	*High Mast Light in Masodi/Mzombane*	*Installation of 2 high mast lights in Masodi/Mzombane*	*Designs completed and tender documents completed.*	*50% installation of 41 high mast lights*	*Q1: Appointment of Consultant and Design Stage. Submission MIG 1*	*Q1: Designs completed; tender advertised*	*R6 928 354*	*Not applicable*	*Not applicable*	*Copies of designs and advert*	*Target achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Application at Cogsta for Funding							
					Q2: Appointment of contractor, excavation and construction of concrete base plate for high mass lights	*Q2: Contractor appointed and site establed*						
					Q3: 30% Construction stage	*Q3: 20% Physical Progress*						
					Q4: 50% Construction stage	*Q4: 70% Physical Progress*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
15	*Contract 06-2017/18 Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.*	*Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.*	*Construction at 54%*	*Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.*	*Q1: 70% Construction of 3,5ml/day concrete reservoir*	*Q1: 79% Construction of 3,5ml/day concrete reservoir*	*R9 859 588.63*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 80% Construction of 3,5ml/day concrete reservoir	*Q2: 95% Construction of 3,5ml/day concrete reservoir*						
					Q3: 90% Construction of 3,5ml/day concrete reservoir	*Q3: 97% Construction of 3,5ml/day concrete reservoir*						
					Q4: 100% Construction of 3,5ml/day	*Q4: 98% Construction of 3,5ml/day concrete reservoir*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					concrete reservoir							
16	*Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase 1*	*Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase*	*Construction at 92%*	*100% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase*	*Q1: 100% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase*	*Q1: 97% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase*	*R10 581 800.89*	*Awaiting connection of the plant to the water source and electrical source whch was not part of the project scope*	*awaiting enrgising from Eskom and ICASA licence*	*Progress report*	*Target achieved*	*PMU*
					Q2: Not applicable	*Q2: 99,5% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance		Actual expenditure	Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance						
						commissioning of phase						
					Q3: Not applicable	*Q3: 99,5% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station commissioning of phase*						
					Q4: Not applicable	*Q4: 99,5% Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
						commissioning of phase						
17	*Refurbishment of 58 reservoirs (Basterpad, Bokwidi, Dikgokgopeng, Galakwenastroom, Harmansdal, Jakkalskuil , Kabeane Kaditshwene Kroomkloof , Lesodi , Leyden, Lusaka-Ngoru, Mabuladihlare, Makekeng, Malapile , Mamatlakala Marulaneng, Matebeleng, Nellie, Paulos, Rantlakane, Skilpadskraal, Skrikfontein, Van Wykspan, Vlakfontein 1 & 2 Wydhoek)*		*Construction at 95%*	*100% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages*	*Q1: 100% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages*	*Q1: 86% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages*	*R7 085 214.08*	*Extension of Scope for installation of package plant and electrical connections*	*Awaiting Eskom for energising*	*Progress report*	*Target not achieved*	*PMU*
					Q2: Not applicable	*Q2: 89% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages*						
					Q3: Not applicable	*Q3: 90% Refurbishment of 46 Concrete and steel*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
						reservoirs at 26 Villages						
					Q4: Not applicable	*Q4: 96% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages*						
18	*Sekgakgapeng water source development and reticulation.(Roll over)*	*100% Construction*	*New*	*100% Construction*	*Q1: Appointment of service provider*	*Q1: Construction at 14%*	*R6 607 506.71*	*Poor performance by the contractor*	*The contractor currently placed on terms*	*Progress report*	*Target not achieved*	*PMU*
					Q2: 50% Construction	*Q2: Construction at 20,7%*						
					Q3: 70% Construction	*Q3: 25.2% Physical Progress*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q4: 70% Construction	*Q4: 30% Physical Progress*						
19	*Baknburg mini water sheme Mog27*	*Eectrification of boreholes and pumping mains*	*New*	*100% Eectrification of boreholes and pumping mains*	*Q1: Not applicable*	*Q1: Not applicable*		*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: Not applicable	*Q2: Not applicable*						
					Q3: Not applicable	*Q3: Not applicable*						
					Q4: 100% Eectrification of boreholes and pumping mains	*Q4: 100% Eectrification of boreholes and pumping mains*						
20	*Replacement of Asbestos Pipes within Mogalakwena*	*Rehabilitation of Existing Water*	*Construction at 17%*	*100% Rehabilitation of Existing Water*	*Q1: 30% Rehabilitation of Existing*	*Q1: 90% Rehabilitation of Existing Water and*	*R10 483 121.10*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
	Jurisdiction (Mokopane Town)	*and Sanitation Infrastructure*		*and Sanitation Infrastructure*	*Water and Sanitation Infrastructure*	*Sanitation Infrastructure*						
					Q2: 50% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q2: 100% Rehabilitation of Existing Water and Sanitation Infrastructure*						
					Q3: 80% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q3: 100% Rehabilitation of Existing Water and Sanitation Infrastructure*						
					Q4: 100% Rehabilitation of Existing Water and	*Q4: 100% Rehabilitation of Existing Water and Sanitation*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Sanitation Infrastructure	*Infrastructure*						
21	*Replacement of Asbestos Pipes within Mogalakwena Jurisdiction (Mokopane Town) phase 2*	*Rehabilitation of Existing Water and Sanitation Infrastructure*	*Construction at 17%*	*100% Rehabilitation of Existing Water and Sanitation Infrastructure*	*Q1: 30% Rehabilitation of Existing Water and Sanitation Infrastructure*	*Q1: 30% Rehabilitation of Existing Water and Sanitation Infrastructure*	*R23 337 378.85*	*Not applicable*	*Not applicable*	*Progress report*	*Target achived*	*PMU*
					Q2: 50% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q2: 50% Rehabilitation of Existing Water and Sanitation Infrastructure*						
					Q3: 80% Rehabilitation of Existing Water and Sanitation	*Q3: 80% Rehabilitation of Existing Water and Sanitation*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Infrastructure	*Infrastructure*						
					Q4: 100% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q4: 100% Rehabilitation of Existing Water and Sanitation Infrastructure*						
22	*Replacement of Asbestos Pipes within Mogalakwena Jurisdiction (Mahwelereng)*	*Rehabilitation of Existing Water and Sanitation Infrastructure*	*Construction at 4.5%*	*100% Rehabilitation of Existing Water and Sanitation Infrastructure*	*Q1: 30% Rehabilitation of Existing Water and Sanitation Infrastructure*	*Q1: 76% Rehabilitation of Existing Water and Sanitation Infrastructure*	*R29 715 063.41*	*Not applicable*	*Not applicable*	*Progress report*	*Target achieved*	*PMU*
					Q2: 50% Rehabilitation of Existing Water and Sanitation	*Q2: 89% Rehabilitation of Existing Water and Sanitation*						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Infrastructure	*Infrastructure*						
					Q3: 80% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q3: 90% Rehabilitation of Existing Water and Sanitation Infrastructure*						
					Q4: 100% Rehabilitation of Existing Water and Sanitation Infrastructure	*Q4: 97% Rehabilitation of Existing Water and Sanitation Infrastructure*						
23	*Sodoma and Rebone Water Source Development Reticulation*	*development of water source and reticulation in Sodoma and Rebone*	*New*	*80% development of water source and reticulation*	*Q1: Appointment of service provider*	*Q1: Designs completed; tender advertised*	*R4 854 818.63*	*Poor performance by the*	*Contractor currently placed on terms*	*Progress report*	*Target not achieved*	*PMU*

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q2: 50% Construction	*Q2: Service provider appointed*		*contractor*				
					Q3: 80% Construction	*Q3: 15% Physical Progress*						
					Q4: 80% Construction	*Q4: 28% Physical Progress*						
24	*Electrification of villages : Morula view phase 2*	*Electrification of 224 households*	*New*	*100% Electrification of 224 households*	*Q1: Designs completed*	*Q1: Designs completed; tender advertised*	*R5 984 527.94*	*Not applicable*	*Not applicable*	*Copies of Advert; Appointment letter;progress report*	*Target achieved*	*PMU*
					Q2: Appointment of service provider	Q2: Service provider appointed. 57% physical progress						

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No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					Q3: 50% Installation of LV and MV networks	*Q3: 77% Installation of LV and MV networks*						
					Q4: 100% Installation of LV and MV networks	*Q4: 100% Installation of LV and MV networks*						
25	*Electrification of villages : Makapanes Valley*	*Electrification of 82 households*	*New*	*100% Electrification of 82 households*	*Q1: Designs completed*	Q1: Designs completed; tender advertised	R2 112 781.99	*Not applicable*	*Not applicable*	*Copies of Advert; Appointment letter;progress report*	*Target achieved*	*PMU*
					Q2: Appointment of service provider	Q2: Service provider appointed. 57% physical progress						
					Q3: 50% Installation	*Q3: 69% Installation*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					of LV and MV networks	*of LV and MV networks*						
					Q4: 100% Installation of LV and MV networks	*Q4: 100% Installation of LV and MV networks*						
26	*Electrification of villages : Tshamahansi Village*	*Electrification of 176 households*	*New*	*100% Electrification of 176 households*	*Q1: Designs completed*	*Q1: Designs completed; tender advertised*	*R4 584 690.07*	*Not applicable*	*Not applicable*	*Copies of Advert; Appointment letter;progress report*	*Target achieved*	*PMU*
					Q2: Appointment of service provider	Q2: Service provider appointed. 51% physical progress						
					Q3: 50% Installation of LV and	*Q3: 92% Installation of LV and*						

No	Programme	Key performance indicator	Baseline 2023/2024	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/not achieved	Lead department
					Quarterly Target	Actual Performance	Actual expenditure					
					MV networks	*MV networks*						
					Q4: 50% Installation of LV and MV networks	*Q4: 100% Installation of LV and MV networks*						

ANNEXURE C: SERVICE PROVIDERS PERFORMANCE

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No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
1	*Tshatshu Consulting Engineers / PK Lamela JV*	*Replacement of AC Pipes in Mokopane Town*	*08/12/2023*	*11 Months*	*R 10 483 121.10*	*R 10 483 121.10*	*Mokopane Town*	*23-Jan-24*	*06/12/2024*	*Complete*	*4*
2	*Tshatshu Consulting Engineers / PK Consulting Group*	*Replacement of AC Pipes in Mokopane Town*	*05/12/2024*	*8 Months*	*R 23 337 378.85*	*R 23 337 378.85*	*Mokopane Town*	*13/12/2024*	*30/10/2025*	*Construction*	*5*
4	*Sky High Engineers/ Beten Construction*	*Replacement of AC Pipes in Mahwelereng*	*13/12/2023*	*16 Months*	*R 31 827 937.97*	*R 31 827 937.97*	*Mahwelereng*	*08/01/2024*	*30/06/2025*	*Construction*	*3*
5	*Sky High Engineers/ Beten Construction*	*Replacement of AC Pipes in Mahwelereng*	*19/02/2025*	*08 Months*	*R 940 801.61*	*R 940 801.61*	*Mahwelereng*	*03/01/2024*	*31/07/2025*	*Construction*	*3*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
6	*Kumelcon/ 777TP*	*SEKGAKGAPENG WATER SOURCE DEV*	*18/03/2024*	*10 Months*	*R 6 607 506.71*	*R 6 607 506.71*	*Sekgakgapeng*	*02/07/2024*	*22/09/2025*	*Construction*	*2*
7	*TQM/Ashim*	*SODOMA & REBONE WATER SOURCE DEV RETIC*	*22/11/2024*	*12 months*	*R 5 107 818.63*	*R 5 107 818.63*	*Rebone*	*28/11/2024*	*15/08/2025*	*Construction*	*2*
8	*ROMH/ EDLIN*	*Bakenberg Drilling, equipping and electrification of 4x boreholes*	*22/12/2022*	*12 months*	*R 724 290.70*	*R 724 290.70*	*Bakenberg*	*26/01/2023*	*30/06/2025*	*Construction*	*4*
9	*Kumelcon*	*Water Source Development and Reticulation at Vergenoeng*	*22/04/2025*		*R 355 907.75*	*R 355 907.75*	*Vergenoeng*			*Design*	*4*
10	*2MC Consulting*	*Water Source Development and Reticulation at Sodoma*	*22/04/2025*		*R 578 236.68*	*R 578 236.68*	*Sodoma*			*Design*	*4*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
11	RHELELA JV/ Ditiro Properties	Pruzen Farm	15/01/2025	08 Months	R 15 026 124.86	R 15 026 124.86	Pruzen	27/01/2025	30/09/2025	Construction	5
12	Bogolo Steagle JV/ Touch Thabana	Household Sanitation	30/10/2023	04 Months	R 4 143 373.35	R 4 143 373.35	Mogalakwena	10/11/2023	11/09/2024	Construction	3
13	Mulalo Consulting / Mabotja Maintenace	Moordkoppie Phase 3	18/04/2024	04 Months	R 3 095 986.97	R 3 095 986.97	Ditlotswane / Witriver	26/04/2024	30/08/2024	Contractor Terminated	1
14	Mulalo Consulting / Berkor JV	Moordkoppie Phase 3	18/04/2024	04 Months	R -	R -	Ditlotswane / Witriver	29/04/2025	11/07/2025	Construction	3
15	Tsemokgo/Reliant	Malepetleke High Mast Lights	22/11/2023	06 Months	R 1 616 288.02	R 1 616 288.02	Malepetleke	29/11/2023	20/05/2024	Complete	4

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
16	*Tsemokgo/Reliant*	*Mesopotamia High Mast Lights*	*22/11/2023*	*06 Months*	*R 1 024 844.64*	*R 1 024 844.64*	*Mesopotamia*	*29/11/2023*	*20/05/2025*	*Complete*	*4*
17	*Mahlangu Mamoloko JV/ Lilitalethu*	*Mahwelereng Phase 2A*	*27/06/2023*	*10 Months*	*R 9 141 593.34*	*R 9 141 593.34*	*Mahwelereng*	*29/06/2023*	*02/09/2024*	*Complete*	*4*
18	*Impumelelo Consulting/ Botlabatsatsi*	*Mahwelereng Phase 2B*	*27/06/2023*	*10 Months*	*R 12 063 501.34*	*R 12 063 501.34*	*Mahwelereng*	*29/06/2023*	*14/10/2025*	*Complete*	*4*
19	*Disema Consulting/ Within Africa*	*Diphichi Mini Water Scheme 13 Cluster A*	*26/10/2023*	*12 Months*	*R 21 930 874.43*	*R 21 930 874.43*	*Diphichi Cluster*	*26/10/2023*	*31/01/2025*	*Complete*	*4*
20	*Disema Consulting/ MM Star*	*Diphichi Mini Water Scheme 13 Cluster B*	*27/11/2023*	*12 Months*	*R 24 156 960.24*	*R 24 156 960.24*	*Diphichi Cluster*	*27/11/2023*	*12/12/2024*	*Complete*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
21	*Kumelcon/ TTTB Construction*	*Completion of Marulaneng Taxi Route*	*09/10/2023*	*09 Months*	*R 14 061 014.69*	*R 14 061 014.69*	*Marulaneng*	*20/10/2023*	*30/09/2024*	*Complete*	*4*
22	*Tangos Consultants/Tshiligane*	*Access Roads Ext 14 RDP to Ext 19 RDP Section*	*15/01/2025*	*09 Months*	*R 10 870 976.26*	*R 10 870 976.26*	*Mokopane Town Ext 14*	*22/01/2025*	*25/09/2025*	*Construction*	*5*
23	*Tangos Consultants/Vukuzi Thathe*	*Completion of Thabang street road and stormwater*	*12/11/2024*	*04 Months*	*R 3 796 259.70*	*R 3 796 259.70*	*Mahwelereng*	*27/11/2024*	*27/08/2024*	*Construction*	*3*
24	*Tangos Consultants/Hleketani Construction*	*Mshengo RDP Section Roads and Stormwater*	*20/11/2024*	*09 Months*	*R 6 883 677.00*	*R 6 883 677.00*	*Mahwelereng*	*22/01/2025*	*25/09/2025*	*Construction*	*5*
25	*Rivisi Electrical Contractors*	*Tshamahanzi/Magongwa High Mast Lights*	*05/12/2024*	*08 Months*	*R 14 424 737.50*	*R 14 424 737.50*	*Tshamahanzi*	*09/12/2024*	*31/08/2025*	*Construction*	*5*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
26	*Shwings Construction*	*Mzombana/Masodi High Mast Lights*	*05/12/2024*	*08 Months*	*R 6 928 353.56*	*R 6 928 353.56*	*Masodi*	*09/12/2024*	*31/08/2025*	*Construction*	*4*
27	*Mkhari Trading*	*Construction of 600 VIP Toilets at Moshate, Madiba, Kgobudi*	*20/11/2024*	*06 Months*	*R 9 195 990.71*	*R 9 195 990.71*	*Moshate, Madiba, Kgobudi*	*28/11/2024*	*30/06/2025*	*Complete*	*4*
28	*Hudi Construction*	*Construction of 400 VIP Toilets at Mammala/Parakisi, Phafola, Sekgoboko*	*23/10/2024*	*05 Months*	*R 5 091 443.48*	*R 5 091 443.48*	*Mammala/Parakisi, Phafola, Sekgoboko*	*25/10/2024*	*30/06/2025*	*Complete*	*4*
29	*Morula Consulting/Rihathi*	*Construction of 3.5 ML Concrete reservoirs*	*14/08/2023*	*15 Months*	*R 14 184 285.42*	*R 14 184 285.42*	*Jakkalskuil Cluster*	*31/08/2023*	*30/06/2025*	*Practical*	*4*
30	*Morula Consulting/Rihathi*	*Boreholes*	*14/08/2023*	*04 Months*	*R 2 877 181.81*	*R 2 877 181.81*	*Jakkalskuil Cluster*	*25/03/2025*	*31/07/2025*	*Construction*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
31	*Morula Consulting/ Leloba Bright*	*Contract 6-Phase 2 Bulk water supply zone 1 - Completion of Steel Rising Main and PVC Gravity Pipelines*	*18/10/2023*	*15 Months*	*R 85 998 697.55*	*R 85 998 697.55*	*Jakkalskuil Cluster*	*08/04/2024*	*26/08/2025*	*Construction*	*4*
32	*Mulalo Consulting Engineers/M M Star*	*Commissioning of Phase 1*	*25/03/2023*	*14 Months*	*R 541 973.87*	*R 541 973.87*	*Mokopane*	*27/03/2023*	*15/07/2024*	*Complete*	*4*
33	*Mulalo Consulting Engineers/ FM Infrastructure*	*Refurbishment of 46 Reservoirs*	*29/03/2023*	*14 Months*	*R 11 002 419.54*	*R 11 002 419.54*	*Jakkalskuil Cluster*	*27/03/2023*	*28/07/2025*	*Construction*	*3*
34	*Royal Haskoning/ Isiphethu Water Services*	*Kroomkloof Water Treatment Works*	*31/08/2021*	*42 Months*	*R 13 305 374.64*	*R 13 305 374.64*	*Jakkalskuil Cluster*	*01/10/2021*	*28/02/2025*	*Partial Complete*	*3*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
DNN	*Royal Haskoning/ Within Africa*	*Industrial wellfiled development project .*	*25/03/2023*	*16 months*	*R 2 421 549.24*	*R 2 421 549.24*	*Mokopane*	*24/04/2023*	*31/07/2025*	*Construction*	*3*
36	*NSK Electrical Consultants*	*Electrification of Households in Madiba*	*23/10/2024*	*Design*	*R 338 099.76*	*R 338 099.76*	*Madiba*			*Design*	*4*
37	*NSK Electrical Consultants/Hudi Construction*	*Electrification of Households in Makapaans Valley*	*23/10/2024*	*4 Months*	*R 2 068 682.23*	*R 2 068 682.23*	*Makapaans Vaaley*	*24/10/2024*	*20/03/2025*	*Complete*	*4*
38	*NSK Electrical Consultants/Tsemokgo*	*Electrification of Households in Tshamahanzi Village*	*23/10/2024*	*04 Months*	*R 4 584 690.07*	*R 4 584 690.07*	*Tshamahanzi*	*11/11/2024*	*20/03/2025*	*Complete*	*4*
39	*NSK Electrical Consultants/Rivisi Electrical Contractors*	*Electrification of Households in Morula View*	*23/10/2024*	*06 Months*	*R 5 984 527.94*	*R 5 984 527.94*	*Morula View*	*31/10/2024*	*30/04/2025*	*Complete*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
40	*Vutha Mkhonto Projects and Security 2000 (Pty) Ltd*	*Private Security*	*20/10/2022*	*3 years*	*R 100 008 672.00*	*R 27 583 924.00*	*Mokopane*	*2022/01/11*	*31/10/2025*	*On-going*	*4*
41	*KTS General Trader CC*	*Private Security*	*20/10/2022*	*3 years*		*R 11 538 767.00*	*Mokopane*	*2022/01/11*	*31/10/2025*	*On-going*	*4*
42	*Katekani Security Services*	*Private Security*	*20/10/2022*	*3 years*		*R 22 170 004.00*	*Mokopane*	*2022/01/11*	*31/10/2025*	*On-going*	*4*
43	*Nthabeleng Security Services*	*Private Security*	*20/10/2022*	*3 years*		*R 27 849 707.00*	*Mokopane*	*2022/01/11*	*31/10/2025*	*On-going*	*4*
44	*Lesedi Holding Solution*	*CCTV Camera System*	*24/10/2024*	*3 years*	*R 100 008 672*	*R 9 273 759.00*	*Mokopane*	*2024/01/11*	*31/10/2027*	*On-going*	*4*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
45	*Truvelo Africa Electronics Division (Pty) Ltd*	*Traffic Management System*	*18/03/2024*	*3 years*	*R 7 800 000,00*	*R 7 794 650.00*	*Mokopane*	*2024/01/05*	*30/04/2027*	*On-going*	*4*
46	*NTIRANO AUCTIONEER*	*AUCTIONEERING SERVICE*	*2023/11/29*	*36 Months*	*R 500 000.00*	*R -*	*Tzaneen*	*2023/11/29*	*2026/11/28*	*On-going*	*4*
47	*I at CONSULTING*	*PROVISION OF ASSET MANAGEMENT SUPPORT*	*2025/04/03*	*36 Months*	*R 5 000 000.00*	*R 4 469 896.33*	*Pretoria*	*2025/04/03*	*2028/04/02*	*On-going*	*4*
48	*LESEDI HOLDING SOLUTION*	*FULL MAINTENANCE LEASE FOR FLEET*	*2024/09/04*	*36 Months*	*R 17 029 147.67*	*R 2 118 823.05*	*Mokopane*	*2024/09/04*	*2027/09/04*	*On-going*	*4*
49	*DITIRO PROPERTIES*	*FULL MAINTENANCE LEASE FOR FLEET*	*2024/09/05*	*36 Months*	*R 17 029 147.67*	*R 8 047 897.71*	*Mokopane*	*2024/09/05*	*2027/09/05*	*On-going*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
50	*MOKOPANE GAS*	*SUPPLY AND DELIVERY OF FUEL AND LUBRICANTS*	*2024/05/10*	*36 Months*	*R 14 138 978.00*	*R 3 211 433.00*	*Mokopane*	*2024/05/10*	*2027/05/10*	*On-going*	*4*
51	*KOPANG RETHABILE*	*REPAIRS AND MAINTENANCE OF FLEET*	*2024/09/24*	*36 Months*	*R 3 086 019.75*	*R 2 009 220.00*	*Mokopane*	*2024/09/24*	*2027/09/24*	*On-going*	*4*
52	*CHICULUNG UANE SECURITY*	*REPAIRS AND MAINTENANCE OF FLEET*	*2024/09/24*	*36 Months*	*R 3 086 019.75*	*R 1 628 911.00*	*Mokopane*	*2024/09/24*	*2027/09/24*	*On-going*	*4*
53	*IGNITE TRADING*	*REPAIRS AND MAINTENANCE OF FLEET*	*2024/09/24*	*36 Months*	*R 3 086 019.75*	*R 2 422 265.00*	*Mokopane*	*2024/09/24*	*2027/09/24*	*On-going*	*4*
54	*CHIDI CHIDI*	*REPAIRS AND MAINTENANCE OF FLEET*	*2024/09/24*	*36 Months*	*R 3 086 019.75*	*R 689 036.49*	*Mokopane*	*2024/09/24*	*2027/09/24*	*On-going*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
55	*SANKOFA INSURANCE BROKER*	*PROVISION OF SHORT TERM INSURANCE BROKERING SERVICE*	*2023/12/14*	*36 Months*	*R 8 000 000.00*	*R 7 248 711.20*	*Mokopane*	*2023/12/14*	*2026/12/13*	*On-going*	*4*
56	*G4S Cash Solutions (SA) (Pty) Ltd*	*Cash Collection Services*	*09-Sep-24*	*37 Months*	*R 316 754.80*	*R 235 259.97*	*Mokopane*	*09-Sep-24*	*2027/09/09*	*On-going*	*4*
57	*Bahlaloga IT Solutions (Pty) Ltd*	*Debt Collection Services*	*18-Sep-23*	*36 Months*	*R 11 465 911.48*	*R 9 508 713.51*	*Mokopane*	*28-Sep-23*	*29-Sep-26*	*On-going*	*4*
58	*Rengwa Investments-Capotex JV*	*Meter audits, disconnections and connection of services*	*30-Nov-23*	*36 Months*	*R 3 897 135.55*	*R 3 236 506.22*	*Mokopane*	*30-Nov-23*	*30-Nov-26*	*On-going*	*4*
59	*CAB Holding (Pty) Ltd*	*Printing and mailing of consumer statements*	*15-Sep-23*	*36 Months*	*R 239 233.50*	*R 188 174.99*	*Mokopane*	*15-Sep-23*	*15-Sep-26*	*On-going*	*4*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
60	*Thuto M Holdings (Pty) Ltd*	*Debt Collection Services*	*28-Sep-23*	*36 Months*	*R 9 906 989.65*	*R 7 981 629.84*	*Mokopane*	*28-Sep-23*	*29-Sep-26*	*On-going*	*4*
61	*Consolidated African Technologies (Pty) Ltd*	*Meter Reading System – Annual License*	*01-Sep-24*	*12 Months*	*R 344 782.67*	*R 344 782.67*	*Mokopane*	*01-Sep-24*	*31-Aug-25*	*On-going*	*4*
62	*Montani Property Valuers (Pty) Ltd*	*General Valuation Roll*	*01-Sep-23*	*36 Months*	*R 11 082 550.00*	*R 10 511 000.00*	*Mokopane*	*01-Sep-23*	*01-Sep-26*	*On-going*	*4*
63	*PK Consulting*	*Vat review and recovery*	*29/11/2022*	*36 Months*	*R 12 670 335.36*	*R 12 670 335.36*	*Gauteng*	*01-Nov-22*	*28-Nov-25*	*On-going*	*5*
64	*Prime Afrika Trading Enterprise (Pty) Ltd*	*Appointment of Four (04) Service Providers for Supply and Delivery of Personal Protective Equipment for a Period of Three (03) Years*	*2023/08/14*	*36 months*	*R 10 634 420.00*	*R 3 096 274.82*	*Polokwane*	*2023/08/14*	*2026/08/14*	*On-going*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
	Remothabetswe Construction (Pty) Ltd					*R 1 818 936.89*	*Modimolle*			*On-going*	*3*
	Moorejoy (Pty) Ltd					*R 4 048 765.58*	*Modimolle*			*On-going*	*4*
	Flexi Engineering Construction					*R 2 799 726.99*	*Mokopane*			*On-going*	*4*
65	*City of Choice*	*Appointment of a Service Provider for the Provision of Travel Agency Service for Mogalakwena Local Municipality for a Period of Three (03) Years*	*2024/03/25*	*36 months*	*R 1 647 564.00*	*R 3 835 005.29*	*KwaZulu Natal*	*2027/03/17*	*2027/03/17*	*On-going*	*4*
66	*Back Pocket Trading*	*Appointment of panel 10 service providers for catering and events coordination for a period of 3year*	*14/03/2025*	*36 months*	*R 2 113,860,31*	*R 369 405.01*	*Mokopane*	*14/03/2025*	*13/03/2028*	*On-going*	*4*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
	Lin and Rams pty ltd					*R 180 045.28*				*On-going*	*4*
	Kgabo trading enterprise					*R 235 000.00*				*On-going*	*4*
	Lempitse Trading enterprise					*R 222 615.52*				*On-going*	*4*
	SHSH Trading and projects					*R 186 340.50*				*On-going*	*4*
	Zacharia Investment					*R 418 800.00*				*On-going*	*4*

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
	Kgetsi ya Bophelo					*R 501 654.00*				*On-going*	*4*
67	*Mbavala Consultants*	*Appointment of four (4) service provider for supply and delivery of cleaning chemicals,material and equipment for a period of three of 3years as and when needed*	*15-May-25*	*36 months*	*R 482,577,50*	*R 273 987.50*	*Mokopane*	*15-May-25*	*14/04/2028*	*On-going*	*4*
	DH Industrials and Trading					*R 208 590.00*	*Mokopane*			*On-going*	*4*
	Makhantsi Trading Enterprise					*R -*	*Bela Bela*			*On-going*	*0*
	OMHSLAW Trading and Projects					*R -*	*Mokopane*			*On-going*	*0*

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No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
68	*FLITMOVE*	*FULL MAINTENANCE LEASE FOR FLEET*	*2022/11/09*	*36 Months*	*R 51 087 443.00*	*R 41 247 517.88*	*Pretoria*	*2022/11/09*	*2025/11/08*	*Completed*	*5*
68	*Anaka Group*	*Appointment of service provider for lease and maintainance of reporgraphic service for a period of 3year*	*02 /08/ 2023*	*3 YEARS*	*R 4 964 340.66*	*R 4 964 340.66*	*MOGALAKWENA MUNICIPALITY*	*08-Aug-23*	*2026/08/07*	*On-going*	*4*
69	*Jicho Consulting (pty)ltd*	*Appointment of service provider for the provision of managed information and technologies (ICT) service for a period of 3year*	*09/11/2022*	*3 YEARS*	*R 16 425 589.63*	*R 16 425 589.63*	*MOGALAKWENA MUNICIPALITY*	*09/11/2022*	*08/11/2025*	*On-going*	*4*
70	*Fatima Sourcing and Freight*	*Supply and Istallation of Electricity and water meters*	*01/02/2024*	*36 Months*	*R -*	*R 31 034 156.09*	*Mokopane Town and Mahwelereng Township*	*01/07/2024*	*30/06/2025*	*Complete*	*3*

APPENDICES

No	Service Providers	Project Name	Appointment Date	Contract Period	2024/2025 FY Revised Budget	Budget Spent(as end 30 June 2025)	Locality	Start Date	End Date	Progress by 30 June 2025	Score (1-5)
71	*Risima Project Management*	*Supply and Istallation of Electricity and water meters*	*01/02/2024*	*36 Months*	*R -*	*R 2 103 518.55*	*Mokopane Town and Mahwelereng Township*	*01/07/2024*	*30/06/2025*	*Complete*	*3*

APPENDIX G – ACTION PLAN ON AG'S REPORT

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF009: Deviation not approved by the relevant official	Non compliance with the Mogalakwena Delegation of authority.	1. Review of the delegation of authority to align it with the SCM policy and SCM regulations .	28-Feb-26

APPENDICES

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF018: Inventories – Water from borehole resources not accounted for	No monthly meter readings of water distribute to the communities through boreholes and reconciliation to the water consumed on the financial system.	1. Regular reading of water distributed and signing off all readings and keeping proper records for all boreholes. 2. Monthly readings of water distributed to the communities through boreholes 3. Reconciliation to the water consumed on the financial system.	Immediately, Continuously
COMAF024: Differences between AFS, debtors with credit balance listing and age analysis	Departmental Charges that were not cleared properly in the previous financial Meter Reversals - Estimates reversals due to actuals subsequently obtained after excessive use of Estimates Debt Write Off - Council approved write off included amounts with estimate balances Legacy Transactions- Credit balances rolled over from previous financial system	**1. Departmental Charges that were not cleared properly in the previous financial** Create clearing accounts for raising revenue and expenditure for clearing the debtor balance on a monthly basis **2. Meter Reversals - Estimates reversals due to actuals subsequently obtained after excessive use of Estimates** All Meters to be read at least once per Quarter All Matters to be read with actuals for the month of June **3. Debt Write Off - Council approved write off included amounts with estimate balances** All Debt Write Off be approved based on actuals No Debt write be approved without actuals **4. Legacy Transactions- Credit balances rolled over from previous financial system** Perform detailed investigations over Balances with credit balances Create a policy over debtors with credit balances Clear balances not supported based on the applicable policy	Immediately, Continuously
COMAF025: Limitation of scope on request for information 64	Lack of review of the deviation register.	1. Review of the deviation register on a monthly basis by DH SCM.	Monthly
COMAF026: Declaration of interest – other	Municipality does not have a system in place to identify municipal staff members that have business associate who have entered into business with municipality.	1. The Municipality will engage Provincial Treasury and COGHSTA to explore options for a verification mechanism and continue to raise awareness among staff and councillors about declaration requirements. 2. A register will be updated with service providers that have been identified by AGSA. This register will be used during bid evaluations.	Immediately, Continuously
COMAF026: Suppliers in service of other state institutions	Municipality does not have a system in place to identify municipal staff members that have business associate who have entered into business with municipality.	1. The Municipality will engage Provincial Treasury and COGHSTA to explore options for a verification mechanism and continue to raise awareness among staff and councillors about declaration requirements. 2. A register will be updated with service providers that have been identified by AGSA. This register will be used during evaluations.	Immediately, Continuously

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF027: Deviations from, and rectification of minor breaches of, procurement process	Due to lack of and/or poor planning, management did not ensure that routine services are procured through a normal bidding process.	1. Update the UIFW register with expenditure identified. 2. Submission of UIFW register and reports to MPAC for investigation. 3. Investigation of IUFW expenditure by MPAC. 4. Submission of MPAC investigation report to council. 5. Implementation of procurement plan.	Immediately, Continuously
COMAF028: Comparative amount not amended for errors identified note	Disclosure checklist not completed accurately to ensure Grap 18 Segment disclosures are complete.	1. AFS disclosure checklist to be completed on a quarterly basis.	Quarterly
COMAF029: Discrepancies between the HR leave report and the leave listing	Management did not perform a detailed reconciliation between the HR leave records and the payroll system to ensure that all employees' leave balances were accurately captured in the leave accrual.	1. Proposed journal submitted will be passed as prior-year adjustments or against accumulated surplus. 2. Payday system administrator will be engaged to develop accurate reports that will generate accrued days as of 30 June 2026 taking into account new appointed employees	28-Feb-26
COMAF038: Differences noted between the amount as per the general ledger and the corresponding amount as per the invoice	There was a lack of effective oversight regarding the accuracy of the financial records and the implementation and monitoring of related internal controls	1. Invoices, delivery notes, quotation and orders will be reviewed per line items to ensure they are aligned before payments can made	Immediately, Continuously
COMAF044: Reasons for not obtaining three written quotations not recorded and approved by CFO or delegated official	The root cause of the finding is linked to lack of a standardized checklist to ensure that deviations from normal quotation procedures are properly documented and approved. Management will ensure that in any instance where fewer than three quotations are obtained is supported by a properly completed deviation form, accompanied by CFO or delegated approval prior to award.	1. Develop and implement a standardized deviation/approval template for cases where fewer than three quotations are received. 2. Update the UIFW register with expenditure identified. 3. Submission of UIFW register and reports to MPAC for investigation. 4. Investigation of IUFW expenditure by MPAC. 5. Submission of MPAC investigation report to council.	Immediately, Continuously
COMAF044: Reasons for not obtaining three written quotations not justifiable	The root cause of the finding is linked to lack of a standardized checklist to ensure that deviations from normal quotation procedures are properly documented and approved.	1. Develop and implement a standardized deviation/approval template for cases where fewer than three quotations are received. 2. Update the UIFW register with expenditure identified. 3. Submission of UIFW register and reports to MPAC for investigation. 4. Investigation of IUFW expenditure by MPAC. 5. Submission of MPAC investigation report to council.	Immediately, Continuously

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF044: Award not supported by sufficient and appropriate evidence	Poor filling	1. Filling of all SCM documents in the locked strong room.	Immediately, Continuously
COMAF044: Supply Management Policy	The omission of a defined timeframe was not intentional but resulted from reliance on general practice and the flexibility allowed by Regulation 12(1)(d) of the Municipal Supply Chain Management Regulations, which provides for the invitation of quotations without specifying a minimum period.	1. The SCM Unit, in consultation with the Legal Services, will review and update the SCM Policy to include: A minimum advertising period of three (3) working days for RFQs under R30,000. The revised SCM Policy will be submitted to the Accounting Officer and Council for consideration and approval.	28-Feb-26
COMAF046: Medical aid and defined contribution plans overstated.	This emanating to implementation of main collective agreements for employees’ wages increments. Management will review computation pertaining to wages increase prior capturing in financial system to avoid occurrences of over or understatements of company contributions	1. The proposed journal will be passed as prior year adjustment and the difference will be offset before payments is made to the relevant pension schemes	28-Feb-26
COMAF046: Overtime payments not recorded in the correct period.	Overtime claims not reviewed	1. Overtime journal will be passed in the correction financial year as part of year-end adjustments. 2. The year end communication letter regarding cut off will be issued to the end user requesting them submit overtime claims in time to avoid recording the employee's cost in the incorrect financial periods. 3. All events after close of financial periods will be scrutinized to detect accrued expenses and be corrected to the right financial year	30-Jun-26
COMAF046: Leave pay provision charge overstated	Leave payout not done in line with BCEA	1. The leave entitlement for the retired employees will be recalculated, and journal will be passed to accrue the difference by debiting or increasing leave expenses and raising year end creditors. The affected employees will be reimbursed by 30 April 2026	30-Apr-26
COMAF046: Acting allowance overstated	Employee in question was paid acting allowance using the incorrect salary notch	1. The population will be evaluated to identify similar transaction, and adjustments will be made in accounting books to raise debtors where there is an overpayment, and money will be recovered from relevant employees before 30 April 2025. Where there is underpayment, employees will be paid.	30-Apr-26
COMAF47: Variances between the creditors age analysis, General ledger and	Monthly creditor reconciliation of the GL, age analysis and statements not performed.	1. Perform monthly creditor reconciliation of the GL, age analysis and statements and ensure all reconciling items are cleared timeously. 2. Reconcile year-end trade payable balance per the GL to the AFS and ensure differences are processed as prior-period error on the Interim AFS.	Monthly

Finding	Root Cause	Action Plan	Due Date Implementation
the Annual Financial Statements			
COMAF047: Variances between the creditor's age analysis and invoices	Lack of management review of age analysis to ensure that invoices on the creditors age analysis agree to the invoice.	1. Review creditors age analysis and ensure the amount disclosed agree with the invoices. Any difference identified should be resolved timeously.	Monthly
COMAF050: General expenses— Payment not made within 30 days	Payment was not paid in time due to financial constrain	1. Organogram will be reviewed to establish Debt collection unit that will deal with daily collection of revenue in order to maximise working capital for financing or servicing current liabilities. 2. Creditors Age Analysis will be reviewed on monthly basis to detect aging debt and prioritize them	Immediately, Continuously
COMAF054: Overstatement of Payables from exchange transactions	Lack of management review of the CaseWare mappings with respect to debt write off.	1. Debt write offs should be mapped in CaseWare to gross trade receivables instead of trade payables.	28-Feb-26
COMAF056: Trade receivables – Limitation of scope	No register/listing are prepared for sundry debtors.	1. Prepare a list of unsupported/unknown sundry debtor balances for council to write off. 2. Prepare monthly register of sundry debtors with all the aging categories.	Immediately, Continuously
COMAF057: No performance agreements and personal development for staff below level 3	The PMS Office was only appointed in May 2025.	1. Cascading of performance agreements to officials on level 4 and 5.	Immediately, Continuously
COMAF057: No performance agreements for staff in acting positions for more than 3 months	The performance agreements were not yet cascaded to employees below level 3.	1. Cascading of performance agreements to officials on level 4 and 5. 2. Employees acting on level 4 and 5 positions to sign performance agreement.	Immediately, Continuously
COMAF057: No evaluation of skills development performed.	PMS was not yet cascaded to lower levels	1. Cascading of performance agreements to officials on level 4 and 5. 2. Personal development plans to be completed by all officials on level 4 and 5.	Immediately, Continuously
COMAF059: Trade receivables from exchange – Debtors arrangement	Employees not trained on the approved policy for implementation.	1. Training of employees on credit control and debt collection policy. 2. Arrangements to done in line with the policy.	Immediately, Continuously

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Finding	Root Cause	Action Plan	Due Date Implementation
COMAF060: Revenue from non-exchange transaction: Limitation of scope – Journals could be supported.	Monthly integration of traffic fines revenue not performed.	1. Perform integration for 2024-25 traffic fines revenue agree to the GL and AFS, process the difference as prior period error. 2. Monthly integration of the traffic fines revenue on the truvello system.	28-Feb-26
COMAF060: Revenue from exchange transactions -Other remaining population: Difference between General ledger and supporting documents	No preparation of registers/listings for other revenue streams for adhoc transactions.	1. Prepare registers/listing for all other revenue streams and reconcile monthly to the GL balances for the 2024-25 and process prior period adjustment. 2. Prepare registers/listing for all other revenue streams and reconcile monthly to the GL balances.	28-Feb-26
COMAF062: Reasons for variations were not tabled to council	Management did not review and monitor compliance with applicable laws and regulations.	1. Circular to be submitted to council for adoption. 2. Variations above 20% for construction and 15% any other will be reported to council for approval.	Immediately, Continuously
COMAF067: Expenditure compliance	Poor cash flow management	1. Arrange meeting with ESKOM, Telkom, Lepelleand Dept of Labor for negotiation of interest write off and arrangements. 2. Honour arrangements made with the service providers above. 3. Improve on debt collection.	Immediately, Continuously
COMAF071: Water and sanitation services - Planning and overall management	The Technical Services Unit did not ensure that the Water Services Development Plan (WSDP) aligns with the mandatory requirements outlined in the Water Services Act, 1997. The submitted WSDP omitted key elements such as population distribution, unserved communities, water conservation measures, and future service provision plans.	1. Review of the Water Service Development Plan to ensure that it includes all mandatory elements as outlined on section 13 of the Water Service Act. 2. Development of WSDP checklist and monitoring thereof.	Immediately, Continuously
COMAF072: Quotations not included in the quotations register	Management agrees that the internal controls relating to the maintenance of the quotations register were not consistently applied	1. Quotation register is being updated as and when the orders are issued.	Immediately, Continuously

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF075: Property Plant and Equipment – Depreciation on movable assets not correctly calculated	The system automatically triggered a reversal of the previous depreciation for the Depreciation for the year. Consequently, instead of reversing depreciation only up to the adjustment date, the system reversed the entire accumulated depreciation for the asset and then applied depreciation prospectively.	1. To review the GL transactions to ensure that the system reversal has been accounted for on the GL.	Immediately
COMAF079: Invalid identity document numbers identified on qualified indigent consumers	Incorrect capturing of information on the system and inadequate review of documents by management prior to approval.	1. Perform investigation on the identified indigents and implement the results.	31-Mar-26
COMAF079: Deceased identity documents	No vetting was done	1. Perform investigation on the identified indigents and implement the results. 2. Vetting of all indigents to ensure that benefits are granted to the eligible applicants.	31-Mar-26
COMAF079: Indigent consumers employed in government	No vetting was done	1. Perform investigation on the identified indigents and implement the results. 2. Vetting of all indigents to ensure that benefits are granted to the eligible applicants.	31-Mar-26
COMAF079: Deeds checks and UIF verifications not performed	Budget Constraints	1. Perform investigation on the identified indigents and implement the results. 2. Vetting of all indigents to ensure that benefits are granted to the eligible applicants.	31-Mar-26
COMAF080: Invalid extension of time	The implementing agent and the project manager approved extension of time outside of the contractual timelines which resulted in the extension of time applications becoming invalid.	1. Monitor that the project is implemented without interruption by the communities and or SMMEs	Immediately, Continuously
COMAF080: Eskom bulk electricity supply claim not verified on site	The professional team and the project manager were over reliant on the submitted claims from the contractor without validating the accuracy of the claim, this resulting in non-compliance with applicable legislative requirements.	1. The final account of the project will be reconciled and any monies “over paid” will be corrected prior to payment of the final account or release of retention. 2. Emphasis will be placed to the Employers’ Agent to ensure that all measurements are verified on compilation of an interim payment certificate.	30-Jun-26

Finding	Root Cause	Action Plan	Due Date Implementation
COMAF080: Overpayment due to incorrect measurement of quantities	The absence of robust oversight and review mechanisms for verifying completed work prior to certifying payment claims by the project management unit, combined with inadequate monitoring of project progress by the Employer's Agent increases the risk of excessive or unjustified payments. Such weaknesses compromise financial control, reduce accountability, and may result in disbursements that do not reflect actual value delivered	1. The final account of the project will be reconciled and any monies "over paid" will be corrected prior to payment of the final account or release of retention. 2. Emphasis will be placed to the Employers' Agent to ensure that all measurements are verified on compilation of an interim payment certificate.	30-Jun-26
COMAF083: Indigents – MYAP	No vetting was done. Lack of review of information captured on the system.	1. Perform investigation on the identified indigents and implement the results. 2. Vetting of all indigents to ensure that benefits are granted to the eligible applicants.	31-Mar-26
COMAF086: Rebone Landfill Sites	Lack of compliance monitoring against the waste license issued to Rebone landfill site, the scope of work of the Service Provider managing the site does not include monitoring of compliance with the license.	**1. Non-conformance with groundwater monitoring frequency** – Conduct groundwater monitoring in-line with the conditions of the waste licence. **2. Boreholes not complying with requirements in the License -** Repair the damaged borehole and ensure all boreholes are capped and locked. Monitoring of upstream and downstream boreholes in-line with the conditions of the license. **3. Water quality variable to be monitored on bi-annual** - Monitor water quality variables at least bi-annually. **4. Internal and external Audit report** - Conduct internal and external audits. Develop an action plan to address no-conformance and submit the report to the Competent authority. **5. Lack of stormwater management** - Develop stormwater management for Rebone landfill site. 6. Review the scope of work of the Service Provider managing the site to include monitoring of compliance with the license.	Immediately, Continuously

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VOLUME II

ANNUAL FINANCIAL STATEMENT