

**ELIAS MOTSOLEDI
LOCAL
MUNICIPALITY**

2023/2024

DRAFT ANNUAL REPORT



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ACRONYMS

AC	: Audit Committee
AG	: Auditor General
AFS	: Annual Financial Statements
ANC	: African National Congress
AIDS	: Acquired immunodeficiency syndrome
BPSA	: Bolshevik Party of South Africa
CDW	: Community development worker
CFO	: Chief Financial Officer
CLLR	: Councilor
CSD	: Central Supplier Database
Coghsta	: Department of Corporative Governance, Human Settlement and Traditional Affairs
COGTA	: Department of Corporative Governance and Traditional Affairs
CPMD	: Certificate Programme in Management Development
CWP	: Community Works Programme
DA	: Democratic Alliance
DLTC	: Driver's License Testing Centre
DoTCS	: Department of Transport and Community Safety
DoSAC	: Department of Sports, Arts and Culture
EMLM	: Elias Motsoaledi Local Municipality
EFF	: Economic Freedom Fighters
EPWP	: Expanded Public Works Programme
ESS	: Employee Self Service
EXCO	: Executive Committee
EDP	: Economic Development and Planning
FBE	: Free Basic Electricity
GIS	: Geographic Information System
GRAP	: General Recognized Accounting Practice
HIV	: human immunodeficiency virus
HR	: Human Resources
ICT	: Information Communication Technology
IDP	: Integrated Development Plan
INEP	: Integrated National Electrification Program
JDMPT	: Joint District Municipal Planning Tribunal
KM	: Kilometre
LAC	: Local AIDS Council
LGAAC	: Local Government Advanced Accounting Certificate
LUMS	: Land Use Management System
LGSETA	: Local Government Sector Education Training Authority
LGMIM	: Local Government Municipal Improvement Model
LED	: Local Economic Development
LEDA	: Limpopo Economic Development Agency
LEDET	: Limpopo Economic Development
LLF	: Local Labour Forum
LGE	: Local Government Election
MIG	: Municipal Infrastructure Grant

MP	: Mpumalanga Party
MPAC	: Municipal Public Account Committee
MFMA	: Municipal Finance Management Act
MFMP	: Municipal Finance Management Programme
MSA	: Municipal Systems Act
Mscosa	: Municipal Standard Charts of Accounts
MoU	: Memorandum of understanding
N/A	: Not applicable
NARSA	: National Archive Regulation of South Africa
NDP	: National Development Plan
NGO	: Non-Governmental Organisation
OHS	: Occupational Health and Safety
PMS	: Performance Management System
PMT	: Political Management Team
SAMEBA	: South African Maintenance and Estate Beneficiaries Association
SCM	: Supply Chain Management
SDBIP	: Service Delivery and Budget Implementation Plan
SDM	: Sekhukhune District Municipality
SDF	: Spatial Development Framework
SDL	: Skills Development Levy
SOMA	: State of Municipal Address
SMME	: Small, Medium and Micro Enterprises
SPLUMA	: Spatial Planning and Land Use Management
WSP	: Work Skill Plan

VISION

The agro-economical and ecotourism heartland



MISSION

The Elias Motsoaledi Local Municipality is committed to:

- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
 - Provide public value for money
- To create a conducive environment for job creation and economic growth

CHAPTER 1

**MAYOR'S FOREWORD AND
EXECUTIVE SUMMARY**

1. MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A:

1.1

Mayor's Foreword

INTRODUCTION

It is with great honor and a sense of responsibility to present the 2023/2024 annual report of our municipality. This report is not just a summary of our activities over the past year; it is a vital tool for transparency and accountability. By sharing our progress and challenges with you, we ensure that our actions are aligned with the needs and expectations of our community. Over the past year, we have embarked on numerous initiatives aimed at improving the quality of life for all our residents. We have made significant strides in various sectors, from infrastructure development to community services, and I am proud to share these achievements with you.

However, it is also important to acknowledge the challenges and setbacks we have faced. Not every project has been achieved as planned, and we have encountered obstacles that have tested our resolve. These experiences have provided us with valuable lessons and highlighted areas where we need to improve. As we move forward, our focus will be on addressing these shortcomings with renewed vigor and determination. We are committed to learning from our mistakes and implementing corrective measures to ensure that we continue to progress and meet the needs of our community.

This report was compiled in terms of Chapter 12 of MFMA Section 121 (1) which stipulates that every municipality must for each financial year prepare an annual report in accordance with this Chapter. The 2023/2024 annual report gives a detailed review of the municipality's activities on actual performance at the end of the fiscal year reporting on how the IDP and budget were implemented. It also describes municipality's effort in fulfilling its Constitutional mandate and in meeting its obligations as dictated by the applicable local government legislation. Despite the effects of the economic difficult times, the municipality continued to provide quality service delivery to our community. For the financial year 2023/2024, the overall municipal performance is 75% which is the same achievement of the 2022/2023 financial year.

KEY POLICY DEVELOPMENTS

As part of our ongoing commitment to improving the quality of life for all residents, the municipality has focused on three core functions which is electricity, waste management, and internal roads. These areas are essential for fostering sustainable development and ensuring the well-being of our community.

Electricity: We have implemented policies aimed at enhancing the reliability and accessibility of electricity in the areas which municipality is licenced to provide electricity. Our goal is to reduce power outages and promote energy efficiency, contributing to a greener and more resilient community.

Waste Management: Effective waste management is crucial for maintaining a clean and healthy environment. Our policies focus on improving waste collection services, promoting recycling and waste reduction initiatives, and ensuring the proper disposal of hazardous materials. We are committed to creating a sustainable waste management system that

minimizes environmental impact and encourages community participation in keeping our municipality clean.

Internal Roads: The development and maintenance of internal roads are vital for enhancing connectivity and supporting economic growth. Our policies prioritize the construction and rehabilitation of internal roads within the municipality, ensuring they are safe, well-maintained, and capable of meeting the needs of our residents. By improving our road infrastructure, we aim to facilitate smoother transportation, reduce travel times, and boost local commerce.

These key policy developments reflect our dedication to addressing the fundamental needs of our community and building a sustainable future for all. We will continue to work diligently to implement these policies effectively and ensure that our municipality thrives.

KEY SERVICE DELIVERY IMPROVEMENTS

For the year under review only five (05) road projects (Kgobokwane/Kgaphamadi, Malaeneng A Ntwane, Mokomung, Maraganeng and one (01) Groblersdal Landfill project) were constructed utilising MIG grant. All five (05) projects were not completed at the end of financial year as they are multiyear projects. The total MIG allocation budget was **R60 985 000.00**, and the budget was spent 100% by end of the financial year. Municipality has re-gravelling road programme in place to gravel roads in all wards. Municipality extended the maintenance teams to accelerate its services to every ward through satellite offices. The long-term strategy of the Municipality is to surface roads within municipal area even though municipality relies on Grants for roads projects. To improve accessibility to villages, 65km of internal roads were regravelled. For the financial year 2023/2024, Municipality has a backlog of 1253.86km of gravel roads.

Municipality is licensed to provide electricity in 3 wards, which are ward 13,14 and 30 (Groblersdal, Masakaneng and Roossenekal areas respectively), and the other 28 wards are Eskom licensed areas. A total number of 56415 Households (95,2%) has access to electricity (served both Eskom and EMLM). Municipality received an allocation of R14 400 000 for INEP and electrified the following villages: Makaepa, Phomola, Vlakfontein and Masakaneng using the allocated funds from INEP. For the year under review, 738 households were electrified. Municipality has a backlog of 4.8% (3837) households without electricity.

Municipality renders weekly refuse removal using kerbside method for households at Motetema, Hlogotlou, Groblersdal, Roossenekal (Town & RDP), Elandsdoring and Walter Sisulu. Business refuse removal is rendered two days or daily depending on the nature of the business in Groblersdal. Municipality provides street cleaning and litter picking services in Groblersdal town daily (seven days a week). Litter picking in all wards is done by EPWP officials.

Strategic alignment to Provincial, Growth and Development Strategy

Our municipality is committed to aligning our strategic initiatives with the broader provincial growth and development strategy. This alignment ensures that our local efforts contribute to the overall economic and social development goals of the province, fostering a cohesive and integrated approach to rural development.

Economic Development: We are focused on stimulating local economic growth by supporting small businesses, encouraging investment in key sectors. By aligning with provincial economic policies, we aim to create job opportunities, enhance local entrepreneurship, and improve the economic resilience of our community.

Infrastructure Development: Our infrastructure projects, including the development of internal roads, electricity, and waste management systems, are designed to complement provincial infrastructure plans. This strategic alignment ensures that our municipality benefits from provincial resources and expertise, leading to more efficient and sustainable infrastructure development.

Environmental Sustainability: Our environmental policies are designed to support provincial sustainability goals, enhancing waste management practices and protecting natural resources. By working in harmony with provincial environmental strategies, we aim to create a sustainable and resilient community.

Governance and Accountability: We are dedicated to maintaining transparent and accountable governance practices. By aligning our governance framework with provincial standards, we ensure that our municipality operates efficiently and ethically, fostering trust and confidence among our residents. Through strategic alignment with the provincial growth and development strategy, we are committed to driving positive change and achieving sustainable development for our municipality. Together, we can build a prosperous and thriving community that contributes to the overall success of our province.

Statement of Corrective action

EMLM management is committed to addressing all unmet key performance indicators (KPIs) and developing strategies to enhance municipal performance moving forward. The Municipal Manager will engage with each senior manager to collaboratively improve departmental performance, ensuring overall improvement. Furthermore, EMLM management will develop an action plan to address all audit findings raised by the Auditor General, ensuring these issues do not recur. Audit steering committee meetings will be held bi-weekly to track progress in resolving these findings. Additional corrective actions are detailed in each KPI that was not achieved, as outlined in the attached annual performance report (Chapter 3, pages 93 to 130).

Local Economic Development

The roles that the municipality has played in pursuit of local economic development in 2023/2024 financial year are amongst others; that the municipality in collaboration with Department of Public Works created 120 work opportunities through EPWP and 1099 job opportunities through CWP programmes. The appointed personnel are mainly responsible for cleaning public facilities/infrastructure in the form of roads reserves, graveyards, community halls, schools, taxi ranks, streets etc.

Audit Opinion

The municipality obtained a Qualified audit opinion for the financial year 2023/2024 a regression from the previous year's Unqualified audit opinion. While this outcome is not what we had hoped for, it serves as a valuable learning opportunity for us all. As an institution, we acknowledge the challenges and root causes of the findings. We will engage in a thorough analysis and develop an action plan to address the areas identified by the Auditor General. Although this outcome was not anticipated, we are not disheartened by this setback. Instead, we shall use it as a catalyst for growth and improvement. We are looking forward and are determined to achieve a positive audit outcome in the next financial year, 2024/2025.

PUBLIC PARTICIPATION

Public participation is a critical component of effective local governance, ensuring that policies and projects are responsive to the needs of the community and fostering a collaborative approach to problem-solving. Public participation process allows municipality to gather diverse perspectives and insight from community members which will lead to more informed and effective decision and building trust between municipality and community members. Furthermore, it helps understands community needs, prioritise the needs and ensures that policies and projects are aligned with public interests.

EMLM has 310 ward committees made of 31 wards. Ward committees together with ward councillors conducts public meetings in their respective wards and submit monthly reports to Speaker's office. During the year under review public meetings were held in different wards. Public participation took place through Mayors and Speakers outreach in the following wards : Uitspanning, Tambo village, Roosenekaal and Tafelkop. Public participation sessions were conducted through 2023/2024 IDP and Budget process where communities were given an opportunity to raise their needs to be incorporated in the IDP. Due to limited resources only prioritized and budgeted needs are incorporated in the IDP for implementation. To augment the already existing mechanisms to interface with our communities, the Mayor and Speaker conducted mayoral and Speaker's outreaches programme. Two Mayoral outreach and two Speakers' outreach were held.

CONCLUSION

I want to extend my heartfelt gratitude to all councillors, municipal personnel, and resident's stakeholders in particular rate payers for your continued support and engagement. Together, we can build a more resilient, inclusive, and prosperous municipality. Thank you for your trust and partnership. Let us continue to work together to achieve our shared vision for a better future.

.....
M.D TLADI
MAYOR

COMPONENT B:

1.2

Municipal Manager's Foreword

The 2023/2024 annual report records the progress made by Municipality in fulfilling its objectives as reflected in the IDP, Budget and Service Delivery and Budget Implementation Plan. It also reflects on challenges and priorities for 2023/2024 financial year. The purpose of the report is to give community members and all stakeholders the final outcome of municipal performance for 2023/2024 financial year as to how the IDP and budget was implemented.

The municipality is established to perform the following functions:

Schedule 4 Part B	Schedule 5 Part B
▪ Air pollution ▪ Building regulations ▪ Childcare facilities ▪ Electricity and gas reticulation ▪ Local tourism ▪ Municipal planning ▪ Municipal public transport ▪ Municipal public works ▪ Storm-water management systems in built-up areas ▪ Trading regulations	▪ Billboards and the display of advertisements in public places ▪ Cemeteries, funeral parlours and crematoria ▪ Cleansing ▪ Control of public nuisances ▪ Control of undertakings that sell liquor to the public. ▪ Facilities for the accommodation, care and burial of animals ▪ Fencing and fences ▪ Local sport facilities ▪ Municipal parks and recreation ▪ Municipal road ▪ Public places ▪ Refuse removal, refuse dumps and solid waste disposal. ▪ Street trading ▪ Street lighting ▪ Traffic and parking

Entities related to municipality and sharing of power with these entities.

Municipality does not have sharing of powers with any entity nor the sector departments. It only monitors some of the projects which are implemented by sector departments within the jurisdiction of the municipality such as housing projects.

Sector departments and sharing of functions between the municipality/ entity and sector department.

The municipality has shared services with the Department of Transport and Community Safety and Department of Sports, Arts and Culture. EMLM in partnership with the Department of Transport and Community Safety share the Driving License Testing Centre's (DLTCs) services in 80:20 ratio. DLTCs gets 80 percent and EMLM gets 20% of revenue collected by municipality. EMLM also shares services with the Department of Sports, Arts and Culture in

rendering library functions and Department of public works for EPWP and CWP job creation. Municipality has signed memorandum of understanding with the three departments.

A short statement on the previous financial year's audit opinion.

2021/2022		2022/2023		2023/2024	
Unqualified opinion	audit	Unqualified opinion	audit	Qualified opinion	audit

Financial health and revenue trend by source including borrowings undertaken by municipality.

Municipality had a total revenue budget of R680, 957 million that was adjusted upwards to R763 450 784 million during budget adjustment. The actual audited revenue realized is R743, 394 million and this resulted in over-performance variance of R 20 056 380 million. All gazetted grants and subsidies amounting to R430, 722 million contributed a major portion of source of funding for municipal budget. Municipality is 74% grant dependent on capital expenditure and 52% on revenue budget. Municipality has R20, 710 million unspent Municipal Infrastructure Grant (MIG) due to late appointment of contractor for Rehabilitation of Groblersdal Landfill Site. Other conditional grants being, Financial Management Grant (FMG), Expanded Public Works Programme (EPWP) and Integrated National Electrification Programme (INEP) have achieved 100% spending. No borrowings were made by municipality for the year under review.

The internal management changes in relation to Section 56/57 managers.

Municipality has six (06) approved senior manager's positions. At the beginning of the financial year, four (04) senior Manager's position were vacant (Chief Financial Officer, Corporate Services, Municipal Manager and Development Planning). By end of the financial year three (03) vacant post were filled which reduced the vacancy rate to two (02). Four (04) senior managers concluded their 2023/2024 performance agreements within timeframe. The 2023/2024 Mid-year performance assessments were conducted for one senior manager. 2022/2023 annual assessments were not conducted as no senior manager qualified for assessments.

Risk assessment, including developments and implementation of measures to mitigate the top 5 risks.

Council has adopted the Risk Management Policy, Risk Management Strategy and Risk registers (Strategic and Operational) that enable management to proactively identify and respond appropriately to all significant risks that could impact on business objectives. In line with the approved Risk Management Policy and Risk Management Strategy a top-down approach has been adopted in developing the risk profiles of the organization. Results of the strategic and operational assessments were used to compile a risk register.

.....
Ms NR MAKGATA PR TECH ENG
MUNICIPAL MANAGER

1.3

MUNICIPAL OVERVIEW

Elias Motsoaledi Local Municipality is situated in Groblersdal area in Limpopo province. The municipality is in North East of Pretoria and is situated approximately 32 km from Loskop Dam, 100 km north of Bronkhorstspuit, 115 km northwest of Witbank (Emalahleni), and 25 km south of Marble Hall. Accessibility is mainly via the R25 road, which links the area with Oliver Tambo International Airport in Johannesburg; and via the N11 with Middelburg.

The municipality is the second largest Municipality within Sekhukhune District Municipality (SDM) which comprise of a total of five local municipalities. Sekhukhune District Municipality is the second poorest District among South Africa's 13 nodal points identified as poor and requiring careful developmental measures. The Municipality comprises of an estimated 62 settlements most of which are villages R293 areas and the Groblersdal Town. The municipality consists of 31 Wards and 61 Councillor's, and it is a category B municipality which shares the Executive and legislative authority with Sekhukhune District Municipality (Category C) within whose area it falls. The municipality is established to perform the following functions:

Table 1

Schedule 4 Part B	Schedule 5 Part B
• Air pollution • Building regulations • Childcare facilities • Electricity and gas reticulation • Local tourism • Municipal planning • Municipal public transport • Municipal public works • Storm-water management systems in built-up areas • Trading regulations	• Billboards and the display of advertisements in public places • Cemeteries, funeral parlours, and crematoria • Cleansing • Control of public nuisances • Control of undertakings that sell liquor to the public. • Facilities for the accommodation, care and burial of animals • Fencing and fences • Local sport facilities • Municipal parks and recreation • Municipal road • Public places • Refuse removal, refuse dumps and solid waste disposal. • Street trading • Street lighting • Traffic and parking

1.2.1 Population group

Table 2: Total Municipal Population

Population	2011	2022	% Incr.
Males	115 503	135 762	47.1%
Females	133 860	152 287	52.9%
Total	249 363	288 049	13.4%

Source: STATS SA, Census 2011 and Census 2022

Of the total population of 288049 (97, 1%) is African black, with the other population groups making up the remaining (2, 9%).

Table 3: Population by Ethnic Group

Group	Number	Percentage
Black African	279 736	97.1%
Coloured	505	0.2%
Indian/Asian	1261	0.4%
White	6177	2.1%
Other	350	0.1%
TOTAL	288 029	100%

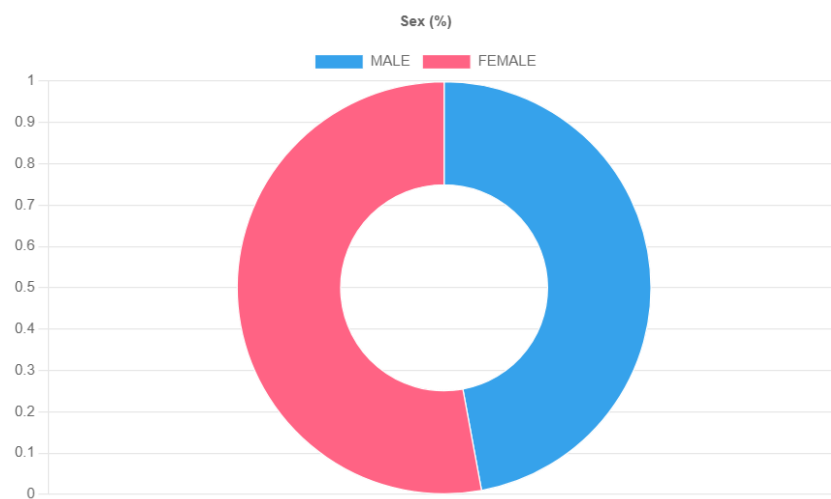
Source: STATS SA Census 2022

Table 4: Population by Age Group

Age	Males	Male %	Females	Females %
85+	475	0,2%	1825	0,6%
80-84	753	0,3%	1520	0,5%
75-79	1163	0,4%	2803	1,0%
70-74	2091	0,7%	3535	1,2%
65-69	3355	1,2%	4527	1,6%
60-65	4656	1,6%	5603	1,9%
55-59	5010	1,7%	6581	2,3%
50-54	5268	1,8%	6545	2,3%
45-49	6277	2,2%	7294	2,5%
40-44	6700	2,3%	7969	2,8%
35-39	8538	3,0%	9674	3,4%
30-34	9670	3,4%	10 962	3,8%
25-29	11 163	3,9%	12 717	4,4%
20-24	12 097	4,2%	11 875	4,1%
15-19	13 618	4,7%	13 175	4,6%
10-14	14 928	5,2%	15 039	5,2%
5-9	14 269	5,0%	14 498	5,0%
0-4	15 726	5,5%	16 141	5,6%

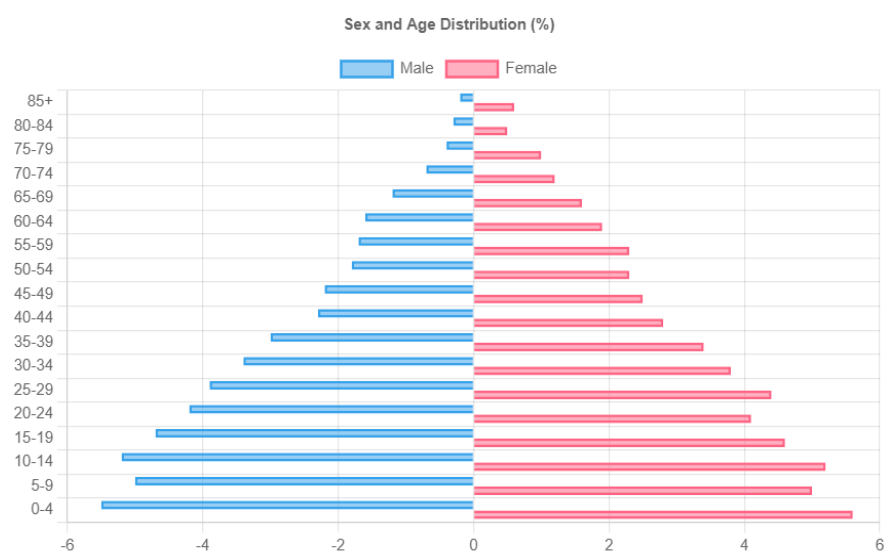
Source: Stats SA Census 2022

Table 5: Gender Distribution



Source: Stats SA, Census 2011 and Census 2022

Table 6: Sex and Age Distribution



Source: Stats SA Census 2022

The above sex and age distribution data indicate dominance of young children between the age of 0-4 and 10-14. This could be attributed to by high birth rate.

- There are 52,9% females and 47,1% males within the Municipality.
- There is a large segment of youth (under 19 years) which comprises 31,5% of the total population.

The "young" population is prevalent in a developing country. Therefore, there is an increased pressure on the delivery of Housing, Social Facilities and Job Creation within the Municipality.

Table 5: Economic profile (employment)

Economic Indicators	
Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
Total	100%

Source: Stats SA Census 2011

- There are more females 53.7% than males 46.3% within the Municipality.
- The Municipal population is characterised with a large segment of youth (under 19 years) which comprises of 47.9% of the total population.

Based on the age structure breakdown of the Municipality, it is evident that the population is “young”, which is prevalent in a developing country. With the “young” age structure, increased pressure will be on the delivery of Housing, Social Facilities and Job Creation within the Municipality.

Table 6: Language Preference within the municipality

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

Table 7: The marital status within the municipality

Group	%
Married	16,6%
Living together	2,4%
Never married	50,6%
Widower/widow	2,2%
Separated	0,1%
Divorced	0,4%

Source: Stats SA 2011and CS 2016

The tables below indicate the tenure status in the municipal area. There is a clear indication that more of the land is occupied by individuals who have ownership than those that rent. The average household size has declined from 4.5 to 4.1 in 2001 and 2011 respectively.

Table 8: Household Size

Household Size	2011	2022
Total	60 251	79 136

Source: Stats SA, Census 2011 and 2022

The household size of **79136** indicate an increase of about 23,84% from the 2011 Census.

Another notable feature of the household statistics is that approximately (87,4%) of all dwellings can be classified as formal structures as reflected in the following table.

Table 9: Type of dwelling per household

Type Of Dwelling	No of Dwellings	%
Formal dwelling	74 998	94.8%
Traditional dwelling	1468	1.9%
Informal dwelling	2370	3%
Other	301	0.3%
Total	79137	100%

Source: Stats SA. Census 2022

Table 10: Natural resources within EMLM

Natural Resources	
Major Natural Resource	Relevance to Community
Minerals	Economic empowerment and job creation
Dam	Agricultural use and consumption
Caves	Tourist attraction (Roosenekal)
Land	Agricultural and human settlement

1.1 SERVICE DELIVERY OVERVIEW

The Municipality core service delivery functions are categorized into three: Electricity, Internal Access roads and waste management. For the year under review only five (05) road projects (Kgobokwane/Kgaphamadi, Malaeneng A Ntwane, Mocomung, Maraganeng and one (01) Groblersdal Landfill project were constructed utilising MIG grant. All five (05) projects were not completed at the end of financial year as they are multiyear projects. The total MIG allocation budget was **R60 985 000.00**, and the budget was spent 100% by end of the financial year. Municipality has re-gravelling road programme in place to gravel roads in all wards. Roads and Storm water are key Municipal functions. Most roads within the Municipality are in a state of decay, with provincial roads in dire need for resealing and surfacing. Gravel roads are also a challenge as most are inaccessible due to lack of storm water controls. Municipality extended the maintenance teams to accelerate its services to every ward through satellite offices. The long- term strategy of the Municipality is to surface roads within municipal area even though municipality relies on Grants for roads projects.

Municipality is licensed to provide electricity in 3 wards, which are ward 13,14 and 30 (Groblersdal, Masakaneng and Roosenekal areas respectively), and the other 28 wards are Eskom licensed areas. Municipality has a backlog of 4.8% (3837) households without electricity. A total number of 56415 Households (95,2%) has access to electricity (serviced both Eskom and EMLM). Municipality received an allocation of R14 400 000 for INEP and electrified the following villages: Makaepea, Phomola, Vlakfontein and Masakaneng using the allocated funds from INEP. For the year under review, 738 households were electrified.

Municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping, and waste disposal. Regular solid waste collection service is provided to business, institutions and households within the jurisdiction of the municipality. Waste collection from residential premises is carried out on a weekly basis and bi-weekly from business premises. Waste collection and street cleaning services in Groblersdal town is outsourced while in other areas, the collection is done by Municipality. Housing function is provided by the Department of Corporative Governance, Human Settlement and Traditional Affairs. Water and sanitation is provided by Sekhukhune District municipality. Municipality in collaboration with Department of Public Works created 120 work opportunities through EPWP and 1099 job opportunities were created through CWP.

1.2 FINANCIAL HEALTH OVERVIEW

EMLM is a rural municipality with high volume of outstanding consumer debtors, and this leads to financial burden with none and/or under-payment for municipal services. The municipality has however developed the Revenue Enhancement Strategy to address this challenge since the outstanding debt affects the cash-flow status of the municipality. Debt collectors have been appointed to reduce the extent of under-collection of revenue particularly in Eskom licensed areas since the municipality cannot enforce credit control measures in the form of electricity cut off.

Municipality had a total revenue budget of R760, 520 million that was adjusted upwards to R773 834 million during budget adjustment. The actual audited revenue realized is R783, 484 million and this resulted in over-performance variance of R 9 646 million. All gazetted grants and subsidies amounting to R439, 965 million contributed a major portion of source of funding for municipal budget. Municipality is 83% grant dependent on capital expenditure and 56% on revenue budget. Municipality has R297 thousand unspent Municipal Infrastructure Grant (MIG) which is immaterial. Other conditional grants being, Financial Management Grant (FMG), Expanded Public Works Programme (EPWP) and Integrated National Electrification Programme (INEP) have achieved 100% spending. No borrowings were made by municipality for the year under review.

EXPENDITURE

The original budget for operating expenditure was R654 217 million that was adjusted to R677 148 million and the actual audited expenditure thereof is R727 243 million. This reflects a negative variance of R50, 096 million. The major portion of operating expenditure is employee related cost that had original budget of R194, 459 million and the budget was adjusted downwards to R178, 067 million and the actual audited expenditure thereof is R186, 537 million and this reflected over-spending variance of R8, 470 million that is attributed to actuarial costs.

Table 12: Summary of financial overview

Details	Financial Overview – 2023/24 R'000
---------	---------------------------------------

	Original Budget	Adjustment Budget	Actual
Grants	443 501	438 997	439 965
Taxes, levies and tariffs	163 552	168 457	155 902
Other	153 467	165 693	187 617
Sub -Total	760 520	773 147	783 484
Less Expenditure	-664 217	-677 148	-727 243
Net Total	106 303	96 690	56 240

Table 13: Operating ratios

Operating Ratios	
Detail	%
Remuneration Cost	29%
Repairs and Maintenance	6.2%
Capital cost	0,1%

Table 14: Total capital expenditure

Detail	Total Capital Expenditure (R'000)	
	2022/23	2023/24
Original Budget	98 041	84 156
Adjustment Budget	139 386	94 038
Actual	110 176	90 602

1.3 ORGANISATIONAL DEVELOPMENT OVERVIEW

HUMAN RESOURCES OVERVIEW

Human resource services for the municipality are reasonably effective and efficient, and relatively meet the expectations of the community at large. The department is responsible for attracting skilled workforce, motivating workforce to perform the required tasks and continuous capacity building of personnel. The Municipality in total has 347 employees inclusive of senior managers. Municipality comprises of six (06) senior manager positions, namely: Municipal Manager, Chief Financial Officer, Senior Manager Corporate Services, Senior Manager Infrastructure services, Senior Manager Development Planning, Senior Manager Community Services. By end of the financial year, two senior managers positions were vacant (Corporate services and Infrastructure services).

COMMITTEES

The Municipality has established the following committees as per the prescripts in strengthening the human resource management.

- Local Labour Forum Committee
- Occupational Health and Safety Committee
- Training and Development Committee
- Employment Equity Committee
- EAP committee
- Batho Pele committee

1.3.1 BURSARIES

The municipality is proud to announce the continuation of the Mayoral Bursary Program, aimed at supporting historically disadvantaged students who have excelled in their matric results. This initiative is divided into two categories: Full Bursary and Financial Assistance. The Full Bursary is designed to assist students who have achieved exceptional matric results and are pursuing studies in specific fields: Civil Engineering, Mining Engineering, Agricultural Engineering, Electrical Engineering, Regional and Town Planning, Finance, and Public Administration. The Financial Assistance category provides support to students who have performed well but may not meet the criteria for the Full Bursary. For the year under review, 22 students received financial assistance through this program. The bursary funds are paid directly to the institutions where the students have been accepted, ensuring that the financial support is used effectively for their education. The bursary program was widely advertised across all municipal notice platforms and social media channels to reach as many eligible students as possible. We remain committed to empowering our youth and fostering educational opportunities that will contribute to the development of our community.

1.3.2 WORKPLACE SKILLS PLAN (WSP)

Municipality has developed WSP for the year for 2023/2024 and it was submitted to LGSETA during April 2024 together with the Annual Training report. 16 employees (07 males and 09 females) received various trainings. Municipality received R358 005- 08 in the form of rebates from LGSETA for the year under review.

1.4 AUDITOR GENERAL'S REPORT

The municipality has received a Qualified audit opinion for 2023/2024 financial year. This represents a regression from the Unqualified audit opinion obtained during the 2022/2023 financial year. The matters for emphasis, as detailed in the table below, highlight specific areas that require our attention and as a municipality, we are committed to addressing these issues promptly and effectively to ensure better financial management and accountability in the future. To this end, we have developed an audit action plan to address all the findings. For detailed audit report refer to chapter 6.

Emphasis of matters			
No.	2021/2022	2022/2023	2023/2024
1.	Restatement of the corresponding figures.	Restatement of corresponding figures	Restatement of corresponding figures

2.	Significant uncertainties	Significant uncertainties	Significant uncertainties
3.	Material impairment	Material electricity losses	Events after the reporting date
4.	Material distribution losses	Material impairment	Material Electricity losses
5.	Material underspending conditional grant	Material underspending on conditional grants	Material impairment

1.5 STATUTORY ANNUAL REPORT PROCESS FOR 2023/2024

Table 16: statutory annual report process

No	Activity	Date	Responsibility
1	Finalise 4 th quarter report for previous financial year	31 July 2024	Municipal Manager
3	Audit/Performance Committee considers annual performance report of municipality	27 August 2023	Municipal Manager
4	Municipality submits draft annual report, including the consolidated annual financial statements and the performance report, to the Auditor General.	30 August 2024	Municipal Manager
5	Auditor General assesses draft annual report, including the consolidated annual financial statements and performance data	30 August 2024 to 30 November 2024	Auditor General
6	Municipalities receive audit report and start to address the Auditor General's comments	01 December 2023	Municipal Manager
7	Mayor tables annual report and audited financial statements to council, complete with the Auditor General's Report	25 January 2025	Mayor
8	Audited annual report is made public and representation is invited	27 January 2025- 04 March 2025	Municipal Manager
9	MPAC Committee assesses the annual report	03 March to 07 March 2025	MPAC Chairperson
10	Council adopts oversight report	20 March 2025	Council

No	Activity	Date	Responsibility
11	Oversight report is made public	24 March 2025	Municipal Manager
12	Oversight report is submitted to relevant provincial councils	25 March 2025	Municipal Manager

It is also a compliance issue to meet the deadlines, as non-compliance will result in a negative audit opinion for the municipality. Meeting deadlines also assists with receiving feedback, comments and inputs from relevant stakeholders in time, and helps with rectifying mistakes whilst learning good practice at the same time.

The alignment of IDP, budget and the performance system are important, as the three documents are the strategic documents of the municipality. They serve as a guiding tool to determine whether the municipality is working towards achieving its set goals and objectives, while using the budget in the correct manner, to avoid wasting public funds. This is done through the performance management, where there will be quarterly reporting about the performance of the municipality and whether the budget is still aligned to the set objectives, or if it is being spent on something that is not helping achieve set objectives and goals. Performance management helps to give an early indication of non-performance and allows for the taking of corrective measures as soon as possible.

CHAPTER 2

GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2 Introduction

Section 151 (3) of the constitution states that the council of municipality has the right to govern on its own initiative, the local government affairs of the local community. EMLM Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The mayor is the political head of the Institution, and the Speaker is the head of council. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislations. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it.

2.1 POLITICAL GOVERNANCE

Council established Section 80 committees, which provides general oversight, and monitor the activities in the municipality over both the administrative and executive arms of the municipality. These section 80 Committees are chaired by independent councillors other than members of executive committee. The following committees were established:

- Executive Committee (EXCO)
- Municipal Public Accounts Committee (MPAC)
- Section 79 portfolio committee
- Section 80 committee
- Corporate services Portfolio committee

- Infrastructure services Portfolio committee
- Budget and treasury Portfolio committee
- Community Services Portfolio committee
- Development planning Portfolio committee
- Executive Support Portfolio committee

The Speaker is a full-time councillor and takes responsibility of chairing council meetings. The Office of the Council-Whip is established to create synergy and to maintain discipline among councillors from various Political Parties. The Role of the Council-Whip covers both the political and administrative domains of council with emphasis on the political aspect. The Council-Whip deals with the well-being and particularly attendance of all councillors. The Council meetings are governed according to the approved rules of order.

The council comprises of 08 political parties namely: African National congress (ANC) with 36 seats, Economic Freedom Fighters (EFF) with 14 seats, Democratic Alliance (DA) with 04 seats, and Bolshevik Party of South Africa (BPSA) with 02 seats, Mpumalanga Party (MP) with 02 seat and (AFC) with 01 seat, (DRA) with 01 seat and (FV) with 01 seat. The Council of the municipality is composed as follows; 54 part-time Councillors, 7 full-time Councillors namely Mayor, Speaker, Whip of council, MPAC Chairperson and three members of the Executive committee of council (EXCO) which consist of ten of the council members.

There is a good relationship between councillors as they work cooperatively to achieve the set goals of the municipality. Every year there is a schedule of meetings that is approved by council, in order to ensure that all committees meet regularly to discuss administrative, performance and service-delivery issues. Councillor's participation in various committees is satisfactory. For the year under review, council held 4 ordinary and 7 special meetings. To enhance good governance and accountability, Municipality adopted separation of powers model, which separated legislative arm from executive arm. This is in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened, and that effective public service delivery takes place to benefit EMLM communities. Council has established section 79 committees to play oversight role and monitor the work of the executive and administration.

Table 1: Municipal Committees annual meetings

Name of Meeting	Annual Target	Number of meetings convened	Number of meetings materialised	Total number of apologies received
Council committees				
Corporate Services	12	5	5	9
Executive Support	12	5	5	7
Finance Department	12	4	4	5
Infrastructure Department	12	5	5	8
Development Planning	12	6	6	4
Community Services	12	5	5	6

Name of Meeting	Annual Target	Number of meetings convened	Number of meetings materialised	Total number of apologies received
Council committees				
Labour Forum	8	8	8	07
EXCO	11	06	06	15
Special EXCO	-	0	0	0
Council	4	4	4	12
Special Council	-	05	05	35
MPAC	4	2	2	4
Audit Committee	14	14	14	02
Supply Chain committees				
Specification	As and when	09	09	07
Evaluation	As and when	20	20	04
Adjudication	As and when	13	13	02

Table 2: EMLM Councillors information

#	WARD	PART Y	SURNAME	FULL NAMES	GENDER / CONTACT NO.
(1)	1	ANC	Thethe	Junior Semole	F 082 792 2824
(2)	2	ANC	Kgagara	Thabo Peter	M 061 474 5741
(3)	3	ANC	Malapela	Samuel Mogome	M 066 168 4609
(4)	4	ANC	Msiza	Mahwetse Phillip	M 071 610 6421
(5)	5	ANC	Mathabathe	Tshepo Emmanuel	M 072 784 0456
(6)	6	ANC	Ndlovu	Raymond Ndumiso	M 083 747 9741
(7)	7	ANC	Sithole	Thembi Cynthia	F 082 526 3982
(8)	9	ANC	Mogotlana	Jersey Sphiwe	F

#	WARD	PART Y	SURNAME	FULL NAMES	GENDER / CONTACT NO.
					076 405 5600
(09)	10	ANC	Ramongana	Nkitseng Jenneth	F 076 413 4149
(10)	11	ANC	Mafiri	Moses Aphiri	M 071 391 8785
(11)	12	ANC	Phorotlhoe	Thabiso Andries	M 072 442 9957
(12)	14	ANC	Phokwane	Marang Codney	M 072 746 0239
(13)	15	ANC	Nkosi	Sibongile Beauty	F 072 610 5441
(14)	16	ANC	Buta	Medo Zephania	M 082 256 3304
(15)	17	ANC	Malau	Toswi Samuel	M 076 742 5535
(16)	18	ANC	Letageng	Johannes	M 072 163 6376
(17)	19	ANC	Masimula	Phahlana (M)	M 071 578 3344
(18)	20	ANC	Tshehla	Mokgokong Eric	M 072 391 3469
(19)	22	ANC	Nduli	Msanyana Elias	M 082 952 2871
(20)	23	ANC	Mohlala	Nkgetheng Piet	M 082 525 0028
(21)	24	ANC	Lehungwane	Frank Kgomontshware	M 082 581 5911
(22)	25	ANC	Makuwa	Nkhubedu Sarah	F 071 191 7978
(23)	26	ANC	Morare	Sephatso Donald	M 082 545 4228
(24)	27	ANC	Tlaka	Kgopotso Wiseman	M 082 294 4025
(25)	28	ANC	Tladi	Patrick Kose	M 078 053 2200
(26)	29	ANC	Makuwa	Reginah Mamoshasha	F 060 610 8505
(27)	31	ANC	Msiza	Mothibe Rhodes	M 072 722 5893
(28)	PR1	ANC	Tladi	Magetle David	M 082 526 0053
(29)	PR2	ANC	Phahlamohlak a	Tebogo Mafereke	M 072 958 9302
(30)	PR3	ANC	Machipa	Toudi Aron	M 082 758 6744
(31)	PR4	ANC	Mashilo	Malope Samaria	F 082 495 1194
(32)	PR5	ANC	Mashego	Dieketseng Masesi	F 072 235 9709
(33)	PR6	ANC	Mahlangu	Julia	F 060 905 1721

#	WARD	PART Y	SURNAME	FULL NAMES	GENDER / CONTACT NO.
(34)	PR7	ANC	Matjomane	Germinor Delly	F 060 639 7537
(35)	PR8	ANC	Makunyane	Hlako Justice	M 068 331 9718
(36)	PR9	ANC	Phetla	Mannyana Grace	F 060 388 9121
(37)	PR1	AFC	Koka	Petrus Thomo	M 0791504857
(38)	PR1	BPSA	Gulube	April Lucky	M 082 861 7925
(39)	PR2	BPSA	Radingwana	Sentsho Herbert	M 079 866 9276
(40)	13	DA	Oosthuizen	Willem Nicolaas Saaiman	M 083 627 6490
(41)	PR1	DA	Mmaboko	Sipho Hlabishi	M 079 226 9429
(42)	PR2	DA	Kotze	Johan Pieter	M 082 554 7561
(43)	PR3	DA	Matsomane	Shiko Tebogo	F 082 526 4089
(44)	PR1	DRA	Ganedi	David Jack	M 0790352371
(45)	8	EFF	Mathabathe	Mohlamme Glyde	M 076 243 8537
(46)	21	EFF	Maphopha	Cheleboy Mpho	M 076 299 3459
(47)	30	EFF	Mampana	Moleke	M 079 759 6638
(48)	PR1	EFF	Malapela	Hope Mashego Constance	F 064 625 7229
(49)	PR2	EFF	Mmotla	Sewisha Collen	M 076 574 1816
(50)	PR3	EFF	Ngwenya	Sarah Zodwa	F 072 808 1411
(51)	PR4	EFF	Mabelane	Kagiso	M 060 860 4399
(52)	PR5	EFF	Sithole	Virgina Morotse	F 066 347 1597
(53)	PR6	EFF	Mthimunya	Maremoshe Simon	M 072 036 6080
(54)	PR	EFF	Ranala	Maselopi	F 064 914 6964
(55)	PR8	EFF	Sithole	Maguwe Elias	M 076 771 9801
(56)	PR9	EFF	Maibelo	Legasa Sandy	F 072 054 1305
(57)	PR10	EFF	Segope	Godfrey Radingwane	M 060 945 5591

#	WARD	PART Y	SURNAME	FULL NAMES	GENDER / CONTACT NO.
(58)	PR11	EFF	Komane	Legobole Sharon	F 082 215 7109
(59)	PR1	MP	Ramphisa	Motiba William	M 0784232182
(60)	PR2	MP	Limakwe	Adelaide	F 060 942 9953
(61)	PR1	VF	DeBeer	Willem	M 084 545 8382

Political Party	ANC	AFC	BPSA	DA	DRA	EFF	MP	VF	Total	%
Gender Representation										
Male (s)	25	1	2	3	1	9	2	1	44	72.13
Female (s)	11	0	0	1	0	5	0	0	17	27.86
PwD	0	0	0	1	0	1			2	3.28 %
Age Representation										
20-35 years	2	0	0	0	0	4	0	0	14	23%
36 – 40 years	8	0	0	1	0	3	0	0	11	18%
41 – 50 years	17	0	1	0	1	7	1	0	17	28%
51 -70 years	09	1	1	3	0	0	1	1	19	31%
TOTAL	41	3	5	10	1	1			61	100%

Table 3: Executive committee members

#	WARD	PARTY	SURNAME	FULL NAMES	GENDER
(28)	PR1	ANC	Tladi	MAGETLE DAVID	Male
(30)	PR3	ANC	Machipa	Toudi Aron (M)	Male
(34)	PR7	ANC	Matjomane	Germinor Delly (F)	Female
(36)	PR9	ANC	Phetla	Mannyana Grace (F)	Female
(27)	31	ANC	Msiza	Mothibe Rhodes (M)	Male
(09)	10	ANC	Ramongana	Nkitseng jenneth (F)	Female

#	WARD	PARTY	SURNAME	FULL NAMES	GENDER
(48)	PR4	DA	Kotze	Johan Pieter	Male
(51)	PR1	EFF	Malapela	Hope Mashego Constance	Female
(45)	8	EFF	Mathabathe	Mohlamme Glyde	Male
(59)	PR1	MP	Ramphisa	Motiba William	Male

2.1.1 Section 80 committees

The established section 80 committees are in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened, and that effective public service delivery takes place to benefit EMLM communities Council has established section 80 committees to play oversight role and monitor the work of the executive and administration.

The established Committees are aligned to administrative departments of the municipality and are chaired by non-executive councillors. MPAC committee is also in place and performs its duties as per approved annual work programme. MPAC is an oversight committee which comprises of non-executive councillors, with the specific purpose of providing oversight over the executive functionaries of Council to ensure good governance.

Table 4: Section 80 portfolio committees

SECTION 80 COMMITTEES		
COMMITTEE	CHAIRPERSON	MEMBERS
Budget & Treasury	Cllr. T.A. Machipa	1.Cllr. Makuwa R.M (ANC) 2..Cllr Msiza P (ANC)(Whip) 3.Cllr. Tlaka K (ANC) 4. Cllr Thete J (ANC) 5. Cllr Mogotlane J (ANC) 6. Cllr. Mthimunya S (EFF) 7. Cllr. Kotze J (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Infrastructure Development	Cllr Msiza M.R	1.Cllr. Thethe J (ANC)

		2. Cllr. Kgagara T (ANC) (Whip) 3. Cllr. Mafiri M (ANC) 4. Cllr. Tladi P (ANC) 5. Cllr Phorothoe T (ANC) 6. Cllr Radingwana H (BPSA) 7. Cllr. Mmotla C (EFF)
COMMITTEE	CHAIRPERSON	MEMBERS
Community Services	Cllr Ramongana N.J	1.Cllr.Lehungwane F (ANC) (Whip) 2. Cllr. Nkosi S (ANC) 3. Cllr. Tshehla M (ANC) 4. Cllr Letageng J (ANC) 5. Cllr Mohlala N.P (ANC) 6. Cllr. Segopa M (EFF) 7. Cllr Oosthuizen W (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Corporate Services	Cllr Phetla M.G	1.Cllr. Makuwa N (ANC) 2. Cllr. Nduli M (ANC) 3.Cllr.Phokoane C(ANC) (Whip) 4. Cllr Sithole T (ANC) 5. Cllr. Masimula P (ANC) 6. Cllr Malau T (ANC) 7. Cllr Mabelane K (EFF) 8. Cllr. Matsomane T (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Development Planning & LED	Cllr Matjokane G.D	1.Cllr. Malapela S (ANC) 2.Cllr.Letageng J (ANC)(Whip) 3. Cllr. Mogotlana J (ANC) 4. Cllr Morare D (ANC) 5.. Cllr Tshehla E (ANC) 6. Cllr.Koka P (AFC) 7. Cllr. Lecheko V (EFF)
COMMITTEE	CHARPERSON	MEMBERS
Executive Support	Cllr Ramphisa M.W	1.Cllr. Msiza P (ANC) 2. Cllr. Tladi P.K (ANC) (Whip) 3. Cllr. Malapela M (ANC) 4. Cllr Phahlamohlaka T (ANC) 5. Cllr. Komane S (EFF) 6. Cllr. Mmaboko S (DA)

Table 4: Section 79 portfolio committees

SECTION 79 COMMITTEES		
COMMITTEE	CHAIRPERSON	OTHER MEMBERS
Municipal Public Accounts Committee (MPAC)	Cllr. Ndlovu R.N	1.Cllr. Makuwa N.S (ANC) 2.Cllr. Tlaka K.W (ANC)

		3. Cllr. Mashilo M.S (ANC) 4. Cllr. Kgagara T.P (ANC) 5. Cllr. Maphopha C.M (EFF) 6. Cllr Limakwe A (MP) 7. Cllr Mampana M (EFF) 8. Cllr. Nkosi S.B (ANC) 9. Cllr. Buta N (ANC) 10. Cllr. Matsomane T (DA)
Rules & Petitions	Cllr. Makuwa N.S	1.Cllr Phorothloe A (ANC) 2.Cllr. Phahlamohlaka T (ANC) 3.Cllr. Mahlangu J (ANC) 4.Cllr. Koka P (AFC) 5.Cllr.Gulube A (BPSA) 6.Cllr. Mohlamonyane T (ANC) 7.Cllr Mohlahlo F (EFF) 8. Cllr Radingwana H (BPSA)
Ethics	Cllr. Buta M.Z	1.Cllr. Makunyane H (ANC) 2. Cllr. Morare S.D (ANC) 3. Cllr. Malau T (ANC) 4. Cllr. Debeer W (VF) 5. Cllr. Matsomane T (DA) 6. Cllr.Ngwenya Z (EFF) 7. Cllr Radingwana H (BPSA)
Executive Support	Cllr. Thethe J.S	1.Cllr. Makua N (ANC) 2. Cllr. Letageng J (ANC)(Whip) 3. Cllr. Mogotlana J (ANC) 4. Cllr.Koka P (AFC) 5. Cllr. Lecheko V (EFF)
Corporate Services	Cllr. J Mahlangu	1.Cllr. Masimula P (ANC) 2. Cllr. Tladi P.K (ANC) (Whip) 3. Cllr. Malapela M (ANC) 4. Cllr Mohlala N. (ANC) 5. Cllr. Komane S (EFF) 6. Cllr. Mmaboko S (DA)
COMMITTEE	CHAIRPERSON	MEMBERS
Community Services	Cllr. P. Masimula	1.Cllr. Makuwa R.M (ANC) 2.Cllr Msiza P (ANC)(Whip) 3.Cllr. Tlaka k (ANC) 4.Cllr Mohlala N (ANC) 5.Cllr. Mthimunya S (EFF) 6.Cllr. Oosthuizen W (DA)
Budget & Treasury	Cllr. T. Sithole	1.Cllr.Lehungwane F (ANC) (Whip) 2. Cllr. Nkosi S (ANC) 3. Cllr. Tshehla M (ANC) 4. Cllr. Segopa M (EFF) 5. Cllr Kotze J (DA)
Development Planning & LED	Cllr. T. Phorothloe	1.Cllr. Thethe J (ANC) 2. Cllr. Kgagara T (ANC)(Whip) 3. Cllr. Mafiri M (ANC)

		4. Cllr Nkopo MP (DRA) 5. Cllr. Sewisha C (EFF)	
Infrastructure Development	Cllr. M. Nduli	1.Cllr. Buta M (ANC) 2. Cllr. Malapela S.M (ANC) 3. Cllr. Phokoane M.C(ANC) (Whip) 4. Cllr. Mabelane K (EFF) 5. Cllr. Matsomane T (DA)	
Chairperson of Chairpersons (Chair of Chairs) of Committees	Cllr. T.M Phahlamohlaka	1.Cllr Nduli M 2.Cllr Makua S 3. Cllr Sithole T 4. Cllr Mahlangu J 5. Cllr Thethe J 6. Cllr Phorotloe TA 7. Cllr Buda N 8. Cllr Masimula P	
Local Geographical Names Change Committee (LGNCC)	Cllr. J Mogotlane	Cllr Segopa M Cllr Radingwana H Cllr Limakwe A Cllr DeBeer W Cllr Koka P Cllr Nkopo M.P Cllr Lehungwana F Cllr Phokoane C Cllr Msiza P Cllr Tladi k Cllr Kgagara T Cllr Letageng J Cllr Matjomane G.D	
Committee of Presiding Officers	Speaker	Cllr. Mashego D.M	
	Chair of Chairs	Cllr. Phahlamohlaka T.M	
Whipery Committee	Chairperson of Whippery	Cllr Makunyane H	
	Representative of BPSA	Cllr Radingwane	
	Representative of MP	Cllr Limakwe A	
	Representative of VF	Cllr DeBeer W	
	Representative of AFC	Cllr Koka P	
	Representative of DRA	Cllr Nkopo M.P	
	Representative of EFF	Cllr Segopa M	
	All Whips of Council Committees	Cllr Phokoane C Cllr Lehungwana F Cllr Kgagara T Cllr Msiza P Cllr Letageng J Cllr Tladi K	

2.1.2 POLITICAL LEADERSHIP

POWERS AND FUNCTIONS OF MAYOR AS PER SECTION 49 OF MUNICIPAL STRUCTURES ACT

- (a) presides at meetings of the executive committee: and
 - (b) performs the duties, including any ceremonial functions, and exercises the powers delegated to the mayor by the municipal council or the executive committee.
- (2) The deputy mayor exercises the powers and performs the duties of the mayor if the mayor is absent or not available or if the office of the mayor is vacant. The mayor may delegate duties to the deputy mayor

POWERS AND FUNCTIONS OF THE SPEAKER AS PER SECTION 37 OF MUNICIPAL STRUCTURES ACT

- a) presides at meetings of the council:
- b) performs the duties and exercises the powers delegated to the speaker in terms of section 32:
- c) must ensure that the council meets at least quarterly:
- d) must maintain order during meetings:
- e) must ensure compliance in the council and council committees with the Code of Conduct set out in Schedule 5:
- f) must ensure that council meetings are conducted in accordance with the rules and orders of the council.

POWERS AND FUNCTIONS OF WHIP OF COUNCIL AS PER AMENDED MUNICIPAL STRUCTURES ACT NO. 3 OF 2021 41B.

- (a) liaises with the different political parties to ensure representation in council and council committees.
- (b) maintains sound relations between the various political parties.
- (c) informs the whips of all parties on important matters on the council agenda.
- (d) assists the speaker to count votes in the council meeting.
- (e) facilitates the interaction between the executive and legislative oversight structures in the municipality; and
- (f) resolves disputes between the speaker, mayor or executive mayor, or members of the mayoral committee.

POWERS AND FUNCTIONS OF EXECUTIVE COMMITTEE AS PER SECTION 44 (1)(2)(3) OF MUNICIPAL STRUCTURES ACT

- (1) An executive committee is—

(a) the principal committee of the council of a municipality of a type that is entitled to establish an executive committee: and

(b) the committee of a municipal council which receives reports from the other committees of the council and which must forward these reports together with its recommendations to the council when it cannot dispose of the matter in 25 terms of its delegated powers.

(2) The executive committee must— ~

(a) identify! the needs of the municipality:

(b) review and evaluate those needs in order of priority:

(c) recommend to the municipal council strategies, programmed and services to 30 address priority needs through the integrated development plan and estimates of revenue and expenditure taking into account any applicable national and provincial development plans: and

(d) recommend or determine the best methods, including partnership and other approaches, to deliver those strategies, programmed and services to the 35-maximum benefit of the community.

(3) The executive committee in performing its duties must—

(a) identify and develop criteria in terms of which progress in the implementation of the strategies, programmed and services referred to in subsection

(2) can be evaluated, including key performance indicators which are specific to the 40 municipality and common to local government in general;

(b) evaluate progress against the key performance indicators;

(c) review the performance of the municipality in order to improve—

(i) the economy, efficiency and effectiveness of the municipality;

(ii) the efficiency of credit control and revenue and debt collection services; 45 and

(iii) the implementation of the municipality's by-laws.

MEMBERS OF EXECUTIVE COMMITTEE



Cllr Machipa Toudi Aron
Political Head Budget and Treasury



Cllr Msiza Mothibe Rhodes
Political Head Infrastructure Services



Cllr Phetla Mannyana Grace
Political Head Corporate Services



Cllr Matjomane Germinor Delly
Political Head Development Planning and LED



Cllr Ramphisa Motiba William
Political Head Executive Support Services



Cllr Ramongana Nkitseng Jenneth
Political Head Community



Cllr Malapela Hope Mashego Constance
Exco Member



Cllr Mathabathe Mohlamme Glyde
Exco Member



Cllr Kotze Johan Pieter
Exco Member

FUNCTIONS OF EXECUTIVE COMMITTEE AS PER DELEGATION OF POWERS

- Oversee and monitor the implementation and enforcement of the municipality's credit control and debt collection.
- Policy and by-laws and the performance of the municipal manager in implementing the policy and by-laws.
- When necessary, evaluate or review the municipality's credit control and debt collection policy and by-laws, or the implementation of the policy and by-laws, in order to improve efficiency of its credit control and debt collection mechanisms, processes and procedures.
- makes recommendations to council on proposed political structures of council.

- To report to council on all decisions taken by it; and makes recommendations to council in respect of its legislative powers.
- gives political directions to the executive management team.
- determine strategic approaches, guidelines and growth parameters for the draft budget including tariff structures.
- delegates powers in respect of any of its powers to the mayor;

2.1.3 ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the administrative head and act as interlink between the politicians and the administration. Municipal Manager together with all staff members and councillors are responsible for implementing the IDP and Budget and monitoring the progress made to ensure that services are delivered to the people. The Accounting Officer also provides guidance to political office bearers and to all officials in the municipality. There is a good relationship between the Municipal Manager, administration and political office bearers. All administrative issues that need intervention of council are referred to council for resolution.

The administrative components of the municipality comprise of seven (06) senior managers and thirty-seven (31) divisional managers.

Table 5: EMLM management information

Directorate	Designation	Initial and Surname	Gender
Office of the Municipal Manager	Municipal Manager	Ms N.R Makgata	Female
	Manager in Municipal Manager's Office	Mr J Makunyane	Male
	Manager: Internal Audit	Mrs. P. Mailula	Female
	Acting Chief Risk Officer	Mr M. C Makitla	Male
	Manager: PMS	Ms R.P. Mdluli	Female
	Manager: Legal services	Ms S. Mahlangu	Female
	Manager IDP	Mr. K Motha	Male
Corporate Services	Senior manager: Corporate Services	Vacant	
	Manager: Communications	Mr. S. T Makua	Male
	Manager: IGR	Ms V Matlala	Female
	Manager: Human Resources and Development	Mr. L.M. Mafiri	Male
	Manager: Administration and Records	Ms. M Burger	Female
	Manager: ICT	Ms K.Mashipa	Female
	Manager Labour Relations	Mr J. Maboja	Male
	Manager Compliance	Mr H. Masemola	Male
	Manager Institutional	Mr D Leope	Male
	Acting Manager Council Support	Ms M Mauoane	Female
	Manager: Sports and Recreation	Mr. C. C. Masemola	Male
Budget and Treasury	Chief Financial Officer	Mr. K Hutamo	Male
	Deputy CFO	Mr. M.L. Sebelemetja	Male
	Manager: Expenditure	Mr. C. Mtsweni	Male
	Manager: Budget and Treasury	Ms. K.U Sebelebele	Female
	Manager: Assets	Mr. M.C Tjiane	Male
	Manager: Supply Chain Management	Mr. V Masilela	Male

Directorate	Designation	Initial and Surname	Gender
	Manager: Revenue	Ms M Namane	Female
Infrastructure	Senior Manager: Infrastructure	Vacant	
	Electrical Engineer	Mr K.K. Mametsa	Male
	Manager: PMU	Mr. F. Debeila	Male
	Manager Roads and storm water	Mr. J Malaka	Male
	Manager: Fleet	Mr M P. Mthimunya	Male
Community Services	Senior manager: Community Services	Mr M.W Mohlala	Male
	Manager: Environmental services	Ms M Mokhulwane	Female
	Manager: Licensing	Ms. P. Ntobeng	Female
	Manager: Traffic	Mr. C Coetzee	Male
	Manager Parks	Mr J. M Mathebe	Male
	Manager: Hlogotlou	Mr. P Tau	Male
	Manager: Roossenekal	Mr. M. Mahlangu	Male
	Manager Motetema Satelite	Mr L Nkadameng	Male
	Manager: Elandsdoorn	Mr J. Manganyi	Male
Development Planning	Senior manager: Development Planning	Mr. B. Sethojoa	Male
	Manager: Development and Town Planning	Vacant	
	Manager: LED	Mr Sebei	Male
	Manager: Property Management and Housing	Mr. R Palmer	Male

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2 INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

There are platforms established to maintain relationship between all three spheres of government. The purpose of the platforms is consultation with various interest groups and all other key stakeholders to insure that sectoral issues and projects are well captured within the IDP of the municipality for implementation.

2.2.1 Intergovernmental relations

Municipal officials attended all intergovernmental relations meetings which they were invited and implemented resolutions taken.

2.2.2 District intergovernmental structures

Section 24 of Intergovernmental Relations Framework Act 2005 establishes the district intergovernmental forum to promote and facilitate sound relations between the District and Local municipalities and the forum is chaired by District Mayor. EMLM has a good relationship with Sekhukhune district municipality and all local municipalities within the district. There are different forums conducted by district where officials and politicians from local municipalities are invited to participate. The structures are as follows:

Table 6: District intergovernmental structures

Structures	Directorates	Establishment
EXCO Lekgotla	Mayor and Municipal Manager	Provincial
Municipal Manager's forums	Municipal Manager	Provincial and District
IDP forums	IDP Manager	Provincial and District
PMS forums	PMS Manager	Provincial and District
LED forums	LED Manager	Provincial and District
Communicators' forum	Communication Manager	Provincial and District
SDM Disaster advisory forum	Superintendent: Disaster	District
MPAC forums	Council Support Manager	Provincial and District
District Environmental Forum	Manager Environmental	District
Provincial Waste and Environmental Forum	Manager Environmental	Provincial
Chiefwhip's Forum	Manager Council support	District and Provincial
District Town Planners Forum	Town Planner	District and Province
Corporate Services Directors Forum	Corporate Services	District

The above forums meet quarterly to discuss progress made on service delivery. The forums are facilitated by CoGHSTA representatives and district officials. They are very fruitful forums, as members use this opportunity to share ideas and to learn from each other, in order to improve service delivery.

2.2.3 Provincial intergovernmental structures

Section 16 of Intergovernmental Relations Framework Act 2005 establishes the premier's intergovernmental forum to promote and facilitate sound relations between the province and municipalities. EMLM has a good relationship with provincial structures, namely CoGHSTA, Premier's Office and the Provincial Treasury. The province coordinated various forums where

it met with members from all municipalities in the province, in order to discuss service delivery issues. Members from CoGHSTA, the Premier's Office and the provincial treasury also form part of those forums. The forums are:

- Provincial intergovernmental forum
- Premier/Mayor's forum
- Provincial monitoring and evaluation forum
- Provincial government communicators' forum
- Municipal Public Accounts Committee forum.
- Provincial Waste Management Forum
- Provincial Town Planners Forum
- Provincial EPWP Incentive Grant Sector Forum
- Provincial IDP Forum
- Provincial Speaker's Forum
- Provincial Chiefwhip's Forum

The forums are very fruitful as any kind of question is clarified, and municipalities that lack capacity are identified and provided with all necessary support. The Department of Co-Operative Governance, Human Settlements and Traditional Affairs (Coghsta) in the province is busy implementing housing projects for qualified beneficiaries. EMLM is allocated 254 housing units which were still under construction by end of financial year.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.3 Introduction

In terms of Municipal Systems Act section 51(b) requires a municipality to establish and organize its administration to facilitate a culture of accountability amongst its staff.

Section 6 (i) states that a municipality must develop a system of municipal governance that compliments formal representative government with a system of participatory governance.

Section 18 (i) (d) requires a municipality to supply its community with information concerning municipal governance, management and development.

2.3.1 Overview of public accountability and participation

Municipality uses different kinds of public participation, such as the Mayor's outreach, public meetings and IDP/Budget consultation, stakeholders' meetings in order to promote the culture of accountability.

Through this dictum, the people envisaged for a democracy whose attributes would be people first in a government of the people by the people, a democracy wherein no decision would be taken without consultation of the people.

1. This was brought to life by the democratic breakthrough of 1994, the adoption of the Constitution in 1996, and the formation of local government in 2000 and the subsequent laws that govern it. Chapter 4 of the Municipal System Act States A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-

a. encourage, and create conditions for, the local community to participate in municipal affairs, including in-

- i. The preparation, implementation and review of its integrated development plan in terms of Chapter 5;
- ii. the establishment, implementation and review of its performance management system in terms of Chapter 6;
- iii. the monitoring and review of its performance, including the outcomes and impact of such performance.
- iv. the preparation of its budget; and
- v. strategic decisions relating to the provision of municipal services in terms of Chapter 8;

b. contribute to building the capacity of-

- i. the local community to enable it to participate in the affairs of the municipality; and
- ii. councillors and staff to foster community participation; and
- c. use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b)

In Elias Motsoaledi Local Municipality, Public Participation is not an abstraction, and it is not done merely for compliance, it is a platform for self-determination of the people by the people. People direct the type of service delivery and type of administration they want. During the year under review both the Mayor and Speaker had two (02) outreaches programs to engage with communities of Elias Motsoaledi Local Municipality.

2.3.2 Communication, participation and forums

Communication and engagement approaches of the municipality plays an important role in contributing to the public's understanding of public service and their engagement with local issues.

Elias Motsoaledi Local Municipality undertakes IDP and Budget roadshows on an annual basis in all 31 wards. In addition to these platforms, office of the Speaker leads public participation programs to engage with citizens. Those programmes consist of, The Moral Regeneration Movement, whose aim is to influence society towards charter of positive moral values; the Women's Caucus which seeks to strengthen women representation, capacity and voice of women in political and administrative offices and the Civic education program which seeks to educate the electorate on various issues of governance and social programs.

Municipality uses notice boards, website, newspapers, rates payers and Facebook page to spread information, new plans, budget priorities, etc. The work of the Unit is informed by the

municipal communications policy and communication strategy, which centralises the communications function in Communications Unit.

The ward committee structures are used to narrow the gap between municipality and communities, since ward committees have the knowledge and understanding of residents and communities they represent. Community Development Workers (CDWs) act as a link between accessing communities in relation to community development initiatives/ programmes.

The IDP forum is constituted by Councillors representatives from business organisations, Magoši, ward committee, CDW, NGOs/ CBOs, government departments, parastatal organizations, Communication forum, Budget steering committee and stakeholder representatives of unorganized groups. The representatives are given an opportunity to represent community interests and contribute knowledge and ideas, building consensus and support for the planning process itself, and ensuring a broader ownership of the outcomes. Media briefings are held to update the media about the latest information of the municipality. Bulk sms system is used to disseminate prompt information to the community.

Customer care

Customer care of municipality aims to provide consistent service excellence whenever Customers contact municipality. This aim incorporates the Municipality's commitment to ensuring the human rights principles set out in the South African Constitution, the eight Batho Pele principles aimed at transforming public service, and 'getting it right the first time' and to comply with certain requirements such as providing tools and mechanisms to encourage citizens to participate in its decision-making processes as well as improving relations with its customer.

The objective of Customer Care Unit

- ❖ To ensure that customers are provided with relevant information as and when is needed in the appropriate format.
- ❖ To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client.
- ❖ To ensure that customers always receive consistent and fair treatment.

2.3.2.1 MUNICIPAL COMMUNICATION PLATFORMS

Social Media

Municipality uses social media platforms, as part of its communication tool offering, to communicate with residents. Communications Unit is the custodian of Municipal social media account, it also maintains social media accounts by implementing daily posts, responding to service delivery queries and general information about municipal services. The municipal social media account is: <https://m.facebook.com/eliasmotsoaledi.localmunicipality>.

Radio Programme

Radio is one of the Municipality's main communication tools to convey service delivery messages across municipal jurisdiction. Priority for radio interviews is mainly given to political

principals, Municipal Manager and the spokesperson/Manager Public Relations to engage directly with residents on municipal plans and programmes and to listen and respond to community complaints. Municipality utilises the following media platforms to reach out to the community at large:

Local

Moutse CRS, Sekhukhune FM, Eyethu FM, Thabantsho CRS and Zebediela CRS

Provincial

Capricorn FM, Energy FM

National Radio Station

SABC Limpopo Combo, Ikwekwezi FM, SAFM, R2000, Jacaranda RM FM

Printing

Local

Dispatch, Loskop Nuus, Middelburg Observer and Sekhukhune Times, Steelburg News, Reporter, Timeless News

Provincial

Seipone, Capricorn Voice (NMG Group)

National

Sowetan, City Press, The Citizen

Municipal Website

The website is the main electronic communication platform for the Municipality to communicate with residents: The updated website continues to ensure that the public has access to the latest information and Improvement in the usage of the website included adding some easy to access quick links on the homepage as and when major projects go live;

Newsletters

The Newsletter is one of the Municipality's external communication tools to disseminate information to residents. Municipality utilises newsletters to inform public about municipal decisions and developments. The platform is part of municipal strategy to enhance external engagement to cultivate a culture of engagements.

2.3.3 Ward Committees

EMLM established ward committees in terms of Municipal Structures Act of 1998, and it ought to have 310 ward committee members, which is 10 members per ward. Ward committees reports to Speakers office on a monthly basis. Ward Committees assist members of the community by advising, assisting in organising community meetings and enable them to participate in those public meetings and take good decisions.

2.3.4 Public meetings

The purpose of public meetings is to give feedback and account to the community on the implementation of the IDP/Budget of the municipality. Public meetings are utilized as a platform to engage with community member and listen to their needs. During the year under review no public meetings were held in different wards due to the lockdown restrictions, however stakeholders' meetings were convened in compliance with lockdown regulations. All meetings held were beneficial and held as follows.

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
01	Community meetings	04	01	02	600	- Water shortage and water tankers not regularly delivering water. - Provincial road R 573 construction progress - Road maintenance in all villages - Overcrowding at Batau school - Low level bridge Oorlog and Ramaphosa	No No No	Community meetings
02	Community Meeting	05	01	02	355	- Water shortage and challenges of sanitations. - Clinic in the area - Illegal dumpings increasing, request for skips and request for ward to be included in municipal refuse removal function and be billed. - Low level bridge	No No No No No	Community meeting

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						- Clinic needed at Moteti - Regravelling of internal roads	Yes	
03	Community meeting	06	01	02	310	- Unelectrified households at Naganeng. - Request for proper road to new sections. - Water challenges - High mass lights	No Yes	Community meeting And Stakeholders
04	Community meeting & Stakeholders	05	01	03	423	- Reportback on Electrification of freedom park - RDP houses, the new applications are approved whilst the old applications there is no response. - Unplanned/ no survey in Allocation of sites	Yes No	community meeting & stakeholders
05	Stakeholders & Community meeting	05	01	03	584	Re-Gravelling of bus route in Makgakadimeng	Yes	Community Meetings

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						- Vezinyawo newsstands needs to be electrified - To be submitted for registry into the masterplan. - Water challenges - Re-gravelling of access roads to schools and tribal office - Teenage pregnancy - Re-gravelling at graveyard		
06	Community meeting & Stakeholders	06	01	02	884	Stolen jojo tanks - Illegal scrap metal shop that promotes crime - To request SDM to drill new boreholes as a temporary measure to the water shortage problem as opposed to water tankers.		Stakeholders Community meeting
07	Community meetings	08	01	02	946	- Re-gravelling for all villages - Storm water - Water challenges VIP Toilets Nyakoroane road need gravelling	No No No Yes	
08	Stakeholders meeting	03	02	01	262	Water shortage for Elandsdoorn, Marapong, Marapong, Taiwan and therefore request for boreholes.	No	Stakeholders & Community meeting

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						- Water Tankers are temporarily - No delivery of Jojo tanks in Taiwan section - Illegal dumping on the increasing across	No	
						providing water at Elandsdoorn awaiting fixing problem.		
09	Community meetings	05	01	02	390	- Electricity for new stands at Phooko section - Low level bridge for schoolkids at small Phooko - Boreholes needed. - Shortage of VIP - Cleaning of storm water controls	No	Stakeholders meeting
10	Community meeting	06	02	03	410	- Erection of high mast lights - Request to finish Mohlamme road. - Request for low level bridge at lesehleng - Shortage of Jojo tanks - Boreholes needed. - Electrification at Mohlamme settlement - Re-gravelling of all streets - Sports ground to be re-gravelled	No No No Yes No No No No No Yes	Stakeholders Meeting
11	Community meetings	04	02	02	268	- Water shortage at five Morgan - Gravelling of internal roads	No	Community meetings

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						Gates and Toilets at elandsdoorn Cemetery	No No	
12	Community meeting	10	02	01	1439	- Road to Nala School needs paving & gravelling of roads across the ward as roads are generally in bad state. - Request for 3 new boreholes still no response - Follow-up to be done with SDM - Shortage of vip toilets - Contractor on site for RDP - Shortage of pipes for water reticulation - Shortage of boreholes - Shortage of VIP toilets	No No No Yes No No Yes	Community meeting Stakeholders meeting
13	Community meeting & Stakeholders	04	03	03	180	- Illegal taxi rank – schoeman road, opposite fire department. - Illegal carwash at Kanal Speed - humps outside Herfsakker / Speed – humps not painted are dangerous	No No	Community & Stakeholders
14	Community meeting	04	02	01	245			Community meeting
						- RDP houses - Broken boreholes - Shortages of JoJo tanks		

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
15	Community meeting	05	01	02	457	- Burned water machine at Keerom - Shortage of cables - No FBE in the ward 450 sanitation projects on site Electricity of Keerom and New Stand.	No Yes Yes No	Community meetings
16	Community Meeting	06	01	01	454	- Roads in a bad state, submission to be done to municipality. - Regreveling of internal roads - Shortage of RDP and VIP toilets	No No	Community meeting Community meeting
17	Community meeting	03	01	01	210	- Water - Roads - Electricity - Toilets	Yes No Yes No	Community meetings
18	Community meeting & stakeholder meetings	06	02	03	500	- Water shortage in Mphepeng section - Electrification of new settlements - Request for blading of sports fields. - Waste skips needed	No No Yes	Community meeting Stakeholders meeting Community meeting
19	Community meeting	04	01	03	210	Thabaleboto Extension a VIP Toilets shortage	No No	Community meeting

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						Water challenges in the whole ward, mainly due to illegal connections on the main supply pipe	No	Community meeting Stakeholders meeting
20	Community meeting	05	03	04	352	- Community campaign to pay municipal services. /High bills of property rates and water - Maintenance of streets - Cleaning of illegal dumpings, and request owners of empty stands to clean their stands	No No No No	Community meeting Community meeting Stakeholders Community meetings
21	Community meetings	05	02	03	296	- Broken machine - Shortage of water - Rise of GBV	No No No	Community meetings
22	Community meetings	06	02	02	374	- Water challenges in the entire ward - Shortage of VIP toilets	No	Community & Stakeholders meetings
23	Community meeting & Stakeholders	07	01	02	510	Speed humps needed at sterfontein/Vlaka road, they were reported and municipality responded but concluded at Sephaku	Yes No	Community meeting

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						- Complain about pump operator not providing water equitably to sections of the village. - Complains raised about the bulk water which was constructed 2006. - Ward committee portfolio establishment - VIP Toilets needed. - Electricity cable theft is rising in the area. - Speed humps needed at Sephaku and Vlakfontein	No No No	Community meeting Stakeholders meeting
24	Community meeting	06	03	01	600	- Regravelling at new stands - Water shortage - Complain about Ward councillor - Jojo stand at Maganagobuswa erected - Sports ground to be gravelled	Yes No Yes No Yes	Community meeting Community meeting Community meeting Community meeting

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
							No No	Stakeholders meeting
25	Community meeting	04	02	02	377	• Cable theft is rising • Shortage of Jojo tanks • Illegal dumping	No No No	Community meetings
26	Community meeting	04	01	02	442	• During speakers outreach a request was made of job seekers from the ward to be considered • Services for Kampeng & Mashemong section • Illegal connection of water • Water shortage • Regravelling of street	No Yes Yes	Community meeting
27	Community meeting	05	01	02	356	Increase number of High mast lights • Water • Regravelling • Tar road stadium road • Waste collection • Jojo tanks • Highmass lights • Water shortage	No No Yes Yes No Yes No	Community meetings & Stakeholders

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						• Incomplete VIP Toilets • Speed humps at the school gate • Water pipes exposed	No Yes	
28	Community meeting	08	01	02	981	• Electrification Mashemong • Tarring of Road Dipakapakeng to Stadium • Water shortage • Electricity of new extension in Mgababa section. • Crime in the ward • Shortage of RDP houses & VIP toilets. •	No Yes No No No No	Community meeting Community meeting
29	Community meeting	06	01	02	410	• Ramogwerane road refurbished • Water shortage. JOJO Tanks needed. • /Patching of potholes & re-gravelling • VIP Toilet project 100% completed.	Yes No Yes Yes	Community m Community meeting
30	Community meetings	03	01	01	160	• Non-payment of electricity	Yes No	Community meetings
31	Community meetings	06	02	03	435	• Sgodi phola road maintenance • High mast light at high view	No No	Community & Stakeholderrs

Ward no	Nature and purpose of meeting	number of meetings	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
						Streetlights at entrance of Motetema	No	

2.3.5 WARD BASED MEETINGS

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 01	CLLR J.S THETHE	Yes	12	12	4
	Ward Committee				
	TSHEPO D MOKOENA				
	NAPE S MOKGABUDI				
	JAN K MAHLANGU				
	LUCAS MAIMELA				
	PORTIA MOILOA				
	NKHENSANI O MAKHUBELE				
	EDDY M MASOLA				
	MALEFUFU L NKADIMENG				
	STOFFEL H MALAPANE				
	THUTO RAMPHISA				
Ward No 02	CLLR T.P KGAGARA	Yes	12	12	04
	Ward Committee				
	MMINA PHETLA				
	KENNETH T MTHIMIUNYE				
	DOLLY RALEKWE				
	NGAWANAMOTIBANE M CHEGO				
	SAMUEL O MAKUA				
	HERMANS P MANKGE				
	MATEBO G MMAKO				
	MOROKOLO				
	MMATABANE				
	SEGOPOTSO				
	PHATLANE				
	BOIKY SELLO MOLOI				
Ward No 03	CLLR S.M MALAPELA	Yes	12	12	4
	Ward Committee				
	EPHRAIM MATHEBELE				
	MARIA T SELALA				
	MMATSHIMA D DITSHEGO				
	MATETE E MAMPANNA				
	LUCY KGAPHOLA				
	SAM M MOLALA				
	MOSES S LETSOALO				
	JOB MAMAHLODI				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	NTHEPANE THOBANE					
	NKELE MABASA					
Ward No 04	CLLR M.P MSIZA Ward Committee	Yes	12	12	04	
	MONAGENG TOBIE MARIA					
	KOMANE CONSTANCE DIBOLELO					
	LECHELELE					
	MATHIBELA PATRICK					
	MAEPA ELAH					
	SEBOTHOMA					
	JOHANNES					
	MADIMETJA					
	MALEMONE MORARE					
	BADNEY					
	KGOETE ELLEN					
	RAMMABELE					
	MAKOPO MAHLODI					
	SEIPATI JOSEPHINAH					
	MALAPELA ISRAEL					
	JAMES					
	RIBA BABA GEOGE					
Ward No 05	CLLR T.E MOHLAMONYANE Ward Committee	Yes	12	12	4	
	MOIPONE DITSHEGO					
	CHRISTOPHEL M					
	MALEMONE					
	MAMA A MOKWENA					
	HOSIA M MOTAU					
	VIOLET M MASHIGO					
	NELSON M MOGANO					
	THOMAS PHASHA					
	THANDI SIBANYONI					
	MAMSY RAMPHISA					
	LESHATE MASHABELA					
Ward No 06	CLLR N.R NDLOVU Ward Committee	Yes	12	12	04	
	SIBONGILE SKOSANA					
	JOHN M NCONGWANE					
	HAZEL S MAGAGULA					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	JONAS S SANDLANA JOHANNA MOGOLA SARAH M NTIMANE DIMPHO MABONA NTOMBI MAHLABA NTHOMENG NKOSI					
Ward No 07	CLLR T.C SITHOLE Ward Committees: SUZAN SKOSANA MMAPATENG MATHUPA OLGA DUNGE NKEKO MPHAKE CYNTHIA T LANGA COMFORT MATHOTHOTHO KHOLIWE MSIZA KEDIBONE RASEROKA JACOB MOKWENA JOHANNES MATHEBULA	Yes	12	12	4	
Ward No 08	CLLR M.G MATHABATHA Ward committees ISAIAH P MAHLANGU SKHUMBUZO TSHABALALA SANNAH M PHOHU ANNA M MAGADI ANNA WESSELS NTHABISENG MPHAGA WINNIE MOYANA MAHLOMOLA MAKOLA MOLEBELEDI NTOBENG PETER CHOMA	Yes	12	12	04	
Ward No 09	CLLR J.S MOGOTLANA Ward Committees: ZANELE MSIZA ELIZABETH MANASWE JONAS MOEPYA ELIJAH NTOMBELA OBED G MAHLANGU	Yes	12	12	4	

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MORONGWE MASHILO EMILY MSIZA GETRUDE CHABA FLORENCE SKHOSANA TLAKALE MAHUBANE				
Ward No 10	CLLR N.J RAMONGANA Ward Committees: KALUDI MOHLAMONYANE SYLVIA MONAGENG IVY MATHABATHE TUMELO BOROKO MMAMOGOLWANE MONAGENG MMULEDI MALEMONE MAPULE MAKITLA GERMINAH MAKITLA NTLHANE MOHLAMONYANE SHIRLEY NAMANE	Yes	12	12	04
Ward No 11	CLLR M.A MAFIRI Ward Committees: KATE MOKWENA KHULELAPHI MDLULI CONNY NTOBENG MAGOMARELA NKOPODI MAFATA MASHU KGORI TSARO BELLA MTHIMUNYE HELLEN MALAPELA ZANELE KINIDA SIBUSISO MBANYELA	Yes	12	12	4
Ward No 12	CLLR TA PHOROTHLOE Ward Committees KGETLANE PHORA KHOMOTSO KOTLELO KGATWANE MATHEBE SENTANANA RATLHOGO MACESELA NDLOVU CATHERINE KABINI	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MAROPENG MONARENG ELIZABETH MONAGENG SELLO MONAGENG MATLOKOLO MOEKETSI				
Ward No 13	CLLR W OOSTHUIZEN Ward Committees: SARA HESSELS KAREN OOSTHUIZEN ARNOLDUS SCHOOMBEE FRANCINA KLENHANS MARIA FOURIE SHAUN MELLORS JOSHUA MMAKOLA NICOLETTE PRETORIUS CORNEL BOTHA ZACHARIAS SAAYMAN	Yes	12	12	4
Ward No 14	CLLR M.C PHOKWANE Ward Committees: SEBOTHOMA RUTH LEBOGANG MAPEA MAHLODI JOYCE UQUELO MIKE PHETLA MANTWA KELLY CHEGO ROIDA MPHO PHETLA TEREMIA KATISI APHANE LEHLOGONOLO NKADIMENG INNOCENTIA SEMELA MPHAHLELE MANIE QUEEN RYAN LEGWAI	Yes	12	12	04
Ward No 15	CLLR S.B NKOSI Ward Committees:	Yes	12	12	4

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	BONGINKOSI MAHLANGU MPOROME MAPHAKA LUCAS MOHLAHLA ELIZABETH MHLONGO LIZZY SINDANE BONGANI NDULI MASEBOTSANA MOKWANA SIBONGILE MASILELA JOHANNAH MASHIYA				
Ward No 16	CLLR Z. B BUTA Ward Committees LOMUSA SKHOSANA KHOMOTSO MAPHOSA TLAMAGA ROSI PATRICIA XELIBOKWE AMOS SKHOSANA SARA MOKWENA POPPIE MAHLANGU JEREMIA ZULU KLEINBOOI MAHLANGU THEMBA MATEBULA	Yes	12	12	04
Ward No 17	CLLR T. S MALAU Ward Committees: JANNIE MAREDI PABALLO SEOPELA TSHEPHANG MASEMOLA MAKGOPANE MOHLAPE RANKEPILE MABELANE SELLO NKOANA TEBOGO MOSOHLAWE MOKWAZI MOKWANA THABANG MOTSEDI MOTSHANA SARAH	Yes	12	12	4

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 18	CLLR J. LETAGENG	Yes	12	12	04
	Ward Committees:				
	KGOTHSO J MAKUA				
	TUMISHI A MOHLAHO				
	RANGOATO MNGUNI				
	NGWANAMOKWENENG				
	CHEGO				
	NTENENG MANKGE				
	PETRUS MAKUWE				
	MAPULE MOTAU				
	MOSES MAGANE				
	DORCUS T PHETLA				
	KATLEGO C MAKEKE				
Ward No 19	CLLR P. MASIMULA	Yes	12	12	4
	Ward Committees:				
	MASHIFANE WINDY				
	SESI				
	NEZZY MAHLANGU				
	MTHOMBENI BENZANI				
	ANDRIES				
	MAHLANGU				
	THANDAZILE CECILIA				
	MABULA PAULINE				
	TSHIDI				
	NTULI SIVUYILE				
	AYANDA				
	MAHLANGU KENNETH				
	SEGAFU KENNETH				
	MABUTANA JOHANNES				
	MAHLANGU				
	LYDIA MAILE				
Ward No 20	CLLR M.E TSHEHLA	No	12	12	04
	Ward Committees:				
	MOKOANA FELICIA				
	MOREMADI				
	SUMANI SYDNEY				
	DIMAKATSO				
	MOKOANA BAFANA				
	LUCAS				
	MAKOLA ABRAM				
	SEMOPO				
	TSHEHLA EUNIC				
	NTEBALENG				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MABOGOANE SYLVESTER THULANI CHEGO PIET BUTIE MACHIKA THEMBA JOSEPH GAMA ELIZABETH MORDER MATHUPANE NAPO JOHN				
Ward No 21	CLLR C M. MAPHOPHA Ward Committees: MAKUWA MASHALANE LAZARUS MAKUA MONOCCA NKELE MAKUWA MOROKA MARIA MOHOSANA KENEILWE MAPOME MTHIMUNYE JANE MALI MAPULE MABELANE MTHIMUNYE THEMBA FRANCE NKGUDI MOTLAPELE EDWARD SITHOLE CAIPHUS NGINI TSHELA ZODWA LEAH	Yes	12	12	4
Ward No 22	CLLR M.E NDULI Ward Committees: MAKENA KATLEGO BEAUTY TLOU JOHANNES CAIPHUS MAHLOKO LEBOGANG PHASWANE TSHOMA PHASUDI OTTO MASHILE NANA MARIA	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	NTOBENG MPHO ROSE SKOSANA TSHWARELO OBED MOHLALA KOKETSO J MALEKA MAMMILENG LINDIWE RANDINGOANE THABO				
Ward No 23	CLLR N.P MOHLALA Ward Committees: NTULI NOMTHANDAZO REGINAH DIKOTOPE THABO MAHLANGU DUMISANI KLAAS NKABINDE ANTHONIA MAHLANGU BRENDA ELDA MKONENI MANDLA MXOLISI MORENA LUCY MPUKANA MOKGAJANE BETTY MAKGOLONYANA MAHLANGU EDWARD NICOLAS MAHLANGU ELIAS THENJWA	Yes	12	12	4
Ward No 24	CLLR F.K LEHUNGWANE Ward Committees: MALOPE WILLIAM MOGOLA ELIAS MOTSHAKANE NKADIMENG MMATAU MARTHA MOGOLA EVA RAMOLAPO MASEMOLA TEMANA KAGISO SIBEKO WESSEL KGOTHATSO	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	THOKWANE MATSIE SINAH MADIHLABA RAMODUBJANE RINKIE SEKWATI MORATO JANE MAEPA MACDONALD CLEMENT				
Ward No 25	CLLR N.S MAKUWA Ward Committees: MOHLALA MOJALEFA JOSEPH MNGUNI SIPHO MASHILO MAKASHWELA BEAUTY MPUBANE KENNETH NKHWENG MATSIPE THOBOLE PATRICK MABASA LEBO MARIA MATLOU MATLOLE DANIEL MOKGOATJANE MAGAVE DAVID MOHLALA MAKOBOTSENG ALPHINA MATHONYANE GRACE	Yes	12	12	4
Ward No 26	CLLR S.D MORARE Ward Committees: MAHLANGU SMANGALISO GIFT SKOSANA LEHLOGONOLO PATRICK MAMARIGA INNOCENT MAABA ANNA MALOPE SEFOLOSHI SEKWALA JAN	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MAGAMPA SENGALELA DITAU MAGAMPE PESHIWA BOITUMELO MAMPURU TEBOGO MAKGOFE MAGANE PUSELETSO				
	MATHEBE NTHABISENG DORCAS				
Ward No 27	CLLR K.W TLAKA Ward Committees: MALAPANE LERATO CHARITY MABALANGANYE SEKANAH REGINAH MASHILO WALTER TSHAKA THABANG MARCUS SEAGE MAKUWA THANDI SEGOPOTSE TSHEHLO THATA JERRY HLAKUDI MALETSI MAGDELINE MOKGANYETSI ROBERT KHUPE KHAKA MARGARETT NCAZANA MATENTSI THABO LAZARUS	Yes	12	12	4
Ward No 28	CLLR P.K TLADI Ward Committees: MATULUDI MAMOTALANE EVE MOKOANA CONSTANCE KGOPUTSO KABELO SHAUN TSHEHLA ANNA PHELADI SKOSANA ANGELINA SKOSANA GOODNESS NTOMBIZODWA	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	FENYANE MODUPI DANIEL				
	MAREDI LEDWABA KLAAS				
	DIKOTOPE JERREN MASHIANOKÉ				
	MOKONE BIGBOY SYDNEY				
Ward No 29	CLLR R.M MAKUWA	Yes	12	12	4
	Ward Committees:				
	MOHLALA STEPHINAH				
	RAMPHAHLELE				
	MOKABANE LUCAS				
	MAUPE				
	MATJOMANE CAROL				
	MAKAU JEANETTE				
	MUMSY				
	FENYANE THABANG				
	BREADLY				
	RATAU NICOLADE				
	MASHILO KWETEPE				
	MAGDELINE				
	MAKWANA ALFRED				
	NYEREDI				
	CHOMA CHISTOPH				
	MACHENG				
	THABANG KADING				
	SALTHIEL				
Ward No 30	CLLR M. MAMPANE	Yes	02	03	01
	Ward Committees:				
	LEKHULENG LEONA				
	MAMOKABI OLIVIA				
	MADIHLABA LOSTA				
	TSHEHLA MAREMA				
	MAGOLEGO MEISIE				
	ISAAH PHAMANE				
	NTOMBI LEDIMO				
	PHETLA				
	MOHLABANENG				
	WALTER MAKUWA				
	JEANETH				
	MASOMBUKA				
Ward 31	CLLR M R. MSIZA				
	Ward Committee	Yes	12	12	4

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	SETHOPANE T RIBA				
	MAHLASE TSOKELA				
	ABRAHM MASHAO				
	GLADYS MAAKE				
	MARIA MONOGE				
	NTOMBAZANA				
	MASHIANE				
	PRINCE B THOBEJANE				
	KATLEGO KGONYANE				
	NGWATOMOSADI KHUMALO				
	NELSON J NTULI				
			12	12	04

2.4 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

COMPONENT D: CORPORATE GOVERNANCE

Overview of corporate governance

EMLM has a code of conduct and policies in place that served as guidance on how to execute our functions in a responsive manner. These documents are applicable to everyone in the municipality, as they set out rules, laws, customs and culture of the municipality. All officials, together with political heads, work collectively, guided by policies to deliver efficient service delivery to communities in order to achieve the vision and goals of the municipality.

2.5 RISK MANAGEMENT

Section 62(1) (c)(i) of the Municipal Finance Management Act compels the accounting officer to establish and maintain, among others, a system of managing risks faced by municipality. EMLM has in place a system of risk management for municipality to provide some assurance that risks across all functions and levels, that may have an impact on the achievement of objectives, are adequately and proactively anticipated and mitigated. Risk Management processes are coordinated, supported and championed by the Risk Management Department, led by the Chief Risk Officer. Is a systematic approach to setting the best course of action under uncertainty by assessing, understanding, acting on and communicating risk issues and opportunities. The management of risk is an essential part of corporate governance within the municipality. The risk management system assists in safeguarding Council's interests and attempts to ensure the best use of limited municipal resources. The Municipal Manager is responsible for managing the administration of the municipality, and for this purpose takes all reasonable steps to ensure the municipality has and maintains effective, transparent systems of risk management and internal control.

- The 2023/24 four quarterly meetings of risk management committee meeting were held.
- The 2023/24 four risk management report was finalised, and presented to the risk management committee and Audit Committee
- The 2023/24 four quarters of strategic risk management reports were reviewed by the risk management committee and Presented to the Audit committee.
- Risk management governance documents were reviewed by all relevant structures and approved by council.
- Matters arising from the previous Risk Management Committee and Audit Committee reports were presented and progress there off was monitored.

The following policies were revised and submitted to council for approval:

- Revised Anti-Corruption and Fraud Prevention Strategy
- Revised Anti-Corruption and Fraud Prevention Policy
- Risk Management Policy
- Risk Management Strategy
- Risk Management Charter
- Business Continuity plan

Top ten risks identified:

Risk Title	Category	Residual Risk	Risk Response
Loss/theft of inventory	Financial	19	Mitigated and carried over to 2024/2025
Sprawling of settlement	Social Environment	18	Mitigated and carried over to 2024/2025
Inadequate implementation of the National Building	Compliance/regulatory	18	Mitigated and carried over to 2024/2025

Risk Title	Category	Residual Risk	Risk Response
Regulation and Building Standards Act			
Payment of Goods and Services after 30 days.	Financial	16	Mitigated and carried over to 2024/2025
Destruction/Loss/Erasing of data	Information Technology	18	Mitigated and carried over to 2024/2025
Insufficient Electricity Supply (20 MVA)	Service Delivery	18	Mitigated and carried over to 2024/2025
Roll over of Projects	Service delivery	18	Mitigated and carried over to 2024/2025
Labour unrest/industrial action	Service Delivery	15	Mitigated and carried over to 2024/2025
Health, safety & security risks	Occupational Health and Safety	15	Mitigated and carried over to 2024/2025
Aging Infrastructure of roads and storm water.	Service Delivery	18	Mitigated and carried over to 2024/2025

2.5.1 RISK FINANCE

Municipal insurance programs cover property damage, business interruption, public, product, professional liability, and Directors 'and Officers' exposures. They aim to protect Municipality against exceptionally large or numerous claims. Municipality doesn't own nor operate any captive insurance. It uses only high-quality and financially sound insurers, combining master policies with local insurance policies. Negotiation and coordination of these programs are carried out in the Risk department unit with assistance of leading insurance brokers with integrated international networks. By so doing, Municipality secure broad and consistent cover for all Municipal activities, locations, cost optimization, reporting and control, while ensuring compliance with local regulatory requirements. Municipality reviews insurance strategies periodically, taking into account changes in risk profile (such as acquisitions, claims, loss events and other activities) and insurance market trends.

2.5.2 FRAUD AND ANTI-CORRUPTION STRATEGY

For the year under review, municipality developed an anti-fraud Strategy to prevent, detect, deter, report and respond to fraudulent activities. This activity is Municipal managers responsibility, Anti-Fraud Committee comprising of senior management and Manager Compliance Officer. All managers must report any suspicion of fraud, and our whistle-blowing policy enables employees to raise suspected irregularities. In the event of fraud, managers must make appropriate changes to systems, Controls, education and procedures to prevent recurrence, and the Risk and anti- fraud committee monitors the effectiveness of such actions. Municipality conducted a fraud risk assessment and training in anti-fraud, anti-bribery and awareness poster were distributed to all municipal departments.

2.5.3 BUSINESS CONTINUITY MANAGEMENT

Municipality cannot identify all risk that faces the institution. Therefore, municipality has business continuity responses designed to improve resilience to unforeseen events – such as a supply chain disruption, employee repatriation, or network intrusion attempts – and minimize their impact on stakeholders and reputation. The business continuity policy and strategy were approved and rolled out to departments for awareness. It encompasses basic escalation and communication rules, guidelines for anticipation and action, and clear roles and responsibilities. Training was limited due to financial constraints.

- ICT business Continuity

- Availability of Power during Load shading
- Backup Water supply

2.6 PUBLIC SATISFACTION SURVEY

No public satisfaction survey was conducted during the year under review.

2.7 SUPPLY CHAIN MANAGEMENT

Description	Number of meetings	Members of the committee	Functions
Bid specification committee	09	• Manager: PMU (Chairperson) • Manager: Roads, Storm Water and Building Maintenance • Manager: Solid Waste Management • Manager: Budget and Reporting • Snr SCM Accountant • SCM Accountant (Secretariat)	• Compile a proper and unbiased specification for a specific requirement. • Ensure proper Terms of Reference are drawn up for the service required clearly indicating the scope of the requirements, the ratio between price and functionality, evaluation criteria as well as their weights and values. • Ensuring availability of funds Set ranges indicating breakdown of points, and percentages as provided in the relevant sliding scales for the selected specified goals
Bid Evaluation committee	20	• Snr Accountant SCM (Chairperson) • Manager: Property • PMU Technician: Infrastructure • Snr Disaster Management Officer: Community Services • OHS Officer: Corporate Services • Manager: LED Property Rates Officer Budget and Treasury (Secretariat)	This committee is responsible for the evaluation of bids received, which includes: • Verification of administrative compliance of the bid documents • Evaluation of bids in accordance with the criteria specified in the bid documents (specification) and the PPPFA regulations. • Evaluation of each bidder's capacity/ability to execute the contract. • Verification of National Industrial Participation Programme (NIPP) requirements if the contract is in excess of ten million rand (R10m) • Submission of evaluation report and recommendation(s) regarding the award of the bid to the adjudication committee.

Description	Number of meetings	Members of the committee	Functions
Bid Adjudication committee	13	• Acting Chief Financial Officer • Acting Director: Development Planning • Director Corporate Services • Acting Director Infrastructure • Manager SCM • Director: Community Services • Relevant Technical Expert • SCM Accountant (Secretariat)	This committee is responsible for the adjudication of bids received, which includes: • Verification of administrative compliance of the bid documents • Evaluation of bids in accordance with the criteria specified in the bid documents (specification) and the PPPFA regulations. • Evaluation of each bidder's capacity/ability to execute the contract. • Verification of National Industrial Participation Programme (NIPP) requirements if the contract is in excess of ten million rand (R10m) Submission of final award to the Accounting Officer

2.8 BY-LAWS

For the year under review, no By-law was developed.

2.9 WEBSITE

A municipal website is an integral part of a municipality's communication infrastructure and strategy. If managed effectively, it allows easy access to relevant municipal information, it serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. The municipal website is www.eliasmotsoaledi.gov.za Municipality's website is available and functional to assist members of the community and fellow South Africans to easily access municipal information.

Table 9: Municipal website information

Documents published on the Municipality's Website	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The annual report 2022/2023 published	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes
All service delivery agreements 2023/2024	no
All long-term borrowing contracts 2023/2024	n/a
All supply chain management contracts above a prescribed value	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 2022/2023	n/a
Contracts agreed in 2023/2024 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	n/a
Public-private partnership agreements referred to in section 120 made in 2023/2024	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during 2023/2024	Yes

2.10 AUDIT COMMITTEE

Municipal Audit Committee was established in terms of Section 166 of the Municipal Finance Management Act, Act 56 of 2003. The committee comprises of Five (05) members appointed for the period of three (03) years started on 03 January 2022 to 03 January 2025. Audit committee members specialises in various expertise ranging from Internal Audit and risk, Performance management, Legal, Information Technology and Finance. Members always complied with schedule of meetings and avail themselves for meetings. They performed their duties as stipulated in Section 166 of the MFMA. Over and above that, members assist municipality in reviewing quarterly financial and non-financial reports, annual report and Annual financial statements. Audit Committee reports to council on their activities and recommendations as required by the Audit Committee Charter and section 166 of the MFMA. For the year under review, four (4) ordinary meetings and eight (8) special audit committee meetings were held.

Table 10: Audit Committee members

Surname and initials	Gender
Modipane TC (Chairperson)	Male
Rabalao JM	Male
Masite MJ	Female
Mabuza MJ	Female

Table 11: Attendance of meetings

NO	AUDIT COMMITTEE	ORDINARY MEETINGS					SPECIAL MEETINGS								Total
		4	1	2	3	Total	1	2	3	4	5	6	7	8	
1	Modipane TC (Chairperson)	☐	☐	☐	☐	4	☐	☐	☐	☐	☐	☐	☐	☐	08
2	Rabalao JM	☐	☐	☐	☐	4	☐	☐	☐	☐	☐	☐	☐	☐	08
3	Masite MJ	☐	☐	☐	☐	4	☐	☐	☐	☐	☐	☐	☐	☐	08
4	Mabuza MJ	☐	☐	☐	☐	4	☐	☐	☐	☐	☐	☐	☐	☐	08

CHAPTER 3

SERVICE DELIVERY PERFORMANCE

COMPONENT A: BASIC SERVICES

3.1 ELECTRICITY

- 4 Municipality is licensed to provide electricity in 3 wards, which are ward 13,14 and 30 (Groblersdal, Masakaneng and Roossenekal areas respectively), and the other 28 wards are Eskom licensed areas. Municipality has a backlog of 4.8% (3837) households without electricity. A total number of 56415 Households (95,2%) has access to electricity (serviced both Eskom and EMLM). Municipality received an allocation of **R14 400 000 for INEP** and electrified the following villages: Makaepea, Phomola, Vlakfontein and Masakaneng using the allocated funds from INEP. For the year under review, 738 households were electrified.

The status of the three licensed areas can be summarized by the following analysis

Strengths	Weakness
• We have 11Kv 1 x 20MVA ring feed for Groblersdal and 11Kv 5MVA overhead for Roossenekal. • Stable underground cable network • Qualified human resource • Up to date Eskom Account for both Areas • Ability to complete the Electrification projects. • Fleet to service the two areas is available. • Provision of high-mast lights to various wards	• Inability to carry out major maintenance due to budget constraints. • Deteriorating Network from lack of maintenance • Lack of Bulk statistical metering system • Inability to realise full collection from Consumers at Roossenekal • Lack of revenue enhancement strategy.
Opportunities	Threats
• Revenue base can be increased. • We can establish system of improving revenue collection through the use of pre-payment. • Groblersdal Capacity can be upgraded to 11Kv 2 x 20 MVA	• The loss of the one 20 MVA transformer will pose a problem to Municipal Customers. • Inability of paying Eskom account and maintaining the high mast lights in various wards due to none-payment customers • Skill retention strategy

Table 1: Employees in electricity unit information

Employees: Electricity Services					
Job Level task grades	2023/2024				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	2	2	2	0%
4 – 6	06	07	05	02	33%
7 – 9	02	0	0	0	0%
10 – 12	05	04	03	01	20%
13 – 15	01	0	0	0	0%
16 – 18	01	01	01	0 0	0%
Total	15	12	09	03	20%

Table 2: Capital expenditure on electricity services

Capital expenditure on electricity services.

Capital Expenditure Year 2023/2024: Electricity Services					
Capital Project	2023/2024				
	Original budget	Budget Adjustment	Actual Expenditure	Variance	Total Budget
Total All	R 14 4 00 000.0	0.00	R14 400 000	R0.00	
Electrification of Masakaneng Portion 69 (00 HH)	R 8 000 000.00	R7 845 579.18	R 7 845 579.18	R154 420.82	R8 000 000
Electrification of Vlakfontein (100) HH	R1000 000.00	R 854 823.92	R854 823 .92	R145 176.08	R 1 000 000
Electrification of Phomola/Kgaphamadi (100 HH)	R 2 000 000.00	R 2 596 459.70	R2 596 459.70	- R596 459.70	R2 000 000
Electrification of Motetema High View (100 HH)	R 2000 000.00	R 2 145 176.08	R 2 145 176.08	- R145 176.08	R2 000 000
Electrification of Phooko (100 HH)	R 1 400 000.00	R 957 961.12	R957 961.12	R442 038.88	R1 400 000

4.1 WASTE MANAGEMENT

Elias Motsoaledi Local Municipality renders weekly refuse removal using kerbside method for households in the following areas: Motetema, Hlogotlou, Groblersdal, Roossenekal (Town & RDP), Elandsdoring and Walter Sisulu. Business refuse removal is rendered two days or daily depending on the nature of the business. The department is also providing refuse removal services using the skip bins that are rented monthly to some businesses. Refuse removal service is outsourced to service provider. Municipality provides street cleaning and litter picking services in Groblersdal town daily (seven days a week). Litter picking in all villages is done using EPWP'S. Cleaning of illegal dumps is being done as when as it is required throughout the municipality. The municipality is providing refuse removal in rural villages using skip bins.

Table 5: The skip bins are distributed as per the table below.

Area	Number of containers	Ward
Taereng	1	5
Bloempoot	2	8
Thabakhubedu	1	12
Masakaneng	2	14
Mogaung	1	22
Luckau next to SASSA	1	24
Medupi crèche	1	25
Tafelkop next to Thabantsho community radio station	2	26
Tafelkop (Stadium)	1	27
Tafelkop: Boikano disability center	1	28
Motetema – Tafelkop road	1	31

Table 5.1: Skip bins placed in rural villages

Area	Number of containers	Ward
Tafelkop Mall	3	25
Mall @ Moutsiya	1	4
Philadelphia hospital	02 Self compressed container 02 Skip bins	6
Moutse Mall	3	11
Cashbuild Moutse	1	11
Game Centre	1	13
New Shoprite	2	13
Old Shoprite	1	13
Cashbuild Groblersdal	1	13

Area	Number of containers	Ward
BP Garage	1	13
Sasol garage	1	13
Highveld bottling	1	13
OK Food	1	13
JD group	1	13
Vleismark butchery	1	13
Puma Avant	1	13
Schoeman Boerdery	1	13
Groblersdal mall	4	13
Laerskool Julian Muller	1	13
Jojo Tank	1	13
Super spar – Groblersdal mall	2	13
Sizanani Supermarket	1	13
Look out Lodge	1	14

4.1.1 Waste disposal facilities.

The municipality have a total number of 3 landfill site of which two are operational and one non-operational) and one transfer station licensed.

4.1.2 WASTE DISPOSAL FACILITIES

The municipality have a total number of 3 landfill site of which two are operational and one non-operational) and one transfer station licensed.

Table 5.2:

Facility	Licenced	Status
Groblersdal landfill site	Yes	Operational
Roosenekal	Yes	Operational
Dennilton landfill site	Yes (closure)	Closed
Hlogotlou Waste tranfer station	Yes	Operational

Despite the closure license received for the Dennilton landfill site, the community members are still using the site to dispose the waste illegally. To address the challenge, the municipality has introduced refuse removal services in Elandsdoorn, Tambo square and Walter Sisulu RDP once per week, unfortunately due to financial constraints the municipality is unable to rehabilitate the site as required by the licence. The municipality has outsourced the operations and management of both (Roosenekal and Groblersdal) landfill sites to a private contractor.

4.1.3 RECYCLING AND AWARENESS CAMPAIGNS

Recovery of recyclable materials is done by private individuals and companies within the Municipal area. Due to limited resource the Municipality is unable to implement waste minimisation initiatives. Education and awareness on recycling is done frequently and when the needs arise. The municipality has conducted four education and awareness campaign during the year under review.

The table below indicates recycling firms that operate with Elias Motsoaledi Local Municipality

Name	Location	Material recycled
Silver ink Environmental solution	Groblersdal	Card box and Plastic
Carmelo investment	Bloempoort	Card box and Plastic
Pieterse Scrap Metals	Groblersdal	Steel
JH Metals	Groblersdal	Steel

Table 7: Employees for Solid Waste Management Services

Employees: Solid Waste Management Services					
Job Level task grades	2023/2024				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
4 – 6	11	58	11	47	81%
7 – 9	07	10	07	03	30%
10 – 12	01	03	01	02	67%
13 – 15	01	01	01	0	0%
19 – 20	01	01	01	0	0%
Total	22	73	22	51	71%

4.1.4 FREE BASIC SERVICES AND INDIGENT SUPPORT

EMLM has an indigent policy in place which outlines criteria for registering indigents. Free basic electricity is the only benefit that municipality provides to indigents households. The number of indigents registered in the financial year under review is 29911 and the average number of 7330 was configured by Eskom to receive monthly free basic electricity. Municipality provides free basic electricity to both Eskom- and municipal-licensed areas. Municipality budgeted R4 748 Million for free basic electricity and the actual expenditure thereof amounted to R5 211 Million. The source of funding for this service is equitable share and the budget provision is relatively low compared to equitable share component for this service.

Table 9: Financial Performance 2023/2024: Cost to Municipality of Free Basic Services Delivered.

Financial Performance 2023/2024 : Cost to Municipality of Free Basic Services Delivered				
R'000				
Services Delivered	2023/2024			
	Original Budget	Adjusted budget	Actuals	Variance to Budget
Electricity	R2,448	R4,748	R5,211	R0
Waste Management (Solid Waste)	R0	R0	R0	R0
Total	R2,448	R4,748	R5,211	R0

COMPONENT B: ROAD TRANSPORT

4.2 TRANSPORT OVERVIEW

EMLM has one mode of transport: which is road transport. Communities depend on buses, taxis and their own cars for transportation. There are two bus companies within the municipality, namely Great North Transport and PUTCO. Great North Buses provide services locally in all 31 wards and PUTCO Buses provide services from Groblersdal and Moutse area to City of Tshwane on daily basis. PUTCO service in Groblersdal is available only in the morning and afternoon as compared to Moutse area where the service to City of Tshwane is available the whole day. Most community members rely on buses as the cheapest mode of transport, and few utilise taxis and their own cars as mode of transport. Buses are available in all 31 wards to commute people to their destination. Most community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only.

4.2.1 PERFORMANCE ON ROADS

Municipality has a backlog of 1253.86km of gravel roads. For the year under review only five (05) road projects (Kgobokwane/Kgaphamadi, Malaeneng A Ntwane, Mokomung, Maraganeng (01) Groblersdal Landfill project) were constructed utilising MIG grant. At the end of the financial year, the five roads projects were incomplete and still under construction stage as they are multi-year projects. The total MIG allocation budget was R60 985 000.00 and it was spent 100%.

Municipality has re-gravelling road programme in place to gravel roads in all wards. Roads and Storm water are key Municipal functions. Most roads within the Municipality are in a state of decay, with provincial roads in dire need for resealing and surfacing. Gravel roads are also a challenge as most are inaccessible due to lack of storm water controls. Municipality extended the maintenance teams to accelerate its services to every ward through satellite offices. The long-term strategy of the Municipality is to surface roads within municipal area even though municipality relies on Grants for roads projects. To improve accessibility to villages, 65km of internal roads were re-gravelled.

Table 10: Gravelled and asphalted roads

Gravel Road Infrastructure				
	Total roads	gravel roads	New gravel roads constructed	Kilometres Gravel roads upgraded to asphalt surfaced roads / Gravel roads graded /maintained
2021/2022	1253.85km		0km	365km (Regravelled) 892km (Bladed)
2022/2023	1240.15km		0km	184km (Bladed)
2023/2024	1305.15km		0km	65km regravelled

Table 11: Asphalted Road Infrastructure

Asphalted Road Infrastructure				
	Total roads (backlog)	New asphalt / surfaced roads	Existing asphalt roads re-surfaced	Kilometres Asphalt roads maintained
2021/2022	1253.85	1.78km	7.6km	45km
2022/2023	1252.07	10.85km	0km	33km
2023/2024	1252.07	0km	0km	65km

Table 12: Roads and stormwater services employees

Employees: Roads and storm water services					
Job Level task grade	2023/2024				
	Employees	posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
4 – 6	68	84	64	20	23%
7 – 9	01	06	06	0	0%
10 - 12	0	02	01	01	50%
13 - 15	02	02	01	01	50%
Total	71	94	72	22	23%

Table 13: Development of municipal roads

Development of municipal roads as required	new surfaced roads developed	km of municipal roads developed
2021/2022	1.78km	180.94km
2022/2023	16.4km	208.19km
2023/2024	0km km	0km

Table 14: Capital Expenditure for road services

Capital Expenditure 2023/2024: Road Services					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Source of funding
Upgrading of Kgobokwane/Kgaphama di Access Road and Stormwater Control (4.5km)	R 55 000 000.00	R14 560 246.77	R14 560 246.77	26.48%	MIG
Upgrading of Malaeneng A Ntwane Access Road and Stormwater Control (3.5km)	R29 750 000.00	R11 015 832.71	R11 015 832.71	37%	MIG
Upgrading of Mokumong Access Road to Marateng Taxi Rank (5.2km)	R44 200 000.00	R18 885 165.00	R18 885 165.00	42.72%	MIG
Upgrading of Maraganeng Internal Access Road (3.2km)	R27 200 000.00	R8 412 960.47	R8 412 960.47	31%	MIG
Refurbishment of Groblersdal Existing Landfill	R33 000 000.00	R8 110 794.00	R8 110 794.00	25%	MIG

Table 15: Municipal infrastructure grant expenditure

Municipal Infrastructure Grant (MIG)* Expenditure 2023/2024 on Service backlogs R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
Infrastructure - Road transport						
<i>Roads, Pavements & Bridges</i>	R60 984 921.82	R60 984 921.82	R60 984 921.82	0.00	0.00	Prioritize residential infrastructure for roads and sports facilities
<i>Storm water</i>	R0	R0	R0	R0	R0	
Infrastructure - Electricity	R14 400 000.00	R0	R14 400 000.00	0.00	0.00	Prioritize residential infrastructure for electricity
<i>Generation</i>	R0	R0	R0	R0	R0	
<i>Street Lighting</i>	R0	R0	R0	R0	R0	
Infrastructure - Other						
<i>Transportation</i>	R0	R0	R0	R0	R0	
<i>Gas</i>	R0	R0	R0	R0	R0	
Other Specify:						
<i>Sports - Outdoor</i>	R0	R0	R0	R0	R0	
<i>Street Parking</i>	R0	R0	R0	R0	R0	
<i>Waste Management</i>	R0	R0	R0	R0	R0	

COMPONENT C: PLANNING AND DEVELOPMENT

4.3 Departmental Overview

The core functions of Development Planning department are as follows.

- Spatial Planning and Land Use Management,
- Upholding building regulations to promote uniform standards in terms of building of structures as per the provision of National Building Regulations and Building Standards Act (103:1977).
- Property Management
- Promoting Local Economic Development

- Land Use Management and Applications

The Municipality had developed policies, by laws and related regulations geared towards soothing the process of adjudicating over such application. The latter serves as legislative reference to the Municipality, public and anyone with legitimate interest on whatever matter as and when there is a need for enforcement. The land use management tools are named as follows:

- Elias Motsoaledi Local Municipality Spatial Planning and Land Use Management By Law (2016).
- Elias Motsoaledi Local Municipality Land Use Scheme (2021).

The total number of land use and land development applications received and processed within a period of 90 days in twelve (12) months are nineteen (19). A total revenue of eighty-seven thousands nine hundred and sixty two and seventy eight cents (R87 962.78) were generated out of the submitted and processed applications. Those applications as tabulated below were for various uses such as rezoning, subdivisions, consolidations, removal of restrictive conditions, township establishments, consent uses, way-leave services etc. The latter applications were respectively processed by the relevant authority in terms of categorization enshrined in Spatial Planning and Land Use Management Act (SPLUMA), Act no 16 of 2013 read together with EMLM SPLUMA Bylaw, 2016.

Table 16: The processed Land Use Applications

Type of Application	Property Description	Application Fee	Status
Proposed Consent Use.	Erf 852 and 987 Groblersdal	R3 806.05	Approved
Proposed Consent Use.	Portion 128 of Erf 766 Groblersdal	R3 806.05	Approved
Proposed consolidation and consent use	Erf 3184 Groblersdal	R7298.09	Approved
Proposed Consent Use	Erf 384 Groblersdal	R3 806.05	Approved
Proposed consent use	Mapochsgronde 813 js	R3 806.05	Approved
Proposed Consent Use application.	Erf 771 Groblersdal	R3 806.05	Approved
Proposed Rezoning.	Erf 135 Groblersdal	R5 590,40	Pending (outstanding documents).

Type of Application	Property Description	Application Fee	Status
Proposed Subdivison	Portion 69 Klipbank 26js	R3 492,04	Approved.
Rezoning and Removal Restrictive Conditions.	Portion 1 of Erf 323 Groblersdal	R10 788,48	Outstanding documents.
Removal of Restrictive Condition and Rezoning.	Erf 86 Roosenekal.	R10 788.48	Pending - outstanding documents.
Subdivision.	Remainder of Erf 44	R3 492,04	Approved.
Rezoning.	Erf 1802 Groblersdal Extension 43.	R5 590.40	Currently working on the report to tribunal for adjudication.
Exemption.	Portion 851,852, 853, 854 Loskop Noord 12js.	R3 492.02	Approved.
Registration of a servitude.	Various Farm Portions in Waterkloof, Rietfontein, Kwarrielaagte and Loskop suid.	R00 (exempted)	Approved.
Removal of restrictive condition and Rezoning.	Remainder of Erf 324 Groblersdal	R10 788.48	Pending-outstanding documents.
Consent Use	Portion 438 Loskopsuid js	R3 806.05	Pending-outstanding documents.
Consent Use	Portion 7 of farm Lukau 127js	R 3 806.05	Pending-outstanding documents.
Subdivision	Remainder of Mapochsgronde 711js	R00 (exempted)	Approved.
Subdivision and Rezoning	Erf 677 Motetema	R00 (exempted)	Pending.

The Municipality lodged an application for funding with the Limpopo Department of Cooperative Governance, Huma Settlement and Traditional Affairs to install engineering services and Masakaneng (Portion 13 of farm Klipbank 26 JS) and Groblersdal extension 45 respectively. Coghsta assigned funds towards bulk upgrade of the whole Groblersdal town so that it caters new developments as mentioned above. Nine hundred (900) sites at Masakaneng and one thousand, one hundred and forty-four sites at Groblersdal extension 52 currently being reticulated in terms of water and sewer.

The Municipality went ahead with the process of enrolling an township establishment at Game Farm (Portion 39 of farm Klipbank 26 JS) and the extension of the existing Groblersdal industrial area. The two (2) townships were approved by the Limpopo Surveyor Generals Office as Groblersdal extension 45 and 52 respectively. Development Planning and Local Economic Development Department is the custodian of land use and land development management, the implementation of Spatial Planning and Land Use Management Act (SPLUMA) (16 :2016) is at the core of the departmental functions. In supporting the traditional authorities on proper planning for human settlements, the municipality has lately finalised the process of demarcating two hundred (250) sites for the Bakwena Traditional Authority at (Tafelkop Village) and Matlala Lehwelere Traditional Authority (Ga Matlala Village) respectively.

The latter exercise is done as per the lodged request with the Municipality by the Traditional Authority that is in need or where the Local Authority did its own due diligence and arrived at a conclusion that such a basic need is required by the relevant Traditional Authority for human settlement. These undertakings sought to create and foster a sustainable and uniform application of land development principles as enshrined in the SPLUM Act (i.e. land use management principles as applicable in previously disadvantaged areas will therefore be applicable in our previously disadvantaged area, namely, townships and village areas. Through introduction of sustainable human settlements, the relevant tiers of government will then find it easy to implement supporting infrastructure in a form of water, sewer, electricity, roads, storm water etc. Presumably, the above arrangement will result in cheaper and swift installation of engineering services (i.e. water, sewer, electricity, storm water and internal roads) and solid waste.

National Building Regulations and Building Standards By Law.

The above said legislation is geared towards regulating building and related activities within the Municipal area. Only seventy-four (74) building plans were adjudicated on by the Local Authority in the whole year of finances. This is inclusive of building plans applications, relaxations and site development plans inclusive of contravention/punitive fee issued against perpetual transgressors.

The Elias Motsoaledi Local Municipality Hawkers by Law (2021).

The Elias Mostoaledi Local Municipality Hawkers By Law (2022) was conceived and approved by Council and has been gazetted.

The Elias Motsoaledi Local Municipality Business Licensing By-Law (2022).

All the above By-law will enable Municipality amongst others to manage matters incidental to the by laws in question. Municipality further subdivided stands in Roossenekal town into smaller manageable stands. To date, the subdivision diagrams were approved by the office of the Surveyor General. The market value of this properties was also ascertained through the aid of the Municipal property valuer. The Department of Cooperative Governance, Human Settlement and Traditional Affairs (Limpopo) has appointed service providers to design and install engineering services at Masakanang and Roossenekaal respectively. Nine hundred (900) Masakanang households will be catered for and only two hundred (200) will be covered for Roossenekal.

Challenges in a form of land invasion, land use conflict etc are still prevalent and seek proactive intervention of Municipality so that they can be neutralised.

3.14.1 Building Control

Building Control is a statutory function assigned to local authorities in terms of the Constitution. The National Building Regulations and Building Standards Act (Act 103 of 1977) also assigns duties to local authorities, the most important of which are the approval of building plans applications, enforcement of the regulations and the issuing of certificates of occupancy.

The National Building Regulations and Building Standards Act No. 103 of 1977 makes provision for the promotion of uniformity in the law relating to the erection of buildings in the areas of local authorities; for prescribing building standards, and for matters connected therewith.

The building control give effects to the provisions of the act by fulfilling its functions by controlling and regulating the following building activities:

- Erection of new buildings
- Alterations/extensions/conversions of existing buildings
- Demolition of existing/structures

In addition, the other services by building control division include the following:

- Building plan approval
- Minor works permit approval (for work such as swimming pools, small 'Wendy' houses etc)
- Temporary structure permits
- Demolishing permits
- Building inspection during the construction period
- Issuing of occupancy certificates
- General enforcement of building regulations
- Investigations and resolving building complaints, contraventions, and illegal building work.
- Maintaining statistics on building construction activity.

Challenges

- Land invasion, unlawful demarcation of sites and selling of stands on municipal and state owned land
- Mushrooming of informal settlements,
- Poorly managed state owned properties i.e. houses that are owned by the Department of Public Works in Groblersdal.
- Land Use Conflict/Contravention of the Groblersdal Town Planning Scheme (2006).
- Human Capital.

Opportunities

- Agriculture potential
- Groblersdal - a provincial growth point, it is also host to strategic roads, i.e. the R25, N11 that provide accessibility to major urban centres.
- Availability of municipal land for development

3.14 Local Economic Development.

Elias Motsoaledi Local Municipality supports participative strategies for local economic development in its area of jurisdiction, with the aim of promoting economic growth geared to local conditions and resources, creating income and employment opportunities for all segments of the population, and enhancing good governance at local level.

The municipality is operating in a market economy wherein the engines of economic development are primarily in the hands of private businesses that create wealth and jobs however the private sector cannot succeed without favourable business conditions in which to thrive and grow. The municipality is currently working hand in glove with other public sector institutions in helping to establish and maintain those favourable business conditions so that companies that operate within municipal jurisdiction can compete successfully and fairly with companies outside municipal borders or jurisdiction.

Given the above conditions and the roles that the municipality has played in pursuit of local economic development in 2023/2024 financial year are amongst others; that the municipality in collaboration with Department of Public Works. For the year under review three hundred and fifty two thousands (352) jobs were through EPWP and one thousand ninety nine (1099) jobs created through CWP. The appointed personnel are mainly responsible for waste management at public facilities/infrastructure in the form of roads reserves, graveyards, community halls, schools, taxi ranks, streets and etc.

In striving to capacitate the SMMEs and cooperatives within the municipality, twelve (12) networking events were organised by the Municipality. These sessions provided a platform to disseminate business information to SMMEs, networking, sharing experiences, mentoring and etc. The training and workshops focused on basic business management approaches. In addition, the municipality has issued formal business trading licences and informal business trading permits since the municipality mandated to register businesses in terms of Limpopo Business Registration Act of 2003. In addition to capacity building for small businesses, the municipality is currently developing sector specific strategic plans in agriculture, tourism and mining with an endeavour to unlock opportunities, challenges and hidden gems within the sectors.

In terms of investments, SANRAL and other state entities has invested over five hundred million rand (R500 million) on road infrastructure projects which focus mainly on road maintenance and construction. SANRAL is currently working on Roads R573 commonly known as Moloto road, N11, R574 and R555. These roads passes through the length and breadth of municipal jurisdiction. These projects have created a substantial work opportunity to the unemployed people in particular the youth, also created business opportunities to SMMEs within the municipality and broader investment opportunities to other sectors such as agriculture, tourism and mining.

Table 18: Jobs created through CWP.

Job creation through CWP*		
Year	No. of Wards	Participants
2022/2023	31	1104
2023/2024	31	1099
Community Works Programme		

Table 19: Jobs created through EPWP.

Job creation through EPWP* Projects		
Year	EPWP Projects	Jobs created through EPWP Projects
	No	No
2022/2023	1	264
2023/2024	4	352
* - Extended Public Works Programme		

Table 20: Employees for Local Economic Development

Employees: Local Economic Development				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 – 6	1	1	0	0%
7 – 9	1	1	0	0%
10 – 12	1	1	0	0%
13 – 15	1	1	0	0%
19 – 20	0	0	0	0%
Total	4	4	0	0%

Table 17: Employees for Planning Services.

Job Level	2023/2024			
	Posts (No)	Employees (No)	Vacancies fulltime equivalents (No)	Vacancies (% of total posts)
7 – 9	2	1	1	50%
10 – 12	2	1	1	50%
13 – 15	2	1	1	50%
16 – 18	1	1	0	0%
Total	7	4	3	43%

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.15 Overview

3.17.1 LIBRARIES

The main purpose is to provide resources and services in a variety of media to meet the needs of individuals and to reduce the level of illiteracy. The libraries focus is to increase the number of new library membership, access to free computer and internet service. Elias Motsoaledi Local Municipality operates library services in Groblersdal, Roosenekal and Sephaku.

The table below indicate stastical library report.

Library activities	2021/2022	2022/2023	2023/2024
Number of people accessing our libraries	8707	12949	16140
Information services & Internal use	8412	27771	27117
Number of books circulated	5827	5701	7229
Number of people utilizing free computer and internet services	3108	7438	15783

Table 21: Employees for libraries

Job Level task grades	2022/2023			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 - 6	2	2	0	0
7 - 9	0	0	0	0%
10 - 12	2	2	0	0%
16 - 18	0	0	0	0
Total	04	04	0	0%

3.17.2 CEMETERIES

The municipality has a total number of 84 cemeteries and only 04 are well maintained which are: Groblersdal, Roosenekaal, Motetema and Hlogotlou. Cemeteries in rural areas are without fencing and ablution facilities. The municipality is responsible for cleaning and cutting grass in cemeteries as and when the service is required. There is a grave digging service in Groblersdal cemeteries only and in other wards, grave digging is done by community members. Elias Motsolaedi Local Municipality has appointed service provider for fencing of Ntwane cemeteries, due to financial constraints the project will be implemented as a multi-year project.

3.17.3 SAFETY AND SECURITY

3.17.3.1 Traffic

The Municipality provides public safety services through effective and informed Law-enforcement of the National Road Traffic Act, National Land Transport Act, National Land Transport Transition Act and the Municipal By-Laws. Other services provided also include but are not limited to escorts and point duties that promote the free flow of traffic at accidents and events or marches. The Traffic Division also aims at having a well-informed and educated public by working together with the Limpopo Department of Transport (Road Safety division) in their Educational and Road Safety programs. The purpose of safety and security unit is to ensure that vehicle and pedestrian traffic are controlled effectively (24) twenty-four hours a day (365) three hundred and sixty-five days a year. Municipality works jointly with Limpopo Provincial Department of Transport and the SAPS to reduce accidents during the festive seasons that include the Easter - and Christmas holidays.

Table 23: Law Enforcement statistics

Description	2022/2023	VALUE	2023/2024	VALUE
Total Section 56 issued	4143	R 6 284 250.00	2 402	R 3 925 150.00
Total Section 341 issued	2	R 550.00	7	R 4 250.00

Description	2022/2023	VALUE	2023/2024	VALUE
Total Camera fines printed	128 778	R 108 806 050.00	104 104	R 88 937 750.00
Total Section 56 paid	483	R 641 200.00	364	R 269 300.00
Total Section 341 paid	2	R 550.00	4	R 1 800.00
Total Camera fines paid	4 334	R 3 514 800.00	11 927	R 7 344 090.00
Total Section 56 withdrawn	1 204	R 1 700 500.00	718	R 1 054 550.00
Total Section 341 withdrawn	0	0	0	0
Total Camera fines closed	290	R 254 750.00	2 630	R 2 496 910.00
Warrants	1 100	R 1 798 750.00	1 155	R 2 078 250.00
Total Section 56 outstanding	1 356	R 2 143 800.00	2 456	R 3 942 550.00
Total Camera fines outstanding	124 154	R 105 036 500.00	91 807	R 81 593 660.00
Total Section 341 outstanding	0	0	3	R 2 450.00

3.17.3.2 Licensing

Elias Motsoaledi Local Municipality is a registered Registration Authority with a Grade A Driving License Testing Facility and a non-functioning Grade A Vehicle Testing Facility. The Licensing Division is a core revenue generating part of the municipality with a well-developed organizational structure to ensure uninterrupted, effective and efficient service to the public. The municipality uses electronic Learners License. The electronic learners' license is the corrective measure implemented to curb corruption in the DLTC. The system is user-friendly and 100% fair and has been found to eliminate fraud and corruption in the Learners License tests.

Table 24: Learners licence information

Description	2022/2023	2023/2024
Number of Leaners licence failed	404	339
Number of Leaners licence passed		301
Number of leaners absent		09
Total number of applications received		649

The table below provides the Learner and Driving License statistics for the past three financial years:

Table 25: Driver's license information

Description	2022/2023	2023/2024
number of drivers licence passed	2677	2242
number of drivers licence failed	364	193
number of drivers licence application received	3041	2599
Total number of driver's absent		164

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.18 EXECUTIVE AND COUNCIL

The executive committee is the principal committee of the council which receives reports from the other committees of the council, and which must forward these reports together with its recommendations to the council when it cannot dispose of the matter in terms of its delegated powers. The executive committee must identify the needs of the municipality, review and evaluate those needs in order of priority. The committee recommends to municipal council strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure, considering any applicable national and provincial development plans.

The municipality comprises three service delivery priorities as follows: Roads, Waste management and Electricity. The municipality has 1765 kilometers of roads. For the year under review, five (5) roads were constructed from gravel to tar and four (04) roads were completed by the end of financial year and one (1) road project was still in progress. Due to the vastness and rural nature of the municipality, priority is given to roads functions to ensure that internal roads are maintained for accessibility to community members.

3.19 HUMAN RESOURCE SERVICE

Municipality has 347 total number of permanent employees. The department is responsible for the following services: Organisational development, Occupational health and safety services, training and development, labour relations, Benefits and administration, payroll. It is responsible for recruitment processes, benefits and leave administration, disciplinary procedures, skills and capacity development, pay roll, employee health and wellness, and labour relations issues.

3.20 INFORMATION TECHNOLOGY

EMLM has ICT unit in place with the total number of 04 officials and most of the services are outsourced. ICT unit is responsible for running daily, weekly, monthly data and backups. It ensures that municipal website is always functional and provides user support. There is a helpdesk where all ICT related queries are forwarded through emails and Technicians will respond to those queries in sufficient time. ICT unit ensures that network is always available to all municipal applications such as Munsoft, emails, internet, payroll system and leave system for efficient and effective service delivery.

Table 26: Employees for ICT unit

Employees: ICT Services (how many employees on the listed task grades and vacancies)				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0
10 - 12	4	3	1	25%
13 - 15	1	1	0	0%
19 - 20	0	0	0	0
Total	5	4	1	25%

Table 27: Capital expenditure for ICT unit

Capital Expenditure 2021/2022: ICT Services					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Computer Equipment	R 700 000	R 1 823 134	R 1 143 639	0	R 1 143 639

COMPONENT J: PERFORMANCE REPORT (INSTITUTIONAL SCORECARD)

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

STRATEGIC OBJECTIVES: To promote integrated human settlements

Program me	Key performan ce indicator	Original Budget 2023/24	Adjust ed budget 2023/2024	Expe nditur e	Audite d Baseli ne 2022/23	Annual target	Actual performa nce	Varian ces	Reason for variance	Measure s to improve perform ance / Remedial action	Evidenc e	Achieve d / Not achieved	Respo nsibilit y
Land use managem ent	Number of sites to be Demarcated at Dikgalaope ng	R750 000	R750 000	R745 000	New	200 approved Demarcated sites application at Dikgalaope ng by 30 June 2024	0 approved demarcate d sites Application n. Application n Packaged and completed	200	Delayed on the initial stage but was resolved	Develop ment & Impleme ntation of Continge ncy Plan towards Expeditio n of the Project.	Approve d demarcat ion applicati on	not achieved	Develo pment plannin g
	Number of sites boundary identificatio n at Groblersdal extension	R500 000	R425 000	R420 000	New	100 Sites boundary identificatio n at Groblersdal extension	100 Sites boundary identificati on at Groblersd	none	none	none	Completi on certificat e	achieved	Develo pment plannin g

Program me	Key performan ce indicator	Original Budget 2023/24	Adjust ed budget 2023/2024	Expe nditur e	Audite d Baseli ne 2022/23	Annual target	Actual performa nce	Varian ces	Reason for variance	Measure s to improve perform ance / Remedia l action	Evidenc e	Achieve d / Not achieve d	Respo nsibilit y
Site boundarie s	45 (Game Farm)					45 by 30 June 2024	al extension						
Site boundarie s	Number of sites boundary identificatio n at Groblersdal Extension 52 (Industrial)	R350 000	R275 000	R273 000	New	50 sites boundary identificatio n at Groblersdal Extension 52 by 30 June 2024	75 sites boundary identificati on at Groblersdal Extension 52	25	land surveyor used a block approach	Methodol ogy used was more cost effective	Completi on certificat e	achieved	Develo pment plannin g
General plan	Number of Amendment general plan to be developed for Rooseneka al extension 2	R676 549	R676 549	R670 000	New	1 amended general plan developed for Rooseneka al Extension 2 by 30 June 2024	1 amended general plan developed for Roosenek aal Extension 2	none	none	none	General plan	achieved	Develo pment plannin g

Program me	Key performan ce indicator	Original Budget 2023/24	Adjust ed budget 2023/2024	Expe nditur e	Audite d Baseli ne 2022/23	Annual target	Actual performa nce	Varian ces	Reason for variance	Measure s to improve perform ance / Remedia l action	Evidenc e	Achieve d / Not achieve d	Respo nsibilit y
Complianc e with National building regulation s	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6 (c) and 17 (b) of National Building Standards Act	n/a	n/a	n/a	100%	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6 (c) and 17 (b) of National Building Standards Act by 30 June 2024	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6 (c) and 17 (b) of National Building Standards Act	none	none	none	Inspectio n report and register	achieved	Develo pment plannin g

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Employment equity	Number of Employment Equity Plan reviewed	n/a	n/a	n/a	1	1 Employment Equity Plan reviewed by 30 June 2024	1 Employment Equity Plan reviewed	none	none	none	Reviewed Employment Equity Plan and Council resolution	achieved	Corporate services
Employment equity	% reviewal of Employment Equity Committee	n/a	n/a	n/a	New	100% Reviewal of employment equity committee by 30 June 2024	100% Reviewal of employment equity committee reviewed	none	none	none	Signed appointment letters by MM	achieved	Corporate services

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Employment equity	Number of employment equity report submitted to DOL by 15 January 2024	n/a	n/a	n/a	1	1 employment equity report submitted to DOL by 15 January 2024	1 employment equity report submitted to DOL	none	none	none	Acknowledgement letter from DOL	achieved	Corporate services
OHS	Submission of return of earnings (ROE)	OPEX	OPEX	OPEX	New	100% submission of return of earnings	100% submission of return of earnings	none	none	none	Letter of good standing	achieved	Corporate services
ICT	Turnaround time in placing documents and information on the municipal website	0	0	0	5 working days	Maximum of 5 (five) working days from the date submitted to ICT by 30 June 2024	Maximum of 5 (five) working days from the date submitted to ICT	None	None	None	Website Register	achieved	Corporate services

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Performance management	% of KPIs and projects attaining organisational targets (total organisation)	n/a	n/a	n/a	80%	100% of KPI and Projects Attaining Organisational Target (total organisation) by 30 June 2024	78% of KPI and Projects Attaining Organisational Target (total organisation)	22%	17 of 77 KPI's were not achieved *Budget constraints *Low revenue collection *Delays in appointing service	to request more budget *To utilise debt collectors *To do forward planning by appointing contractors prior to the beginning of the financial year	performance Report	Not achieved	Municipal manager

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
									provide rs *slow construction progress due to wetland	*Provision for sub-soil drain			
Performance Management	Number Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	n/a	n/a	1	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	none	none	none	Approved SDBIP	achieved	Municipal manager

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
municipal infrastructure grants (MIG)	number of MIG reports submitted to CoGHSTA	n/a	n/a	R60 985 000	12	12 MIG reports submitted to CoGHSTA by 30 June 2024	12 MIG reports submitted to CoGHSTA	None	None	None	Proof of submission to COGHSTA	achieved	Infrastructure
Integrated National Energy Plan (INEP)	Number of INEP reports submitted to Department of Energy	n/a	n/a	R14 400 000	12	12 INEP reports submitted to department of energy by 30 June 2024	12 INEP reports submitted to department of energy	None	None	None	Proof of submission to DOE	achieved	Infrastructure

KPA: 3 LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
EPWP	Number of work opportunities created through public employment programme (EPWP) (GKPI)	EPWP grant	EPWP grant	EPWP grant	264	120 job opportunities provided through EPWP grant by 30 September 2023 (GKPI)	120 job opportunities created through EPWP grant	None	None	None	List of appointees	achieved	Development planning

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
CWP	Number of work opportunities created through public employment programme (CWP) (GKPI)	CWP grant	CWP grant	CWP grant	New	1100 jobs opportunities provided through CWP grant by 30 September 2023 (GKPI)	1099 job opportunities provided through CWP grant	1	allocated budget exhausted	to request additional budget in the next financial year to align with the given target	List of appointees	Not achieved	Development planning
Businesses	Number of formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003	n/a	n/a	n/a	74	12 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 30 June 2024	190 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003	178	Incorrect target	The target correctly going forward	Formal business licence Audit reports	achieved	Development planning

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Businesses	Number of SMME's and Co-operatives capacity building workshops/training held (LED training)	R52 654	R52 654	R52 654	17	12 SMME's and Co-operatives capacity building workshops / Training held by 30 June 2024 [LED Training]	12 SMME's and Co-operative s capacity building workshops / Training held [LED Training]	none	none	none	Training / workshop report and attendance registers	achieved	Development planning

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	MIG/ INEP/ EMLM	281	295 job opportunities created through infrastructure projects by 30 June 2024 (GKPI)	232 job opportunities created through infrastructure projects by 30 June 2024 (GKPI)	63	Delay on appointment of contractors on Electricity projects (Electrification of Phooko and Electrification of Maguku bjane)	To do forward planning	List of appointees	Not achieved	Infrastructure

KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives: To provide for basic services delivery and sustainable infrastructural development.

Program me	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual performance	Variances	Reason for variance	Measures to improve performance/ Remedial action	Evidence	Achieved / Not achieved	Responsibility
Waste management	waste removal in Groblersdal Hlogotlou Roosenekaal Motetema	R11 112 860	R12 874 107.75	R8 841 532,52	waste removal in Groblersdal x96 Hlogotlou x96 Roosenekaal x96 48x Motetema by June 2024	waste removal in Groblersdal x102 Hlogotlou x103 Roosenekaal x104 Motetema x 52	waste removal in Groblersdal x 6 Hlogotlou x 7 Roosenekaal x8 Motetema x 4		The calculations were based on number of weeks	To calculate the actual number of calendar days	*Waste removal reports *Copy of Logbook	achieved	Community service
Education and Libraries	Number of initiatives held to promote	n/a	n/a	n/a	4	4 initiatives held to promote library	4 initiatives held to promote	None	None	None	Library reports and Attendance	achieved	Community

Program me	Key performan ce indicator	Original Budget 2023/24	Adjust ed budget 2023/2024	Expe nditur e	Audite d Baseli ne 2022/23	Annual target	Actual performan ce	Varian ces	Reason for variance	Measures to improve performan ce/ Remedial action	Evidenc e	Achieve d / Not achieve d	Respo nsibili ty
	library facilities					facilities by 30 June 2024	library facilities				nce register		servic e
Disaster managem ent	Number of disaster awareness campaigns conducted.	OPEX	OPEX	n/a	2	2 disaster awareness campaigns conducted by 30 June 2024	2 disaster awareness campaigns conducted	None	None	None	Disaster reports and Attendance register	achieve d	Comm unity servic e
Disaster managem ent	Turnaround time of attending disaster cases reported	OPEX	OPEX	n/a	New	48 hours turnaround time of attending disaster cases reported by 30 June 2024	48 hours turnaround time of attending disaster cases reported	None	None	None	Comple ted assessm ent form	achieve d	Comm unity servic e
Indigents	% of registered indigents who receives free basic electricity (GKPI)	3 092 960	R4 748 007.61	R5 755 900	6%	10% of registered indigents who receives free basic electricity by	20% of registered indigents who receives free basic	10%	High configura tion rate on the side of Eskom	Set target that realistic relative to comparative actual performan ce	indigent register and Eskom beneficiary list	achieve d	Budge t and treasur y

Program me	Key performan ce indicator	Original Budget 2023/24	Adjust ed budget 2023/2024	Expe nditur e	Audite d Baseli ne 2022/23	Annual target	Actual performan ce	Varian ces	Reason for variance	Measures to improve performan ce/ Remedial action	Evidenc e	Achieve d / Not achieve d	Respo nsibili ty
						30 June 2024 (GKPI)	electricity (GKPI)						

KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives: To provide for basic services delivery and sustainable infrastructural

development

CAPITAL PROJECTS

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audit ed Baseli ne 2022/23	Annual target	Actual Performan ce	Varian ces	Reason for varianc e	Measure s to improve performan ce / Remedial action	Evidenc e	Achieve d / Not achieve d	Resp onsibili ty
13	Groblersdal landfill site	Installation of cells at Groblersdal landfill site	R0,00	R11 650 000,00	R8 110 794.75	Tender stage	Earthworks and commencement of cell construction by 30	Earthworks and commencement of cell construction	None	None	None	progress report on site on earthworks and commencement	achieved	Infrastructur e

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
							June 2024	completed				of cell construction		
13	Alternative energy solution	Installation of back-up storage capacity at main office	R0,00	R5 740 964,00	R5 740 964.00	Feasibility study done	installation of backup storage capacity at main office completed by 31 March 2024	installation of backup storage capacity at main office completed	None	None	None	close out report and completion certificate	achieved	Infrastructure
n/a	Air conditioners	% expenditure on Air conditioner	R200 000,00	R174 000,00	R0	50%	90% minimum expenditure on Air conditioners by 30 June 2024	0% minimum expenditure on Air conditioners	90%	No procurement of new air conditioners was requested	To improve planning	Expenditure report	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
21	Electrification of Phomola	number of stands reticulated with electrical infrastructure at Phomola	R2 000 000,00	R2 000 000,00	R2 596 450.70	New	100 stands reticulated with electrical infrastructure by 30 June 2024	100 stands reticulated with electrical infrastructure completed	None	None	None	Completion certificate	achieved	Infrastructure
23	Electrification of Vlakfontein	number of stands reticulated with electrical infrastructure at Vlakfontein	R1 000 000,00	R1 000 000,00	R854 823.92	New	50 Stands reticulated with electrical infrastructure by 30 June 2024	37 Stands reticulated with electrical infrastructure completed	13	Only 37 stands has structures and 13 were still empty stands	to do proper planning	Completion certificate	Not achieved	Infrastructure
9	Electrification of Phooko	Designs of voltage regulator bulk strengthening and household	R1 400 000,00	R1 400 000,00	R957 961.12	New	appointment of the contractor, site handover and site establishment by	Appointment of the contractor, site handover and site establishment	None	None	None	Appointment letter	achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
		s stands at Phooko					30 June 2024	ment completed						
14	Electrification of Masakane ng	Number of stands reticulated with electrical infrastructure at Masakane ng	R8 000 000,00	R6 600 000,00	R7 846 588.87	0	400 stands reticulated with electrical infrastructure by 30 June 2024	400 stands reticulated with electrical infrastructure at Masakan eng completed	None	None	None	Completion certificate	achieved	Infrastructure
31	Electrification of Motetema High view	Number of stands reticulated with electrical infrastructure at Motetema High view	R2 000 000,00	R2 000 000,00	R2 146 176.38	New	construction of MV and LV for 100 stands by 30 June 2024	100 stands reticulated with electrical infrastructure High view completed	100	service provider's commitment and hard work	None	Progress report on MV and LV construction	achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
25	Electrification of Makaepa	Number of stands reticulated with electrical infrastructure at Makaepa	R0,00	R1 400 000,00	R1 501 119.00	Contractor appointed	201 stands reticulated with electrical infrastructure at Makaepa by 31 March 2024	201 stands reticulated with electrical infrastructure at Makaepa completed	None	None	None	Completion certificate	achieved	Infrastructure
18	Electrification of Magukubane	Designs of stands to be reticulated with electrical infrastructure at Magukubane	R400 000,00	R244 295,00	R390 194 .07	New	Designs of 100 stands reticulated with electrical infrastructure at Magukubane by 30 June 2024	Designs of 100 stands reticulated with electrical infrastructure at Magukubane completed	None	None	None	Detailed designs	achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
29	Upgrading of Mokumong access road to Maratheng taxi rank	Construction of Mokumong access road to Maratheng taxi rank	R22 500 000,00	R16 500 000,00	R18 885 165.30	New	Construction of 1km Subbase and base layer by 30 June 2024	2,3 km of sub-base 0.99km base layer construction completed	1,3km sub-base	The project is a multi-year project. contractor is ahead of the schedule	None	Progress report on sub base and base layer	achieved	Infrastructure
8	Upgrading of Malaenen g A Ntwane Access Road	Construction of Malaenen g A Ntwane Access Road	R10 000 000,00	R11 000 000,00	R11 015 754.53	New	Construction of 1km Subbase and base layer by 30 June 2024	3,4km sub-base and 2,9km base layer construction completed	2,4km sub-base and 1,9km base layer	The project is a multi-year project. contractor is ahead of the schedule	None	Progress report on subbase and base layer	achieved	Infrastructure
16	Upgrading of Maragane	Construction of Maragane ng internal	R12 275 600,00	R8 254 600,00	R8 412 960.47	New	Construction of 1km Subbase	0 km Construction of	1km	contractor is behind	provision for subsoil	Progress report on sub base	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	ng internal Access Road	Access Road					and base layer by 30 June 2024	Subbase and base layer. Site establishment, box cutting, soil drainage, roadbed, culvert installation completed		scheduled due to wetland on site	drain has been made available and acceleration plan has been submitted	and base layer		
3	Upgrading of Kgobokwane Kgaphamadi Road	Construction of Kgobokwane Kgaphamadi Road	R20 580 400,00	R13 580 400,00	R14 560 246 .77	New	Construction of 1km Subbase and base layer by 30 June 2024	3,6km sub-base and 3,6km base layer construction completed	2,6km sub-base and 2,6km base layer	the total km of road is 5,4km and it's a multi year project	None	Progress report on subbase and base layer	achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
27	Upgrading of Tafelkop stadium access road	Construction of Tafelkop stadium access road	R0,00	R7 359 000,00	R7 723 807.39	Contractor appointed	Construction of 5,5km of road and bridge extension by 30 June 2024	0km Construction of road and bridge extension Site establishment, earthwork, roadbed, subbase and base layer completed	5,5km	Contractor is behind schedule due to inadequate resource	Contractor has the acceleration plan which indicate completion by 30th of July	Completion certificate	Not achieved	Infrastructure
4	Upgrading of Stompo Bus road	Designs for Upgrading of Stompo bus Road	R0,00	R695 652,00	R844 215.00	Engineers appointed	Completion of preliminary designs for Stompo Bus road by 31	preliminary designs for Stompo Bus road	None	None	None	preliminary design report	achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
							March 2024	completed						
15	Upgrading of Masoing Bus route	Designs for Upgrading of Masoing Bus route	R0,00	R734 100,00	R844 215.00	Engineers appointed	Completion of preliminary designs for Masoing Bus route by 31 March 2024	preliminary designs for Masoing Bus route completed	None	None	None	preliminary design report	achieved	Infrastructure
n/a	Machinery and equipment	% expenditure on machinery and equipment	R226 000,00	R376 000,00 (250 000 + 126000)	R115 050	100%	100% expenditure on machinery and equipment by 30 June 2024	91% (115 050/126 000 x100) expenditure on machinery and equipment	9%	procurement is done as per submitted requisition	To adhere to procurement plan	Expenditure report	Not achieved	Infrastructure

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
n/a	Professional industrial brush cutters	Number of industrial brush cutters to be procured	R100 000,00	R100 000,00	R96 753,23	new	3 Industrial brush cutters procured by 31 December 2023	7 Industrial brush cutters procured	4	The projected pricing was low and we bought more with budget available	To increase the number of annual target	delivery note / order	achieved	Community services
13	Fencing of Roosenekaal landfill site	Fencing of Roosenekaal landfill site	R1 000 000,00	R1 000 000,00	R999 350,00	New	Fencing of 400m of Roosenekaal landfill site with concrete palisade by 30 June 2024	Fencing of Roosenekaal landfill site with 400m concrete palisade completed	None	None	None	completion certificate	achieved	Community services

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
n/a	Computer Equipment (servers Laptops Desktops Switches Printers)	% expenditure on computer equipment (servers Laptops Desktops Switches Printers)	R700 000,00	R1 823 134 00 (1 152 000 + 671 134)	R1 143 639,13	99.31 %	90% minimum expenditure on computer equipment (Servers Laptops Desktops Switches printers) by 30 June 2024	99% (1 143 639.13/1 152 000 *100) minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers)	9%	There was a need to replace damage firewall	none	Expenditure report	achieved	Corporate services
n/a	Furniture and office equipment	% expenditure on furniture and office equipment	R300 000,00	R506 000,00 (206 000 + 300 000)	R299 659,80	New	90% minimum expenditure on furniture and office equipment by 31 December 2023	100% (299 659,80/300 000 & 100) minimum expenditure on furniture and office	10%	There was replacement of old furniture and office equipment	none	Expenditure report	achieved	Corporate services

Ward no	Project	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
								equipment						

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective: To improve sound and municipal financial management

Program	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not Achieved	Responsibility
Revenue	% outstanding consumer debtors on billed revenue (GKPI)	n/a	n/a	n/a	19%	15% outstanding service debtors to revenue by 30 June 2024	16% outstanding service debtors to revenue	1%	Poor revenue collection in townships	Handover all accounts in townships to debt collectors	Billing and payment report	Not achieved	Budget and treasury
Budget	Number of MTREF Budget submitted to	n/a	n/a	n/a	1	1 MTREF Budget submitted	1 MTREF Budget	none	None	None	Council resolution	achieved	Budget and

Program	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not Achieved	Responsibility
	Council 30 days before the start of the new financial year					to Council 30 days before the start of the new financial year (31 May 2024)	submitted to Council 30 days before the start of the new financial year						treasury
Financial management	Cost coverage ratio (GKPI)	n/a	n/a	n/a	0.4 months	1 to 3 months Cost coverage ratio by 30 June 2024	0,61 months Cost coverage ratio	0,39	Ineffective expenditure management coupled with low revenue collection	Enforce cost containment measures to the latter and utilise debt collectors effectively	Section 52 report	Not achieved	Budget and treasury
AFS	Number Audited Annual Financial Statements (AFS) ans	n/a	n/a	n/a	1	1 Audited Financial Statements (AFS) submitted	1 Audited Financial Statements (AFS) submitted to	none	None	None	Council resolution	achieved	Budget and treasury

Program	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not Achieved	Responsibility
	Audit report submitted to council					to council by 25 January 2024	council by 25 January 2024						
Assets management	Number of assets verifications conducted	n/a	n/a	n/a	1	1 assets verifications conducted by 30 June 2024	1 assets verifications conducted	none	None	None	Assets verification report	achieved	Budget and Treasury
SCM	Number of SCM deviation reports submitted to municipal manager (reduction of number deviations)	n/a	n/a	n/a	0	Maximum of 4 SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2024	0 SCM deviation reports submitted to municipal manager (reduction of number of deviations)	None	Adhering to supply chain policy and regulation	None	Signed deviation report	achieved	Budget and treasury

Program	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not Achieved	Responsibility
Expenditure	% spend of the Total Operational Budget excluding non-cash items	Opex	Opex	Opex	100.06 %	95% spend of the total operational budget excluding non-cash items by 30 June 2024	97% spend of the total operational budget excluding non-cash items	2%	Overachievement is FBE expenditure due to configuration by ESKOM on indigents which unexpectedly increased	none	Budget report	achieved	Municipal manager
Expenditure	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating	Opex	Opex	Opex	35.29%	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as %	30% Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total	none	none	none	Budget report	achieved	Municipal Manager

Program	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/24	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not Achieved	Responsibility
	Expenditure per quarter					of Total Operating Expenditure per quarter	Operating Expenditure per quarter						
Project Management	% spending on MIG funding	MIG	MIG	60 985 000	100%	100% spending on MIG funding by the 30 June 2024	100% spending on MIG funding	None	None	None	MIG monthly report	achieved	Infrastructure
Electricity	% spending on INEP funding	INEP	INEP	14 400 000	75%	100% spending on INEP funding by 30 June 2024	100% spending on INEP funding	None	None	None	INEP monthly report	achieved	Infrastructure

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
MPAC programme	Number of MPAC quarterly reports submitted to council	n/a	n/a	n/a	3	4 MPAC quarterly reports submitted to council by 30 June 2024	4 MPAC quarterly reports submitted to council	none	none	none	Council resolution	achieved	Corporate services
Mayoral Campaigns (event promotions)	Number of Mayoral outreach projects initiated	R735 681,00	R1 236 681,00	R1 344 747	1	2 Mayoral outreach programmes initiated by 30 June 2024	2 Mayoral outreach programmes initiated	none	none	none	Report and Attendance register	achieved	Corporate services
Speakers outreach (event promotions)	Number of Speakers outreach projects initiated	R1 934 055,00	R1 272 930,00	R1 312 416	1	2 Speaker's outreach program	2 Speaker's outreach	none	none	none	Outreach Reports and attendance	achieved	Corporate

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						mes initiated by 31 March 2024	programmes initiated by 31 March				nace register		service s
Ward committee	Number of ward committee reports submitted to council	n/a	n/a	n/a	2	4 ward committee reports submitted to council by 30 June 2024	3 ward committee reports submitted to council	1	Late submission of reports from wards	Apply strict measures on submissions	Council resolution	Not achieved	Corporate services
Ward committee	% of wards that have held at least one councillor convened community meeting	n/a	n/a	n/a	New	100% of wards that have held at least one councillor convened community	100% of wards that have held at least one councillor convened community	none	none	none	Ward reports and attendance register	achieved	Corporate services

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						ty meeting by 30 June 2024	ty meeting						
Bursaries	Number of External Mayoral Bursaries Awarded	Opex	Opex	Opex	new	30 External Mayoral Bursaries Awarded by 30 June 2024	19 External Mayoral Bursaries Awarded	11	NSFAS paid for approved applicants	Payments to be processed promptly after approval	Signed Approval letter	Not achieved	Corporate services
Communications	% Reviewal of communication strategy	n/a	n/a	n/a	100%	100% reviewal of communication strategy by 31 December 2023	100% reviewal of communication strategy	none	none	none	Council resolution	achieved	Corporate services
Council support	Number of Council portfolio committee	n/a	n/a	n/a	New	72 Council portfolio committee	54 Council portfolio committee	18	Transition from section 80 to section	Define clear roles and procedures	Minutes and attendance register	Not achieved	Corporate

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	meetings held					meetings by 30 June 2024	meetings		79 caused confusion as to how to operate	es for committees			services
Good Governance and oversight	Final audited (2022/2023) consolidated Annual Report submitted to Council	n/a	n/a	n/a	1	Final audited (2022-2023) consolidated Annual Report submitted to Council for approval by 31 January 2024	Final audited (2022-2023) consolidated Annual Report approved by council	none	none	none	Council resolution	achieved	Municipal manager
	Submission of 2022/2023 annual Oversight Report to council	n/a	n/a	n/a	1	2022/2023 annual Oversight Report submitted to Council	2022/2023 annual Oversight Report approved	none	none	none	Council resolution	achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						for approval by 31 March 2024	by council						
Audit	Obtain an Unqualified Auditor General opinion for the 2022/2023 financial year	n/a	n/a	n/a	Unqualified Audit Opinion	Obtain an unqualified Auditor General opinion for the 2022/2023 financial year by 30 November 2023	Unqualified Auditor General opinion for 2022/2023 financial year	none	none	none	AGSA Audit report	achieved	Municipal Manager
	% of Auditor General matters resolved as per the approved audit action plan by 30	n/a	n/a	n/a	76%	100% of Auditor General matters resolved as per the	91% of Auditor General matters resolved as per	9%	The Municipality has recurring findings over and above	Recurring findings to be addressed in the 2024-	AGSA Audit Action Plan	not achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
	June 2024 (Total organisation)					approved audit action plan by 30 June 2024 (Total organisation)	the approved audit action plan (Total organisation)		new findings and as a result the 100% target is not achieved.	2025 financial year			
Audit	% Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	n/a	n/a	56%	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	95% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	5%	The remaining findings have financial implications and due to financial constraint the Municipality is unable to address all findings raised in the affected period of review.	Budget provision to be made available in the budget adjustment and inputs for more budget to be submitted for the 2025/2026 financial year	Internal audit action plan	not achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
Audit	% Reduction of repeat audit findings (total organization)	n/a	n/a	n/a	New	100% Reduction of repeat audit findings by March 2024 (total organization)	25% Reduction repeat audit findings (total organization)	75%	There were additional recurring findings raised by AGSA in the budget and treasury section hence the regression on the reduction of the recurring findings.	Recurring findings to be addressed in the 2024-2025 financial year	AGSA audit action plan	not achieved	Municipal manager
Risk management	Number of security risk assessment conducted	n/a	n/a	n/a	4	4 security risk assessment conducted by 30	4 security risk assessment conducted	none	none	none	Security assessment report	achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						June 2024							
	Number of project risk assessments conducted	n/a	n/a	n/a	4	4 project risk assessments conducted by 30 June 2024	4 project risk assessments conducted	none	none	none	Project Risk assessment reports	achieved	Municipal manager
Declaration of financial interest	% of councillors who have declared their financial interest	n/a	n/a	n/a	New	100% of councillors who have declared their financial interest by 31 December 2023	84% (51/61x100) of councillors who have declared their	16%	Several attempts were made to collect the forms from councillors with no success.	the remaining councillors (10) to be reported to ethics committee.	Financial interest declaration register	not achieved	Municipal Manager

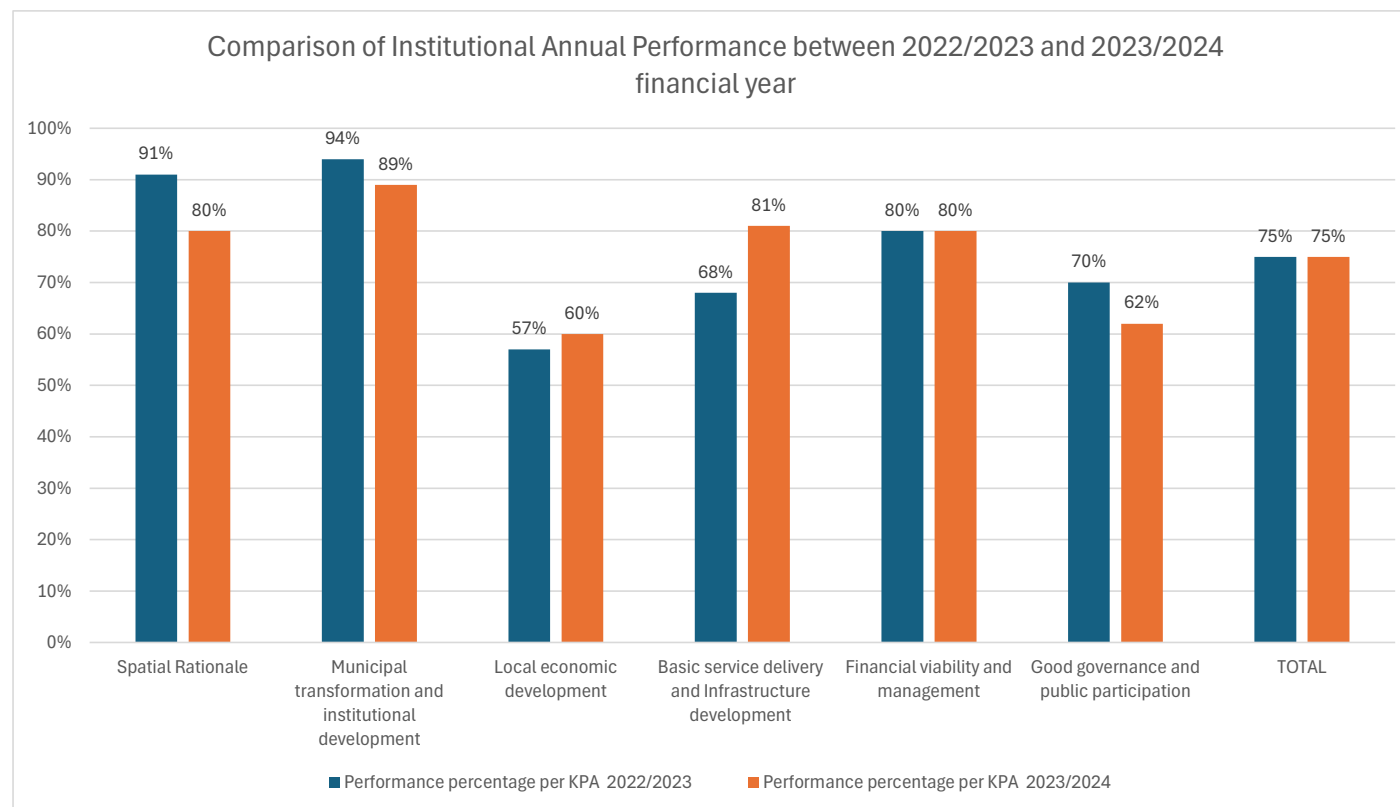
Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
							financial interest						
Declaration of financial interest	Number of administrative staff who have declared their financial interest	n/a	n/a	n/a	New	100 administrative staff declared their financial interest by 31 December 2023	100 administrative staff declared their financial interest	none	none	none	Financial interest declaration register	achieved	Municipal Manager
Risk Management	% execution of identified risk mitigation plans within prescribed timeframes per quarter (Total organisation)	n/a	n/a	n/a	94%	100% execution of identified risk mitigation plan within prescribed timeframes per quarter (total	93% execution of identified risk mitigation plan within prescribed timeframes per quarter	7%	09 risk from different departments were not addressed due to financial constraints	Risk mitigation plans are budgeted for implementation in the next financial year. Establish of	Quarterly Risk assessment reports	Not achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
						organisation)	(total organisation)			Indigent committee and Policies and By-Law approval by council planned in the 1st quarter.			
IDP	Approval of 2024/2025 IDP process plan	n/a	n/a	n/a	1	2024/2025 IDP process plan approved by council by August 2023	2024/2025 IDP process plan approved by council by August 2023	none	none	none	IDP process plan and council resolution	achieved	Municipal Manager

Programme	Key performance indicator	Original Budget 2023/24	Adjusted budget 2023/2024	Expenditure	Audited Baseline 2022/23	Annual target	Actual Performance	Variances	Reason for variance	Measures to improve performance / Remedial action	Evidence	Achieved / Not achieved	Responsibility
IDP	Approval of 2024/2025 IDP	n/a	n/a	n/a	1	2024/2025 IDP approved by council by 31 May 2024	2024/2025 IDP approved by council by 31 May 2024	none	none	none	Council resolution	achieved	Municipal Manager

INSTITUTIONAL PERFORMANCE FOR FINANCIAL YEAR 2023/2024

Key Performance Area Number	Key Performance Area	Total annual target	Achieved KPIs	Not achieved KPIs	Total Percentage achieved %
1	Spatial Rationale	5	4	1	80%
2	Institutional Development & Transformation	9	8	1	89%
3	Local Economic Development	5	3	2	60%
4	Basic Service Delivery	27	22	5	81%
5	Financial Management & Viability	10	8	2	90%
6	Good Governance & Public Participation	21	13	8	62%
	Total	77	58	19	75%



Comparison of Institutional Annual Performance between 2022/2023 and 2023/2024 financial year

Number	Key Performance Area	Total number of KPIs		Number of KPI's achieved		Number of KPI's not achieved		Performance percentage per KPA	
		2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
1	Spatial Rationale	11	5	10	4	1	1	91%	80%
2	Municipal transformation and institutional development	17	9	16	8	1	1	94%	89%
3	Local economic development	7	5	4	3	3	2	57%	60%
4	Basic service delivery and Infrastructure development	50	27	34	22	16	5	68%	81%
5	Financial viability and management	15	10	12	8	3	2	80%	80%
6	Good governance and public participation	27	21	19	13	8	8	70%	62%
	TOTAL	127	77	95	58	32	19	75%	75%

CHAPTER 4

ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL

4. OVERVIEW

4.1 Employees totals, Turnover and Vacancies

Municipality utilises national print media and municipal website for advertisement of vacant posts. Municipality implements its approved recruitment policy in filling of vacant positions.

Table 1: staff turnover

Description	Total
Dismissal/ Terminations	0
Contract ended	0
Retention	0
Death	2
Retirements/ Pensions	6
Ill health	0
Resignation	4
Total number of vacancies	131
Total number of employees	400
Total posts on the organogram	531

Table 2: Turnover rate

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2022/2023	349	08	2,29%
2023/2024	340	10	2,94%
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			

Table 3: Organisational structures information

Description	2023/2024			
	Approved Posts	Employees	vacancies	Variance
	No.	No.	No.	%
Infrastructure services	173	137	36	20%
Municipal manager' office	23	18	05	21%
Development planning and Local Economic development	14	12	02	14%
Community services	198	129	69	34%
Budget and Treasury	57	48	09	15%
Executive Support	38	23	15	39%
Corporate services	28	23	5	17%
Totals	531	400	131	25%

Table 3: Vacancy rate information

Vacancy Rate 2023/2024			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Municipal Manager	1	0	0
CFO	1	0	0
Development Planning	1	0	0
Community Services	1	0	0
Infrastructure	1	05 months	1
Corporate Services	1	12 months	1
Other S57 Managers (Finance posts)	0		
Chief Risk Management Officer(T15)	1	04 months	1
Manager Communication (T15)	1	0	0
Manager Hlogotlou Service Delivery Point (T15)	1	0	1
Manager Roossenekal Service Delivery Point(T15)	1	0	0
Manager Motetema Service Delivery Point (T15)	1	0	0
Electrical Engineer (T16)	1	0	0
Manager PMU (T15)	1	0	0
Manager Road, Storm water & Maintenance (T15)	1	0	0

Vacancy Rate 2023/2024			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
Manager legal (T15)	1	0	0
Manager audit (T15)	1	0	0
Manager PMS (T15)	1	0	0
Manager IDP (T15)	1	0	0
Manager Human Resource (T15)	1	0	0
Manager Council Support (T15)	1	06 months	1
Manager Intergovernmental relations	1	0	0
Manager Compliance	1	0	0
Manager ICT (T15)	1	0	0
Manager Assets	1	0	0
Manager Supply chain	1	0	0
Manager Expenditure	1	0	0
Manager revenue	1	0	0
Manager budget	1	0	0
Manager administration	1	0	0
Manager Labour Relations	1	0	0
Manager LED	1	0	0
Manager Planning	1	05 months	1
Manager fleet	1	0	0
Deputy CFO	1	0	0
Manager Environmental	1	0	0
Manager Public Safety	1	0	0
Manager Licensing	1	0	0
Manager Parks and Cemeteries	1	0	0

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

The municipality has policies in place as guideline to all officials and are reviewed as and when the need arises. For the year under review the following policies were reviewed.

Table 4: Approved and reviewed policies

No.	Policy name	Reviewed	Resolution number	Date approved/ reviewed
1.	Credit control policy	Yes	M23/24-44	26/05/2024
2.	Investment policy	Yes	M23/24-44	26/05/2024
3.	Annual budget policy	Yes	M23/24-44	26/05/2024
4.	Borrowing policy	Yes	M23/24-44	26/05/2024
5.	Expenditure management policy	Yes	M23/24-44	26/05/2024

No.	Policy name	Reviewed	Resolution number	Date approved/ reviewed
6.	Assets management policy	Yes	M23/24-44	26/05/2024
7.	Supply chain management policy	Yes	M23/24-44	26/05/2024
8.	Indigent policy	Yes	M23/24-44	26/05/2024
9.	Virements policy	Yes	M23/24-44	26/05/2024
10.	Funding and reserves policy	Yes	M23/24-44	26/05/2024
11.	Property rates policy	Yes	M23/24-44	26/05/2024
12.	Property rates by-law policy		M23/24-44	26/05/2024
13.	Tariff policy	Yes	M23/24-44	26/05/2024
14.	Petty cash policy	Yes	M23/24-44	26/05/2024
15.	Insurance Management policy	Yes	M23/24-44	26/05/2024
16.	Cost containment policy	Yes	M23/24-44	26/05/2024
17.	Inventory policy		M23/24-44	26/05/2024

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Table 6: Cost of injuries on duty

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Average injury leave taken per employee	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	28	07	0,25%	04	R0,00
Temporary total disablement	0	0	0%	0	0
Permanent disablement	0	0	0%	0	0
Fatal	0	0	0%	0	0

Table 7: Average sick leave per employees

2023/2024 - Number of days and Cost of Sick Leave (excluding injuries on duty)					
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees
	Days	%	No.	No.	Days
Unskilled (Levels 1-4)	22	1,7%	4	107	80
Semi-Skilled (Levels 5)	11	2,7%	12	39	80
Skilled (levels 6-7)	13	1,2%	20	78	80
Specialised skilled (Levels 8-10)	19	0%	09	60	80
Professional (Level 11-14)	14	1,4%	05	40	80
Managerial skilled (Level 15)	12	0%	01	25	80
Strategic Management (MM and S57)	05	0%	01	03	80
Total	96	26,6%	52	353	560
* - Number of employees in post at the beginning of the year					
*Average calculated by taking sick leave in column 2 divided by total employees in column 5					

Table 7: Number and period of suspension

For the period under review (2023/2024) there were No significant suspensions that were issued against the employees of the Municipality.

Number of disciplinary cases (excluding financial misconducts) and any period of suspension				
Position	Nature of Alleged Misconduct	Date of suspension	Disciplinary action taken or Status of Case and Reasons why not Finalized	Date Finalized
None	None	None	n/a	n/a

Table 8: Cases on Financial Misconduct information

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalized
No disciplinary action taken on cases of financial misconduct for the year under review.			

4.4 PERFORMANCE MANAGEMENT

The mid-year performance assessment seems to be a valuable tool for early detection of poor performance and providing support to senior managers.

In EMLM, performance management is limited to Section 54 and 56 Managers. Municipality conducted 2023/2024 Mid-year performance assessment for one (01) Senior Manager (Community services) and the other senior managers were not assessed as they were appointed for acting on those positions on a three months basis. The purpose of mid-year performance assessment is to monitor process to detect poor performance at an early stage. Through the session, senior managers are offered an opportunity to state their challenges and be assisted by panel members based on those challenges in order to meet their set targets by the end of the financial year. During the year under review the following officials signed their performance agreements:

Table 9: Performance agreements

Signing of performance agreement		
Officials	signed	not signed
Municipal Manager		appointed on 01 June 2024
Chief financial officer	✓	
Senior manager: community services	✓	
Acting Senior manager: Infrastructure	✓	
Senior manager: development planning	✓	
Acting Senior manager: Corporate services	✓	

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Table 10: Training for officials

Municipality has a work skills plan (WSP) that is utilised for personnel capacity building. Each department is requested to forward their training plans to corporate services in May each year, in order to be included in the WSP which serves as a guide as to how many officials should undergo training in the next financial year. The plan is also used to determine the expenditure for training. For the year under review, 19 (9 males and 10 females) employees received different training. The WSP and annual training report were submitted to LGSETA.

Municipality has spent R2 487 994,35 for personnel training. The total amount was spent on training by end of the financial year. Municipality did receive the mandatory grants in the form of rebates from LGSETA for the funding amounting to R358 005,08 of HR students work based exposure training in prior year however the amount was spent in the year under review.

Programme	No. Of Officials	Males	Female	Status
B.ADMIN	09	03	06	In-progress
B. Public management	01	01	0	In-progress
BComm in HRM	01	0	01	In-progress
Forensic investigations	01	0	01	In-progress
B.Comm in ICT	01	01	0	In-progress
Diploma and high certificate in project management	02	01	01	In-progress
Diploma in Records Management	01	01	0	In-progress
Diploma in Project management	01	0	01	In-progress
Higher certificate in Project management	01	01	0	In-progress
Diploma in Records Management	01	01	0	In-progress
Total	19	9	10	

Table 11: training for councillors

Programme	No. Of Councillors	Males	Female	Status
Bachelor of Public Administration	3 (02 Cllrs left municipality in November 2021 after elections and only 01 Cllr continued with training until June 2022)	2	1	In progress
TOTAL	3	2	1	In progress

Table 12: Compliance with prescribed minimum competency levels

Prescribed minimum competency levels						
Description	A Total number of officials employed by municipality (regulation 14(4)(a) and (c))	B Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (regulation 14(4)(b) and (d))	Consolidated: total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Consolidated: total number of officials that meet prescribed competency levels (regulation 14(4)(e))
Financial officials						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	0	0	0	0	0	0
Senior Managers	3	0	3	3	3	2

Prescribed minimum competency levels						
Description	A Total number of officials employed by municipality (regulation 14(4)(a) and (c))	B Total number of officials employed by municipal entities (regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (regulation 14(4)(b) and (d))	Consolidated: total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Consolidated: total number of officials that meet prescribed competency levels (regulation 14(4)(e))
Any other financial officials	40	0	40	0	0	40
Finance managers	5	0	5	0	0	5
Supply chain management officials	4	0	4	0	0	4
Heads of supply chain unit	1	0	1	0	0	1
Supply chain management senior managers	0	0	0	0	0	0

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.5 EMPLOYEE EXPENDITURE

The municipality manages its workforce expenditure very well, as we have policies in place such as overtime policies, and travelling allowance policies, that are complied with before any expenditure can be incurred. EMLM has the organisational structure that is aligned to the IDP and budget, to ensure that all workforce expenditure has been budgeted for.

4.6 DISCLOSURE OF FINANCIAL INTEREST

Disclosure forms are given to all officials and councillors at the beginning of the financial year for completion. For the year under review, 100 employees completed disclosure forms and 84 % of councillors completed financial disclosure forms.

CHAPTER 5

FINANCIAL INFORMATION

CHAPTER 5: FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

Introduction to Financial Statements

Elias Motsoaledi Local Municipality handed over the 2023/2024 annual financial statements to the Auditor General South Africa (Limpopo) on 31 August 2024 that constituted non-compliance with section 126(2) of Municipal Finance Management Act. The aforesaid components of the financial statements are discussed in detail below:

5.1 STATEMENT OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION

Description	2022/23	Budget Year 2023/24						
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Revenue By Source								
Property rates	55,046	63,025	60,026	59,511	60,026	(515)	-1%	60,026
Service charges - electricity revenue	90,414	115,903	113,616	105,796	113,616	(7,820)	-7%	113,616
Service charges - refuse revenue	9,537	9,798	11,904	12,227	11,904	323	3%	11,904
Rental of facilities and equipment	950	913	2,721	1,301	2,721	(1,420)	-52%	2,721
Interest earned - external investments	2,996	2,306	8,678	7,316	8,678	(1,362)	-16%	8,678
Interest earned - outstanding debtors	14,200	14,686	18,959	15,755	18,959	(3,204)	-17%	18,959
Fines, penalties and forfeits	115,439	100,528	108,430	90,047	108,430	(18,383)	-17%	108,430
Licences and permits	458	496	501	715	501	214	43%	501
Agency services	5,604	6,681	6,460	5,629	6,460	(831)	-13%	6,460
Transfers and subsidies	338,905	363,745	363,612	364,580	363,612	968	0%	363,612
Other revenue	18,029	2,684	2,854	7,654	2,854	4,800	168%	2,854
Gains				-	-	-		
Total Revenue (excluding capital transfers and contributions)	651,579	680,764	697,762	670,532	697,762	(27,230)	-4%	697,762
Expenditure By Type								
Employee related costs	170,190	194,460	178,695	186,537	178,695	7,842	4%	178,695
Remuneration of councillors	26,543	26,490	28,006	26,662	28,006	(1,344)	-5%	28,006
Debt impairment	126,108	95,607	119,358	92,121	119,358	(27,238)	-23%	119,358
Depreciation & asset impairment	61,096	65,402	59,298	61,877	59,298	2,579	4%	59,298
Finance charges	4,403	931	1,543	1,766	1,543	223	14%	1,543
Bulk purchases	93,185	113,017	107,455	109,783	107,455	2,328	2%	107,455
Other materials	47,152	40,774	37,004	80,191	37,004	43,187	117%	37,004
Contracted services	75,769	61,720	74,652	80,581	74,652	5,929	8%	74,652
Transfers and subsidies	10,495	3,176	6,871	16,891	6,871	10,020	146%	6,871
Other expenditure	55,109	52,641	64,743	65,593	64,743	850	1%	64,743
Losses	9,912	-	48	5,242	48	5,194	1082%	48
Total Expenditure	679,961	654,217	677,675	727,244	677,675	49,569	7%	677,675
Surplus/(Deficit)	(28,382)	26,547	20,087	(56,712)	20,087	(76,799)	-382%	20,087
Transfers and subsidies - capital (monetary allocations)	90,896	79,756	75,385	75,385	75,385	75,385		75,385
Transfers and subsidies - capital (monetary allocations)			671	671	671	671		671
Transfers and subsidies - capital (in-kind - all)	920	-	20	36,896	20	36,896	1882%	20
Surplus/(Deficit) after capital transfers & contributions	63,434	106,303	96,163	56,241	20,087			96,163
Taxation								
Surplus/(Deficit) after taxation	63,434	106,303	96,163	56,241	20,087			96,163
Attributable to minorities								
Surplus/(Deficit) attributable to municipality	63,434	106,303	96,163	56,241	20,087			96,163
Share of surplus/ (deficit) of associate								
Surplus/ (Deficit) for the year	63,434	106,303	96,163	56,241	20,087			96,163

Description	2022/23	Budget Year 2023/24			
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
ASSETS					
Current assets					
Cash	7,633	18,804	9,789	22,674	9,789
Call investment deposits	25,460	–	–	–	–
Consumer debtors	110,668	178,921	157,743	131,274	157,743
Other debtors	26,355	12,169	12,170	29,832	12,170
Current portion of long-term receivables	–	–	–	–	–
Inventory	26,854	38,571	41,891	31,509	41,891
Total current assets	196,970	248,465	221,593	215,289	221,593
Non current assets					
Long-term receivables	–	–	–	–	–
Investments	17,281	18,499	18,499	18,475	18,499
Investment property	103,831	48,884	48,884	110,604	48,884
Investments in Associate	–	–	–	–	–
Property, plant and equipment	1,136,542	1,310,538	1,326,411	1,155,424	1,326,411
Biological	463	463	463	463	463
Intangible	6	606	671	–	671
Other non-current assets	–	388	388	–	388
Total non current assets	1,258,123	1,379,378	1,395,315	1,284,966	1,395,315
TOTAL ASSETS	1,455,093	1,627,843	1,616,908	1,500,256	1,616,908
LIABILITIES					
Current liabilities					
Bank overdraft	–	–	–	–	–
Borrowing	10,398	7,246	9,494	8,006	9,494
Consumer deposits	5,758	5,937	5,937	5,518	5,937
Trade and other payables	118,999	108,287	114,060	108,238	114,060
Provisions	11,127	2,750	631	10,141	631
Total current liabilities	146,282	124,219	130,123	131,904	130,123
Non current liabilities					
Borrowing	30,647	5,456	7,637	27,611	7,637
Provisions	88,693	87,415	87,415	95,028	87,415
Total non current liabilities	119,340	92,871	95,052	122,639	95,052
TOTAL LIABILITIES	265,621	217,091	225,174	254,543	225,174
NET ASSETS	1,189,472	1,410,753	1,391,270	1,245,713	1,391,270
COMMUNITY WEALTH/EQUITY					
Accumulated Surplus/(Deficit)	1,189,472	1,410,753	1,391,242	1,245,713	1,391,242
Reserves	–	–	28	–	28
TOTAL COMMUNITY WEALTH/EQUITY	1,189,472	1,410,753	1,391,706	1,245,713	1,391,706

COMMENT ON FINANCIAL PERFORMANCE

1. The total budgeted operating revenue is R697,762 million and the actual revenue amounts to R670,532 million. These result in under performance of R27,230 million.
2. Services charges relating to electricity and refuse removal, these revenue sources contribute significantly to the revenue basket of the municipality and the contribution thereof totals R99,950 million for the 2022/23 financial year and increasing to R118,023 million in 2023/24 financial year.

3. Service charges electricity is based on the actual performance in conjunction with the audited amount and CPI. The audited amount is R113,616 million and performed sufficiently compared to the adjusted budget of R105 796.
4. Services charges relating to refuse removal overperformed by R323 thousand and performed better than prior year based on audited amounts.
5. Property rates was budgeted R60,026 million, and the actual performance is R59,511 million resulting in unfavourable variance of R515 thousand.
6. Transfers recognized operational – includes the local government equitable share, financial management grant, extended public works programme grant and the allocation is as per DORA. All gazetted grants were received
7. Rental of facilities and equipment slightly overperformed by R1,420 million when comparing adjusted budget and audited actual amount realized.
8. Interest on external investment underperformed by R1,362 million and as a result of a decrease in interest rate on ESKOM security held investment.
9. Interest on outstanding debtors – underperformance of R3,204 million is due to payment of customers which results in a decrease of the debt book.
10. Fines, penalties and forfeits – there is an underperformance of R18,383 million when comparing adjusted budget and actual audited amount.
11. Other revenue - the variance is as a result of fair value adjustment in investment property that was revalued at the financial year.
12. Licences and permits - there is a slight overperformance of R214 thousand when comparing adjusted budget and actual audited amount.
13. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.
14. There is an overperformance on employee related cost of R7,842 million and this is a result of actuarial amounts computed at year end.
15. Remuneration of councillors underspent by R1,344 million when comparing adjusted budget and actual audited amount.
16. Bulk purchases overspent by R2,328 million when comparing adjusted budget and actual audited amount and this is a result of electrification of Masakaneng project which is on-going project implemented in phases.
17. There is favourable variance on transfer and subsidies of R10,020 million and this is due to creation of new indigent register resulting in majority of households added to the register as qualifying beneficiaries.
18. Debt impairment decreased by 23% compared to the audited amount. Debt that the municipality wrote off has a huge impact on the methodology the municipality is using

suggested by Auditor General hence a huge increase. Note must be taken that an increase in consumer debtors has a minimal impact in terms of the allocation in the likelihood of debt being impairment taking into account that they considered the newest

19. Depreciation – there is an overperformance of R2,579 million and it is as a result of infrastructure projects being completed early in the financial year.
20. Contracted services - there is an overspending of R5,929 million when comparing the adjusted budget and actual audited figures.
21. Finance charges - the overspending is as the result increase in interest rate changes on amortisation schedule for the lease of vehicles and outstanding invoices submitted at the end of the financial. Therefore, the budgeted interest were not realized.
22. Repairs and maintenance - unforeseen road maintenance had to be had to be undertaken to maintain our road infrastructure to prolong their useful life.
23. An increase in other expenditure of 1% is due to commission on speed camera and is as per the contract.
24. Inventory consumed increase is due an increase the municipality made on repairs and maintenance in an attempt to work towards achieving the norm as per circular 71

5.2 GRANTS

Description	2022/23	Budget Year 2023/24		
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual
RECEIPTS:				
Operating Transfers and Grants				
National Government:	338,905	343,035	342,902	363,612
Local Government Equitable Share	334,259	337,809	337,809	358,519
Finance Management	2,850	2,850	2,850	2,850
EPWP Incentive	1,796	2,376	2,243	2,243
Other grant providers:	358	344	344	344
LGSETA Learnership and Development	358	344	344	344
Total Operating Transfers and Grants	339,263	343,379	343,246	363,956
Capital Transfers and Grants				
National Government:	111,606	79,756	75,385	75,385
Municipal Infrastructure Grant (MIG)	94,606	65,356	60,985	60,985
Intergrated National Electrification Grant	17,000	14,400	14,400	14,400
Total Capital Transfers and Grants	111,606	79,756	75,385	75,385
TOTAL RECEIPTS OF TRANSFERS & GRANTS	450,869	423,135	418,631	439,341

COMMENT ON OPERATING TRANSFERS AND GRANTS:

All grants gazetted for 2023/24 financial year were received and cognizance should be taken that the above table does include capital grants. The total amount received on operational grants amounted to R363, 956 million yet the capital grants one amounted to R75,385 million during the 2022/24 financial year. All grants were received from national sphere of government and SETA, nothing was gazetted to be received from the provincial government and the district municipality. In addition, the municipality grants were reduced, MIG reduced by R4, 371 million and EPWP by R133 thousand that was not part of the initially gazetted allocations.

COMMENT ON CONDITIONAL GRANTS AND GRANTS RECEIVED FROM OTHER SOURCES:

R344 thousand was received from Education Training and Development Practice SETA and is meant for capacity building and this allocation is earmarked for procurement of tools of trade for experiential learning programme implemented within the municipality.

5.3 ASSET MANAGEMENT

Vote Description	2022/23	Current Year 2023/24			Variance (Original budget)	Variance (Adjusted budget)
	Audited Outcome	Original Budget	Adjusted Budget	YTD Actual		
Repairs and maintenance	47,152	37,692	40,895	80,191	213%	196%
Depreciation and assets impairment/reversal	61,096	59,780	59,780	61,877	104%	104%
Renewal of existing assets	31,425	–	–	–	0%	0%
Asset register summary	1,264,445	1,275,958	1,275,958	1,275,958	100%	100%
Total	1,404,118	1,373,430	1,376,632	1,418,026	104%	100%

COMMENT ON ASSET MANAGEMENT:

The audited asset register value for 2022/23 is R1, 264, 445 billion and the original budget thereof is R1, 275, 958 billion. Taking the actual book value as at end of 2023/24 financial year of R1, 275, 958 billion, and the asset register value had increased compared to 2022/23 audited amount and this is attributed to spending on capital budget.

Audited depreciation and asset impairment reversal for 2022/23 financial year amounts to R61 096 million and it increased to R61, 877 million in the 2023/24 financial year. Cognizance should be taken that depreciation and asset impairment from budget point of view is a non-cash item (i.e. the movement did not have cash flow implication) and as a result it is pure financial accounting transaction.

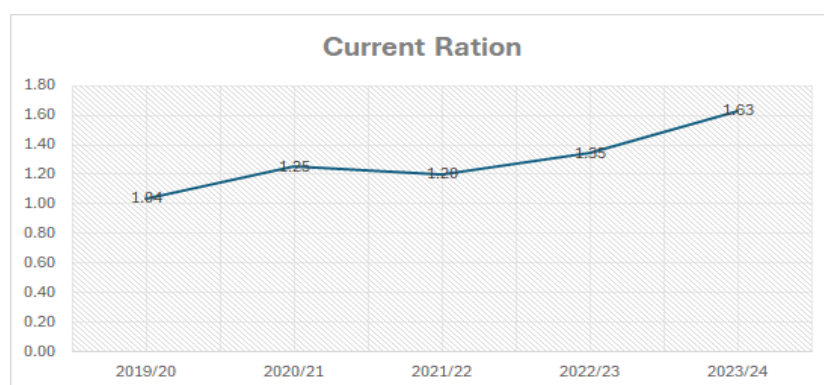
In addition, capital expenditure (renewal of existing assets) amounted to R31, 425 million and this decreased significantly as it was not budget for in the 2023/24 financial year, yet repairs and maintenance increased from R47,152 million to R80, 191 million in the 2023/24 financial year.

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The repairs and maintenance budget represent 6.3% of the total original budget and 7.3% of the adjusted budget and in terms of the actual expenditure, the spending represent 7.0% of the total operating expenditure incurred for 2023/24 financial year. A total of R80, 191 million was spent, reflecting an overspending variance of 213% based on original budget and 196% overspending variance on adjusted budget

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Graph 1: Liquidity ratio



Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets by the municipality's current liabilities. A higher ratio is better, and the graph portrays a picture that shows an improved liquidity ratio for 2022/24 financial year since the ratio is more than 1.

Graph 2: Outstanding Debtors to revenue



Outstanding service debtors to revenue - Measures how much money is still owed by the community for electricity, waste removal and other services, 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 thereof. A lower score is better. The graph shows that the municipality has a ratio of 0.21 outstanding debtors that has slightly increased by 0.02 when compared to 2022/23 ratio.

Graph 3: Employee cost



Employee related cost ratio measures what portion of 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

Graph 4: Repairs and maintenance



Repairs and Maintenance - This represents the proportion of operating expenditure spent, and is calculated by dividing the total repairs and maintenance by total property plant and equipment and investment property carrying values.

COMMENT ON FINANCIAL RATIOS:

The municipality is still facing a challenge of achieving 8% threshold of operating expenditure for repairs and maintenance. Liquidity ratio is negatively affected by invoiced that are paid accruals at year end since the magnitude thereof was too high in 2023/24 financial year as those invoices are treated as current liabilities. The municipality is in a process of implementing cost containment measures as documented in the National Treasury Instruction letter number 03 and this will result in improved liquidity ratio and in addition, it will do away with unnecessary expenditure.

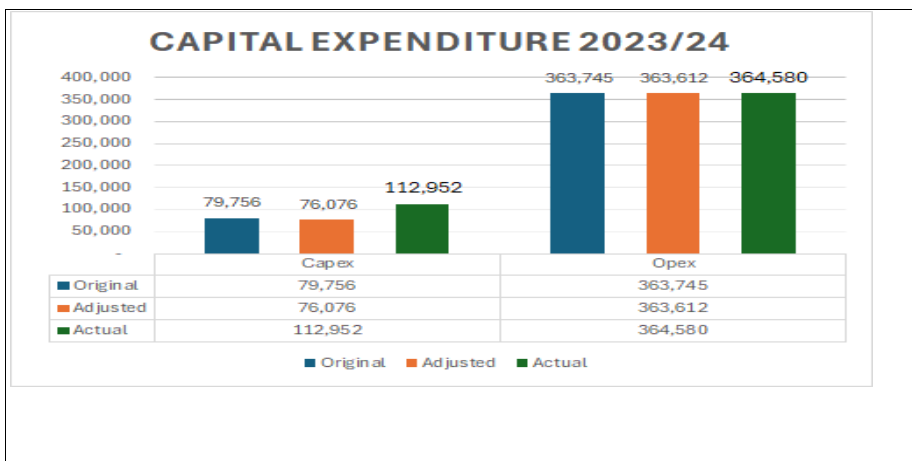
COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

Capital expenditure relates mainly to projects and/or items whose outputs will result in assets that will have to be documented in the asset register. Capital expenditure is funded from grants and own revenue. Graph 5 deals with capital spending, indicating where the funding comes from and whether the Municipality is able to spend the available funding as planned. In this component, it is important to indicate the different sources of funding as well as how these funds are spent.

5. CAPITAL EXPENDITURE

GRAPH 5: EXPENDITURE 2023/24



5.6 SOURCES OF FINANCE

Vote Description	2022/23	Budget Year 2023/24			
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YTD variance
Funded by:					
National Government	77,457	79,756	75,385	69,153	92%
Provincial Government					
District Municipality					
Transfers and subsidies - capital (monetary allocations)			671	731	109%
Transfers recognised - capital	77,457	79,756	76,056	69,884	92%
Borrowing					
Internally generated funds	21,188	4,400	17,982	20,718	115%
Total Capital Funding	98,645	84,156	94,038	90,602	96%

COMMENT ON SOURCES OF FUNDING:

The capital budget for 2023/24 financial year was R94,038 million. The actual expenditure is R90,602 million and this reflects an under-spending variance of 4% and this under spending was on grants funded and internally funded projects.

Funding of capital budget:

Original budget: R79, 756 million was funded by grants and R4, 400 million was funded internally.

Adjusted budget: R76, 056 million was funded by grants and R17, 982 million was funded internally.

Actual expenditure: R69, 884 million was funded by grants and R20, 718 million was funded internally.

CAPITAL SPENDING ON FIVE LARGEST PROJECTS

Capital Expenditure on Five Largest Projects*

R'000					
Name of Project	Current Year			Variance Current Year	
	Original Budget	Adjusted Budget	Actual Expenditure	Original Variance (%)	Adjusted Variance (%)
A – Kgobokwane/Kgaphamadi	R20 580 400.00	R 13 580 400.00	R14 560 246.77		
B – Malaeneng A Ntwane	R10 000 000.00	R11 000 000.00	R11 015 754.53		
C – Mokomung/Marateng	R22 500 000.00	R16 500 000.00	R18 885 165.30		
D – Groblersdal Landfill Site	R 0.00	R11 650 000.00	R8 110 794.75		
E - Maraganeng	R12 275 600.00	R8 254 600.00	R8 412 960.47		

Name of Project - A	Upgrading of Kgobokwane/Kgaphamadi
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Easy access to services

Name of Project - B	Upgrading of Malaeneng A Ntwane
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Easy access to services

Name of Project - C	Upgrading of Mokomung/Marateng
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Reduction in the level of service delivery backlogs

Name of Project - D	Construction of Groblersdal Landfill Site
Objective of Project	Reduction in the level of service delivery backlogs
Delays	None
Future Challenges	None
Anticipated citizen benefits	Easy access to services

Name of Project - E	Upgrading of Maraganeng Internal Access
Objective of Project	Reduction in the level of service delivery backlogs
Delays	Project is behind the schedule due to wetland
Future Challenges	None
Anticipated citizen benefits	Provision for subsoil drain should be conducted

COMMENT ON CAPITAL PROJECTS:

During 2023/24 Financial Year, the Municipality received a Total Allocation of **R 60 985 000.00** of MIG grant. A total of Five (5) projects were implemented, of which Five (5) were roads projects and one (1) was Landfill site. 1 road projects (Upgrading of Tafelkop Stadium Access Road) is behind the scheduled and still on construction stage, seating at 95% physical progress and Upgrading of Kgobokwane/Kgaphamadi, Upgrading of Mokokung/Maratheng Access Road, Upgrading of Malaeneng A Ntwane, Upgrading of Maraganeng Internal Access Road) are multi-year projects and on construction stage. Construction of Groblersdal Landfill Site is also on construction stage

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS - OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

There is still huge backlog in terms of Basic Infrastructure that is Water and Sanitation, which is implemented at District level. The backlog for electricity is only 2%.

COMMENT ON BACKLOGS:

There is a minor backlog in terms of electricity only 2% backlog has been identified with regards to households that do not have access to basic electricity. This backlog is due to expansion of the existing villages.

Roads and storm water as key function of the municipality is being implemented with MIG funds and own revenue. The municipality has a serious backlog on roads and storm water and has challenges of resources as MIG grant that is received is not enough to can reduce the back log and municipality does not have enough revenue can fund more projects. The identified backlog of unsurfaced roads and storm water controls is up to 85% on the municipal road networks.

Municipal Infrastructure Grant (MIG)* Expenditure 2023/2024 on Service backlogs

R' 000						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment Budget	
Infrastructure - Road transport						
<i>Roads, Pavements & Bridges</i>	R60 985 000.00	R60 985 000.00	R60 985 000.00	100%	100%	Prioritize residential infrastructure for roads and sports facilities
<i>Storm water</i>	R0	R0	R0	R0	R0	
Infrastructure - Electricity	R14 400 000.00	R0	R14 400 000.00	100%	100%	Prioritize residential infrastructure for electricity
<i>Generation</i>	R0	R0	R0	R0	R0	
<i>Street Lighting</i>	R0	R0	R0	R0	R0	
Infrastructure - Other						
<i>Transportation</i>	R0	R0	R0	R0	R0	
<i>Gas</i>	R0	R0	R0	R0	R0	
Other Specify:						
<i>Sports - Outdoor</i>	R0	R0	R0	R0	R0	
<i>Street Parking</i>	R0	R0	R0	R0	R0	
<i>Waste Management</i>	R0	R0	R0	R0	R0	
Total	R75 385 000.00	R75 385 000.00	R75 385 000.00	R 0.00	R0.00	

COMPONENTS C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The cash flow outcome presents the actual revenue collected and actual payments made during the year under review. Actual revenue realized should be differentiated from revenue billed because revenue billed does not portray the holistic financial and performance of the municipality. As a result, the cash flow outcome is presented on cash basis as opposed accrual basis of accounting. Cash and cash equivalents is made up of cash in the primary and

all the short term investment, there are no long term investment made by the municipality as this will hinder service delivery.

Description	2022/23	Current Year 2023/24		
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	37,194	54,392	45,020	49,454
Service charges	96,050	124,873	112,300	106,684
Other revenue	13,396	21,801	23,866	15,358
Transfers and Subsidies - Operational	333,406	363,745	363,612	363,612
Transfers and Subsidies - Capital	111,606	79,756	76,056	55,019
Interest	2,252	1,455	21,490	6,121
Payments				
Suppliers and employees	(462,146)	(585,183)	(550,001)	(492,218)
Finance charges	(4,403)	(931)	(1,491)	(1,766)
Transfers and Grants	(1,099)	(3,176)	(5,241)	(6,016)
NET CASH FROM/(USED) OPERATING ACTIVITIES	126,255	56,732	85,611	96,247
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	851	852	–
Decrease (increase) in non-current receivables	1,566	–	1,524	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Capital assets	(104,484)	(72,485)	(83,652)	(96,258)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(102,918)	(71,634)	(81,275)	(96,258)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans		–		
Borrowing long term/refinancing		–		
Increase (decrease) in consumer deposits		237	237	
Payments				
Repayment of borrowing	(4,954)	(7,246)	(9,494)	(10,408)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(4,954)	(7,009)	(9,257)	(10,408)
NET INCREASE/ (DECREASE) IN CASH HELD	18,383	(21,911)	(4,921)	(10,419)
Cash/cash equivalents at beginning:	14,710	33,093	14,710	33,093
Cash/cash equivalents at month/year end:	33,093	11,182	9,789	22,674

COMMENT ON CASH-FLOW OUTCOMES:

Cash and cash equivalents at the beginning of the financial year was R33,093 million and when comparing this to the cash and cash equivalents at the end of 2023/2024 financial year, the results reflect an increase in cash and cash equivalent of R22,674 million and this portrays a positive picture about cash management of the municipality. Cognizance should be taken that the municipality is still dependent on grants since a major portion of revenue realised is made up of transfer recognised (both operating and capital).

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

Actual Borrowings 2021/22-2023/24 R'000			
Instrument	2021/22	2022/23	2023/24
Municipality			
Long-term loans (annuity/reducing balance)	-	-	-
Long-term loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	19 340	17 131	35 617
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other securities (Eskom)	-	-	-
Municipal Total	19 340	17 131	35 617
Municipal Entities			
Long-term Loans (annuity/reducing balance)	-	-	-
Long-term Loans (non-annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	-	-	-
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-Marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other Securities	-	-	-
Entities Total	-	-	-

Municipal and Entity Investments 2021/22 – 2023/24 R'000			
Investment type	2021/22 Actual	2022/23 Actual	2023/24 Actual
Municipality			
Securities - national government	–	–	–
Listed corporate bonds	–	–	–
Deposits –bank	10, 000	25, 459	–
Deposits -public investment commissioners	–	–	–
Deposits -corporation for public deposits	–	–	–
Bankers' acceptance certificates	–	–	–
Negotiable certificates of deposit – Banks	–	–	–
Guaranteed endowment policies (sinking)	–	–	–
Repurchase agreements – Banks	–	–	–
Municipal bonds	–	–	–
Other securities (Eskom)	16,356	17,281	18,475
Municipality Sub-Total	26,356	42, 740	18,475
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	–	–	–
Municipal bonds	–	–	–
Other	–	–	–
Entities Sub-Total	–	–	–
Consolidated Total:	26,356	42, 740	18,475

COMMENT ON BORROWING AND INVESTMENTS:

The municipality had borrowing in the form of finance lease for heavy machinery and equipment and vehicles amounting to R35,617 million at the end of 2023/2024 financial year. There were no investments for the year under review

5.11 PUBLIC-PRIVATE PARTNERSHIPS

Municipality had no public-private partnership.

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The financial statements for the 2023/24 financial year presented an irregular expenditure balance of R391,111,887 as opening balance and during the year irregular expenditure amounting to R46,404,045 was incurred. This leaves the municipality with overall irregular expenditure of R437,515,932 that emanated from procurement of goods and services without fully following the supply chain management processes. For 2017/18,2019/20,2022/23,2020/21 financial year council wrote off irregular expenditure amounting to R272,140,610 and this has been considered when determining the closing balance R165,375,322 for 2023/24 financial year.

Breakdown of Irregular expenditure incurred for the year:

Reason for irregular	Jun-24	Jun-23
Bidder did not meet minimum requirements	52,716	190,057
Incorrect allocation of functionality points	9,568,187	38,597,323
Technical expert not part of BAC	528,473	7,894,160
Failure to address subcontracting	34,524,185	23,496,978
Bids were not evaluated in accordance with the bid specification	-	290,384
Procurement conducted without a competitive bid	1,194,278	700,953
Non-compliance with minimum requirements threshold for local content	536,207	5,390,908
Total	46,404,046	76,560,763

The 2023 irregular expenditure amounts were reinstated to incorporate Nedfleet transactions identified as prior period error. This adjustment led to an addition of R700,952 to the 2023 expenditure and accumulative amount of R4,872,866 for the years preceding 2023.

No deviations from supply chain management processes were processed in the 2023/24 financial year.

5.13 GRAP COMPLIANCE

GRAP provides the rules and principles by which municipalities are required to abide by in preparing the financial statements. Successful GRAP compliance and implementation will ensure that municipal accounts are transparent, comparable and more informative to the users of the financial statements.

Elias Motsoaledi local municipality was audited on annual financial statements that were prepared using mSCOA trial balance and general ledger that were GRAP compliant.

EXTERNAL SERVICE PROVIDER'S PERFORMANCE

Project Name	2023/2024 Budget	Expenditure	Challenges (any signs of poor performance)	Mitigations (any warning given to the service provider)	Name of Consultant	Assessment Rating or comments	Construction Tender Awarded to (Contractor)
INFRASTRUCTURE							
Upgrading of Kgobokwane\Kgaphama di Roads and Stormwater Access Control	R22 500 000.00	R14 560 246,77	none	none	Ralema Consulting Engineers	Good	Democratic Construction and Security Services
Upgrading of Tafelkop Stadium Access Road	R 8 000 000 ,00	R7 723 807,39	Contractor behind schedule	Contractor sent acceleration plan which indicate completion by 30 th of July	Afritec Consulting Engineers	Bad	SDVK construction and projects 15cc
Upgrading of Malaeneneng A Ntwane Internal Access Road	R2 000 000.00	R11 015 754,53	none	none	Marungane Projects	Good	Umjanci Esoporweni Construction
Refurbishment of Groblersdal landfill site	R1 000 000.00	R8 110 794,75	none	none	Grand Monde Consulting Engineers	Good	Amibase
Upgrading of Maraganeng Access	R2 000 000.00	R8 412 960,47	Contractor behind schedule	none	Tha-Mot Consulting Engineers	Good	Mwelase construction and Projects

Project Name	2023/2024 Budget	Expenditure	Challenges (any signs of poor performance)	Mitigations (any warning given to the service provider)	Name of Consultant	Assessment Rating or comments	Construction Tender Awarded to (Contractor)
INFRASTRUCTURE							
Road and Stormwater Coneontr							
Upgrading of Mokumong Access Road to Maratheng Stormwater Control	R1 400 000.00	R18 885165,30	none	none	Sejagobe Engineers	Good	Pheladi Noko Funerals and Construction
Electrification of Masakaneng Portion 69 Phase 2	R1 400 000.00	R7 845 588,87	none	none	AES Consulting	Good	KF Phetla
Electrification of Motetema high view	R2 000 000.00	R2 145 176,38	none	none	Reliant Consulting	Good	Lephatha La Basha Trading PTY Ltd
Electrification of Vlaktefontein	R1 000 000.00	R854 823,92	none	none	Rekiant	Good	F-Tech Services
Electrification of Phomola\Kgapamadi Phase 2	R2 000 000.00	R2 596 450,70	none	none	Mogalemole Consulting Engineers	Good	F-Tech Services

Project Name	2023/2024 Budget	Expenditure	Challenges (any signs of poor performance)	Mitigations (any warning given to the service provider)	Name of Consultant	Assessment Rating or comments	Construction Tender Awarded to (Contractor)
	INFRASTRUCTURE						
Electrification of Phooko	R1 400 000.00	R957 961,12	none	none	Ntlepo Corporate	Good	F-tech Services

DEVELOPMENT PLANNING							
Project Name	2023/2024 budget	Expenditure	Challenges (any signs of poor performance)	Mitigations (any warning given to the service provider)	Name of Consultant / Contractor	Assessment Rating or comments	Construction Tender Awarded to
Demarcation of Dikgalaopeng	R 750 000	R745 000	Chieftaincy Dispute	Development & Implementation of Contingency Plan for expeditious Implementation of the Project.	Nkanivo Development Consultants	Good	None
Sites boundary identification at Groblersdal extension 45 (Game Farm)	R 425 000	R420 000	None	None	Steagle Surveys & Mapping (Pty) Ltd	Good	None
Sites boundary identification at Groblersdal extension 52 (Industrial)	R 275 000	R273 000	None	None	Steagle Surveys & Mapping (Pty)Ltd	Good	None
Amendment general plan for Roosenekaal extension 2	R 676 549	R670 000	None	None	Matete & Associates Consultants	Good	None
COMMUNITY SERVICES							
Waste Management Services	R12 874108	R 8 841532.52	None	N/A	Mashumi Supply and Projects	Good	n/a
Operations and maintenance of Groblersdal landfill site	R 8 160 000	R8 160 000.00	None	N/A	Kgwadi Ya Madiba General Trading and Projects	Good	n/a

Operations and maintenance of Roosenekal landfill site	R 2 492 624.00	R2 100 000.00	None	N/A	Mashumi Supply and Projects	Good	N/a
Provision of a VHF DMR digital 2-way radio communication system (Tender: EMLM 25/2020)	R 795 332 p.a.	R 331 173.33	None	None	Loskop Radios Newstar JV	Good	None
Supply and installation of license plate recognition cameras & CCTV surveillance monitoring system (Tender: EMLM 06/2022)	R 1 409 530 p.a.	R 1 749 523.14	None	None	Loskop Alarms (Pty) LTD	Good	None
Three year rent to own contract for speed cameras and handheld scanning devices with a fully functional back office to manage all traffic related infringements and offences at no cost to council (tender 05/2022)	R 2 747 879p.a.	R 2 897 228.86	1. Not all twelve (12) fixed speed cameras site housings and ancillary equipment installed yet 2. Twenty (20) new scanning devices (Two were lost) Summons serving – Not done to date	1. Service Provider will attend 2. Legal matter Service Provider will attend	Syntell (pty) ltd	Good	None

Supply, delivery, repairs & installation of office furniture (rfq 26/04/2024)	R 200 000p.a.	R 179 490.00	None	None	Tlou le Dinare	Good	None
Fit, supply & delivery of traffic uniform (rfq 12/04/2024)	R 200 000p.a.	R 175 607.30	None	None	Sparks & Elis	Good	None
Corporate services							
Investigation Support to MPAC	As per the rates	As per the rates	none	none	Makanaka Risk and advisory Services	Good	n/a
Communication and printing services	As per the rates	As per the rates	none	none	O B Media	Good	n/a
Communication and printing services	As per the rates	As per the rates	None	None	Vision Print	Good	
Events	As per the rates	As per the rates	none	none	Pheladi Noko	Good	n/a
Events	As per the rates	As per the rates	none	none	Dzangi	Good	n/a
Accommodation	Commission based	Commission based	none	none	KDM	Good	n/a
Accommodation	Commission based	Commission based	none	none	Kopanego JV	Good	n/a
Accommodation	Commission based	Commission based	none	none	Reakgona Travel	Good	n/a
Compliance management system	R799 980.00		None	None	Koryz (PTY) LTD	Good	n/a

Computer Equipment	As per the rates	As per the rates	None	None	Mamphela Mamphela Holdings	Good	n/a
Maintenance of telephone management system	R9,515,249.80	R3,044,966.55	None	None	Lekokonetsa LCS Telecommunications	Good	n/a
Bulk printing maintenance and support	As per the rates	As per the rates	None	None	Matupunuka ICT	Good	n/a
Website maintenance and support	R210 600	R136,249.20	None	None	SITA	Good	n/a
Server, network maintenance and support	R 9 150 925.50	R3,474,981.25	none	note	Mashcorp 2008	Good	n/a
BUDGET AND TREASURY							
Munsoft Consultants	R6 440 000 pa		None	None	Munsoft	Good	n/a
Asset Management	R11 892 764 pa		None	None	Ambition Partners	Good	n/a
Valuation services	R144 000 pa		None	None	UNIQUECO	Good	n/a
Banking services	Bank charges		None	None	Nedbank	Good	n/a
Data Validations	R540 000 pa		None	None	LKCentrix	Good	n/a
Payroll services	R98 000 pa		None	None	VIP	Good	n/a
Debt Collection	12% commission		None	None	LKCentrix	Good	n/a
Debt Collection	12% commission		None	None	Khumalo Masondo Inc	Good	n/a

Prepaid electricity vending system	4,5% commission		None	None	Spectrum Utility Management	Good	n/a
VAT Recovery services	8,63% commission		None	None	MaxProf Recovery	Good	n/a
Supply and delivery of electrical materials	R6,795,406		None	None	Many le Mang Construction	Good	n/a
Supply and delivery of electrical materials	R8,970,915.96		None	None	Mpofu Electrical	Good	n/a
Supply and delivery of electrical materials	R16,774,190.26		None	None	Giftron Distribution	Good	n/a
MUNICIPAL MANAGERS OFFICE							
Security company	R49 500 000		None	None	Brown dogs Security		n/a
Legal services	As per the rates	As per the rates	None	None	Dikgati Mphahlele inc	Good	n/ a
Legal services	As per the rates	As per the rates	None	None	Mpoyana Ledwaba inc	Good	n/a
Legal services	As per the rates	As per the rates	None	None	Mpoke P. k Magane inc	Good	n/a
Legal service0s	As per the rates	As per the rates	None	None	Mohube Setsoalo Mabusela inc	Good	n/a
Legal services	As per the rates	As per the rates	None	None	Moloko Phooko Attorneys	Good	

Internal audit	Hourly rates	Hourly rates	None	None	MMB Consulting	Good	n/a
Internal audit	As per the rates	As per the rates	None	None	SB Consulting	Good	n/a
Rating description							
Performance is Unacceptable. Service provider did not meet 25% of the work. Quarterly target is not achieved.	bad						
Performance is not fully satisfactory. Service provider performed less than 50% of work. Quarterly target is not achieved	Fair						
Performance is fully effective. Service provider performed 50-70% of the work. Quarterly target is achieved.	Good						
Performance significantly above expectations. Service provider has performed 100% of the work. Annual target is achieved	Excellent						

CHAPTER 6

AUDITOR-GENERAL AUDIT FINDINGS

**COMPONENT A:
AUDITOR GENERAL OPINION OF
FINANCIAL STATEMENT**

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

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Elias Motsoaledi Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2024, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects and possible effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of Elias Motsoaledi Local Municipality as at 30 June 2024 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practices (Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa 56 of 2003 (MFMA) and the Division of Revenue Act 5 of 2023 (DoRA).

Basis for qualified opinion

Property, plant and equipment

3. The municipality did not recognise impairment on some of its property, plant and equipment in line with GRAP 21, *Impairment of non-cash generating assets*. I identified assets with indicators of impairment that were not included in the impairment calculation. I was unable to determine the full extent of the impairment loss as it was impracticable to do so. I was unable to confirm the impairment loss by alternative means. Consequently, I was unable to determine whether any adjustments to the property, plant and equipment balance of R1 155 424 065 as disclosed in note 4 to the annual financial statements were necessary.

Context for opinion

4. 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.
5. 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.

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

Emphasis of matters

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

Material losses - electricity

8. As disclosed in note 48 to the financial statements, material electricity losses of R20 929 386 (2023: R13 957 494) were incurred, which represents 19% (2023: 15%) of total electricity purchased. The electricity losses were due to technical factors such as network status, condition, and aging infrastructure, as well as external factors like weather conditions and system load and non-technical factors such as illegal connections and vandalism.

Material impairment- consumer debtors and traffic fines

9. As disclosed in note 31 to the financial statements, material impairment of R92 120 744 (2023: R126 107 702) was incurred as a result of irrecoverable consumer debtors and traffic fine debtors.

Events after the reporting date

10. I draw attention to note 44 in the financial statements, which deals with subsequent events and specifically the possible effects of future revenue from sale of electricity on the municipality. My opinion is not modified in respect of this matter.

Other matter

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

Unaudited disclosure notes

12. 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

13. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the 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.
14. 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 statements¹

15. 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.
16. 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 page 10, forms part of our auditor's report.

Report on the audit of the annual performance report

17. 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 key performance areas presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
18. I selected the following key performance areas presented in the annual performance report for the year ended 30 June 2024 for auditing. I selected key performance areas that measure the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

Key Performance areas	Page numbers	Purpose
Spatial development analysis and Rationale	xx-xx	To promote integrated human settlements
Local economic development	xx-xx	To promote conducive environment for economic growth and development
Basic service delivery and infrastructure development	xx-xx	To provide for basic service delivery and sustainable infrastructural development

19. I evaluated the reported performance information for the selected key performance areas presented 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.

20. 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 measures taken to improve performance

21. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

22. I did not identify any material findings on the reported performance information for KPA 3: Local economic and development.

23. The material findings on the reported performance information for the following key performance areas are as follows:

KPA 1: Spatial planning analysis and rationale

% of inspections conducted on building construction with an approved plan to ensure compliance with Sec.6(c) and 17(b) on National Building Regulations and Building Standards Act

24. Adequate supporting evidence to clarify the method and processes for measuring achievement of this indicator and its target were not provided. Consequently, the municipality would have found it difficult to determine the correct achievement to be reported against the planned targets.

25. Furthermore, the achievement that have been reported might not have taken place at all or were less or more than what was actually achieved, as the audited evidence did not agree to the reported achievements for the target.

KPA 4: Basic service delivery and infrastructure development.

Designs of voltage regulator bulk strengthening and households stands at Phooko

26. The target of appointment of the contractor, site handover and site establishment by 30 June 2024 does not relate directly to the indicator, which measures designs of voltage regulator bulk strengthening and households stands at Phooko. This makes it difficult to plan for the achievement of the indicator. Consequently, the reported achievement does not provide useful information on the indicator's achievement.

Other matters

27. I draw attention to the matters below.

Achievement of planned targets

28. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

29. The tables that follow provide information on the achievement of planned targets and list the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

KPA 1 – Spatial development and rationale

Targets achieved: 80% Budget spent: 56%		
Key indicators not achieved	Planned target	Reported achievement
Number of sites to be Demarcated at Dikgalaopeng	200 number of sites	0 Number of sites

KPA 3 – Local economic development

Targets achieved: 60% Budget spent: 100%		
Key indicators not achieved	Planned target	Reported achievement
Number of work opportunities created through public employment programme (CP) (GKPI)	1100 job opportunities created	1099 job opportunities created
Number of job opportunities created through infrastructure projects	295 job opportunities created	232 job opportunities created

KPA 4 – Basic services delivery and infrastructure development

Targets achieved: 81%		
Budget spent: 75%		
Key indicators not achieved	Planned target	Reported achievement
Number of stands reticulated with electrical infrastructure at Vlakfontein	50 stands to be reticulated	37 stands reticulated
Construction of Maraganeng internal Access Road	1km	0km
Construction of Tafelkop stadium access road	5.5km	0km
% expenditure on machinery and equipment	100%	91%

Material misstatements

30. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for KPA 1 – Spatial development and rationale ; KPA 3 – Local economic development and KPA 4 – Basic services delivery and infrastructure development. Management did not correct all of the misstatements and I reported material findings in this regard.

Report on compliance with legislation

31. 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.
32. 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.
33. 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.
34. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements and annual report

35. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.

36. Material misstatements of non-current assets, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements of impairment loss resulted in the financial statements receiving a qualified audit opinion.

Expenditure management

37. Reasonable steps were not taken to prevent irregular expenditure amounting to R 46 404 045 as disclosed in note 47 to the annual financial statements, as required by section 62(1) (d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with 2017 preferential procurement regulation 5(1), awards made to bidders on functionality points that differed from those stipulated in the original invitation for bidding and non-adherence to subcontracting requirements.
38. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R 245,167 as disclosed in note 46 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by unauthorised debit orders.

Strategic planning and performance monitoring

39. The performance management system and related controls were inadequate as it did not describe how the performance planning and measurement processes should be conducted, as required by municipal planning and performance management regulation 7(1).

Other information in the annual report

40. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported on in this auditor's report.
41. 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.
42. 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 key performance areas presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
43. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and 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

- 44. 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.
- 45. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the material findings on the annual performance report and the material findings on compliance with legislation included in this report.
- 46. Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. The accounting officer did not adequately review the financial statements and annual performance report before submitting for audit.
- 47. The action plan developed by the municipality to address internal and external audit findings for performance information and compliance with laws and regulations was not effective and did not ensure that root causes that resulted in these findings are properly identified to resolve the issues.
- 48. Non-compliance with legislation could have been prevented if compliance was properly reviewed and monitored by the municipality.

Other reports

49. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
50. The Special Investigations Unit (SIU) submitted referrals to the municipality for an investigation into alleged irregularities for the period 2011-2018 in respect of the affairs of the municipality in terms of proclamation number: R7 of 2018. The municipality addressed the recommendations and submitted a report to the SIU. At the date of this report, the municipality was awaiting the final SIU report on the investigation from the Presidency.

Auditor General
Polokwane

30 November 2024



**COMPONENT B:
AUDITOR GENERAL'S OPINION 2023/2024**

5.2 AUDITOR GENERAL'S REPORT 2023/2024

Auditor – General's Report on Financial Performance 2023/2024	
Audit Report Status	Qualified

Non- Compliance Issues	Remedial Action Taken
As stipulated in the AGSA report	Audit action plan developed

Auditor-General's Report on Service Delivery Performance 2023/2024	
Audit Report Status:	Qualified

Non-Compliance Issues	Remedial Action Taken
As stipulated in the AGSA report	Audit action plan developed

5.3 MUNICIPAL MANAGER AND CHIEF FINANCIAL OFFICER'S COMMENTS:

In terms of section 126(1) of the MFMA the Accounting Officer of a municipality must:

"Prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing;"

The financial statement as on 30 June 2024 of the municipality was submitted to Auditor General on the 30th of August 2024.

In terms of section 126(3)(a)(b) of the MFMA the Auditor General must

"Audit those financial statements; and submit an audit report on those statements to the Accounting Officer of the municipality or entity within three months of receipt of the statements. The Audit report for 2023/2024 was submitted to Accounting Officer on 30 November 2024. The recent audit of the municipality has resulted in a qualified audit opinion. The regression was as a result of material misstatement identified on property, plant and equipment. This regression is a matter of concern for municipal management and council, as it reflects the need for significant improvements in our financial management and reporting processes.

To address these issues and improve our audit opinion in the future, the council will implement the following strategies:

- **Strengthening Internal Controls:** We will enhance our internal control systems to ensure accurate and reliable financial reporting. This includes regular audits, checks, and balances to detect and correct errors promptly.
- **Capacity Building:** Investing in training and development for municipal staff to ensure they are well-equipped with the latest knowledge and skills in financial management and reporting standards.
- **Improved Compliance:** Ensuring strict adherence to all relevant laws, regulations, and guidelines. This will involve regular reviews and updates of our policies and procedures to align with best practices.

By implementing these strategies, management is committed to improving financial management practices and achieving an unqualified audit opinion in the future. We believe that these measures will not only enhance our financial health but also restore public trust and confidence in our municipality. Council takes note of the contents in the Auditor General report and Audit Action Plan is developed to address issues raised by AGSA.

5.4 AUDIT COMMITTEE COMMENTS:

The Audit Committee of the municipality has considered the Auditor General of South Africa (AGSA) audit report at a special meeting held with AGSA on the 30th November 2024. The municipality has regressed from an unqualified audit opinion in 2022/2023 to a qualified audit opinion in 2023/2024. The regression was as a result of material misstatement identified on property, plant and equipment. The Audit Committee is optimistic that with concerted efforts from management the root cause of the finding will be adequately resolved, positioning the municipality to reclaim the unqualified audit opinion. There is no improvement on municipal performance as depicted in the annual performance report. Institutional performance remained stagnant at 75% year on year.

AUDIT ACTION PLAN

FINANCIAL YEAR	2023/2024
Municipality Name	Elias Motsoaledi Local Municipality
Audit Opinion	Unqualified
Reporting Period	2023/2024

APPENDICES

APPENDIX A- COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represented	No of council meeting s held	no. of council meeting s attended	No. of apologies for non- attendanc e	No of Absence without leave
Thethe	Junior Semole	PT	Chairperson Executive Support Chairperson	ward	14	13	1	0
Kgagara	Thabo Peter	PT	MPAC	ward	14	14	0	0
Malapela	Samuel Mogome	PT	Development Planning	ward	14	14	0	0
Msiza	Mahwetse Phillip	PT	Budget and Treasury	ward	14	14	0	0
Mohlamonyane	Tshepo Emmanuel	PT	Rules and Petitions	ward	14	11	3	0
Ndlovu	Raymond Ndumiso	PT	Chairperson MPAC	ward	14	13	1	0
Sithole	Thembi Cynthia	PT	Chairperson Budget and Treasury	ward	14	14	0	0
Mathabathe	Mohlamme Glyde	PT	EXCO	Ward	14	14	0	0
Mogotlana	Jersey Sphiwe	PT	Chairperson Local Geographical Names Change	ward	14	13	1	0
Ramongana	Nkitseng Jenneth	PT	EXCO Community Services	ward	14	13	1	0
Mafiri	Moses Aphiri	PT	Development Planning	ward	14	14	0	0
Phorotlho	Thabiso Andries	PT	Chairperson	ward	14	14	0	0

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represented	No of council meeting s held	no. of council meeting s attended	No. of apologies for non- attendance	No of Absence without leave
			Development Planning					
Oosthuizen	Willem Nicolaas Saaiman	PT	Community Services	ward	14	12	2	0
Phokwane	Marang Codney	PT	Corporate Services	ward	14	14	0	0
Nkosi	Sibongile Beauty	PT	Budget and Treasury	ward	14	14	0	0
Buta	Medo Zephania	PT	Chairperson Ethics	ward	14	14	0	0
Malau	Toswi Samuel	PT	Corporate Services	ward	14	14	0	0
Letageng	Johannes	PT	Executive Support	ward	14	13	1	0
Masimula	Phahlana (M)	PT	Chairperson Community Services	ward	14	14	0	0
Tshehla	Mokgokong Eric	PT	Budget and Treasury	ward	14	12	2	0
Maphopha	Cheleboy Mpho	PT	MPAC	ward	14	13	1	0
Nduli	Msanyana Elias	PT	Chairperson Infrastructure	ward	14	14	0	0
Mohlala	Nkgetheng Piet	PT	Community Services	ward	14	14	0	0
Lehungwane	Frank Kgomontshware	PT	Community Services	ward	14	12	2	0

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represented	No of council meeting s held	no. of council meeting s attended	No. of apologies for non- attendanc e	No of Absence without leave
Makuwa	Nkhubedu Sarah	PT	Chairperson Rules and Petitions	ward	14	13	1	0
Morare	Sephantsi Donald	PT	Ethics	ward	14	13	1	0
Tlaka	Kgopotso Wiseman	PT	MPAC	ward	14	12	2	0
Makuwa	Reginah Mamoshasha	PT	Budget and Treasury	ward	14	13	1	0
Msiza	Mothibe Rhodes	FT	EXCO Infrastructure	ward	14	13	1	0
Tladi	Magetle David	FT	Mayor	PR	14	13	1	0
Phahlamohlaka	Tebogo Mafereke	PT	Chair of Chairs	PR	14	12	2	0
Machipa	Toudi Aron	FT	EXCO Budget and Treasury	PR	14	14	0	0
Mashilo	Malope Samaria	PT	MPAC	PR	14	13	1	0
Mashego	Dieketseng Masesi	FT	Speaker	PR	14	13	1	0
Mahlangu	Julia	PT	Chairperson Corporate Services	PR	14	14	0	0
Matjomane	Germinor Delly (F)	FT	EXCO Development Planning	PR	14	12	2	0
Makunyane	Hlako Justice	FT	Chief Whip	PR	14	14	0	0

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represented	No of council meetings held	no. of council meetings attended	No. of apologies for non-attendance	No of Absence without leave
Phetla	Mannyana Grace	FT	EXCO Corporate Services	PR	14	14	0	0
Koka	Petrus Thomo	PT	Executive Support	PR	14	13	1	0
Gulube	April Lucky	PT	Rules and Petitions	PR	14	12	2	0
Radingwana	Sentsho Herbert	PT	Infrastructure	PR	14	12	2	0
Mmaboko	Sipho Hlabishi	PT	Executive Support	PR	14	13	1	0
Kotze	Johan Pieter	PT	EXCO	PR	14	12	2	0
Matsomane	Shiko Tebogo	PT	Corporate Services	PR	14	11	3	0
Ganedi	David Jack	PT	Development Planning	PR	14	06	02	06
Malapela	Hope Mashego Constance	PT	EXCO	PR	14	13	1	0
Mmotla	Sewisha Collen	PT	Infrastructure	PR	14	12	2	0
Ngwenya	Zodwa	PT	Ethics	PR	14	13	1	0
Mabelane	Kagiso	PT	Development Planning	PR	14	13	1	0
Lecheko	Virginia Morotse	PT	Executive Support	PR	14	13	1	0

Surname	Full names	full time/ Part time FT/PT	Committee Allocated	Ward and /or Party represented	No of council meeting s held	no. of council meeting s attended	No. of apologies for non- attendanc e	No of Absence without leave
Mthimunya	Maremoshe Simon	PT	Community Services	PR	14	14	0	0
Sithole	Maguwe Elias	PT	Sekhukhune Rep	PR	14	13	1	0
Maibelo	Legasa Sandy	PT	Sekhukhune Rep	PR	14	13	1	0
Segope	Godfrey Madingwane	PT	Budget and Treasury	PR	14	13	1	0
Komane	Legobole Sharon	PT	Corporate Services	PR	14	14	0	0
Ranala	Maselopi	PT	Local Geographical Names Change	PR	14	04	0	0
Ramphisa	Motiba William	PT	EXCO	PR	14	13	1	0
Limakwe	Adelaide	PT	MPAC	PR	14	14	0	0
DeBeer	Willem	PT	Ethics	PR	14	13	1	0

APPENDIX B - COMMITTEE AND COMMITTEE PURPOSE

Committees (other than Mayoral/Executive Committee) and Purposes of Committees	
Municipal Committee	Purpose of Committee
Corporate Services Committee	Addressing relevant issues and reports
Infrastructure Committee	Addressing relevant issues and reports
Finance Committee	Addressing relevant issues and reports
Social Development Committee	Addressing relevant issues and reports
Executive Support Management Committee	Addressing relevant issues and reports
Development Planning Committee	Addressing relevant issues and reports
Local labour forum	Address all employer and employee related matters
Municipal public accounts committee	Oversight committee addressing AG report, financial reporting investigating items delegated by council
Executive Committee	Give political direction to executive management and report to council
Rules and ethics	Investigates reports of unethical conduct, formulates rules and principles, and recommends actions on ethical issues
Programming	Deals with all items submitted and determines which items must serve in portfolio committees and which one must serve in council without serving in portfolio committees
Local geographical names change (LGNC):	Deals with changing of street names within the municipal area

APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE

Directorate	Designation	Initial and Surname	Gender
Office of the Municipal Manager	Municipal Manager	Mr M. M Kgware	Male
	Manager in Municipal Manager's Office	Mrs M Burger	Female
	Manager: Internal Audit	Mrs. P. Mailula	Female
	Chief Risk Officer	Mr L. K. Mathebe	Male
	Manager: PMS	Ms R.P. Mdluli	Female
	Manager: Legal services	Ms S. Mahlangu	Female
Corporate Services	Senior manager: Corporate Services	Vacant	
	Manager: Communications	Mr. S.T Makua	Male
	Manager: IGR	Ms V Matlala	Female
	Manager Parks	Mr J. M Mathebe	Male
	Manager: Human Resources and Development	Mr. L.M. Mafiri	Male
	Manager: Administration and Records	Mr. G.M Ditshego	Male
	Manager: ICT	Ms K Mashipa	Female
	Manager Labour Relations	Mr J. Maboja	Male
	Manager Compliance	Mr H. Masemola	Male
Budget and Treasury	Chief Financial Officer	Vacant	-
	Deputy CFO	Mr. M.L. Sebelemetja	Male
	Manager: Expenditure	Mr. C. Mtsweni	Male
	Manager: Budget and Treasury	Ms. K.U Sebelebele	Female
	Manager: Assets	Mr. M.C Tjane	Male
	Manager: Supply Chain Management	Mr. V Masilela	Male
	Manager: Revenue	Ms M Namane	Female
Infrastructure	Senior Manager: Infrastructure	Mr M.E Malungana	Male
	Electrical Engineer	Mr K.K. Mametsa	Male
	Manager: PMU	Mr. F. Debeila	Male
	Superintendent Roads Construction Unit	Mr. J Malaka	Male
	Manager: Fleet	Mr M P. Mthimunya	Male
Community Services	Senior manager: Community Services	Mr M.W Mohlala	Male
	Manager: Environmental services	Ms M Mokhulwane	Female
	Manager: Licensing	Ms. P. Ntobeng	Female
	Manager: Traffic	Mr. C Coetzee	Male
	Manager: Hlogotlou	Mr. L. A Madiba	Male
	Manager: Roossenekal	Mr. M. Mahlangu	Male
	Manager: Motetema	Mr. C. C. Masemola	Male
	Manager: Elandsdoorn	Mr J. Manganyi	Male
Development	Senior manager: Development	Vacant	

Directorate	Designation	Initial and Surname	Gender
Planning	Planning		
	Manager: Development and Town Planning	Mr. B. Sethojoa	Male
	Manager: LED	Mr Sebei	Male
	Manager: Property Management and Housing	Mr. R Palmer	Male
	Manager: IDP	Mr. K. J Motha	Male

APPENDIX D - FUNCTIONS OF MUNICIPALITY/ENTITY

Municipal/Entity Functions		
Municipal Functions	Function Applicable to Municipality (Yes/No)*	Function Applicable to Entity (yes/no)
Constitution, Schedule 4, Part B Functions		
Air pollution	yes	No
Building regulations	yes	No
Child-care facilities	yes	No
Electricity and gas reticulation	yes	No
Fire-fighting services	No	Sekhukhune District Municipality
Local tourism	yes	No
Municipal airports	yes	No
Municipal planning	yes	No
Municipal health services	yes	No
Municipal public transport	yes	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other	yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	No	No
Storm water management systems in built-up areas	yes	No
Trading regulations	yes	No
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	No	Sekhukhune District Municipality
Beaches and amusement facilities	no	no
Billboards and the display of advertisements in public places	yes	no
Cemeteries, funeral parlours and crematoria	yes	no
Cleansing	yes	no
Control of public nuisances	yes	no
Control of undertakings that sell liquor to the public	yes	no

Municipal/Entity Functions		
Municipal Functions	Function Applicable to Municipality (Yes/No)*	Function Applicable to Entity (yes/no)
Constitution, Schedule 4, Part B Functions		
Facilities for the accommodation, care and burial of animals	yes	no
Fencing and fences	yes	no
Licensing of dogs	no	no
Licensing and control of undertakings that sell food to the public	yes	no
Local amenities	yes	no
Local sport facilities	yes	no
Markets	yes	no
Municipal abattoirs	yes	no
Municipal parks and recreation	yes	no
Municipal roads	yes	no
Noise pollution	yes	no
Pounds	yes	no
Public places	yes	no
Refuse removal, refuse dumps, and solid waste disposal	yes	no
Street trading	yes	no
Street lighting	yes	no
Traffic and parking	yes	n/a

APPENDIX E - WARD REPORTING

WARD BASED MEETINGS

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 01	CLLR J.S THETHE	Yes	12	12	04
	Ward Committee				
	TSHEPO D MOKOENA				
	NAPE S MOKGABUDI				
	JAN K MAHLANGU				
	LUCAS MAIMELA				
	PORTIA MOILOA				
	NKHENSANI O MAKHUBELE				
	EDDY M MASOLA				
	MALEFUFU L NKADIMENG				
	STOFFEL H MALAPANE				
	THUTO RAMPHISA				
Ward No 02	CLLR T.P KGAGARA	Yes	12	12	04
	Ward Committee				
	MMINA PHETLA				
	KENNETH T MTHIMIUNYE				
	DOLLY RALEKWE				
	NGAWANAMOTIBANE M CHEGO				
	SAMUEL O MAKUA				
	HERMANS P MANKGE				
	MATEBO G MMAKO				
	MOROKOLO				
	MMATABANE				
	SEGOPOTSO				
	PHATLANE				
	BOIKY SELLO MOLOI				
Ward No 03	CLLR S.M MALAPELA	Yes	12	12	04
	Ward Committee				
	EPHRAIM MATHEBELE				
	MARIA T SELALA				
	MMATSHIMA D DITSHEGO				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	MATETE E MAMPANNA					
	LUCY KGAPHOLA					
	SAM M MOLALA					
	MOSES S LETSOALO					
	JOB MAMAHLODI					
	NTHEPANE THOBANE					
	NKELE MABASA					
Ward No 04	CLLR M.P MSIZA	Yes	12	12	04	
	Ward Committee					
	MONAGENG TOBIE MARIA					
	KOMANE CONSTANCE DIBOLELO					
	LECHELELE					
	MATHIBELA PATRICK					
	MAEPA ELAH					
	SEBOTHOMA JOHANNES					
	MADIMETJA					
	MALEMONE MORARE BADNEY					
	KGOETE ELLEN					
	RAMMABELE					
	MAKOPO MAHLODI					
	SEIPATI JOSEPHINAH					
	MALAPELA ISRAEL JAMES					
	RIBA BABA GEOGE					
Ward No 05	CLLR T.E MOHLAMONYANE	Yes	12	12	04	
	Ward Committee					
	MOIPONE DITSHEGO					
	CHRISTOPHEL M MALEMONE					
	MAMA A MOKWENA					
	HOSIA M MOTAU					
	VIOLET M MASHIGO					
	NELSON M MOGANO					
	THOMAS PHASHA					
	THANDI SIBANYONI					
	MAMSY RAMPHISA					
	LESHATE MASHABELA					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 06	CLLR N.R NDLOVU	Yes	12	12	04
	Ward Committee				
	SIBONGILE SKOSANA				
	JOHN M NCONGWANE				
	HAZEL S MAGAGULA				
	JONAS S SANDLANA				
	JOHANNA MOGOLA				
	SARAH M NTIMANE				
	DIMPHO MABONA				
	NTOMBI MAHLABA				
	NTHOMENG NKOSI				
Ward No 07	CLLR T.C SITHOLE	Yes	12	12	04
	Ward Committees:				
	SUZAN SKOSANA				
	MMAPATENG				
	MATHUPA				
	OLGA DUNGE				
	NKEKO MPHAKE				
	CYNTHIA T LANGA				
	COMFORT				
	MATHOTHO				
	KHOLIWE MSIZA				
	KEDIBONE RASEROKA				
JACOB MOKWENA					
JOHANNES					
MATHEBULA					
Ward No 08	CLLR M.G MATHABATHA	Yes	12	12	04
	Ward committees				
	ISAIAH P MAHLANGU				
	SKHUMBUZO				
	TSHABALALA				
	SANNAH M PHOHU				
	ANNA M MAGADI				
	ANNA WESSELS				
	NTHABISENG				
	MPHAGA				
	WINNIE MOYANA				
	MAHLOMOLA MAKOLA				
MOLEBELEDI					
NTOBENG					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	PETER CHOMA				
Ward No 09	CLLR J.S MOGOTLANA	Yes	12	12	04
	Ward Committees:				
	ZANELE MSIZA				
	ELIZABETH MANASWE				
	JONAS MOEPYA				
	ELIJAH NTOMBELA				
	OBED G MAHLANGU				
	MORONGWE MASHILO				
	EMILY MSIZA				
	GETRUDE CHABA				
	FLORENCE SKHOSANA				
	TLAKALE MAHUBANE				
Ward No 10	CLLR N.J RAMONGANA	Yes	12	12	04
	Ward Committees:				
	KALUDI				
	MOHLAMONYANE				
	SYLVIA MONAGENG				
	IVY MATHABATHE				
	TUMELO BOROKO				
	MMAMOGOLWANE				
	MONAGENG				
	MMULEDI MALEMONE				
	MAPULE MAKITLA				
	GERMINAH MAKITLA				
	NTLHANE				
	MOHLAMONYANE				
	SHIRLEY NAMANE				
Ward No 11	CLLR M.A MAFIRI	Yes	12	12	04
	Ward Committees:				
	KATE MOKWENA				
	KHULELAPHI MDLULI				
	CONNY NTOBENG				
	MAGOMARELA				
	NKOPODI				
	MAFATA MASHU				
	KGORI TSARO				
	BELLA MTHIMUNYE				
	HELLEN MALAPELA				
	ZANELE KINIDA				
	SIBUSISO MBANYELA				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
Ward No 12	CLLR TA PHOROTHLOE	Yes	12	12	04
	Ward Committees				
	KGETLANE PHORA				
	KHOMOTSO KOTLELO				
	KGATWANE MATHEBE				
	SENTANANA				
	RATLHOGO				
	MACESALA NDLOVU				
	CATHERINE KABINI				
	MAROPENG				
	MONARENG				
	ELIZABETH				
	MONAGENG				
	SELLO MONAGENG				
	MATLOKOLO				
	MOEKETSI				
Ward No 13	CLLR W OOSTHUIZEN	Yes	12	12	04
	Ward Committees:				
	SARA HESSELS				
	KAREN OOSTHUIZEN				
	ARNOLDUS				
	SCHOOMBEE				
	FRANCINA KLENHANS				
	MARIA FOURIE				
	SHAUN MELLORS				
	JOSHUA MMAKOLA				
	NICOLETTE				
	PRETORIUS				
	CORNEL BOTHA				
	ZACHARIAS SAAYMAN				
Ward No 14	CLLR M.C PHOKWANE	Yes	12	12	04
	Ward Committees:				
	SEBOTHOMA RUTH				
	LEBOGANG				
	MAPEA MAHLODI				
	JOYCE				
	UQUELO MIKE				
	PHETLA MANTWA				
	KELLY				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	CHEGO ROIDA MPHOS PHETLA TEREMIA KATISI APHANE LEHLOGONOLO NKADIMENG INNOCENTIA SEMELA MPHAHLELE MANIE QUEEN RYAN LEGWAI				
Ward No 15	CLLR S.B NKOSI Ward Committees: BONGINKOSI MAHLANGU MPOROME MAPHAKA LUCAS MOHLAHLA ELIZABETH MHLONGO LIZZY SINDANE BONGANI NDULI MASEBOTSANA MOKWANA SIBONGILE MASILELA JOHANNAH MASHIYA	Yes	12	12	04
Ward No 16	CLLR Z. B BUTA Ward Committees: LOMUSA SKHOSANA KHOMOTSO MAPHOSA TLAMAGA ROSI PATRICIA XELIBOKWE AMOS SKHOSANA SARA MOKWENA POPPIE MAHLANGU JEREMIA ZULU KLEINBOOI MAHLANGU THEMBA MATEBULA	Yes	12	12	04
Ward No 17	CLLR T. S MALAU Ward Committees: JANNIE MAREDI PABALLO SEOPELA	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	TSHEPHANG MASEMOLA MAKGOPANE MOHLAPE RANKEPILE MABELANE SELLO NKOANA TEBOGO MOSOHLEWE MOKWAZI MOKWANA THABANG MOTSEDI MOTSHANA SARAH				
Ward No 18	CLLR J. LETAGENG Ward Committees: KGOTHSO J MAKUA TUMISHI A MOHLAHLA RANGOATO MNGUNI NGWANAMOKWENENG CHEGO NTENENG MANKGE PETRUS MAKUWE MAPULE MOTAU MOSES MAGANE DORCUS T PHETLA KATLEGO C MAKEKE	Yes	12	12	04
Ward No 19	CLLR P. MASIMULA Ward Committees: MASHIFANE WINDY SESI NEZZY MAHLANGU MTHOMBENI BENZANI ANDRIES MAHLANGU THANDAZILE CECILIA MABULA PAULINE TSHIDI NTULI SIVUYILE AYANDA MAHLANGU KENNETH SEGAFU KENNETH MABUTANA JOHANNES MAHLANGU	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	LYDIA MAILE				
Ward No 20	CLLR M.E TSHEHLA Ward Committees: Mokoana Felicia Moremadi Sumani Sydney Dimakatso Mokoana Bafana Lucas Makola Abram Semopo Tshehla Eunic Ntebaleng Mabogoane Sylvester Thulani Chego Piet Butie Machika Themba Joseph Gama Elizabeth Morder Mathupane Napo John	No	12	12	04
Ward No 21	CLLR C M. MAPHOPHA Ward Committees: MAKUWA MASHALANE LAZARUS MAKUA MONOCCA NKELE MAKUWA MOROKA MARIA MOHOSANA KENEILWE MAPOME MTHIMUNYE JANE MALI MAPULE MABELANE MTHIMUNYE THEMBA FRANCE NKGUDI MOTLAPELE EDWARD SITHOLE CAIPHUS NGINI TSHELA ZODWA LEAH	Yes	12	12	04
Ward No 22	CLLR M.E NDULI Ward Committees:	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MAKENA KATLEGO BEAUTY				
	TLOU JOHANNES CAIPHUS				
	MAHLOKO LEBOGANG PHASWANE				
	TSHOMA PHASUDI OTTO				
	MASHILE NANA MARIA				
	NTOBENG MPHO ROSE				
	SKOSANA TSHWARELO OBED				
	MOHLALA KOKETSO J				
	MALEKA MAMMILENG LINDIWE				
	RANDINGOANE THABO				
Ward No 23	CLLR N.P MOHLALA	Yes	12	12	04
	Ward Committees:				
	NTULI NOMTHANDAZO REGINAH				
	DIKOTOPE THABO				
	MAHLANGU DUMISANI KLAAS				
	NKABINDE ANTHONIA				
	MAHLANGU BRENDA ELDA				
	MKONENI MANDLA MXOLISI				
	MORENA LUCY MPUKANA				
	MOKGAJANE BETTY MAKGOLONYANA				
	MAHLANGU EDWARD NICOLAS				
	MAHLANGU ELIAS THENJWA				
Ward No 24	CLLR F.K LEHUNGWANE	Yes	12	12	04
	Ward Committees:				
	MALOPE WILLIAM				

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year
	MOGOLA ELIAS MOTSHAKANE NKADIMENG MMATAU MARTHA MOGOLA EVA RAMOLAPO MASEMOLA TEMANA KAGISO SIBEKO WESSEL KGOTHSO THOKWANE MATSIE SINAH MADIHLABA RAMODUBJANE RINKIE SEKWATI MORATO JANE MAEPA MACDONALD CLEMENT				
Ward No 25	CLLR N.S MAKUWA Ward Committees: MOHLALA MOJALEFA JOSEPH MNGUNI SIPHO MASHILO MAKASHWELA BEAUTY MPUBANE KENNETH NKHWENG MATSIPE THOBOLÉ PATRICK MABASA LÉBO MARIA MATLOU MATLOLE DANIEL MOKGOATJANE MAGAVE DAVID MOHLALA MAKOBOTSENG ALPHINA MATHONYANE GRACE	Yes	12	12	04
Ward No 26	CLLR S.D MORARE Ward Committees: MAHLANGU SMANGALISO GIFT	Yes	12	12	04

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	SKOSANA LEHLOGONOLO PATRICK					
	MAMARIGA INNOCENT					
	MAABA ANNA MALOPE					
	SEFOLOSHI SEKWALA JAN					
	MAGAMPA SENGALELA DITAU					
	MAGAMPE PESHIWA BOITUMELO					
	MAMPURU TEBOGO MAKGOFE					
	MAGANE PUSELETSO					
	MATHEBE NTHABISENG DORCAS					
Ward No 27	CLLR K.W TLAKA	Yes	12	12	04	
	Ward Committees:					
	MALAPANE LERATO CHARITY					
	MABALANGANYE SEKANAH REGINAH					
	MASHILO WALTER TSHAKA					
	THABANG MARCUS SEAGE					
	MAKUWA THANDI SEGOPOTSE					
	TSHEHLO THATA JERRY					
	HLAKUDI MALETSI MAGDELINE					
	MOKGANYETSI ROBERT KHUPE					
	KHAKA MARGARETT NCAZANA					
	MATENTSI THABO LAZARUS					
Ward No 28	CLLR P.K TLADI	Yes	12	12	04	
	Ward Committees:					
	MATULUDI					
	MAMOTALANE EVE					
	MOKOANA CONSTANCE					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	KGOPUTSO KABELO SHAUN					
	TSHEHLA ANNA PHELADI					
	SKOSANA ANGELINA					
	SKOSANA GOODNESS NTOMBIZODWA					
	FENYANE MODUPI DANIEL					
	MAREDI LEDWABA KLAAS					
	DIKOTOPE JERREN MASHIANOKE					
	MOKONE BIGBOY SYDNEY					
Ward No 29	CLLR R.M MAKUWA	Yes	12	12	04	
	Ward Committees:					
	MOHLALA STEPHINAH					
	RAMPHAHLELE					
	MOKABANE LUCAS MAUPE					
	MATJOMANE CAROL					
	MAKAU JEANETTE MUMSY					
	FENYANE THABANG BREADLY					
	RATAU NICOLADE					
	MASHILO KWETEPE MAGDELINE					
	MAKWANA ALFRED NYEREDI					
	CHOMA CHISTOPH MACHENG					
	THABANG KADING SALTHIEL					
Ward No 30	CLLR M. MAMPANE	Yes	00	00	01	
	Ward Committees:					
	LEKHULENG LEONA					
	MAMOKABI OLIVIA					
	MADIHLABA LOSTA					
	TSHEHLA MAREMA					
	MAGOLEGO MEISIE					
	ISAAC PHAMANE					

Ward Name (Number)	Name of Ward Councillor and Elected Ward Committee Members	Committee Established (Yes/No)	Number of Monthly Committee Meetings Held During Year	Number of Monthly Reports Submitted to Speakers 'Office on Time	Number of Quarterly Public Ward Meetings Held During Year	
	NTOMBI LEDIMO					
	PHETLA					
	MOHLABANENG					
	WALTER MAKUWA					
	JEANETH					
	MASOMBUKA					
Ward 31	CLLR M R. MSIZA					
	Ward Committee	Yes	12	12	04	
	SETHOPANE T RIBA					
	MAHLASE TSOKELA					
	ABRAHM MASHAO					
	GLADYS MAAKE					
	MARIA MONOGE					
	NTOMBAZANA					
	MASHIANE					
	PRINCE B THOBEJANE					
	KATLEGO KGONYANE					
	NGWATOMOSADI					
	KHUMALO					
	NELSON J NTULI					

APPENDIX F - WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in 2023/2024 (Full List in Appendix L)				
R'000				
Ward No	Project Name & Detail	Start Date	End Date	Total Value
15	Upgrading of Maraganeng Internal Access Road	01-July-23	30-June-25	R27 200 000.00
26 & 27	Upgrading of Tafelkop Stadium Access Road	01-July-23	30-June-25	R8 462 850.00
8	Upgrading of Malaeneng A Ntwane Access Road and Stormwater	01-July-23	30-June-25	R29 750 000.00
29	Upgrading of Mokumong Access Road to Marateng Taxi Rank	01-July-23	30-June-25	R44 200 000.00
13	Refurbishment of Groblersdal landfill site	01-July-23	30-June-25	R33 000 000.00
03	Upgrading Kgobokwane/Kgaphamadi	01-July-23	30-June-25	R55 000 000.00
14	Electrification of Masakaneng Portion 69 (400 HH)	01-July-23	30-June-25	R8000 000.00
18	Electrification of Magukubjane	01-July-23	30-June-24	R400 000.00
23	Electrification of Vlakfontein	01-July-23	30-June-24	R1000 000.00
22	Electrification of Phomola/Kgaphamadi	01-July-23	30-June-24	R2 000 000.00
25	Electrification of Makaepea	01-July-23	30-June-24	R1 400 000.00
09	Electrification of Phooko	01-July-23	30-June-24	R1 400 000.00
31	Electrification of Motetema Highview	01-July-23	30-June-24	R2 000 000.00

APPENDIX G - RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

ORDINARY MEETINGS

4 th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
MANAGEMENT REPORTS			
AC 23/01	2022/2023 4th Quarter Progress report on Internal Audit Annual Plan (April - June 2023)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee raised concern about the slow progress in the recruitment process for the vacant position of Senior Internal Audit. • The Audit Committee raised a concern about the 4th Quarter Performance report in that the report was not thoroughly reviewed by Management as there were many inconsistencies and errors identified by Internal Audit. • The Audit Committee raised a concern about the 4th Quarter Performance Report whereby the numbers reported by PMS did not agree with the numbers reported by Internal Audit. • The Audit Committee emphasized the importance of procuring the Internal Audit software which will assist with capacity issues and the improvement of the Internal Audit unit. • The Audit Committee raised a concern regarding the non-compliance findings raised on landfill sites and requested	• Compliance Office together with Internal Audit to perform due diligence on the tenders for compliance purposes before awards. • Audit Committee took note of the report

4 th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
		commitment from management to address the finding before year end. The Audit Committee raised a concern on the Supply Chain Management findings and suggested that an independent oversight unit be established to deal with issues raised and advised that Management work hand in hand with the Compliance Office to eliminate the re-occurrence of the finding raised by Internal Audit.	
AC 23/02	2022/2023 Internal Audit Reports (April - June 2023)	Audit Committee took note of the reports, and no concern were raised.	Audit Committee took note of the report
AC 23/03	2022/2023 Progress on AGSA Action Plan	The Audit Committee took note of the report and raised concerns as follows: The Audit Committee raised a concern on the progress of the action plans and wanted commitment from the CFO and Management to address the remaining unresolved findings.	Audit Committee took note of the report
AC 23/04	2022/2023 4th Quarter Risk Management Committee Report (April - June 2023)	The Audit Committee took note of the report and raised concerns as follows: The Audit Committee raised a concern about the number of activities that were presented by the Risk Management Unit as the numbers don't seem to be correct compared to the planned activities.	A risk assessment to be conducted by the Risk Management Unit to assess the impact of the risk mitigation developed by Management in addressing the risk identified

4th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
		- The Audit Committee raised concern that there is no reduction in most of the risks identified in the third and fourth quarters. - The Audit Committee raised a concern about the lack of action plans, especially on the emerging risk identified. - The Audit Committee raised a concern that Management should include a paragraph that relates to the OHS and ICT risks in their reports.	on the strategic and operational risk register. - The Audit Committee advised that in the report there should be a paragraph that relates to matters which require the oversight of the Audit Committee and a distinction between Risk Management as the implementer and Audit Committee as the oversight Committee. - The Audit Committee advised that there must be an activity conducted to assess the impact of the possible mitigation measures on the residual risk for all strategic risk identified to have confidence that the measures developed will address the risk identified. - Audit Committee took note of the report

4 th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
AC 23/04	2022/2023 4th Quarter Compliance Report (April - June 2023)	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee raised concern that the Compliance Tracker does not paint a good picture and that the same problems for the first quarter are not addressed. - The Audit Committee raised concern that it seems like Management did not invest themselves to address issues previously raised by the compliance office.	- Bring in PMS office to assist in structuring the training and to also address performance expectation. - Audit Committee took note of the report
AC 23/05	a) 2022/2023 4th Quarter and Annual Performance Report (April - June 2023)	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee raised concern that the employment equity plan is not reviewed to include the target that guide or inform employment. - The Audit Committee raised concern that management still don't define remedial action and reasons for non-achievements as well as reasons for the over-achievements.	The Audit Committee advised management to put in place the process internally of reviewing a portfolio of evidence before it is submitted to Internal Audit. It should start at level of department, senior Manager should nominate individuals from their department to ensure that the file they are submitting to performance department it meets the set criteria, the information submitted supports the achievement.

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES								
			Audit Committee took note of the report								
AC 23/06	2022/2023 4th Quarter Litigation Report (April - June 2023)	Audit Committee took note of the reports, and no concern were raised.	Audit Committee took note of the report								
FINANCE											
AC 23/07	a) AC 23/08 b) c) a) 2022/2023 4th Quarter report on Unathorised/Irregular and Fruitless and wasteful expenditure (UIF) d) b) 2022/2023 4th Quarter report on debt collection e) c) 2022/2023 4th Quarter	The Audit Committee took note of the reports and raised the following concerns: - Audit Committee advised management to put more efforts in making sure that realistic picture is met in terms of budget. - Audit Committee raised a concerned about the delays is filling the position of CFO and other senior managers. Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) The table below illustrates the expenditures in total for quarter 1. <table><tr><th colspan="2">Cumulative figures as at end of Quarter 4 of 2021/2022 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R0.00</td></tr><tr><td>Total irregular expenditure</td><td>R5 537 312.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R0.00</td></tr></table> Refer to annexure D for detailed expenditures.	Cumulative figures as at end of Quarter 4 of 2021/2022 financial year		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R5 537 312.00	Total fruitless and wasteful expenditure	R0.00	Audit Committee took note of the report
		Cumulative figures as at end of Quarter 4 of 2021/2022 financial year									
Total Unauthorized expenditure	R0.00										
Total irregular expenditure	R5 537 312.00										
Total fruitless and wasteful expenditure	R0.00										

4th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES												
	Section 52 Report f) d) 2022/2023 4th Quarter Supply Chain /Procurement Report g) e) 2022/2023 4th Quarter Overtime Report	Debt collection The table below illustrates the revenue collected in total for quarter 1: <table><thead><tr><th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr></thead><tbody><tr><td>July</td><td>R189 835 774</td><td>87%</td></tr><tr><td>August</td><td>R192 325 440</td><td>83%</td></tr><tr><td>September</td><td>R191 525 758</td><td>106%</td></tr></tbody></table> Supply Chain /Procurement Report Deviations - no deviations were processed during 1st quarter. Overtime Report The departmental proportional contribution towards overtime expenditure is as follows: - Community Services – (12,469 – 14,65%) - Infrastructure – (R52,682 – 61,90%) - Finance – (R19,963 – 23,45%) Refer to annexure B for detailed expenditures.	Month	Revenue collected	Revenue %	July	R189 835 774	87%	August	R192 325 440	83%	September	R191 525 758	106%	
Month	Revenue collected	Revenue %													
July	R189 835 774	87%													
August	R192 325 440	83%													
September	R191 525 758	106%													

4 th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
INFRASTRUCTURE SERVICES DEPARTMENT			
AC 23/08	2022/2023 4th Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (April - June 2023) (SMI)	Audit Committee took note of the reports, and no concern were raised.	Audit Committee took note of the report
CORPORATE SERVICES DEPARTMENT			
AC 23/09	2022/2023 4th Quarter Corporate Services Report (April - June 2023)	- Audit Committee raised a concern that the municipality employs the staff members without the recruitment plan in place and the support from staff establishment and employment equity policy. - Audit Committee also showed displeasure on management for failure to appoint the CFO.	Audit Committee advised management to equip the staff members with skills other than the one of LGSETA and to identify soft skills and leadership skills of the staff members.
AC 23/10	2022/2023 4th Quarter Council Resolutions Implementation	Audit Committee took note of the reports, and no concern were raised.	Audit Committee took note of the report

4 th ORDINARY AUDIT COMMITTEE MEETING – 02 AUGUST 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICES
	Register/Report (April - June 2023)		
AC 23/11	2022/2023 4th Quarter ICT Steering Committee Report (April - June 2023)	Audit Committee took note of the reports, and no concern were raised.	Audit Committee took note of the report

1 st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
MANAGEMENT REPORTS			
AC23/1 AC23/2 AC23/3	1st Quarter Progress report on Internal Audit Annual Plan (July - September 2023), 2023/2024.	The Audit Committee took note of the report and raised concerns and advised as follows: The Audit Committee is concerned about the finding raised on the lack of capacity in the ICT unit and the inadequate Disaster Recovery Plan and wanted to find out what management is doing to address the findings.	- Internal Audit to include a table that shows the performance of current projects to monitor the hours spent on the projects and show variances for those hours. - Internal Audit to include an analysis of the adequacy and effectiveness of the implemented

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
	Internal Audit Reports (July - September 2023) AGSA Audit progress	- The Audit Committee is concerned that on the performance management system there is still a finding that talks to lack of evidence for achieved KPI and requested PMS office to verify POE before submitting to Internal Audit. - The Audit Committee is concerned about the poor performance within Community Services and Corporate Services departments.	Internal Controls and a table of planned audit for the next quarter and a summary of the Internal Audit Action Plans. Audit Committee took note of the report.
AC 23/4	2023/2024 1st Quarter Risk Management Committee Report (July - September 2023)	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee is concerned that the combined assurance framework is not aligned to principle 13 of the King 3 report in terms of the level of assurance provided by Internal Audit and Audit Committee. - The Audit Committee is concerned that the Internal Audit and Audit Committee is not placed correctly in terms of the level of assurance, as it should be put before external assurance providers such as AGSA. - The Audit Committee is concerned about the regulatory framework followed and advised that management consider using the one from Treasury as its already signed.	- Inputs from Audit Committee members on the Combined Assurance Framework to be submitted to Risk Management Chairperson. - Audit Committee took note of the report

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
		- The Audit Committee raised a concern that the numbers reported for strategic risks does not agree with the progress reported as it relates to third and fourth quarter of 2022-2023. - The Audit Committee raised a concern that only 31% of action plans were implemented and the figures don't show a good picture. - The Audit Committee raised a concern that the table of strategic risk register in paragraph 7 does not show the movement from month to month and where the unit is at in terms of performance.	
AC 23/5	2023/2024 1st Quarter Compliance Report (July - September 2023)	The Audit Committee took note of the report and raised concern that there is no date for implementation from Management side for overdue findings in the compliance report.	- The Audit Committee suggested that Management should include in their performance agreements the governance matters relating to non-compliance as this will assist the Municipality to fast-track implementation of remedial actions. - Audit Committee took note of the report.

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 23/6	2023/2024 1st Quarter Performance Report (July – September 2023)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned that there are no narrations to the variances on the KPIs for Development and Planning. • The Audit Committee raised a concern that on Infrastructure there are quite a few KPI's whereby the reason for variance is stated as late project commencement and does not indicate the cause of delays.	Audit Committee took note of the report
AC 23/7	2022/2023 1st Quarter Litigation Report (July – September 2023)	The Audit Committee took note of the report and raised concerns and advises as follows: • The Audit Committee advised management to highlight budget or costs spend for the quarter. • The Audit Committee is concerned that the municipality is spending more on legal fees per quarter and that is an indication that the bill of appointed lawyers is not well managed. • The Audit Committee is concerned that the municipality is spending more on legal fees for cases that are not yet ventilated in court.	Audit Committee took note of the report
FINANCE			

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE								
AC23/8	h) 2022/2023 1st Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) i) 2022/2023 1st Quarter report on debt collection j) 2022/2023 1st Quarter Section 52 Report k) 2022/2023 1st Quarter Supply Chain /Procurement Report l) 2022/2023 1st Quarter Overtime Report	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned about the high Finance Charges and needs management to identify the real root causes of late submissions of invoices from the service providers to improve on the matter. • The Audit Committee advised Management to improve staff capacity to start developing and producing quarterly financial statements. • The Audit Committee is concerned of the high rate of irregular and contracted services as the Municipality is attracting litigation. Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) The table below illustrates the expenditures in total for quarter 1. <table><tr><th colspan="2">Cumulative figures as at end of Quarter 4 of 2021/2022 financial year</th></tr><tr><td>Total Unauthorized expenditure</td><td>R0.00</td></tr><tr><td>Total irregular expenditure</td><td>R17 430 639.00</td></tr><tr><td>Total fruitless and wasteful expenditure</td><td>R9 240.09</td></tr></table> Refer to annexure D for detailed expenditures.	Cumulative figures as at end of Quarter 4 of 2021/2022 financial year		Total Unauthorized expenditure	R0.00	Total irregular expenditure	R17 430 639.00	Total fruitless and wasteful expenditure	R9 240.09	• Audit Committee recommended that the finance engage with Legal Services before the end of the quarter, to conduct investigation to check if there are no financial misconduct cases on record of the Municipality for the current financial year for investigations. • Audit Committee advised management to bring the Reduction plan for contracted services as an item to the Committee for monitoring. • Audit Committee took note of the report
Cumulative figures as at end of Quarter 4 of 2021/2022 financial year											
Total Unauthorized expenditure	R0.00										
Total irregular expenditure	R17 430 639.00										
Total fruitless and wasteful expenditure	R9 240.09										

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE												
		Debt collection The table below illustrates the revenue collected in total for quarter 2: <table><tr><th>Month</th><th>Revenue collected</th><th>Revenue %</th></tr><tr><td>October</td><td>R191 660 944</td><td>84%</td></tr><tr><td>November</td><td>R196 125 996</td><td>73%</td></tr><tr><td>December</td><td>R194 654 135</td><td>110%</td></tr></table> Supply Chain /Procurement Report Deviations - no deviations were processed during 2nd quarter. Overtime Report The departmental proportional contribution towards overtime expenditure is as follows: • Community Services – (12,469 – 6,58%) • Infrastructure – (R146, 101 – 77,15%) • Finance – (R30,793 – 16,26%)	Month	Revenue collected	Revenue %	October	R191 660 944	84%	November	R196 125 996	73%	December	R194 654 135	110%	
Month	Revenue collected	Revenue %													
October	R191 660 944	84%													
November	R196 125 996	73%													
December	R194 654 135	110%													
INFRASTRUCTURE SERVICES DEPARTMENT			Audit Committee took note of the report												

1 st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 23/09	2023/2024 1st Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (July - September 2023) (SMI)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned about the late issue of commencement of design. • The Audit Committee is concerned about the poor performance of the Service Provider for designs.	Audit Committee took note of the report
CORPORATE SERVICES DEPARTMENT			• The Audit Committee advised Manager ICT to have a meeting with the Risk unit to develop a detailed risk register that represents the current risk of ICT. Audit Committee took note of the report
AC 23/10	2023/2024 ICT 1st Quarter Steering Committee Report (July - September 2023)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee welcomes the comprehensive report and is satisfied that the availability of systems and data backups are currently running as required.	• Audit Committee took note of the report

1st ORDINARY AUDIT COMMITTEE MEETING – 27 NOVEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 23/11	2023/2024 1st Quarter Human Resources Report (must include section 56 managers vacancies and signing of performance contracts) (July - September 2023)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned about the turnaround time of the filling of positions as most positions have been vacant for more than a year. • The Audit Committee is concerned that the position of Senior Managers has been vacant for a long time and does not comply with the requirement of the HR policy. • Audit Committee welcome the report and just wanted comfort that the recruitment process is moving as planned.	Audit Committee took note of the report
AC 23/12	2023/2024 1st Quarter Council Resolutions Implementation Register/Report (July - September 2023)	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned that Management do not fast track the implementation of the council resolutions. • The Audit Committee is concerned that there are no timelines included in the council resolution.	Audit Committee took note of the report

2 nd ORDINARY AUDIT COMMITTEE MEETING – 05 FEBRUARY 2024			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
MANAGEMENT REPORTS			
AC24/1 and AC24/2	2023/2024 2nd Quarter Progress report on Internal Audit Annual Plan (October – December 2023). 2023/2024 Internal Audit Reports (October - December 2023).	- The Audit Committee took note of the report and raised a concern that management cause delays in responding to matters raised by Internal Audit. - The Audit Committee is concerned about the findings raised on the Local Economic Development Planning that they paint a negative picture about the affairs of the LED unit. - The Audit Committee indicated that they are concerned with the overall performance of the planned internal audit projects.	- The vacant position of Internal Audit to be advertised and filled within 6 months of becoming vacant or by 30 June 2024. - Audit Committee advised that Internal Audit can also look at adjusting the plan during budget adjustment.
AC24/4	2023/2024 2 nd Quarter Risk Management Committee Report (October - December 2023).	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee is concerned that the 2nd quarter report does not show the risk maturity level of the Municipality. - The Audit Committee raised concern that a risk assessment was not conducted in the 2nd quarter. - The Audit Committee is concerned that the report of the Chairperson does not show the status of the risk management implementation plan.	- The Strategic Risk Register to be completed by 30 March 2024 prior the finalization of the 2024-2025 IDP. - The Chairperson Report should include a column that shows the number of planned actions to be implemented and the actual plans implemented. - The Report of the Chairperson of risk management committee must be signed by the Accounting Officer before presented to the Audit

2nd ORDINARY AUDIT COMMITTEE MEETING – 05 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
		- The Audit Committee also is concerned that the issues of loss control and insurance are not included in the report. - The Audit Committee is concerned that issues related to ethics management are also not included in the report. - The Audit Committee raised a concern about the misalignment of the risk description and internal controls developed to address the risks on the strategic risk register. - The Audit Committee raised a concern that the Chairperson of the Risk Management Committee is not invited in all meetings of Audit Committee and strategic meetings hence some of the risk emanating from those meetings are not considered.	Committee for inputs and recommendations
AC 24/5	2023/2024 2 nd Quarter Compliance Report (October - December 2023).	The Audit Committee took note of the report and raised no concerns.	The Audit Committee advised the CFO to need to adhere to the Expenditure Management policy to address the findings raised by Compliance Office and if the policy is hampering on other operational issues, it can be reviewed and taken back to Council

2nd ORDINARY AUDIT COMMITTEE MEETING – 05 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 24/6	2023/2024 2 nd Quarter Litigation Report (October - December 2023).	The Audit Committee took note of the report and raised no concerns.	None
FINANCE			
AC 24/7	m) 2023/2024 2 nd Quarter report on Unauthorized/Irregular and Fruitless and wasteful expenditure (UIF) n) 2023/2024 2 nd Quarter report on debt collection o) 2023/2024 2 nd Quarter Section 52 Report p) 2023/2024 2 nd Quarter Supply Chain /Procurement Report q) 2023/2024 2 nd Quarter Overtime Report r)	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee raised a concern that Infrastructure failed to implement projects due to Budgeting issues, - The Audit Committee raised a concern that management may not meet the targets/deliverables in the funding plan. - The Audit Committee raised a concern about high rate of overtime in Infrastructure Department. - The Audit Committee raised a concern that the municipality is underperforming on Capital Expenditure and advised the Departments to assist the institution in terms of upping the spending. Capital expenditure on source of funding performance on MIG 41%, INEP 39% and Internal Funding at 29%.	
INFRASTRUCTURE SERVICES DEPARTMENT			

2nd ORDINARY AUDIT COMMITTEE MEETING – 05 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 24/8	2023/2024 2nd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons) (October - December 2023) (SMI)	The Audit Committee noted the report and raised a concern of misalignment on grands spending in comparison to the progress.	
CORPORATE SERVICES DEPARTMENT			
AC 24/9	2023/2024 ICT 2nd Quarter Steering Committee Report (October - December 2023)	- The Audit Committee took note of the report and raised no concerns. - The Audit Committee welcomes the comprehensive report and is satisfied that of the availability of systems and that data backups are currently running as required.	
AC 24/10	2023/2024 2nd Quarter Human Resources Report (must include section 56 managers vacancies and signing of performance contracts) (October - December 2023)	The Audit Committee took note of the report and raised no concerns.	- The Audit Committee advised that, in terms of the occupational health and safety legislation, the time frames and stages of the reported incident should be highlighted. - The Audit Committee advised that going forward, when they are reporting, they need to be specific or give full details on the matters raised.

2nd ORDINARY AUDIT COMMITTEE MEETING – 05 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 24/11	2023/2024 2nd Quarter Council Resolutions Implementation Register/Report (October - December 2023)	The Audit Committee noted the report, and no concerns were raised.	None

3rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
MANAGEMENT REPORTS			
AC 24/12	2023/2024 Adjusted Internal Audit Annual Plan	- The Audit Committee took note of the report and raised no concerns. Summary of changes and reasons. - Only 1 project of Asset Management Review with 200 hours was removed from the plan. Reason - The project will be included in the 2024-2025 Annual Internal Audit Plan on the month of July to allow Management to finalize the internal asset verification process that will start from 01 May	- The Audit Committee advised that the motivation letter be revised to state the reason for rectification of management readiness to finalize the asset register. - The Audit Committee advised the CRO to avail Risk registers for management to align their strategy with risk profile. 2023/2024 Adjusted Internal Audit Annual Plan was approved.

3rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
		2024 and finish on 30 June 2024. This request provides an opportunity for Internal Audit to review completeness of Asset Register and closing balances as at year end 30 June 2024. • The 200 hours saved will be allocated for skill transfer to Internal Audit Staff that work together with the service provider on the co-sourced projects as the scope of work has increased and requires more hours. The senior auditors are allocated work on the SCM project that is in the execution stage. • The 200 hours cannot be used as productive hours on a (new) audit project based on the risk register because there is not sufficient time left till year end for the team to conduct 2 projects simultaneously. In addition, all high-risk areas identified in the 2023/2024 risk register, were covered in the IA annual Plan.	
AC 24/12	3 rd Quarter Internal Audit Report on Performance Management	• The Audit Committee took note of the report and raised concern that findings such as POE not attached to support the achieved KPIs are not being given priority to be addressed by management.	• The Audit Committee advised management to always ensure that the POE is attached to support the performance of the KPI and their targets.

3rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
AC 24/13	2023/2024 3rd Quarter Performance Report (January - March 2024) External service providers performance assessments third quarter.	- The Audit Committee commended the improved performance, acknowledging the progress made and expressing appreciation. The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee is concerned of the performance of 20% for KPA 1 of Spatial Rationale and KPA 6 of Good Governance and public participation of 67%. - The Audit Committee is concerned of how management define reasons for non-achievements as they are not really specifying the real challenges or root causes. - The Audit Committee is concerned that the external service provider report states that the contractor has not yet been appointed yet there are movements in terms of expenditures on some of the capital projects.	- The Audit Committee advised management to add a column indicating the appointment dates of service providers to enhance clarity in the rating methodology. - The Audit Committee advised management to work through or rectify the external service provider report as it is incomplete and contains contradicting information and to provide accurate ratings.
AC 24/14	2023/2024 3rd Quarter Litigation Report (January - March 2024)	The Audit Committee took note of the report, and the incorrect report was circulated and unfortunately the correct report was not allowed to be presented as the committee did not prepare for it. The report was deferred to the next meeting.	None

3rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
FINANCE			
AC 24/15	s) 2023/2024 3rd Quarter Report on Unauthorized /irregular and Fruitless and wasteful expenditure (UIF) (January - March 2024) t) 2023/2024 3rd quarter report on debt collection u) 2023/2024 3rd quarter section 52 report v) 2023/2024 3rd quarter supply chain/procurement report w) 2023/2024 3rd quarter overtime report x) Use of consultants y) Progress on the Interim Process Plan	The Audit Committee took note of the report and raised a concern that the institution is not doing well in terms of debt collection especially in areas where the municipality does not supply electricity.	
INFRASTRUCTURE SERVICES DEPARTMENT			
AC 24/16	2023/2024 3rd Quarter Infrastructure Report (Including initial plan, budget, progress report on spending, actual work done, variances and reasons)	The Audit Committee noted the report and raised a concern on the INEP spending on Phooko project that it appears that the project may not be concluded by the end of financial year and asked what measures are put in place to ensure that the allocation is spend.	

3 rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
	(January – March 2024) (SMI))		
CORPORATE SERVICES DEPARTMENT			
AC 24/17	2023/2024 3rd Quarter ICT Steering Committee Report (January - March 2024)	The Audit Committee took note of the report and raised no concerns.	- The Audit Committee advised management to include projects intended to be implemented for the quarter and indicate progress and include report on progress of ICT risk mitigation measures. - The Audit Committee advised management to also include the financial reporting in the report.
AC 24/18	2023/2024 3rd Quarter Corporate Services Report (January - March 2024)	The Audit Committee took note of the report and raised concerns as follows: - The Audit Committee is concerned that the WSP does not contain skills needs resulting from the skills audit. - The Audit Committee is concerned of the turnaround time of the filling of positions as most positions have been vacant for more than a year. - The Audit Committee is concerned that the positions of senior Managers have been vacant for long and does not comply with the requirement of the HR policy.	Align Employment Equity Plan to the new staff establishment and report with the policies that support the IDP.

3rd ORDINARY AUDIT COMMITTEE MEETING – 07 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVICE
		The Audit Committee advised management to align the Employment Equity plan with the IDP and staff establishment	

SPECIAL MEETINGS

1 st SPECIAL AUDIT COMMITTEE MEETING – 30 AUGUST 2022			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
MANAGEMENT REPORTS			
AC 23/01	Internal Audit Report on 2022/2023 Annual Performance Report.	The Audit Committee took note of the report and raised concern that the finding is not justifying overachievement and the POE that is being provided is not sufficient and cannot support the overachievement.	Audit Committee took note of the report
AC 23/02	Internal Audit Report on 2022/2023 Annual Financial Statements	The Audit Committee took note of the report and raised concerns as follows: • Audit Committee is concerned about the layout of the report as it does not allow the committee to execute their responsibility. The report indicates a list of reviewed sections without exceptio. Reviewed sections with exceptions awaiting changes to be made however it does not detail the conditions of the findings. This may prevent the committee from tracking the root causes of the issues identified. • Audit Committee is concerned about the late submission of the agenda items.	Audit Committee took note of the report

1 st SPECIAL AUDIT COMMITTEE MEETING – 30 AUGUST 2022			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
		Audit Committee is concerned about the time left versus the work or components that still need to be reviewed before submission of the AFS.	
AC 23/03	Status of 2021/2022 AG Action Plan	The Audit Committee took note of the report and raised concern that not all findings were resolved. Total findings raised – 68. Findings Addressed – 60. Findings not addressed – 7. Findings not addressed are as follows: - SCM – Bids were evaluated not in accordance with the bid specifications. - Contract Management – Insufficient monitoring evidence (minutes of the meetings). - Overtime payments - Understatement of irregular expenditure - Payment processed without budget verification. - Payments made after 30 days. - Non-Compliance with license conditions.	Audit Committee took note of the report

2 nd SPECIAL AUDIT COMMITTEE MEETING – 08 SEPTEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
MANAGEMENT REPORTS			
AC 23/05	Internal Audit Report on 2022/2023 Annual Financial Statements	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned that AGSA will pay attention to challenges of postings not done properly because is the reason for the late submission. • The Audit Committee wanted assurance on whether tests were performed and indeed, those errors are no longer coming through as part of the posting on that sub module. • The Audit Committee raised a concern on the asset issues and that the report was only received the previous day and they also stated that they are still reviewing the AFS. • The Audit Committee is concerned that the disposal amount on the note is less than what has been disclosed in the financial performance.	• Audit Committee took note of the report
AC 23/06	2022/2023 Annual Financial Statements	• Provincial Treasury is concerned that the disposal amount in the note is less than what has been disclosed in the financial performance, which is highly impossible that assets amounting R5.3 million can be disposed. • The Audit Committee is concerned that there is no disclosure or narrations on the impact under inventories	• The Audit Committee advised management to bring in a narration on the additional MIG that was received and the timing when it was received. It will give a better picture

Commented [TM1]: Previous what - day or week?

2 nd SPECIAL AUDIT COMMITTEE MEETING – 08 SEPTEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
		on the unsold properties held for resale, the portion of land having been donated.	of why we have such an amount remaining unspent. The Audit Committee took note of the report.
AC 23/07	APR	No concerns were raised. The Audit Committee was satisfied of the updated APR presented.	Audit Committee took note of the report

3 rd SPECIAL AUDIT COMMITTEE MEETING – 29 SEPTEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
MANAGEMENT REPORTS			
AC 23/08 and AC 23/09	2022/2023 AGSA Engagement Letter and Audit Strategy	The Audit Committee took note of the report and raised concerns as follows: - Audit Committee raised a concern that the Engagement letter contains some paragraphs that are not implementable. i.e. par 28, 29 and 30. - Audit Committee advised Auditors to include Internal Audit on the list of communication of information for facilitation of challenges where necessary as the assurance providers. - Audit Committee is concerned about the increase of over 5% on the audit fees.	- Report on the reflection on the status of records reviewed as per paragraph 81 of the Engagement Letter (Adjustments) for AC to exercise oversight on how management have responded. - Both the Audit Strategy and the Engagement Letter were approved and seconded by Audit Committee members subject to the commitment that was made.

3rd SPECIAL AUDIT COMMITTEE MEETING – 29 SEPTEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
		• Audit Committee advised Auditors to consider talking to the Mayor, the Speaker, and MPAC at the beginning of the process, not at the end. • Audit Committee advised Auditors to put more efforts in terms of relying on the work of Internal Audit other than to use it only for risk identification. • Audit Committee is concerned about the increase of over 600 hours while a constant or reduction was expected because, e.g. if you have taken 10 hours perform an activity then the next time it is expected for the same activity to be performed at same or reduced time or hours than you have done in the prior year. • Audit Committee is concerned about the high amount of travel and subsistence allowance. • Audit Committee advised Auditors to define the role of the Audit committee in the Audit Strategy. • Audit Committee advised Auditors to be detailed in terms of the audit scope, particularly on the consequence management. • Provincial Treasury made an emphasis on the motivation of the fees that the municipality only budgeted R6.3 million for the audit fees for the current financial period while the AGSA charged R7 558 010.50. The difference of R1.2 million can arise as an unauthorized expenditure. • Provincial Treasury is concerned that AGSA has indicated that the municipalities is under financial distress and yet	

3 rd SPECIAL AUDIT COMMITTEE MEETING – 29 SEPTEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS AND RECOMMENDATIONS	RESOLUTIONS AND ADVISES
		we are not sure if AGSA has looked at the municipal budget when they determine the budget. Audit Committee is concerned about quite a number of forensic auditors in the audit team while there was no particular risk identified will require forensic auditing.	
AC 23/10	2022/2023 AGSA Audit Progress	The Audit Committee took note of the progress, and no concerns were raised.	None

4 th SPECIAL AUDIT COMMITTEE MEETING – 07 DECEMBER 2023			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
MANAGEMENT REPORTS			
AC 23/10 and AC 23/11	2022/23 AGSA Draft Management Report and 2022/23 AGSA Draft Audit Report	The Audit Committee took note of the report and raised concerns as follows: The AC is concerned that the Annual report was signed after the legislated due date and that resulted in non-compliance.	- Audit Committee (AC) advised management to develop the audit action plan that should drive the municipality to have clean audit. It should address the root causes. - The AC recommends that Internal Audit and Provincial Treasury should assist in analyzing the root causes of all findings in the action plan.

4th SPECIAL AUDIT COMMITTEE MEETING – 07 DECEMBER 2023

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
			• The AC chairperson recommended that management should give more attention to contract management. • The AC recommends that Risks identified during the audit should be considered in the risk Matrix and feedback be presented in the next ordinary audit committee meeting. • The AC recommends that ICT issues should be dealt with during the ICT Steering Committee and feedback be presented in the next ordinary audit committee meeting. • The Audit Committee took note of the report and recommended to Council.
AC 23/12	2022/2023 AGSA Audit Expenditure	The Audit Committee note the report and no concerns were raised.	

5th SPECIAL AUDIT COMMITTEE MEETING – 23 JANUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
MANAGEMENT REPORTS			
AC 24/01	2023/2024 Internal Audit Report on Mid-year Budget and Performance Assessment and Annual Report	The Audit Committee took note of the report and raised concerns as follows: • The audit committee is concerned that the not-applicable status may create compliance issues going forward and therefore advised Management to stick to applicable standards and guidelines in terms of the Performance Management Framework. • The Audit Committee further raised a concern that if Management deviates from the set norms and standard of reporting, they may set a wrong precedent and that should be avoided. • Audit Committee further raised a concern that the two projects were approved by Council and included in the SDBIP of the current financial year therefore Council has an expectation that they will be implemented as approved.	• Audit Committee advised that that it is the responsibility of the whole Management to ensure proper internal control are in place and compliance to reporting framework and standards.
AC24/02	2023/2024 Mid-year Budget and Performance Assessment Report	The Audit Committee noted the report with inputs and no concerns were raised.	• The Mid-year Performance Report to be updated with the inputs from Audit Committee and Internal Audit and thereafter

5th SPECIAL AUDIT COMMITTEE MEETING – 23 JANUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
			shared with Audit Committee members for final review.
AC 24/03	2022/2023 Draft Annual Report	The Audit Committee took note of the report and raised concerns and advised as follows: • Audit Committee raised a concern about privacy of information as ID numbers of the Executive Committee shared were shared o the draft report. • Audit Committee raised a concern on the duplication of top 10 risk, and that Management must put it on one section of the draft report. • The Audit Committee raised a concern that there is no improvement in performance when comparing the 2021/2022 and 2022/2023 financial year as the performance is stagnant and is sitting on 75% for both financial years.	• Audit Committee raised advised management to include the mitigation plans and an indication of whether they have overlapped to the new financial year in the summary table for the top 10 risk identified. • Audit Committee advised Management to put the summary table on page 88 at the top of the detailed table of all KPA's • Audit Committee advised Management that they need to consolidate the actual performance achievement for the 1st quarter with the 2nd quarter to report on the Mid-Year performance. • Audit Committee advised management to show detailed information in terms of the investment made by the Municipality in the table on Page 161, for Borrowing and investments.
AC 24/04	AGSA Action Plan	• Audit Committee raised a concern that the adjustments made on the accounting system would not necessarily address the root cause and therefore management must ensure that	• Audit Committee suggested that the submission of the performance rating of service providers be centralized to all units as it is a compliance matter.

5th SPECIAL AUDIT COMMITTEE MEETING – 23 JANUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		they improve the control environment to avoid repeat findings. • Audit Committee is concerned that the due date for the implementation of action plan for the finding of Ineffective internal control environment is too far and wanted Management to clarify the issue or challenges they have. • Audit Committee raised a concern about poor record management and requested Management to come up with an action plan to address the issue.	• To improve performance, Management must first target those KPI's that were not verifiable and come up with remedial actions during adjustment and address the record management challenges.

6th SPECIAL AUDIT COMMITTEE MEETING – 27 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
MANAGEMENT REPORTS			
AC 24/05	Internal Audit Report on 2023/2024 adjusted SDBIP and Budget	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee is concerned of late submission of the SDBIP and Budget to Internal Audit and Audit Committee for review.	
AC24/07	2023/2024 Adjusted Budget	The Audit Committee took note of the report and raised concerns as follows: • The Audit Committee raised concern about the budget committee's area and terms of responsibility, recommending improvements. • Audit committee requested progress in the consultancy reduction plan, which is coupled together as it's directly linked with contracted services. • The Audit Committee raised concern about the reasons given for adjusting the employee related costs.	
AC 24/06	2023/2024 Adjusted SDBIP	The Audit Committee took note of the report and raised concerns as follows:	• The Audit Committee advised management to add a new column to the adjusted SDBIP to indicate adjustments made on KPIs.

6th SPECIAL AUDIT COMMITTEE MEETING – 27 FEBRUARY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		- The Audit Committee is concerned about the underperformance by management in most KPIs. - The Audit Committee is concerned about the budget increase of more than 100% on the Furniture and office equipment project and Expenditure on Computer equipment. - The Audit Committee advised management to rather have a logbook in place that to adjust the KPI to remove Groblersdal on the KPI of waste removal as the municipality is still accountable to perform services on the area. - The Audit Committee is concerned about the loss of the audit trail and advised management to separately highlight all changed or adjustments made and provide reasons to all changes made.	- The Audit Committee advised management to revisit quarterly targets for all KPIs to ensure correct breakdown. - The Audit Committee advised management to move office related KPIs from basic service delivery to lower layer of the SDBIP. - The Audit Committee advised management to rather have a logbook in place that to adjust the KPI to remove Groblersdal on the KPI of waste removal as the municipality is still accountable to perform services on the area.

7th SPECIAL AUDIT COMMITTEE MEETING – 24 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
MANAGEMENT REPORTS			

7th SPECIAL AUDIT COMMITTEE MEETING – 24 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
AC24/08	Internal Audit report on 2024/2025 Draft IDP, Budget and SDBIP	The Audit Committee noted the report, and no concerns were raised.	The Audit Committee advised management to update their reports to address the findings raised by Internal Audit.
AC24/09	2024/2025 Strategic Risk Register	The Audit Committee took note of the report and raised concerns as follows: - Audit Committee raised a concern that there is no risk identified on human capital due to the high vacancy rate in the Municipality. - Audit Committee raised a concern that the report lacks more detail in terms of what has influenced the reduction of the 5 risks. - Audit Committee raised a concern that the report does not show new risks identified. - Audit Committee raised a concern that there is lack of alignment between the risk identified and what is included as background the risks - Audit Committee raised a concern that there are no timelines and mitigation measures on the report.	- The Audit Committee requested Risk Committee Chairperson to submit the strategic risk register being presented to council with the IDP. - The Audit Committee advised management to develop a framework that talks to risk appetite and tolerance. - Audit Committee advised management to also consider looking at the risk catalogue shared by the National Treasury to assist in defining risks.
AC24/10	2024/2025 Draft IDP	The Audit Committee took note of the report and raised concerns and advised as follows:	The Audit Committee commented that there are improvements in the report.

7th SPECIAL AUDIT COMMITTEE MEETING – 24 MAY 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		- The Audit Committee is concerned that there is non-alignment to the details of the activity and the background information. - Audit Committee raised a concern that the indicator and annual target are not aligned on most KPI's. - The Audit Committee raised a concern that on some KPI the baseline is not correctly captured.	- Audit Committee advised management to separate the Acts of parliament with internal policies. - Audit Committee advised management to summarize the mandate of the municipality in line with the constitution of South Africa.
AC24/11	2024/2025 Draft SDBIP	The Audit Committee took note of the report and raised a concern on the number of KPI's defined and the target to be achieved and requested management to revise those KPI's.	The draft SDBIP was recommended for approval to council subject to updating the documents as per inputs made.
AC24/12	2024/2025 Draft Budget	The Audit Committee took note of the report and raised concerns and advised as follows: - The Audit Committee raised a concern that there is lack of budget to fund the ICT system master plan. - The Audit Committee raised a concern as to why the budget does not have figures on SETA for other years as this affects the training plan of the municipality. - The Audit Committee raised a concern that the salary bill is about 33% which is alarming considering threshold on overall salary expenditure.	- The Audit Committee advised management to properly craft the cost containment measures and communicate to the staff members. - The Audit Committee advised management to consider all inputs from Provincial Treasury in preparation of the budget. - The audit committee advised management to update the supply chain management policy in terms of the revised thresholds as per treasury regulations. - The Audit Committee recommended the draft budget for approval subject to the inputs made catered in the draft budget.

7 th SPECIAL AUDIT COMMITTEE MEETING – 24 MAY 2024			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS

8 th SPECIAL AUDIT COMMITTEE MEETING – 26 JUNE 2024			
ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		MANAGEMENT REPORTS	
AC24/12	2023/2024 3rd Quarter Progress report on Internal Audit Annual Plan (January - March 2024)	The Audit Committee noted the report, and no concerns were raised.	The Audit Committee advised management to address the findings raised by Internal Audit.
AC24/13	2023/2024 Internal Audit Reports (January - March 2024)	The Audit Committee took note of the report and raised concerns as follows: - Audit Committee expressed concern about the types of findings highlighted, indicating a lack of policy implementation and management specifically mentioned the lack of recruitment plan, Record management system and Implementation of POPIA act and policy in corporate services - Audit Committee expressed concern about the number of vacant positions (31) that is too high.	Audit committee advised management to prioritize the procurement of the combined assurance system in the coming budget cycle or during the adjustment

8th SPECIAL AUDIT COMMITTEE MEETING – 26 JUNE 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
AC24/14	Progress on implementation of AGSA Action Plan	The Audit Committee took note of the report and raised concerns and advised as follows: • Audit Committee encourages management to prioritize addressing of all outstanding findings before year end. • Audit Committee is concerned about scope limitations findings that gives impression that the municipality is not doing well in terms of Records Management. • Audit Committee is concerned that there are still several issues within Community Services and Corporate Services that are not addressed. • Audit Committee is concerned that there is no recruitment plan in place that is managed.	
AC24/15	Draft Strategic and 2024/2025 Operational Internal Audit Plan	The Audit Committee took note of the report and raised concerns and advised as follows: • Audit Committee expressed concern that not all high-risk areas were covered to be audited due to lack of capacity. • Audit Committee is concerned about the low budget for co-source to cover the required hours and activities. • Audit Committee emphasized the importance of aligning training with the department's	• The Audit Committee advised management to move IT General Controls Review from Q3 to Q4 to allow management sufficient time to address audit findings raised by AGSA. • Audit Committee recommended the approval of the plan subject to all inputs being incorporated and revised report being shared with the Audit Committee.

8th SPECIAL AUDIT COMMITTEE MEETING – 26 JUNE 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		vision and demonstrating expertise as a trusted advisor.	The Audit Committee advised management to include a report on the training undertaken by internal audit staff, including names and courses taken in the plan.
AC24/16	2024/2025 Internal Audit Policies - Draft Internal Audit Charter - Draft Audit Committee Charter - Draft Internal Audit Methodology - Quality Assurance and Improvement Program	The Audit Committee took note of the report and raised concerns and advised as follows: - Audit Committee raised concerns about the authority section, recommending alignment with existing templates - Audit Committee highlighted the need for alignment with strategic documents and training programs - Audit Committee pointed out a perceived contradiction in the document regarding internal audit's responsibilities - Audit Committee confirmed that the report is approved, except for the plan that needed to be amended with the inputs made.	- The Audit Committee advised management to develop an audit strategy document. - The Audit Committee advised management to add the CAE position on the organogram to align with IIASA standards. - The Audit Committee advised management to include references to Circular 65 and Section 127 of the Municipal Finance Management Act in the Internal Audit charter. - Audit Committee suggested that management should incorporate the vision for the department under the introduction section.
AC24/17 And AC24/18	2023/2024 3rd Quarter Risk Management Committee Report (January - March 2024)	The Audit Committee took note of the report and raised concerns and advised as follows: - Audit Committee expressed the need for confirmation from the office of the MM and senior managers on their ownership and commitment to the strategic and operational risk registers. - Audit Committee expressed appreciation for the reworking of the risk register to include forward-	- The Audit Committee advised management to properly craft the cost containment measures and communicate to the staff members. - The Audit Committee advised management to consider all inputs from Provincial Treasury in preparation of the budget. - The Audit Committee advised management to update the supply chain management policy in

8th SPECIAL AUDIT COMMITTEE MEETING – 26 JUNE 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
	2024/2025 Draft Risk Registers	looking considerations from the IDP for 2024-2025 SDBIP. Audit Committee raised concerns regarding the ICT risk assessment, specifically the frequency and rate of unauthorized access incidents in South Africa, how the risk assessment arrived at a specific score (16), the consideration of inherent risks and internal controls and the evaluation of likelihood and potential impact of catastrophic events.	terms of the revised thresholds as per treasury regulations. - The Audit Committee recommended the draft budget for approval subject to the inputs made catered in the draft budget. - Audit Committee moved a motion to accept the risk register with subject to inputs provided being incorporated.
AC 24/19	2024/2025 Draft Risk Management Plan	The Audit Committee took note of the report and provided comments and inputs to be considered.	Audit Committee confirmed that the plan has been recommended for approval.
AC 23/20	2024/2025 Draft Risk Management Strategies - Draft Risk Management strategy - Draft Anti- Fraud and Corruption Strategy	The Audit Committee took note of the report and provided comments and inputs to be considered.	Audit Committee confirmed that the strategies have been recommended for approval.
AC 24/21	Risk Management Policies - Draft Risk Management Committee Charter - Draft Risk Management Policy - Draft Business Continuity Policy	The Audit Committee took note of the report and raised concerns and advised as follows: - Audit Committee expressed concerns about the realism of the measures proposed. - Audit Committee stated that a zero-risk tolerance may not be achievable. - Audit Committee advocated for a balanced approach between risk and investment	- Audit Committee suggested that the municipality should have a risk appetite and tolerance level - Audit Committee confirmed that the policies have been recommended for approval.

8th SPECIAL AUDIT COMMITTEE MEETING – 26 JUNE 2024

ITEM NO	ITEM UNDER DISCUSSION	CONCERNS	RESOLUTIONS AND RECOMMENDATIONS
		Audit Committee is concerned about the inconsistencies between the risk acceptance levels in the document and the table.	
AC 24/22	2023/2024 3rd Quarter Compliance Report (January - March 2024)	The Audit Committee noted the report, and no concerns were raised. - Audit Committee noted the absence of Section 79, which relate to financial delegations of officials below the municipal manager level, under the Budget and Treasury section. - Audit Committee observed that the Supply Chain Management regulations do not include provisions regarding the composition of both the Bid Evaluation and Bid Adjudication committees.	Audit Committee advised management to include the issues raised by member of committee in the action plan for clearance and progress tracking.
AC 24/23	2023/2024 3rd Quarter Litigation Report (January - March 2024)	The Audit Committee noted the report, and no concerns were raised. - Audit Committee asked for clarification on the insurance case how much was spent on litigation before settling for R40,000? - Audit Committee commented on the Joseph case suggested obtaining confirmation from the Department of Land and Rural Development regarding land donation - Audit Committee recommended negotiating from a stronger position once confirmation is received.	Audit Committee proposed that Legal Services develop a litigation strategy.

Long-Term Contracts (20 Largest Contracts Entered into 2023/2024)						
Number	Description of services rendered by service provider	Name of service provider (entity of municipal department)	Contract value	PERIOD		End User Dept.
				Start date of contract	Expiry date of contract	
1.	Upgrading of Kgobokwane/Kgaphamadi Road and Stormwater Access Control	Ralema Consulting Engineers Democratic Construction and Security Services	R 55 500 000.00	01-July-2023	30 June 2025	Infrastructure
2.	Upgrading of Tafelkop Stadium Access Road	Afritec Consulting Engineers SDVK construction and Projects	R 8000 000.00	01-July-2023	30 June 2024	Infrastructure
3.	Upgrading of Mokumong Internal Access Road to Marateng Taxi Rank	Sejagobe Consulting Engineers Pheladi Noko Funerals and Construction	R44 200 000.00	01-July-2023	30 June 2025	Infrastructure
4.	Upgrading Maraganeng Internal Access Road	Tha-Mot Consulting Engineers Mwelase Tobs Construction	R27 200 000.00	01-July-2023	30 June 2025	Infrastructure
5.	Upgrading of Malaeneng A Ntwane Access Roads and Stormwater Control	Marungane Projects Umjantsi Esporweni Trading	R29 750 000.00	01-July-2023	30 June 2025	Infrastructure
6.	Refurbishment of Groblersdal landfill site	Grandmonda Consulting Engineers	R33 000 000.00	01-July-2023	30 June 2024	Infrastructure
7.	Electrification of Masakaneng Portion 69	AES Consulting F-Tech Services	R 8 000 000.00	01 July 23	30 – June - 2024	Infrastructure
8.	Electrification of Makaepea	NSK Seshego Electrical	R1 400 000.00	01 Jul 23	30 – June - 2024	Infrastructure
9.	Electrification of Vlakfontein	Reliant Consulting Engineers F-Tech Services	R1 000 000.00	01 Jul 23	30 June 2024	Infrastructure
10.	Electrification of Phomola/Kgaphamadi	Mogalemole Consulting Engineers	R2 000 000.00	01 Jul 23	30 June 2024	Infrastructure

		F-Tech Services				
11.	Electrification of Phooko	Ntlepo Corporate Ftec-Services	R1 400 000.00	01 Jul 23	30 June 2024	Infrastructure
12.	Electrification of Magukubjane	Reliant Consulting	R400,000.00	01 Jul 23	30 June 2024	Infrastructure

APPENDIX I - MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Not applicable

APPENDIX J - DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July 2023- 30 June 2024		
Position	Name	Description of Financial Interest* (Nil/or details)
(Mayor)	Cllr: Tladi MD	Nil
Speaker	Cllr: Mashego MD	100% Abenzi Business Enterprise 100% Onale nna Projects and Services
EXCO members		
	Cllr: Phetla G	Nil
	Cllr: Mzisa MR	Salary R19 025 Department of Health
	Cllr: Machipa TA	Farming
	Cllr: Ramphisa MW	Nil
	Cllr: Ramonyana NJ	Nil
	Cllr: Matjomane GD	50% Shareholder of Shaizo
	Cllr: Kotze J.P	Nil
	Cllr: Mathabathe MG	Nil
	Cllr: Malapela HMC	Nil
Councillors	61 Councillors	
Municipal Manager	Makgata N.R	Forever living business (commission)
Chief Financial Officer	Hutamo K	Hutamo and associates R156 600
Other S57 Officials		
Senior Manager Community Services	Mohlala M	Divine Inspiration Ministries R6000.
Acting Senior Manager Infrastructure	Malaka J	Easy Equity R107 000
Senior Manager Development Planning and LED	Sethojoa BO	Nil
Acting Senior Manager Corporate Services	Maboa J	Nil

APPENDIX K – REVENUE COLLECTION PERFORMANCE

Description	2022/23	Budget Year 2023/24							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Revenue By Source									
Property rates	54 993	63 025	60 026	5 370	59 487	60 026	(539)	-1%	60 026
Service charges - electricity revenue	87 458	115 903	113 616	8 408	101 233	113 616	(12 384)	-11%	113 616
Service charges - refuse revenue	9 537	9 798	11 904	1 088	12 221	11 904	316	3%	11 904
Rental of facilities and equipment	1 039	913	2 721	211	1 308	2 721	(1 414)	-52%	2 721
Interest earned - external investments	2 996	2 306	8 678	143	7 316	8 678	(1 362)	-16%	8 678
Interest earned - outstanding debtors	14 200	14 686	18 959	1 492	15 871	18 959	(3 088)	-16%	18 959
Fines, penalties and forfeits	3 300	100 528	108 430	406	71 118	108 430	(37 312)	-34%	108 430
Licences and permits	6 062	7 176	6 961	–	5 872	6 961	(1 089)	-16%	6 961
Transfers and subsidies	338 905	363 745	363 612	497	363 048	363 612	(564)	0%	363 612
Other revenue	2 227	2 684	2 854	98	1 525	2 854	(1 329)	-47%	2 854
Gains							–		
Total Revenue (excluding capital transfers and contributions)	520 718	680 764	697 762	17 713	638 998	697 762	(58 763)	-8%	697 762

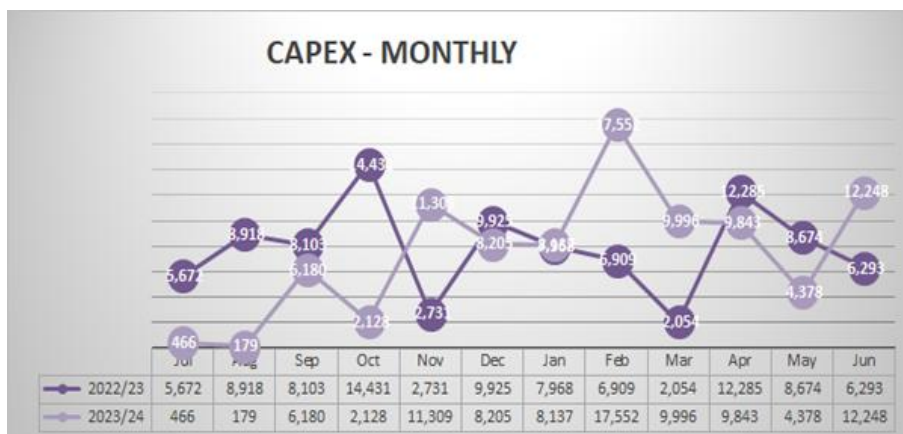
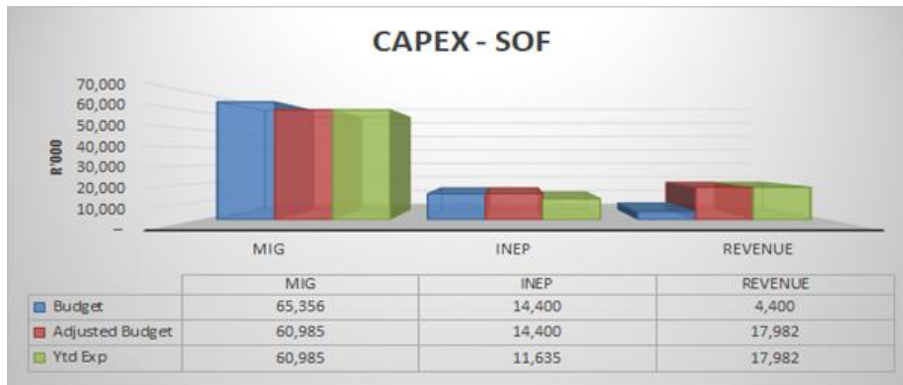
APPENDIX L - CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Description	2022/23	Budget Year 2023/24							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
RECEIPTS:									
Operating Transfers and Grants									
National Government:	338 905	363 745	363 612	-	342 902	363 612	(20 710)	-6%	363 612
Local Government Equitable Share	334 259	358 519	358 519	-	337 809	358 519	(20 710)	-6%	358 519
Finance Management	2 850	2 850	2 850	-	2 850	2 850	-		2 850
EPWP Incentive	1 796	2 376	2 243	-	2 243	2 243	-		2 243
Other grant providers:	358	-	-	-	344	-	344	0%	-
LGSETA Learnership and Development	358			-	344		344	0%	
Total Operating Transfers and Grants	339 263	363 745	363 612	-	343 245	363 612	(20 367)	-6%	363 612
Capital Transfers and Grants									
National Government:	111 606	79 756	75 385	-	75 385	75 385	-		75 385
Municipal Infrastructure Grant (MIG)	94 606	65 356	60 985	-	60 985	60 985	-		60 985
Integrated National Electrification Grant	17 000	14 400	14 400	-	14 400	14 400	-		14 400
Provincial Government:	-	-	-	-	-	-	-		-
Coghsta - Development									
District Municipality:	-	-	-	-	-	-	-		-
[insert description]									
Other grant providers:	-	-	-	-	-	-	-		-
[insert description]									
Total Capital Transfers and Grants	111 606	79 756	75 385	-	75 385	75 385	-		75 385
TOTAL RECEIPTS OF TRANSFERS & GRANTS	450 869	443 501	438 997	-	418 630	438 997	(20 367)	-5%	438 997

APPENDIX M CAPITAL EXPENDITURE NEW AND UPGRADE /RENEWAL PROGRAMMES INCLUDING MIG

CAPITAL EXPENDITURE

GRAPH 5: CAPITAL EXPENDITURE 2023/2024



APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2023/2024

Capital Programme by Project 2023/2024 (,000)					
Capital Project	Original Budget	Adjustment Budget	Actual Expenditure	Variance (Act-Adj) %	Variance (Act-OB) %
Water	n/a	n/a	n/a	n/a	n/a
District function					
Sanitation/Sewerage	n/a	n/a	n/a	n/a	n/a
District function					
Electricity					
Electrification of Phooko (100 HH)	R1 400 000.00	R957 961.12	R957 961.12	0%	68%
Electrification of Masakaneng Portion 69 (400 HH)	R 8000 000.00	R 7 845 579.18	R 7 845 588.87	0%	98%
Electrification of Makaepa 100 HH	R1 400 000.00	R 1 400 000.00	R 1 501 119.00	107%	107%
Electrification of Motetema High View (100 HH)	R 2000 000.00	R 2 145 176.08	R2 145 176.08	0%	107%
Electrification of Phomola\Kgaphamadi (100HH)	R 2 000 000.00	R 2 596 459.70	R2 596 459.70	0%	130%
Electrification of Vlakfontein	R 1 000 000.00	R 854 823.92	R 845 823.92	0%	85%
Electrification of Magukubjane (100 HH)	R400 000	R400 000.00	R390 194.07	98%	98%
Roads and Storm Water					
Upgrading of Kgobokwane/Kgaphamadi Access Road and Stormwater Control (4.5km)	R 55 000 000.00	R14 560 246.77	R14 560 246.77	0%	26%
Upgrading of Malaeneng A Ntwane Access Road and Stormwater Control (3.5km)	R29 750 000.00	R11 015 832.71	R11 015 832.71	0%	37%
Upgrading of Mokumong Access Road to Marateng Taxi Rank (5.2km)	R44 200 000.00	R18 885 165.00	R18 885 165.00	0%	48%
Upgrading of Maraganeng Internal Access Road (3.2km)	R27 200 000.00	R8 412 960.47	R8 412 960.47	0%	31%

Capital Programme by Project 2023/2024 (,000)					
Capital Project	Original Budget	Adjustment Budget	Actual Expenditure	Variance (Act-Adj) %	Variance (Act-OB) %
Refurbishment of Groblersdal Existing Landfill	R33 000 000.00	R8 110 794.00	R8 110 794.00	0%	25%
Upgrading of Tafelkop Stadium Access Road	R8 462 850.00	R8 462 850.00	R7 723 807.39	91%	91%

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2023/2024

Capital Programme by Project by Ward 2023/2024		
R`000		
Capital Project	Ward(s) affected	Works completed (Yes/No)
Water		
District function		
Sanitation/sewerage		
District function		
Electricity		
Electrification of Masakaneng Portion 69 (400 HH)	14	Yes
Electrification of Makaepea (201 HH)	25	Yes
Electrification of Motetema Highview (100 HH)	31	Yes
Electrification of Phomola\Kgaphamadi (100 HH)	22	Yes
Electrification of Vlakfontein (37 HH)	23	Yes
Electrification of Phooko (100 HH)	09	In progress
Electrification of Magukubjane (100 HH)	18	In progress
Housing		
Cemeteries		
Fencing of Elandsdoorn/ Ntwane cemeteries	11	Yes
Roads & stormwater		
Upgrading of Malaeneng A Ntwane Internal Access Road	08	No (Multiyear project)

Capital Programme by Project by Ward 2023/2024		
R'000		
Capital Project	Ward(s) affected	Works completed (Yes/No)
Upgrading of Tafelkop Stadium Internal Access Road	27 & 28	No (Contractor is behind the schedule)
Groblersdal refurbishment of landfill site	13	No
Upgrading of Kgobokwane/Kgapamadi Access Road and Stormwater Control.	3	No (Multiyear project)
Upgrading of Maraganeng Internal Access Road and Stormwater Control	15	No (Multiyear Project)
Upgrading of Mokumong Internal Access Road to Marateng Taxi Rank	29	No (Multiyear project)

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools & Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (Names, Locations)				
Not applicable	0	0	0	0
Not applicable	0	0	0	0

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Service Backlogs Experienced by Community Where Another Sphere of Government is the Service Provider (Whether or Not Municipality Acts on Agency Basis)		
Services and locations	Scale of backlogs	Impact of backlogs
Clinics	none	
Housing	none	
Licensing and testing centre	none	
Reservoirs	none	
Schools (primary & high)	none	
Sports fields	none	

APPENDIX R - DECLARATION OF LOANS AND GRANTS MADE BY MUNICIPALITY

Declaration of Loans And Grants Made by Municipality 2023/2024				
All organisations or persons in receipt of loans*/Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2022/2023 R`000	Total amount committed over previous and future years
No grants and loans granted during the year under review			n/a	

APPENDIX S - DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

MFMA Section 71 Returns Not Made During 2023/2024 According to Reporting Requirements	
Return	Reason return not properly made on due date
All MFMA Section 71 returns were made according to reporting requirements, and submitted in time	n/a

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT

Not applicable: all information is addressed in the annual report

