



# EMAKHAZENI LOCAL MUNICIPALITY



## DRAFT ANNUAL REPORT

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2023/24 FINANCIAL YEAR

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### 1.1 Executive Mayor’s Foreword

It is with great pride and a sense of responsibility that I present the Annual Report for the Emakhazeni Local Municipality for the 2023/24 financial year. This report reflects our collective efforts and the strides we have made in fulfilling our mandate to serve the people of Emakhazeni with dedication, transparency, and integrity.

The eMakhazeni Local Municipality prepared its Annual Report for the year 2023/2024 in line with Section 121 of the Local Government Municipal Finance Management Act, No. 56 of 2003 accompanying circulars, templates, and guidelines. This report provides the overview of the performance and progress made by the municipality in fulfilling its strategic objectives and priorities as aligned in the Integrated Development Plan (IDP), National Development Plan (NDP) as well as Provincial and National strategic directives.



**Hon. Cllr. N.A  
Mashele**

Over the past year, our municipality has worked tirelessly to deliver on the promises made in our Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). We have focused on enhancing infrastructure, improving service delivery, and creating opportunities for economic growth, all while maintaining a strong commitment to good governance and public participation.

One of the most significant achievements during this period has been our ability to provide essential services to the entire population across our eight wards. We have made substantial progress in expanding access to housing, water, sanitation, and electricity, and have ensured that the majority of our residents benefit from these basic services. Our efforts to address the challenges of unemployment and poverty, while ongoing, are showing positive results through various initiatives aimed at stimulating economic development and providing skills training for our youth.

Despite the progress made, we are aware that there are still areas where we must improve. The persistent challenges of economic inequality, aging infrastructure, and the need for greater efficiency in service delivery require our ongoing attention and innovative solutions.

Our success is not ours alone; it is the result of strong partnerships and collaboration with our stakeholders. From our work with surrounding mines and government departments to the valuable input of our council committees and community members, these partnerships have been crucial in driving the progress we have seen.

As we move forward, I am confident that the foundation we have laid will support continued growth and improvement. We remain committed to building a municipality that is not only efficient and effective but also responsive to the needs and aspirations of our people. I extend my deepest

gratitude to the council, municipal administration, staff, and all our partners for their unwavering commitment to the vision of a better Emakhazeni Local Municipality for all.

Together, we will continue to build on the achievements of the past year and work towards a future where every resident of Emakhazeni Local Municipality can thrive.

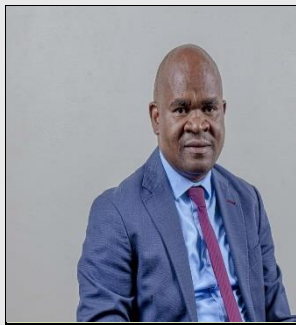
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**Executive Mayor**

**Cllr N.A Mashele**

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## 1.2 MUNICIPAL MANAGER'S FOREWORD



The Emakhazeni Local Municipality's annual report for the 2023/24 financial year has been prepared in compliance with Section 46 of the Local Government Municipal Systems Act, No. 32 of 2000 (as amended), Section 127(2) of the Local Government Municipal Finance Management Act, No. 56 of 2003, along with the relevant circulars, templates, and guidelines.

This report documents the performance and progress of Emakhazeni Local Municipality in achieving the strategic objectives outlined in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for the 2023/24 financial year, as approved by the Council. The municipality remains committed to its adopted turnaround strategy, aimed at delivering efficient and effective basic services. This includes optimizing resource utilization and identifying additional revenue streams to ensure the provision of quality services to our communities.

During the year under review, the municipality successfully provided services to the entire population of 50,165 residents across all eight wards. Basic services, including water, sanitation, and electricity, were delivered to 19,613 households. The municipality is composed of approximately 94.9% formal dwellings, with about 93% connected to flush sewerage systems, 80.1% having access to piped water, 94.2% with access to electricity, and 86.7% receiving weekly refuse removal services. Despite these achievements, challenges remain in reducing the persistent unemployment and poverty rates.

The municipality has implemented various programs and projects focused on infrastructure development and reducing unemployment, thereby stimulating economic growth. Utilizing the Municipal Infrastructure Grant, the municipality has successfully constructed roads, provided improved sanitation, and ensured water supply to rural farm areas. Through the Water Services Infrastructure Grant, we completed the Emgwenya Wastewater Treatment Works and the Madala Sewer Pump Station, addressing the aging sanitation infrastructure to ensure compliance with environmental laws and regulations. Additionally, the Integrated National Energy Programme funded the electrification of 88 households in Siyathuthuka and Madala Madala low-cost housing areas. The municipality achieved 100% expenditure on all allocated conditional grants.

Revenue collection impacts heavily on the sustainability of our core business and as such it has become one major focus areas going forward. A revenue enhancement plan/strategy to turn the situation around has been developed and being implemented. The Nkangala District municipality is also appreciated for their support on revenue initiatives by installing of electricity smart meters at Emgwenya.

The municipality has made significant improvements in governance and public participation. Our quality assurance bodies, including the Audit and Performance Committee and the Risk Management Anti-Fraud and Corruption Committee, have effectively supported the administration in fulfilling its legislative mandate. The municipality achieved over 92% of its targets as outlined in the Service Delivery and Budget Implementation Plan. Additionally, Performance Agreements were successfully established with all Section 56 Senior Managers, with performance assessments

conducted accordingly. Furthermore, ward committees in all eight wards are active and fully functional.

The partnerships and collaborative efforts with our stakeholders have produced positive outcomes. Through Social and Labour Plans with the surrounding mines, road infrastructure has been constructed and refurbished. The municipality has also partnered with the Department of Forestry, Fisheries, and the Environment to offer work-integrated learning opportunities for approximately 298 graduates. Additionally, the Nkangala District Municipality has provided training for 50 young people in various technical skills, funded by the Local Government Sector Training Authority.

We extend our appreciation and gratitude to the Executive Mayor, council committees, and the entire municipal council for their political guidance. Our staff has shown unwavering commitment to fulfilling their responsibilities and delivering sustainable, quality services to our community.

In conclusion, the past year has been marked by significant progress in our municipality's efforts to meet its strategic objectives and deliver essential services to our communities. Through dedicated teamwork, effective partnerships, and sound governance, we have achieved notable milestones in infrastructure development, public participation, and economic growth. Despite facing challenges, particularly in addressing unemployment and poverty, we remain committed to our vision of improving the quality of life for all residents.

The successes outlined in this report reflect the collective dedication of our staff, the support of our stakeholders, and the strategic guidance provided by our leadership. As we look ahead, we are confident that the foundation we have built will enable us to continue serving our community with excellence, resilience, and a focus on sustainable development. We are committed to maintaining this momentum and addressing the challenges that lie ahead with the same determination and collaborative spirit that has driven our achievements this year.

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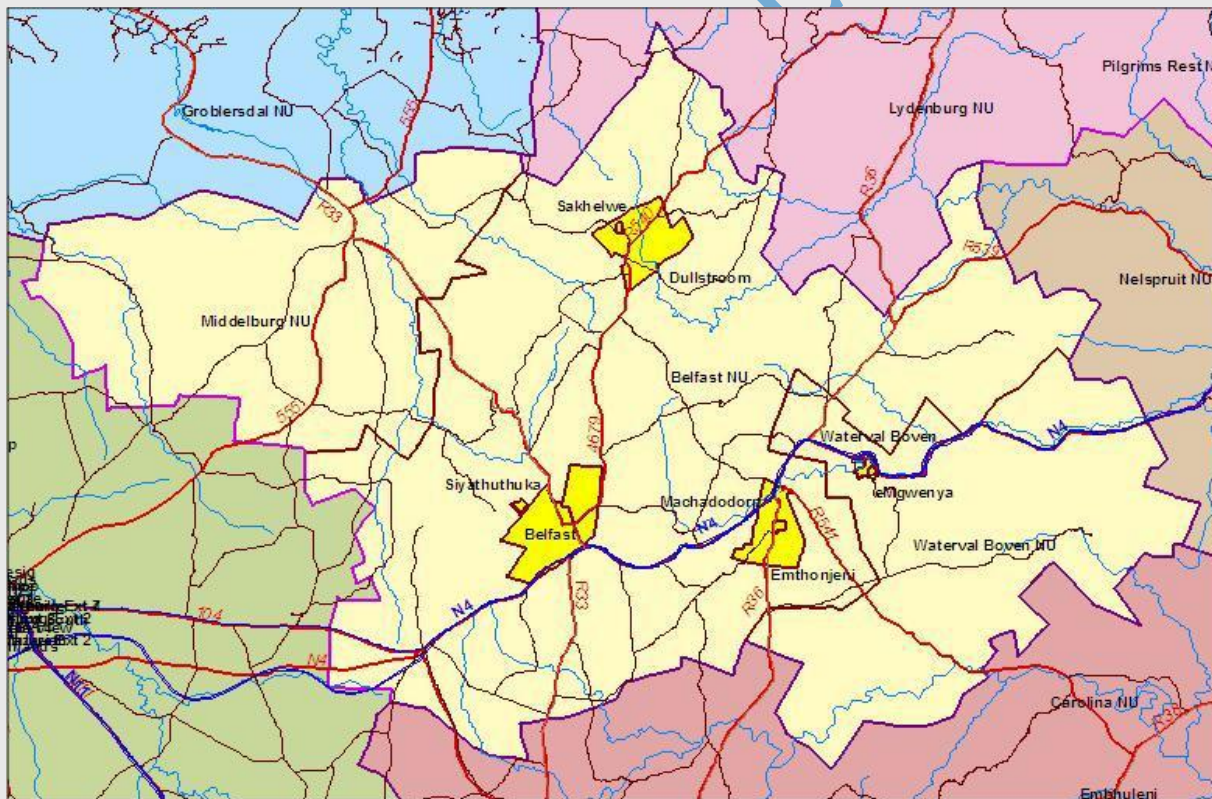
**JW Shabangu**  
**Municipal Manager**

### 1.3. MUNICIPAL OVERVIEW

Emakhazeni Local Municipality is in the Nkangala District Municipality of Mpumalanga province. The town, Belfast/Emakhazeni is renowned for its excellent trout fishing conditions. Sheep and dairy farming take place here as well as maize, potatoes and timber production. Coal and a black granite are also mined around Belfast. The municipality is situated between the two major towns namely Middelburg and Nelspruit and is connected to both these centres via the N4 which provides a link with Gauteng to the major tourism centres in Mpumalanga, specifically the Kruger National Park to the east and Pilgrim's Rest, Graskop, Lydenburg and Hoedspruit to the northeast. In the same vein, it must be mentioned that the ELM is a tourist destination in its own right. Emakhazeni can therefore be called the gateway to the major tourism attraction points in Mpumalanga and the eastern parts of Limpopo Province.

The population of Emakhazeni grew by 0.4% (47216 – 48 149) from 2011 to 2016 and to 50 162 in 2022, this is according to the Community Survey conducted in 2022

Emakhazeni consist of four developmental nodes namely Belfast where the municipal headquarters are located, Dullstroom/Sakhelwe, Machadodorp/ Emthonjeni as well as Waterval Boven/ Emgwenya. There are municipal satellite offices in all these nodes.



*Emakhazeni municipality locality map*

### 1.3.1 Powers And Functions Of The Municipality

The legislative and executive powers of the municipality is derived from Schedule 4B and 5B of the Constitution consequently, powers and functions assigned to Local Government were divided between Emakhazeni and Nkangala District:

Powers and functions		Responsible municipality
(a)	Integrated development planning for the District Municipality as a whole, including a framework for integrated development plans of all Municipalities in the areas of the District Municipality	Nkangala District
(b)	Potable water supply systems.	Emakhazeni Local Municipality
(c)	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity	Emakhazeni Local Municipality
(d)	Domestic waste-water and sewage disposal systems	Emakhazeni Local Municipality
(e)	Solid waste disposal sites	Emakhazeni Local Municipality
(f)	Municipal roads which form an integral part of a road transport system for the area of the District Municipality as a whole	Emakhazeni Local Municipality
(g)	Regulation of passenger transport Services	Emakhazeni Local Municipality
(h)	Municipal airports	Emakhazeni Local Municipality
(i)	Municipal Environmental health Services	Nkangala District
(j)	Firefighting Services	Emakhazeni Local Municipality
(k)	The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the Municipalities in the District	Emakhazeni Local Municipality
(l)	The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of the Municipalities in the District	Emakhazeni Local Municipality
(o)	The receipt allocation and, if applicable, the distribution of grants made to the District Municipality	Nkangala District
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the District Municipality in terms of national legislation.	Nkangala District

During the year under review, there were no adjustments to the Powers and Functions of the municipality.

### 1.3.2 Municipal Population

#### Population

The population of Emakhazeni grew by 0.4% (47216 – 48 149) from 2011 to 2016 and to 50 162 in 2022, this is according to the Community Survey conducted in 2022. The municipality records the lowest number of population size in Nkangala District Municipality. Emakhazeni recorded the fourth slowest growth in terms of the population size. This increased figure means that Emakhazeni population constitutes a total of 3.3% of the total population of Nkangala. The growth presents the municipality with pressure on its infrastructure and this will be increased as the population is expected to grow to about 50 900 by the year 2030. The table below represents the population distribution by age.

Name	Status	Population Census 1996-10-09	Population Census 2001-10-09	Population Census 2011-10-09	Population Census 2022-02-02
Emakhazeni (Highlands)	Local Municipality	37,004	43,007	47,216	50,165

#### Emakhazeni (Highlands)

**50,165** Population [2022] – *Census*  
**4,736 km<sup>2</sup>** Area  
**10.59/km<sup>2</sup>** Population Density [2022]  
**0.59%** Annual Population Change [2011 → 2022]

#### Further information about the population structure:

Males 48.4% Females 51.6%

#### Gender Persons

Males 24,271

Females 25,894

Gender (C 2022)	
Males	24,271
Females	25,894

#### Age Groups (C 2022)

0-14 years	11,685
15-64 years	35,124
65+ years	3,354

0-14 years 15-64 years 65+ years 23.3% 70%

#### Age Groups Persons

0-14 years 11,685

15-64 years 35,124

65+ years 3,354

Males & Females

#### Age Distribution Males & Females

80+ years	173	313
70-79 years	608	843
60-69 years	1407	1718
50-59 years	2062	2292
40-49 years	3041	2939
30-39 years	4595	5235
20-29 years	4804	4926
10-19 years	3720	3707
0-9 years	3860	3920

BlackAfricanWhiteAsianColouredOther90.7%

#### Population Group Persons

Black African	45,475
White	4,143
Asian	222
Coloured	312
Other group	4

#### Age Distribution (C 2022)

80+ years	486
70-79 years	1,451
60-69 years	3,125
50-59 years	4,354
40-49 years	5,980
30-39 years	9,830
20-29 years	9,730
10-19 years	7,427
0-9 years	7,780

#### Population Group (C 2022)

Black African	45,475
White	4,143
Asian	222
Coloured	312
Other group	4

### 1.3.3 Socio Economic Status

The municipality's economic sectors are mainly Mining, Tourism, Trade and community services. The average annual economic growth rate for municipality over a period from 1996 to 2015 has been noticeably low at 2.0%. More than 52% of the municipality's economy is from 3 industries – with mining at around 18.5%, trade 17.0% and community services (17.0%). Fastest growing industries between 2011 & 2015 were construction at 1.5% annually, community services at 1.2% and transport at 1.1%. With a GDP of R 2.88 billion in 2014 (up from R 1.04 billion in 2004), the Municipality contributed 2.45% to the Nkangala District Municipality GDP of R 117 billion in 2014 increasing in the share of the Nkangala from 2.69% in 2004. The municipality's contribution to the Mpumalanga economy is 1% and this translates to the 4th smallest economy in the province and 2nd smallest in Nkangala. The size of the economy in 2015 was estimated at more or less R2.7 billion in current terms and R2.1 billion in 2010 constant prices.

Comparative advantages are in agriculture, mining, utilities, trade & transport. Tourism expenditure in the area as a percent of the local GDP is approximately 21.3%, which was the 3rd highest. in Mpumalanga.

### 1.3.4 Basic Services

All local municipality services were rendered internally. Emakhazeni is a Water Services Authority to that end, water provision in the area is at generally acceptable levels. The challenges were mainly encountered in farms and informal settlements. Farms currently serviced through installation of boreholes, water depot and water tankers. Water standpipes are installed in informal settlements. In farms sanitation backlog is high due to lack of water. The municipality prioritised connecting

households in Dullstroom into the sewer network. Honey sucking is still a common practice given the number of septic tanks that are in use within the municipality.

The Electricity Supply is the responsibility of Council in other areas with Eskom licensed to supply Dullstroom / Sakhelwe, Mines and Farms. The electricity tariffs charged by the municipality are regulated by NERSA. Refuse removal is provided to formal settlements through weekly collection of waste. Municipal roads are a major concern with many of the roads being damaged and needing urgent attention. The partnership was established with the mines to rehabilitate the roads and Thembisile Hani Local Municipality lend the municipality a jet patcher to close potholes.

The table below provides a summary of performance:

Summary Of Access To Basic Services							
Category	Total Households	Households with access as at 2022(provide numbers and %)		Progress to date on increasing the access (provide numbers and %)		Outstanding Backlog to date (numbers and %)	
		No	%	No	%	No	%
Water services	19 613	19 169	98%	19 441	99%	172	1%
Sanitation services	19 613	18 243	93%	18 243	93%	1 370	7%
Electricity services	19 613	18 466	94%	18 466	94%	1 090	6%
Waste removal services	19 613	9 844	67%	17 534	84.7%	331	2.2 %

Furthermore, the municipality made the following additional key achievements:

KEY ACHIEVEMENTS : 2023/24	
Insufficient access to portable water by farm dwellers	3x Farms ((Uizight, Kleindam and Elandlaagte/Kamaza) provided with water infrastructure
Inability to sell serviced stand to municipal community members	Serviced stands allocated for low cost housing. Some serviced are in the process of being sold to community members
High level of community protest for service delivery	No service delivery related protest experienced
Aging road infrastructure	Improved through paving using MIG funding, mines SLP programmes, repairs and maintenance funding.
Inadequate functioning of Water Treatment Works	Water Treatment Works refurbishment currently in progress at Emgwenya and upgrading of Madala Sewer mainline
Education	At least 27 local students were assisted with financial registration at the Institutions of Higher Learning
Cemetery establishment	The Municipality managed to identify an alternative site to establish new cemetery at Entokozweni and Nkangala District Municipality has been requested to assist with the process of cemetery establishment. Studies were completed and submitted to the

	competent authority, and we are awaiting for final decision.
Inability to electrify households in farms	Electrified 25 houses at Empumelelweni . The total houses benefited are 25
Lack of professionalism and ill discipline	Improved and consequence management is applied
Social distance between the Municipality and Community	Improved working relationship and community consultation and feedback meetings through War rooms were successfully held.
Electricity and water outages	Installation and commissioning of new 132/11KV 20MVA substation in Belfast and Siyathuthuka. Improved electricity and water supply, outages are attended within 12 hours of becoming aware.
Sewer Spillages	Upgrading of sewer outfall in Emthonjeni has been completed.
Unauthorised, Irregular , Wasteful and Fruitless Expenditure incurred	Improved and consequence management is being applied. Repeated findings by AG of SA be averted
Inability to fix dysfunctional windmills and boreholes in farms	A team of 3 staff members established and equipped with a bakkie and equipment to work full time on the farms. Access to water by farm dwellers has improved.
Poor working relation between the municipality and organised labour which led to paralysis of service delivery	Improved working relations and LLF meetings sit as planned

### 1.3.5 Financial Health

The financial position of the municipality had improved when compared to the preceding year. The municipality is not grant dependent and as such needs to finance all its obligations out of own revenue.

The allocation of conditional grants wherein the municipality benefited are from WSIG worth R29 million, MIG worth R18 545 950.00, INEP worth R 3 335 000.00.

### 1.3.6 Overview Of Organizational Structure

The organizational structure of a municipality is developed in line with section 66 of the Municipal Systems Act, Act 32 of 2000 which directs for the Municipal Manager to develop a staff establishment and submit the staff establishment to the municipal Council for approval.

Further, The Minister of Co-operative Governance in terms of Municipal Staff Regulations, No 45181, gazetted on the 20 September 2021 provides for the municipality, within its administrative and financial capacity to;

- (a) establish departments for;
  - Development and Town Planning functions (Development and Town Planning)
  - Provision of municipal public works and basic services to communities (Technical Services)
  - Provision of community services (Community Services)
  - Management of the municipality's finances and (Financial Services)

- Provision of corporate support services (Corporate Services)
- (b) provide capacity to support
  
- The offices of public office bearers and;
- The Office of the Municipal Manager

Accordingly, Council approved its post establishment for the 2023/2024 financial year in its meeting held on the 26 May 2023 with a total number of 458 positions.

### **1.3.7 Auditor General Report**

**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL  
LEGISLATURE AND COUNCIL ON THE EMAKHAZENI LOCAL MUNICIPALITY**

DRAFT ANNUAL REPORT

### 1.3.8 Statutory Annual Report Process

According to the Municipal Finance Management Act, Act 56 of 2003, the Annual Report of a Municipality must be tabled in the Municipal Council on or before 31 January each year.

The 2023/24 Annual Report process is set out below

No .	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 <sup>th</sup> quarter Report for previous financial year	
4	Submit draft 23/24 Annual Report to Internal Audit and Auditor-General	
5	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
6	Mayor tables the unaudited Annual Report	
7	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
8	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
9	Auditor General assesses draft Annual Report including consolidated Annual Financial Statements and Performance data	September – October January
10	Municipalities receive and start to address the Auditor General's comments	
11	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
12	Audited Annual Report is made public and representation is invited	
13	Oversight Committee assesses Annual Report	March
14	Council adopts Oversight report	
15	Oversight report is made public	
16	Oversight report is submitted to relevant provincial councils	
17	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input.	March

## CHAPTER 2 – GOVERNANCE

### 2.1 POLITICAL GOVERNANCE STRUCTURE

In terms of Section 151 (3) of the Constitution; the Council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. The Council performs both legislative and executive functions and is the highest decision-making authority in the municipality. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor who is advised and assisted by the Mayoral Committee.

#### a) Council

The Emakhazeni Local Council consists of 15 Councillors who are 8 ward and 7 proportional representatives. The portfolio committees are made up of councillors from all political parties. In the 2023/2024 financial year, a vacancy occurred in Council after Cllr TD Ngwenya was deployed to serve as a new Executive Mayor of the Nkangala District Municipality in June 2023.

Cllr N. Mashele of the ANC the former speaker of council was appointed as a new Executive Mayor after Cllr. J. Mabila had acted in this position from June until August 2023. Cllr. N. Mashele was subsequently replaced by Cllr. SL Ndinisa of the ANC from Nkangala District Municipality as a new speaker in August 2023. The table below show Councillors belonging to respective political parties and wards as at June 2024.

Name of Councillor	Capacity	Political Party	Seat Type
Nomhle Adelaide Mashele	Executive Mayor	ANC	LC PR
Lucky Smart Ndinisa	Speaker	ANC	LC PR
Jackie Mahombo Mabila	MMC Technical & Community	ANC	LC Ward
Siyaphi Patrick Mthimunye	Whip of Council	ANC	LC Ward
Sbusiso Seun Mthimunye	MMC: Finance, Internal Audit & Risk	ANC	LC Ward
Nonhlanhla Betty Nkosi	MMC: Corporate Services	ANC	LC Ward
Desmond Mandla Mahlangu	Chairperson: MPAC	ANC	LC Ward
Themba Andries Lukhele	Councillor	ANC	LC Ward
Solomzi Sandile Ndimande	Councillor	ANC	LC Ward
Sphiwe California Nkosi	Councillor	ANC	LC Ward
Fortunators Nqobile Nhlapho	Councillor	EFF	LC PR

Danie Janse Van Rensburg	Councillor	DA	LC PR
Dalina Magrietha Hepburn	Councillor	DA	LC PR
Sizane Isaac Skhosana	Councillor	EFF	LC PR
Zandile Emmah Mthimunye	Councillor	EFF	LC PR

## b) Mayoral Committee

The Executive Mayor assisted by the Mayoral Committee, heads the executive arm of the Municipality. The mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. She has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Mayoral Committee, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor has appointed three Members of the Mayoral Committee to assist in performing her functions.

## c) Portfolio Committees & Other Committees of Council

Three section 80 committees are in place and continue to assist the Executive Mayor to execute her responsibilities. They advise and make recommendations to the Executive Mayor on specific policy matters.

the Municipal Public Accounts Committee (MPAC) a very strategic committee of council is also in place to deal with matters referred to it by council such as UIFW expenditures and make recommendations to council on financial transgressions committed by administration and councillors.

Other section 79 committees which are three were reestablished in February 2024 to monitor implementation of council decisions. The Rules, Ethics and Programming committee was established in November 2021 and continues to execute its responsibilities of enforcing adherence to the Code of Conduct by councillors.

## d) Political decision-taking

Section 53 of the MSA stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the Municipal Manager must be defined. The section below is based on the section 53 role clarification.

Municipal Council	Executive Mayor	Mayoral Committee
<p>Governs by making and administering laws, raising taxes and taking decisions that affect people's rights</p> <ul style="list-style-type: none"> <li>Is a tax authority that may raise property taxes and service levies</li> </ul>	<ul style="list-style-type: none"> <li>Is the political leader of the Municipality and is in this capacity supported by the Mayoral Committee</li> <li>Provides general political guidance over the fiscal and financial affairs of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Its members are elected by the Executive Mayor from the ranks of councillors</li> <li>It meets regularly to co-ordinate the work of council and make recommendations to council.</li> </ul>

<ul style="list-style-type: none"> <li>• Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political once bearers, individual councillors or officials</li> <li>• Can delegate responsibilities and duties for the purposes of fast and effective decision making</li> <li>• Must strive towards the constitutional objects of local government</li> <li>• Must consult the community with respect to local government matters</li> <li>• Is the only decision maker on non-delegated matters such as the approval of the Integrated Development Plan (IDP) and budget</li> </ul>	<p>and may monitor and to the extent provided in this Act, oversee the exercise of responsibilities assigned in terms of the MFMA to the Municipal Manager and the Chief Financial Officer.</p> <ul style="list-style-type: none"> <li>• Check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan.</li> <li>• Must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter are realised</li> </ul>	<ul style="list-style-type: none"> <li>• Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Mayor"</li> <li>• The committee has no powers of its own – decision making remains that of the Executive Mayor</li> </ul>
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## 2.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

In the financial year in question, the municipality welcomed the two newly appointed Senior Managers Technical Services and Senior Manager Community Services, Mr. ME Malungana and Mr. SC Nkosi respectively. Both Managers commenced with their responsibilities on the 01 March 2024. The administrative structure of the municipality is as follows;

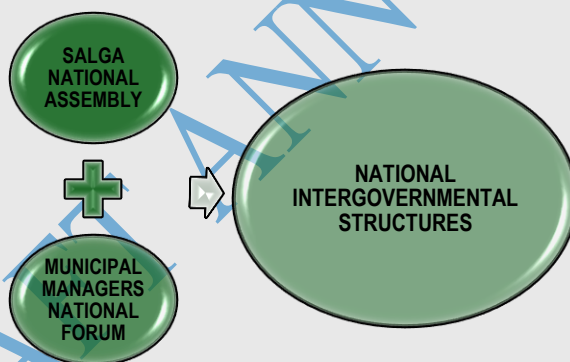
JW Shabangu Municipal Manager			
Internal Audit, Risk Management, Public Participation, and Information Communication Technology			
AM Tshesane Chief Financial Officer	DS Malope Snr Manager Corporate Services	ME Malungana Snr Manager Technical Services	SC Nkosi Snr Manager Community Services

<ul style="list-style-type: none"> <li>✓ Income</li> <li>✓ Budget &amp; Financial Reporting</li> <li>✓ Expenditure</li> <li>✓ Asset Management</li> <li>✓ Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Human Resources Management</li> <li>✓ Legal Services &amp; Labour Relations</li> <li>✓ Council Administrative Support &amp;</li> <li>✓ Records Management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Water &amp; Sanitation</li> <li>✓ Roads &amp; Stormwater</li> <li>✓ Electricity,</li> <li>✓ Fleet Management &amp; Mechanical Workshop</li> <li>✓ Town Planning, Land Use &amp; Housing Administration</li> <li>✓ Project Management</li> <li>✓ IDP/LED</li> </ul>	<ul style="list-style-type: none"> <li>✓ Environmental Management</li> <li>✓ Refuse Removal</li> <li>✓ Social Development</li> <li>✓ Traffic Management</li> <li>✓ Fire &amp; Emergency</li> <li>✓ Public Safety &amp; Security</li> </ul>
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## 2.3 INTERGOVERNMENTAL RELATIONS

Although the municipality has a right to govern on its own the affairs of the local community, subject to national and provincial legislation, it must also co-operate with other spheres of government in a manner which fosters friendly relations, consult and be supportive on matters of common interest, adhere to agreed procedures, and avoid legal proceedings against each other. The municipality participation in the following Inter-Governmental Structures;

### National Intergovernmental Structures



### Provincial Intergovernmental Structures

- Premier's Coordinating Forum
- SALGA Working Groups
- Municipal Managers Forum
- Chief Finance Officers Forum
- Provincial & District IDP Managers Forums
- Provincial Technical Forum
- Disaster Management Forum
- Risk Officers Forum
- Audit Executive Forum

### **District Intergovernmental Structures**

- Executive Mayors Forum
- Speakers Forum
- Chief Whip Forum
- Municipal Manager's Forum
- CFO's Forum
- IDP Forum
- Communicator's Forum
- LED Forum
- HIV/AIDS District Council
- Nkangala District Job Evaluation Committee

## **2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION**

At the heart of democracy is the public participation processes that seek to create participatory governance. The municipality created a platform for interacting with the public through IDP, Budget and Community meetings. Furthermore, views of the public are invited from time to time as and when policies and specified processes are undertaken. To strengthen the work of this unit, the municipality procured a van that is solely dedicated to public participation communication and loud hailing.

Public accountability and participation are foundation of a democratic government. The municipality embraced these components, and the following activities were undertaken to engage the public:

In order to promote public participation, the municipality held public feedback meetings bi-monthly in all wards aimed to achieve the following:

- To allow community members an opportunity to raise issues for the attention of the municipality.
- To give feedback on issues previously raised
- Encouraging communities, stakeholders and individual members of society to make use of the opportunity to do submission regarding the IDP review and budget of the Municipality

Community feedback meetings are mandatory mechanisms instituted by Council for Councillors to give feedback to their respective wards. Feedback is given based on resolutions of Council taken. This mechanism is effective in closing the gap between councilors and communities. Community Feedback meetings are held twice per year to allow IDP and Budget Consultative meetings. In the financial year 2023/2024, community feedback meeting were held. Feedback to the community was given through community radio station by the Honorable Executive Mayor. Radio stations would allow the members of the public to call in.

### **2.4.1 IDP Consultative Meeting**

The IDP is a strategic document containing the views and aspiration of the members of the public. It documents the needs and issues as raised by the public and outlines how and which issues have been prioritized.

The main reasons why eMakhazeni Local Municipality has an IDP are the following:

***Effective use of scarce resources***

The IDP will help the local municipality focus on the most important needs of local communities taking into account the resources available at local level. The local municipality must find the most cost-effective ways of providing services and money will be spent on the causes of problems in the municipality.

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process.

The IDP provides deadlock-breaking mechanisms to ensure that projects and programmes are efficiently implemented. The IDP helps to develop realistic project proposals based on the availability of resources.

***It helps to attract additional funds***

Government departments and private investors are willing to invest where municipalities have clear development plans.

***Strengthens democracy***

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner.

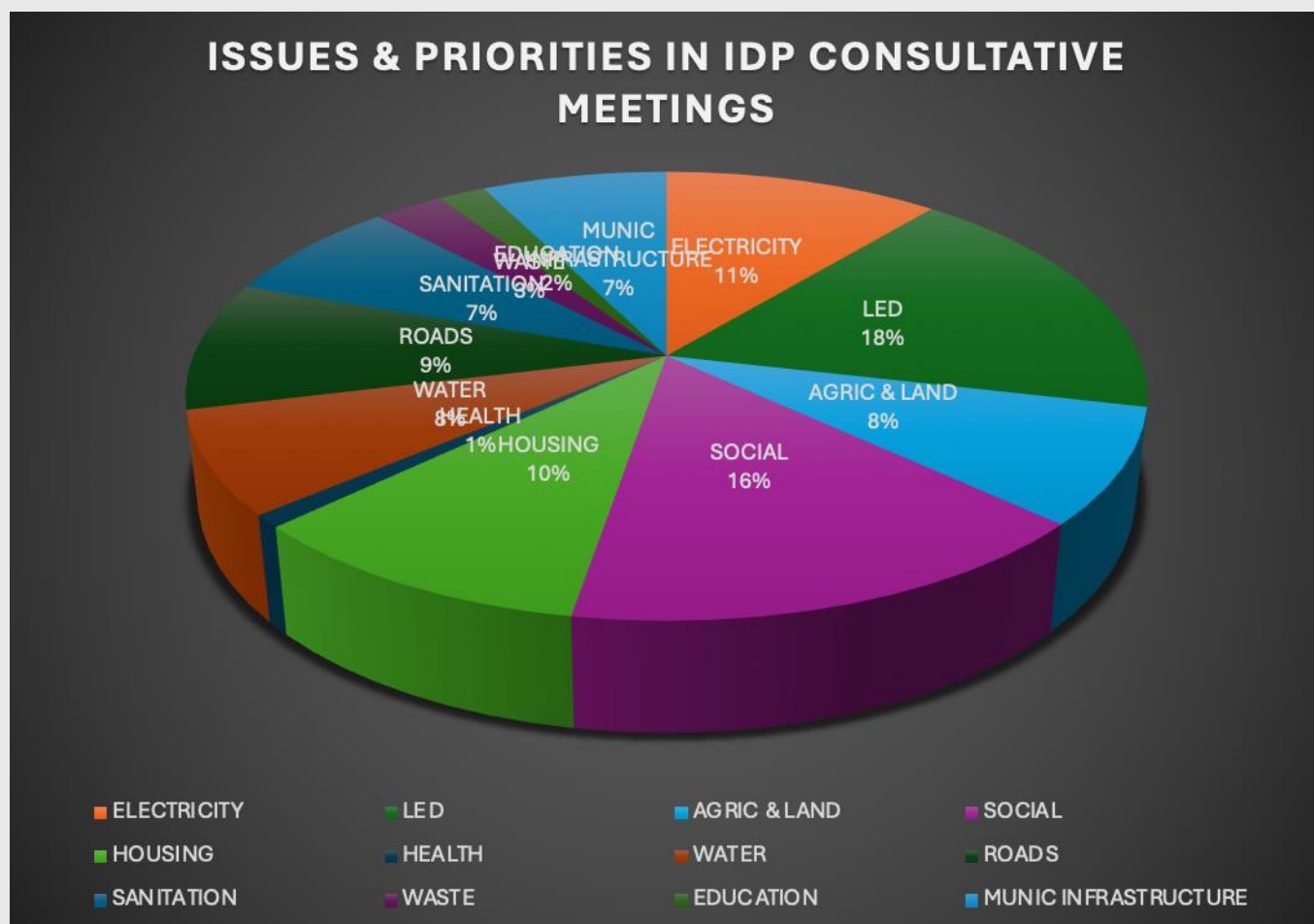
***Helps to overcome the legacy of apartheid***

Municipal resources are used to integrate rural and urban areas and to extend services to the poor. Promotes co-ordination between local, provincial and national government. The different spheres of government are encouraged to work in a coordinated manner to tackle the development needs in a local area. To that end, the municipality in line with the IDP Process Plan, as approved by Council, held IDP Consultative meetings with members of the public and Community Structures.

For 2023/24, these meetings were held as follows:

DATE	WARD	VENUE
20 November 2023	6, 7	eNtokozweni Municipal Office, Nicholus Ndlovu Hall
21 November 2023	1, 4, 5, 8	eNtokozweni hall, Sakhelwe Hall, eMthonjeni flats, Madala Location
22 November 2023	2, 4, 6, 7, 8	Siyathuthuka hall, Dullstroom Municipal Office, Vusi Masango Hall, Paul Nkosi Hall, Beyers Naude Hall
23 November 2023	3	Siyathuthuka Community Hall
26 November 2023	1, 2, 4, 5, 6, 8	Thusong center Schoenwater, Ongesiens School, Santa Farm, Schoonwater, Madova School, Eerstelingsfontein Farm

Table below depicts the summary of the municipal priorities in terms of the IDP consultative meetings held in November 2023.



The draft 2023/24 IDP and budget has been tabled to Council by the end of March 2023, for adoption as a draft document, which was subsequently subjected to public comments in April 2023. The draft IDP and Budget was consequently presented to council for adoption by the end of May 2023. During the period for public comments the document was made available in hard copies at all eMakhazeni local Municipality libraries as well as on the ELM website supported by a dedicated email where comments could be submitted. The final 2023/24 IDP and budget was tabled to Council by the end of May 2023, for adoption as a final document.

#### 2.4.2 Budget Consultative Meetings

The Municipality consulted farm dwellers on the Draft Budget for the financial year 2023/2024. This effort aimed to bridge the gap between the Council and farm dwellers. The Municipality also held its 2023-24 IDP and Budget consultative meetings in all 8 Wards, as follows.

Ward number	01
Date	Tuesday, 21 November 2023

Time	17h00
Venue	eNtokozweni Hall (Siyathuthuka)
Officials	Mr A.M.Tshesane & Mr P.S. Maluleka
Councillors	Cllr A.T. Lukhele, Cllr D.J. van Rensburg

Ward number	01
Date	Sunday, 26 November 2023
Time	10h00
Venue	Thusong Centre Hall
Officials	Mr. S.E. Maunye & Mr J Madiope
Councillors	Cllr A.T. Lukhele & Cllr F.N. Nhlapho

Ward number	02
Date	Wednesday, 22 November 2023
Time	17h00
Venue	Siyathuthuka Hall
Officials	Mr V.S.H. Mnisi & Ms. S.M. Matsane
Councillors	Cllr J.M. Mabila & Cllr Z.E. Mthimunye

Ward number	02
Date	Sunday, 26 November 2023
Time	10h00
Venue	Ongesiens School
Officials	Mr G. Madonsela & Ms.D.K. Malope
Councillors	Cllr J.M. Mabila

Ward number	03
Date	Thursday, 22 November 2023
Time	17h00
Venue	Siyathuthuka Hall
Officials	Mr A.V. Sibande
Councillors	Cllr D.M. Mahlangu & Cllr F.N. Nhlapho

Ward number	04
Date	Tuesday, 21 November 2023
Time	17h00
Venue	Sakhelwe Community Hall
Officials	Ms. N. Ntshangase & Mr J. Madiope
Councillors	Cllr S.S. Mthimunye & Cllr D.M. Hepburn

Ward number	04
Date	Wednesday, 22 November 2023
Time	17h00
Venue	Dullstroom Municipal Office
Officials	Mr A.M. Tshesane & Ms. M. Kanyane
Councillors	Cllr. S.S. Mthimunye

Ward number	04
Date	Sunday, 26 November 2023
Time	10h00
Venue	Santa Farm
Officials	Mr Z. Nkambule & Mr T.I. Skhosana
Councillors	Cllr S.S. Mthimunya & Cllr D.J. van Rensburg

Ward number	05
Date	Tuesday, 28 November 2023
Time	17h00
Venue	EMthonjeni Municipal Office.
Officials	Ms. B. Mtshweni & Mr M. Sibande
Councillors	Cllr N.B. Nkosi & Cllr S.I. Skhosana

Ward number	05
Date	Sunday, 26 November 2023
Time	10h00
Venue	Schoonwater
Officials	Ms. L. Mlotshwa & Mr A. Nefale
Councillors	Cllr N.B. Nkosi & Z.E. Mthimunya

Ward Number	06
Date	Wednesday, 22 November 2023
Time	17h00
Venue	Vusi Masango Hall
Officials	Ms. N.P. Ndlovu & Mr N. Mbethe
Councillors	Cllr S.C. Nkosi

Ward number	06
Date	Monday, 20 November 2023
Time	17h00
Venue	eNtokozweni Municipal Offices
Officials	Ms. E. Kekana & Mr N. Mkhonto
Councillors	Cllr S.C. Nkosi & Cllr D.M. Hepburn

Ward number	06
Date	Sunday, 26 November 2023
Time	10h00
Venue	Madova Farm
Officials	Mr J.T. Skhosana & Ms. A. Mathebe, Mr B. Sidu.
Councillors	Cllr S.C. Nkosi & Cllr D.M. Hepburn

Ward number	07
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Date	Wednesday,22 November 2023
Time	17h00
Venue	Paul Nkosi Hall
Officials	Mr. Z. Ntimane & Mr T. Maseko
Councillors	Cllr S.S. Ndimande

Ward number	07
Date	Monday,20 November 2023
Time	17h00
Venue	Emgwenya Municipal Office
Officials	Mr Z. Ntimane & Ms. D.K. Malope
Councillors	Cllr S.S. Ndimande

Ward number	08
Date	Tuesday,21 November 2023
Time	17h00
Venue	Madala Old Location
Officials	Mr M. Sibanyoni & Ms. A.Mathebe
Councillors	Cllr S.P. Mthimunye & Cllr Z.E. Mthimunye

Ward number	08
Date	Wednesday,22 November 2023
Time	17h00
Venue	Beyers Naude Hall
Officials	Ms. L. Mlotshwa & Mr. I. Dube
	Cllr S.P. Mthimunye & Cllr S.I. Skhosana

Ward number	08
Date	Sunday,26 November 2023
Time	10h00
Venue	Eerstelingfontein Farm
Officials	Mr V.S.H. Mnisi & Ms. N. Ntshangase
Councillors	Cllr S.P. Mthimunye & Cllr S.I. Skhosana

#### 2.4.3 Community Capacity Building

The public engaged with the municipality through various means, and community capacity building initiatives helped to inform them about these options. The Office of Public Participation is responsible for empowering the broader community on issues that affect them. In the 2023/24 year, we conducted Four Capacity Building Workshops, which featured key departments providing education on relevant issues facing the community.

##### **Community Capacity Building were held as follows:**

16 September 2023	First Quarter
10 December 2023	Second Quarter

11 February 2024	Third Quarter
04 April 2024	Fourth Quarter

#### 2.4.4 Stakeholders Forum Meetings

These meetings bring together all departments collectively with the Municipality, chaired by the Honourable Speaker, to discuss various departmental issues that affect the public. The meetings are held once every quarter, with the Department of Home Affairs serving as the secretariat. The office of the Honourable Speaker is responsible for all logistical arrangements, including sending invitations to all departments, preparing agendas, and providing refreshments.

Meetings	Date
1 <sup>st</sup> Meeting	21 September 2023
2 <sup>nd</sup> Meeting	29 November 2023
3 <sup>rd</sup> Meeting	07 February 2024
4 <sup>th</sup> Meeting	23 May 2024

#### 2.4.6 Ward Committees

Eight ward committees were established in Emakhazeni, representing all wards. The primary purpose of these ward committees is to bridge the gap between the public and the municipality by performing the following tasks:

- Gathering community needs and reporting them to the Ward Councillor and the Municipality.
- Quickly communicating service delivery issues, such as spillages, to ensure a timely municipal response.
- Assisting the Ward Councillor in identifying the needs and challenges of the ward.
- Disseminating government and municipal information to the community, such as the IDP and Budget.
- Promoting campaigns within the community, particularly those related to service delivery.

### 2.5 IDP PARTICIPATION AND ALIGNMENT

The IDP participation focuses on community needs and priorities, thus giving the community an opportunity to participate in identifying their most important needs. All stakeholders within the municipal area are encouraged to participate in the preparation and implementation of the integrated development plan. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of the municipality. The municipality has institutionalized its community and stakeholder participation and consultation mechanisms. These mechanisms range from the structures utilized from previous years. With a view of improving the functionality of these structures (including the IDP Forum, LED Forum, IDP Technical Committee, LED and IDP Working Groups) the eMakhazeni has been appraising

the functionality and effectiveness of these structures. Throughout this process challenges relating to poor attendance, frequency of meetings, were identified.

The following criterion was utilized to assess the effectiveness of the 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

## 2.6 RISK MANAGEMENT

Section 62 (1) (c) (i) of Municipal Finance Management Act (MFMA) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The Emakhazeni Local Municipality has in place a system of risk management for the 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.

The Council has approved and implemented the following Risk policies, plans and strategies for 2023/2024, which are;

- Risk Management Committee, Anti-Fraud and Anti-Corruption Committee Charter
- ELM Risk Management Policy
- Risk Management Strategy
- Risk Management Unit Implementation Plan
- ELM business continuity management policy
- ELM business continuity plan

The Emakhazeni Local Municipality has a Risk Management, Anti-Fraud and Anti-Corruption Committee which is chaired by an external Chairperson. The Committee advises management on the overall system of risk management and meets on a quarterly basis. The RMAFACC Chairperson prepares a written report and present it to the Audit Committee on a quarterly basis and the thereafter it goes to Council Committee for noting.

Risk Management Unit conducted risk assessments workshops (Strategic, MSCOA, ICT, Operational, Fraud and Project) for all departments to identify and mitigate risks that negatively affected the achievement of the Municipality's strategic objectives. The Managers takes ownership of the Risks within their departments and are assisted by their Risk Champions. Furthermore, action plans to address high risk areas were developed and progress made on identified risk areas were evaluated on a quarterly basis by the Risk management unit. Risk awareness workshops were conducted to create awareness of risk management to all officials of Emakhazeni Local Municipality.

The table below set out the significant risks identified during 2023/24 financial year:

<b>SIGNIFICANT MUNICIPAL RISKS</b>		
<b>NO</b>	<b>KPA-Key Performance Area</b>	<b>RISK DESCRIPTION</b>
1.	Local Economic Development	Inadequate social and economic development
2.	Financial Viability	Inaccurate and unsustainable financial management
3.	Institutional Transformation and Development	Inadequate internal processes to support the municipality
4.	Service delivery and infrastructure development and Spatial Rationale	Inadequate access and unsustainable provision of basic services
5.	Basic Service delivery and infrastructure development	Delays in response time for emergency services
6.	Good governance and public participation	Inadequate implementation of Public participation policy and strategy
7.	Spatial Rationale	Inadequate integration development for human settlements and urban planning.

## 2.7 ANTI-FRAUD ANTI-CORRUPTION

Emakhazeni Local Municipality supports and fosters a culture of zero tolerance to fraud and corruption in all its activities and continues to reinforce existing systems, policies and procedures aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud and corruption. The municipality is also committed to fight fraudulent behavior at all levels within the municipality and Emakhazeni by implementing the Whistle-blowing Policy. It is the Municipality's responsibility that all alleged fraud should be investigated, and all transgressors shall be fully punished both through disciplinary and legal channels of law. Members of Council and Administration were requested to declare using a Disclosure of Interest Form, and a declaration register is kept in this regard.

Aiming to create a culture which is intolerant to unethical conduct of fraud and corruption, several awareness sessions were conducted to raise awareness on the policy, plan and staff responsibilities to fraud prevention and reporting activities. In addition, an Induction session on whistle blowing policy was conducted to create a platform for officials to make confidential disclosure about suspected fraud and corruption. The Municipality identified, assessed, and evaluated Fraud and Corruption Risks for 2023/24 financial year and the Fraud Risk Assessment Report was adopted by Council. The Fraud and Corruption risks mitigation strategies were developed, implemented and the progress made on the mitigation strategies were being monitored monthly.

The Council has also approved the following Fraud and Corruption policies, strategy and plan listed in the table below which are guiding documents for combating Fraud and Corruption.

NO	POLICY/ STRATEGY	DATE OF ADOPTION
1.	Fraud and Corruption Policy	31/06/2023
2.	Fraud And Prevention Policy and Plan	31/06/2023
3.	Fraud And Corruption Prevention Strategy	31/06/2023
4.	Whistle Blowing Policy	31/06/2023

## 2.8 SUPPLY CHAIN MANAGEMENT

Emakhazeni Municipality received an adverse audit opinion which is stagnant when compared to audits outcomes of the past three financial years. In order to eliminate findings in the Supply Chain Management, the municipality strives to fully comply with the MFMA S110-119, SCM Regulations 2005, and relevant MFMA circulars setting out the required processes and guidance manuals which assist to ensure that SCM arrangements provide appropriate goods and services, offer best value for money, and minimise the opportunities for fraud and corruption.

Council developed a Supply Chain Management (SCM) Policy and practices in compliance with the guidelines set down by the Supply Chain Management Regulations, 2005, which

was approved with effect from 1 March 2006. The new Preferential Procurement Regulations, 2022, which came into effect from 16 January 2023. The SCM Policy incorporating the above-mentioned regulations, as well as all other relevant legislation, regulations and circulars and are annually reviewed with the budget process.

The municipality's Supply Chain Management Unit had been successfully registered as a state organ under the Construction Industry Development Board iTender, National Treasury's eTender, as well as the Central Supplier Database portal, and tenders are being advertised through the same system to this end.

The Bid Committee system of Council is functional, as all committee members were appointed by the Municipal Manager in writing. It be noted that committee members were also trained by Mpumalanga Provincial Treasury.

## 2.9 BY-LAWS

Section 11(3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.

N.O	Description	Last Reviewal	Custodian(s) Responsible person
1.	<b>MUNICIPAL PROPERTY RATES BY-LAW</b>	29/06/2023	CFO
2.	<b>CREDIT CONTROL AND DEBT MANAGEMENT BYLAW</b>	29/06/2023	CFO
3.	<b>INTERGRATED WASTE MANAGEMENT</b>	18/06/2021	Senior Manager community services

### COMMENT ON BY-LAWS

The promulgation of the above By-Laws serves a pivotal to the functionality of an institution as it ensures that the community of Emakhazeni are conversant to the laws governing them and to ensure the implementation thereof the municipality established a Law Enforcement unit solely to ensure that the By-Laws are adhered to and complied with.

The Municipality during the financial year the Municipality promulgated the Emakhazeni Local Municipality's Standing Rules and Order, that is aimed to guide the process and procedures of the Municipal Council. The Municipality also finalised and promulgated the Emakhazeni Local Municipality's Informal Settlement Management Bylaw to Control the forever increasing land

invasion that mushrooms into informal settlements within the jurisdiction of Emakhazeni Local Municipality.

## 2.10 WEBSITES

Emakhazeni's website can be found on [www.emakhazeni.gov.za](http://www.emakhazeni.gov.za)

<b>Municipal Website: Content and Currency Material</b>	
<b>Documents published on the municipal website</b>	<b>Yes/No</b>
Current Annual and adjustments and all budget related documents	Yes
All current budget related policies	Yes
The previous Annual Report 2022/2023	Yes
The Annual Report 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 (2023-24)	None
All long term borrowing contracts (2023-24)	None
All supply chain management contracts above a prescribed value(give value) 2023-24	Yes
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 2022-23	None
Public Private Partnership Agreements referred to in section 120 made in 2023-24 .	None
All quarterly reports tabled in the Council 52(d)	Yes

The municipal website ([www.emakhazeni.gov.za](http://www.emakhazeni.gov.za)) continues to serve the community and public as an important communication in the transparent manner the municipality carries out its duties to the community. The data received from departments is uploaded in real time by ICT Services.

## 2.11 PUBLIC SATISFATION SURVEY ON MUNICIPAL SERVICES

Public satisfaction survey is done through service delivery community feedback meetings per quarter.

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

### **COMPONENT A: BASIC SERVICES**

Emakhazeni Local municipality provides water, sanitation, refuse removal and environmental management, and electricity as main basic services rendered under Technical Services and Community Services of the municipality. In the main, funding for the capital projects under this department is from Municipal Infrastructure Grant, Integrated Electrification Program and Water Services Infrastructure Grant whilst the Operations and Maintenance cost are provided from internal sources.

#### **3.1. WATER PROVISION**

The municipality is an accredited Water Services Authority and Water Service Provider in terms of the Water Services Act (Act 36 of 1998). Emakhazeni Local Municipality carries out its executive and legislative mandate of providing potable water to all the towns and settlements in its area of jurisdiction through both conventional and groundwater. It provides a comprehensive and Class A water services from source to tap since none of the water functions are currently being outsourced.

Water is purified at four systems which are Belfast, Machardodorp, Waterval Boven and Dullstroom Water Treatment Works and 96% of residents have access to at least 25L/day as per the Water Services Development Plan (WSDP). Which of the four-treatment works, Belfast and Machardodorp have obtained new WUL due to the upgrades made to the them. The remaining population access water through tap water supply within 200-meter radius as they are rural.

The municipality has further prioritized the installation of generators in all the Water treatment works to minimize the water outage during the load shading times and during the electricity outages. To date the municipality has installed 5 generators in Waterval Boven, Belfast, and Machardodorp Water Treatment works and at the pumping stations, others to be installed in Machadodorp WTW by 2023/2024.

The municipality amongst its operations implementing both compliance and operational monitoring on its four Water Treatment Works to ensure compliance of the quality standard for drinking water. The compliance monitoring of quality of the drinking water supplied is done monthly through an accredited external laboratory. The municipality procured flocculators for all WTWs to be able to adjust chemical dosing during change of seasons so that it can comply with limit standard for drinking water SANS 241, furthermore the municipality has classified its process controllers that are purifying water at the Water Treatment Works. All Water Treatment Works are operated by class IVs and class Vs process controllers which indicates compliances in terms of the regulation as the WTW requires a minimum of class III The levels of service are

adequate in terms of both quality and quantity since reasonable measures are taken continuously to ensure that public safety is attained stemming from upholding of customer values. This is aimed at contributing towards the achievement of community outcomes and meeting the strategic goals of the Municipality.

Due to the aging of water infrastructure and other factors such as climate change, the water supply systems experience the pipe burst and leakages which causes high volume of water loss through apparent losses such as non-revenue water and real losses such as transmission and distribution leakages however previous financial the municipality has managed to operate its water services infrastructure within the norm of 30% as prescribed by the relevant legislations

### **Provision Of Water In The Rural Areas**

The Municipality is using the conventional methods for the provision of water in settlements at four town and townships respectively. The spatial area of the municipality in rural areas does not permit the provision of water through conventional systems due to spatial settlement of the areas. That is one of the contributing factor the rural farming areas or communities still having challenges of water shortages and infrastructure; however, the municipality has ongoing programmes for the provision of water in rural areas using different government grants such as MIG, WSIG, Mine SLP and available internal funds to upgrade the infrastructure with drilling of boreholes, equipping with mechanical windmills and provision of reticulation to the households. In the 2023/2024 financial year the municipality has embarked on the following programs to ensure the sustainable provision of water if the farming areas.

- Municipal internal staff providing the continuous maintenance of the infrastructure in rural areas. In cases where the infrastructure is dilapidated and damaged, the municipality has rehabilitated the old boreholes and the pumping mechanism such as windmills, and hand pumps.
- Municipality is ensuring the consistent delivering of approximately 210 000 litres per week through water tankers to the areas not having the adequate infrastructure for provision of water. The council has further made resources available to procured the 18 000 000-litre water tanker to increase the available capacity for provision of water.
- Three (3) farms (Farrefontein, Steynplaas and Tonteindoos) provided with water infrastructure through Municipal Infrastructure Grant (MIG)



**Figure 1: Steel tank at Steynplaas**



**Figure 2: Generator for Farms**



**Figure 2: Pump house**



**Figure 3: Standpipe installed**

### **Upgrading Of Infrastructure**

Although there is no approved WDWCM strategy in place, water balances within the respective towns from source to the outlet of the storage facilities are determined and consolidated to establish water losses within municipal water system and adhere to the norm of less than 30% water loss. Water loss reports are developed and submitted to council on a quarterly basis. The WSA continues to monitor bulk water meters, imposing water restrictions and reducing pressure in certain supply zones.

Whilst the municipality is challenged in attaining the blue drop certificate in all its four-water treatment works from the department of Water and Sanitation, the functioning of all the Water Treatment Works used for providing water is of an acceptable quality to its communities and do the following, The works functioning is supported in the following manner

- The operation and maintenance team of the municipality is conducting the plumbing repairs and maintenance specialists are on call 24 hours daily to ensure the sustainability.
- Minimize the water loss by retaining backwash water at the all the municipal WTP thus ensuring that no process water is lost within the treatment processes.
- The Municipality's is obtaining the water quality samples with water results quality reports published on the DWS/IRIS website and as well as municipal website monthly.

Financial Performance Year:Water Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
Total Operating Revenue	39 052	20 134	20 134	22 068	-10%
Expenditure:					
Employees	11 251	6 918	8 160	9 971	-22%
Repairs and Maintenance	10 109	7 728	6 672	7 141	-7%
Other	692	888	11 115	9 991	10%
<b>Total Operating Expenditure</b>	<b>22 052</b>	<b>15 534</b>	<b>25 948</b>	<b>27 103</b>	<b>-4%</b>
<b>Net Operating Expenditure</b>	<b>17 001</b>	<b>4 600</b>	<b>(5 814)</b>	<b>(5 034)</b>	<b>13%</b>

Employees: Water Services					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	19	19	19	0	0%
6 – 9	42	44	42	2	5%
13 – 15	1	1	1	0	0%
Total	64	64	62	3	5%

## COMMENTS ON WATER SERVICES PERFORMANCE OVERALL

Whilst the municipality was able to perform the water supply function, it can still improve on the following area:

- On the water outages and constant supply of water
- Preventing and repairing of water leakages timely
- Instances where the municipality quality failed to achieve certain standards.
- Refurbishment of old infrastructure
- Minimize all types of water losses at all costs

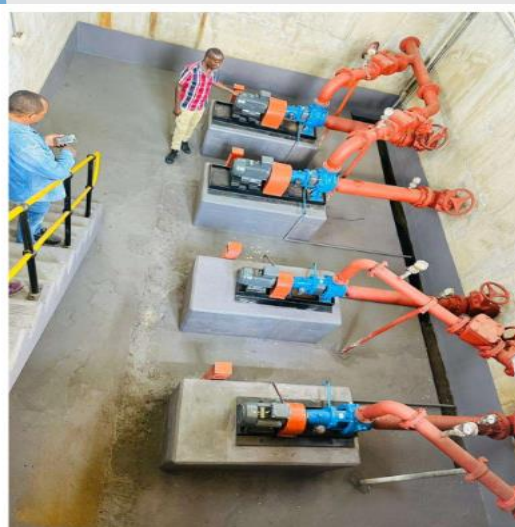
### 3.2 WASTE WATER (SANITATION) PROVISION

The municipality has four Wastewater Treatment Works namely Dullstroom, Emakhazeni, Emthonjeni and Emgwenya which are fed pump stations and have WUL as required by the prescribed legislation. According to the census 2022 the municipality is servicing 18 243 households with a backlog of 8%. There are some areas which still rely on septic tanks, notably Dullstroom and Belfast downtown areas. The municipality has sewer truck which is used to service septic tanks and sewers management in the area.

The servicing of septic tanks becomes increasingly demanding during the peak holiday season when most of the holiday homes are occupied and require more frequent emptying. The Municipality does not have adequate capacity and resources available to cope with such demand however municipality is on the process of outsourcing funds to install waterborne sanitation system and eradicate the Septic tank system. Equally, due to water shortages, acceleration of provision of waterborne sanitation in farming communities remains a challenge. The municipality through the support from the Department of Cooperative Governance and Traditional affairs has prioritized Urgent repairs and maintenance of Belfast WWTW and Upgrading of sewer outfall in Emthonjeni, the projects are currently at 100% complete.



Functional Aeration Basin at Belfast WWTW



Functional Pump house at Belfast WWTW



Benching and Compaction testing at Emthonjeni sewer outfall



Pipe laying at Emthonjeni sewer outfall

With support from the Department of Water and Sanitation through the Water Services Infrastructure Grant (WSIG), the municipality has allocated budget provisions for the refurbishment and upgrading of the Emgwenya Wastewater Treatment Works, Madala Sewer Line, Madala Pump Station, and Bhekumuzi Pump Station. These projects are now 100% complete.





**Upgrading and Refurbishment of Emgwenya Wastewater Treatment Works**



Photo 1: Gate Installed at BMP



Photo 2: Fencing installed



Photo 3: Steel access covers



Photo 4: CCTV cameras installed at Madala Pump station



Photo 5: Pumps Installed at Madala Pump station



Photo 6: Screen Basket installed in Madala Pump station

**Upgrading of Madala Sewer main line**

Financial Performance Year:Sanitation Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
Total Operating Revenue	14 107	16 834	16 226	17 388	-7%
<b>Expenditure:</b>					
Employees	3 775	6 003	6 095	4 404	28%
Repairs and Maintenance	270	110	10	1	95%
Other	284	100	90	74	18%
<b>Total Operating Expenditure</b>	<b>4 329</b>	<b>6 213</b>	<b>6 195</b>	<b>4 479</b>	<b>28%</b>
<b>Net Operating Expenditure</b>	<b>9 778</b>	<b>10 621</b>	<b>10 030</b>	<b>12 909</b>	<b>-29%</b>

Financial Performance Year: Waste Water Services				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Upgrading of sewer outfall in Emthonjeni	2 900 135,00	2 537 068,02	2 537 068,02	0%
Repair and maintenance of Belfast WWTW	2 100 000,00	2 100 000,00	1 826 086,68	13%
water supply rural areas	3 750 815,00	3 436 051,00	2 987 870,43	13%
Upgrading of Madala Sewer Line	7 127 584,00	7 127 584,00	10 024 503,03	-41%
Upgrading of Emgwenya Waste Water Treatment Works	21 872 416,00	21 872 416,00	15 192 887,83	31%
<b>Total Capital Expenditure</b>	<b>37 750 950,00</b>	<b>37 073 119,02</b>	<b>32 568 415,99</b>	<b>12%</b>

Financial Performance Year:Water Services				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Replacement Of Dullstroom Water bulk linde	-	7 000 000,00	240 999,08	0,97
<b>Total Capital Expenditure</b>	<b>-</b>	<b>7 000 000,00</b>	<b>240 999,08</b>	<b>0,09</b>

#### COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL

In so far as sewer services is concerned, the following challenges remain:

- Insufficient water affecting sewer waterborne provision in rural area.
- Eradication of the septic tanks and installation of sewer system
- Upgrading of Wastewater Treatment Works
- Use of VIP toilets in farms that requires constant maintenance

### 3.3 ELECTRICITY

In terms of section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services (which includes electricity reticulation) to the communities in a sustainable manner as well as well as promote economic and social development. This is also necessary for any vibrant and growing economy to attract development which is much needed given the limited growth especially in so far as industries is concerned. According to the Statistics South Africa (Stats 2022) community survey, 94,6% of the 19 613 of the Municipality residents are currently having the access to the electricity supply. In the main urban areas within the Municipality areas of jurisdiction has access to electricity supply, the approximate 5,39% remaining households not having access to the electricity are mainly in the Rural areas.

Whilst Emakhazeni Local Municipality is a licensed holder in terms of the Electricity Regulations Act no.4 of 2006 to distribute electricity to all areas in Emakhazeni in the exclusion of Dullstroom, Sakhelwe and rural areas. Eskom is licensed to distribute the electricity directly in Dullstroom, Sakhelwe and the rural areas surrounding Emakhazeni. Although this is observed to have the negative impact to the municipality's revenue base as Eskom customers are not cooperative when coming to payment of other municipal services, and for future infrastructure and economic development.

Currently the Municipality is acceding contractual nominated demand in arrears like Emgwenya and Emthonjeni bulk supply points. Indigent policy must be implemented to stay within the contractual demand.

Replacement of public lighting to be installed to reduce our own usage up to 50% compared to the aged unreliable existing infrastructure.

Install latest smart metering to curb electricity theft

#### Total network capacity

AREA	NMD	CONSUMED CAPACITY	SHORTFALL
Belfast main substation	6Mva	6Mva	0Mva
Entokozweni main substation	1.5Mva	1.564,69Mva	-0.064Mva
Emthonjeni main substation	1.6Mva	1.6Mva	0Mva
Watervaal Boven main substation	2.5Mva	2.607Mva	-0.107Mva
<b>Total</b>	<b>11.6Mva</b>	<b>11.771,64Mva</b>	<b>-0,171Mva</b>

The status of provision of the electricity supply in the Municipal licensed areas are as follows.

- Watervaal Boven and Emgwenya – The supply is from the 22kv to 11kv Eskom substation through 3 Municipal owned 11kv feeder with the total consumed of the contractual capacity of 2.5 MVA.
- Entokozweni and Emthonjeni – Entokozweni is supplied from the 2 of 11kv cables through the 2 Municipal owned 11kv feeders with the total consumed of the contractual of 1.5 MVA while Emthonjeni is supplied from the 22KV Eskom overhead lines through 2 Municipal owned 22kv feeders with the total consumed of the contractual capacity of 1.6 MVA.
- Belfast and Siyathuthuka - The supply is from the 22kv to 11kv Eskom substation through 4 Municipal owned 11kv feeder with the total consumed of the contractual capacity of 6 MVA.

Since the Municipality has placed the special focus on the infrastructure development, in 2023/2024 financial year, the Municipality has received the allocation of 2415037.00 million Rand from the Department of Mineral Resources and Energy (DMRE) under the Integrated National Electrification Program (INEP) for the construction of infrastructure and electrification of 30 households at ext. 6 and 8 Siyathuthuka and 58 households at Madala ward 8.

Emakhazeni Municipality has also received funding of **R13 886 129,46** from Nkangala District Municipality for installation of smart meters to date 2019 smart meters, 38 three phase meters and Data Concentrator Unit were installed on the project at Watervaal Boven and Emgwenya.



**Figure 1: Provision of electricity supply at Extension 6&8 for 30 households**



**Figure 2: Provision of electricity supply at Extension 6&8 for 30 holds**



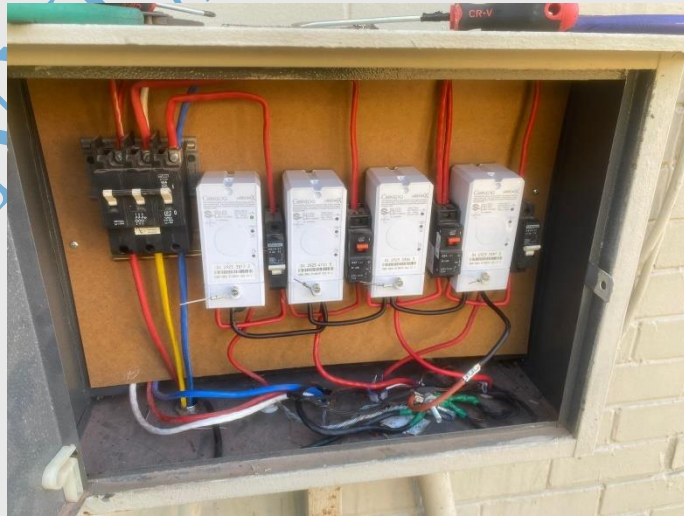
**Figure 3: Construction of MV infrastructure including 200kVa pole transformer**



**Figure4: Madala Electrification Project**



**Figure 5: Installation of kiosks and pole top box at Watervaal Boven and Emgwenya**



**Figure 6: Smart metering project at Emgwenya and Watervaal Boven**



**Figure 7: Installation of 3phase smart metering and Data Concentrator Units (DCU)**

Financial Performance Year: Electricity Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	85 941	91 405	71 937	87 063	-21%
<b>Expenditure:</b>					
Employees	4 689	5 428	5 317	5 311	0%
Bulk Purchases	69 777	94 147	85 147	83 489	2%
Repairs and Maintenance	2 844	4 871	3 136	2 469	21%
Other	70 311	1 590	28 175	6 152	78%
<b>Total Operating Expenditure</b>	<b>147 620</b>	<b>106 036</b>	<b>121 775</b>	<b>97 421</b>	<b>20%</b>
<b>Net Operating Expenditure</b>	<b>(61 679)</b>	<b>(14 632)</b>	<b>(49 838)</b>	<b>(10 358)</b>	<b>79%</b>

Financial Performance Year: Electricity Services				
R'000				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Electrification of Madala households	-	2 500 000,00	2 171 032,74	0,13
104 households siyathuthuka-WIP	835 000,00	835 000,00	772 053,13	0,08
Supply and Installation of High Mast Lighting in Belfast (Donation)	-	-	16 630 978,05	-
<b>Total Capital Expenditure</b>	<b>835 000,00</b>	<b>3 335 000,00</b>	<b>19 574 063,92</b>	<b>0,21</b>

Employees: Electricity & Mechanical Services					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	2	5	2	3	60%
7 - 9	1	1	1	0	0%
10 - 12	8	12	8	4	33%
13 - 15	1	2	1	1	50%
<b>Total</b>	<b>14</b>	<b>22</b>	<b>14</b>	<b>8</b>	<b>36%</b>

### Future plans

The infrastructure is almost 40 years old, it was designed with then capacity and demand. Over the years the population has grown the following infrastructure needs to be upgraded such as:

**Belfast substation**-install check meters, upgrade the current breakers to the latest SF6 breakers including protection on all 5 feeders and 2 incomers and install remote switching

**Entokozweni substation**-install check meters, rewire protection system and upgrade the current breakers to the latest SF6 breakers including protection on all 5 feeders and 2 incomers

**Emthonjeni substation**-install check meters, install remote switching on pannels and upgrade the current breakers to the latest SF6 breakers including protection on all 5 feeders and 2 incomers

**Watervaal Boven-** replace the batteries, install remote switching and upgrade the current breakers to the latest SF6 breakers including protection on all 5 feeders and 2 incomers

#### **COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:**

Whilst Emakhazeni has made considerable strides in providing electricity services, the service is still confronting major challenges in the following:

- More of aged power lines, transformers and mini substations infrastructure still needs to be replaced and constructed however the challenges and complaints are attended within 24 hours.
- Illegal connections and theft of electricity
- A dedicated team has been established within the municipality to continuously conduct and monitor electricity theft.
- Loss of revenue
- Litigations arising from poor maintenance of infrastructure
- Tempering and vandalism of infrastructure on electrical installations

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

Emakhazeni Local Municipality provide refuse collection service once per week at residential areas and twice a week in urban business areas. As of the 2023-2024 financial year, the municipality provided refuse removal services to approximately 12 404 households around Emakhazeni Town; Siyathuthuka Location; Dullstroom Town; Sakhelwe Location; Emthonjeni Location; Entokozweni Town; Waterval Boven Town; and Emgwenya Location. The refuse collection teams make use of refuse removal schedule to collect refuse around the municipality.

The municipality is however unable to achieved 100% collection rate owing to the frequent breakdown and aging of waste compactor trucks trucks and the fact that the refuse collection section does not have any back up fleet. The municipality has started the process of reviewing the Integrated Waste Management Plan in house. The municipality has also reviewed its Integrated Waste Management By-Law to ensure and enforce compliance and it has been promulgated.

The municipality has 5 waste disposal sites around all units, 3 landfill sites are licenced for operation (Belfast landfill site, Dullstroom landfill site, and Waterval Boven landfill sites) and two landfill sites are not operational (Belfast old landfill site and Machadodorp landfill sites) Machadodorp landfill site was issued with an operation towards closure licence and the licence has expired hence the municipality has ceased to utilise the facility because the site is not licence. The municipality has street cleansing teams across all units who assist with street cleaning the street to maintain the cleanliness of the streets around Emakhazeni Local Municipality. The municipality does not have record of the recyclers who are doing recycling

within the municipality however the municipality will embark on creating the database on the waste recyclers during the 2024/2025 financial year.

Financial Performance Year:Waste Management Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	11 128	12 030	11 680	11 386	3%
<b>Expenditure:</b>					
Employees	8 064	7 031	8 661	9 470	-9%
Repairs and Maintenance	1 351	1 559	1 359	704	48%
Other	1 218	527	8 589	7 591	12%
<b>Total Operating Expenditure</b>	<b>10 632</b>	<b>9 117</b>	<b>18 608</b>	<b>17 766</b>	5%
<b>Net Operating Expenditure</b>	<b>495</b>	<b>2 913</b>	<b>(6 928)</b>	<b>(6 380)</b>	8%

Financial Performance Year: Refuse Removal services				
Capital Projects	2022/2023			
	Original Budget	Adjustments Budget	Actuals	Variance %
Compactor Truck	2 000 000,00	-	-	-
Fencing Landfillsite ward 4 Dullstroom	-	-	-	--
<b>Total Capital Expenditure</b>	<b>2 000 000,00</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL:

Provision of refuse removal services is improving; the service is not free from challenges such as aging and frequent breakdown of refuse removal fleet inadequate resources for operation and management of landfill sites and dealing away with mushrooming illegal dumping areas. The Municipality is partnering with the Department of Forestry, Fisheries, and the Environment (DFFE), DARDLEA, Nkangala District Municipality and other community stakeholders in conducting cleaning campaigns. The DFFE has allocated the Municipality with beneficiaries for cleaning and greening, who assist in dealing with environmental and cleaning campaigns within the jurisdiction of Emakhazeni Local Municipality.

### 3.5 HOUSING

Section 26 of the Constitution of the Republic of South Africa states that state must take the reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right of the community members within its area of jurisdiction.

The municipality continued working with the Department of Human Settlement to deliver housing and below is the summary of performance per area. Worth noting is the challenges that are encountered which delays some programmes.

HOUSING DEVELOPMENT – MADALA BELFAST	
Number of houses allocated DHS	100
Number of houses completed	58
Number of houses roofed	0
Number of wall plates	0
Number of slabs	0
Progress	Phase 1 with 58 units is completed. Phase 2 to continue in the 2024/25fy with the remaining 42 units

HOUSING DEVELOPMENT – SAKHELWE EXT 2	
Number of houses allocated DHS	100
Number of houses completed	50
Number of houses roofed	50
Number of wall plates	0
Number of slabs	0
Progress	Phase 1 with 50 units is completed. Phase 2 to continue in the 2024/25fy with the remaining 50 units

HOUSING DEVELOPMENT – GUGULETHU- WATERVAL BOVEN EMAKHAZENI	
Number of houses allocated DHS	100
Number of houses completed	0
Number of houses roofed	0
Number of wall plates	0
Number of slabs	20
Progress	The project had just commenced May 2024 and is on-going

The Municipality received 206 Title Deeds for Emthonjeni Extension 3, 205 Title Deeds for Emthonjeni Extension 4 and 18 Title Deeds for Sakhelwe Ext 2, the issuing of Title Deeds is on-going.

The Deeds department together with municipality has started process title deeds for the houses built in the financial year 2023/2024 to date.

The table below provides are overview of housing in the area:

Summary of housing status in Emakhazeni	
Type of dwelling	Households
House or brick/concrete block structure on a separate stand or yard or on a farm	18024
Traditional dwelling/hut/structure made of traditional materials	196
Flat or apartment in a block of flats	110
Cluster house in complex	7
Townhouse (semi-detached house in a complex)	20
Semi-detached house	125
House/flat/room in backyard	335
Formal dwelling/house/flat/room in backyard/servants' quarters/granny flat/cottage	335
Informal dwelling (shack; in backyard)	296
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	472
Caravan/tent	2
Other	0

#### COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

In financial year 2023/2024 the Department of Human Settlement has allocated 300 houses in Emakhazeni LM jurisdiction in the areas of Sakhelwe, Madala and Gugulethu. The contractor- T&Z is simultaneously building these houses at the same in these different areas. From the total of 300, 108 has been built since the commencement of the project in December 2023.

Employees: Town Planning & Housing Services					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	3	3	3	0	0%
10 - 12	1	3	1	2	67%
13 - 15	0	1	1	0	100%
<b>Total</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>28%</b>

### 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

In terms of section 97(1)(c) of the Municipal Systems Act, municipalities need to develop an Indigent Policy which is consistent with Council's Tariff's and Policy. The Municipality has in place a Debt Management and Credit Control Policy which is reviewed annually to assist with the recovery of debt.

Emakhazeni Local Municipality also has a Free Basic Services and Indigent Policy which is used to implement the provision of Free Basic Services to households who cannot afford to pay. It should be noted that the onus lies with the applicant to register annually and this is subject to a qualifying criteria being met. Upon approval, the beneficiaries receive 6 kl of water for free as well as 50 kw/h of electricity. Beneficiaries also receive rebates on the basic services charges and remain responsible for any charges that are above the services provided for in the policy.

The following table reflects the amount spent on the Free Basic Units for the financial year 2023/2024

Emakhazeni Indigent Tariff Report						
Tariff Index 8 - 2023-07-01 to 2024-06-30						
CDUID	Operator	Total Count	Units	Amount tendered	Cost Of Units	Vat
SANEMA	SANEMA	76	2562.00	R3762.53	R3198.23	R564.38
CER001	CEREMA	705	72653.20	R145256.12	R123467.70	R21788.42
RACEMA	RACEMA	661	41256.10	R83541.22	R71010.04	R12531.18
FLSHEMA	FLSHEMA	851	76541.30	R147542.29	R125410.95	R22131.34
POSEM2	POSEM2	1952	215321.20	R452142.30	R384320.95	R67821.35
RMTEMA	RMTEMA	881	37521.20	R76253.95	R64815.86	R11438.09
EMAPOS4	EMAPOS4	562	31568.00	R67542.15	R57410.83	R10131.32
Total			477423	R976040.56	R765725.56	R146406.08

### COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT

With an increase of indigent beneficiaries, the municipality has seen a decline in revenue collection especially in Entokozweni, Emgwenya and Emthonjeni. The closure of mines in those areas has contributed in the increase of the number of applications received.

### 3.7 ROADS

Emakhazeni municipality is transverse by the N4 which runs through strategic areas and towns such as Mbombela and Middelburg. It connects the municipality to major economic areas which obviously has its advantages and disadvantages. From an economic perspective it serves as a main artery of economic stimulation to the area and positions Emakhazeni strategically as the gateway to the Lowveld Tourism as well as the industries in Witbank and Middelburg. This however does increase the volume of traffic significantly which in turn increases number of road accidents.

In terms of powers and functions to upgrade and maintain roads, national roads are the responsibility of National Department and SANRAL, while the Mpumalanga Department of Public Works Roads and Transport is responsible for the Regional Connector and local roads remain the responsibility of Emakhazeni Local municipality.

In partnership with the Department of Public Works Roads and Transport, the municipality has amidst challenges been able to grade access roads in farms and township access roads. The lack of ownership of roads in farms which are currently private makes the provision of this service challenging as farm dwellers requires the service. There is urgent need to have some undertaking and bilateral with farm owners.

The toll gate between Entokozweni and Emgwenya is a biggest concern from residents. To that end, the municipality is inundated with community requests to have the toll gate relocated an intervention that has not yielded any desired outcome. and Waterval Boven to relieve this communities. The work has been concluded and the feasibility study completed.

By and large, municipal roads which are essential in connecting towns and settlements within the area could be described as in a dire need of maintenance. To stimulate the economy whilst addressing service delivery, the Council has since undertaken to move away from tar to heavy duty paving in municipal roads which requires less maintenance. Furthermore, more and more efforts to progressively address the roads backlog is amongst one of the priorities of this new council.

In support of NDM through a programme called Road Asset Management System (RAMS) by National Department of Public Works and Transport, the municipality has developed Gravel Road Management System (GRMS). The developed system was based on an ESRI, ARC and GIS platform which provides for seamless integration of spatial and data entities, and ease of functionality, usability, portability, and maintainability. A system which will effectively support management decision making towards roads infrastructure investment.



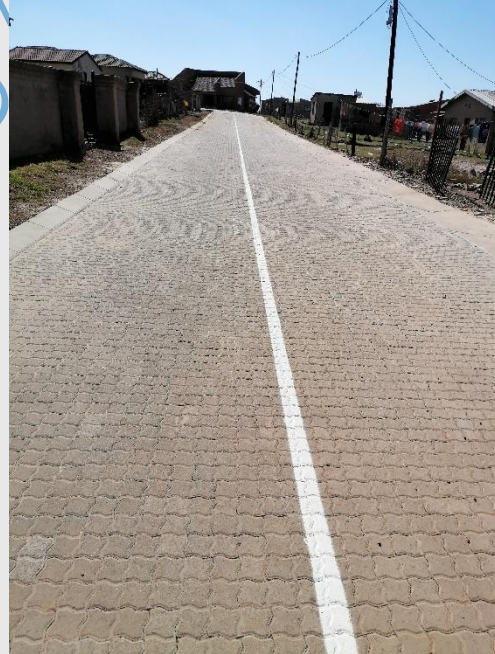
**Mongwe Road**



**Thembisa Road**



**Zamvi Road**



**ZCC Road**

**Figure 8: Paving of roads**

Financial Performance Year: Public Works					
R'000					
Details	2022/23	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	1 825	1 520	1 968	1 955	1%
<b>Expenditure:</b>					
Employees	10 817	17 640	14 528	12 332	15%
Repairs and Maintenance	5 140	4 227	4 127	5 511	-34%
Other	236	99	1 686	9 694	-475%
<b>Total Operating Expenditure</b>	<b>16 193</b>	<b>21 965</b>	<b>20 341</b>	<b>27 537</b>	<b>-35%</b>
<b>Net Operating Expenditure</b>	<b>(14 368)</b>	<b>(20 446)</b>	<b>(18 373)</b>	<b>(25 582)</b>	<b>-39%</b>

Financial Performance Year: Public Works				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Construction of Internal road (Thembisa street) at Emthonjeni in Ward 5	3 100 000,00	3 100 000,00	2 219 563,82	0,28
Sakhelwe Roads	2 500 000,00	2 118 240,00	2 168 763,27	- 0,02
Construction of a 500 Internal road ( ZCC Street) at Emthonj	2 500 000,00	2 633 496,00	2 170 322,83	0,18
Construction of Mongwe ring road in Siyathuthuka Ward 1	3 100 000,00	2 799 996,00	2 217 237,99	0,21
Reconstruction of Access bridge Emthonjeni	2 000 000,00	1 599 996,00	107 000,00	0,93
Reconstruction of Access bridge Enkokozweni	2 000 000,00	2 000 000,00	153 200,00	0,92
<b>Total Capital Expenditure</b>	<b>15 200 000,00</b>	<b>14 251 728,00</b>	<b>9 036 087,91</b>	<b>2,50</b>

**COMMENT ON THE OVERALL PERFORMANCE ON ROADS:**

Emakhazeni municipality is confronted with serious and glaring challenges such as:

- In paving gravel roads in township and rural areas
- Rehabilitating the old infrastructure roads connector and main roads
- Developing the Road Master Plan and Maintenance plans
- Repairing of potholes.

### **3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)**

Transportation, vehicle licensing and public bus operations are not municipal functions. Licensing function which was previously municipal function has since reverted to the Provincial Department since 2016-17. There is no bus services provided by the Municipality.

### **3.9 STORMWATER DRAINAGE**

Storm water drainage system is installed with every new road project that is constructed. The municipality is responsible for maintaining stormwater drainage in all of its units which is aimed at prolonging the lifespan of municipal roads also argument the surface runoff into the stream. Given the fact that the municipality has backlogs in its roads infrastrucuture the storm water control is equally affected.

#### **COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:**

Storm water is a seasonal challenge which puts some stress on our road network and systems, the municipality is ensuring that storm water is channelled into the streams to control flooding and other associated damage. The municipality continues to engage stakeholders on new innovations and strategies to ensure effective management of storm water.

### **3.10 PLANNING**

Spatial transformation is seen as prerequisite for addressing the physical manifestations of the past administration. The Emakhazeni Local Municipality also embarked on a process to transform its spatial landscape as influenced by the winds of change sweeping through the country. The municipality has strived for the integration of all towns and the locations.

In terms of the Municipal Systems Act (Act No. 32 of 2000) Section 26(e), all municipalities are required to prepare an Integrated Development Plan (IDP) for their area of jurisdiction, which must include a Spatial Development Framework (SDF). The SDF should therefore also be reviewed in accordance with the annual review of the IDP. The review of the SDF will facilitate the implementation of the IDP spatially in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

During 2013 the new Spatial Planning and Land Use Management Act (SPLUMA) was promulgated under the jurisdiction of the Department of Rural Development and Land Reform. The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration. The short-term spatial vision for the Emakhazeni Municipality which informed the ELM Development Framework revolves around the following key elements:

- a) the strengthening and enhanced branding of the area as a tourism destination.
- b) consolidation of the spatial structure of existing towns and settlements and the establishment of a nodal hierarchy in order to achieve physical, social and economic integration of communities and to enhance cost-efficient and sustainable service delivery;
- c) promoting agro-industry development along the N4 development corridor.
- d) making sufficient provision for upgrading of informal settlements and development of sustainable human settlements in general.

The major momentum for the SDF's completed up to 2012, was to comply with the legislative requirements presented by the Municipal Systems Act. Yet, to ensure that development does in actual fact take place in an integrated and sustainable manner, the Integrated Development Plans (IDP's) and Spatial Development Frameworks (SDF's) of local and district authorities now also have to be aligned with the goals and directives provided by the Spatial Planning and Land Use Management Act and new national and provincial policy documents. This implies that IDP's and SDF's need to be reviewed on a continual basis to ensure synergy between the three spheres of government – i.e. what happens on local level needs to “fit-in” and “contribute” to both provincial and national development goals and priorities.

Section 24 of the Spatial Planning and Land Use Management Act of 2013 (SPLUMA) specifies that

a municipality must, after public consultation, adopt and approve a single land use scheme (LUS)

for its entire area within 5 years from the commencement of the act. The objectives of Schemes can be summarized as follows:

- To designate desirable land uses and provide clarity on what may or may not occur on a property, and what may be considered at the discretion of the municipality.
- To promote the certainty of land use which protects property values and creates investor confidence.
- To promote and protect the amenity within areas and neighbourhoods.
- To resolve conflict between different land uses, and to control negative externalities.
- To balance the interests of individuals with those of the public
- To enable the coordinated and efficient use of land
- To enable the efficient movement of persons and goods

- To promote the economy
- To protect natural resources (ecosystem services), including agricultural resources (high potential agricultural land)
- To protect unique areas or features
- To protect cultural resources and places of religious and cultural significance
- To manage land generally, including change of land use and building type
- To provide a statutory basis for public involvement. To provide a means of enforcement
- To ensure the retention of land for future uses, the need for location and extent of which is not presently certain.

The Emakhazeni Local Municipality Land Use Scheme which was adopted in 2010 has been reviewed. The Nkangala District Municipality commissioned Gap Development Planners to review the Land Use Management Scheme (LUMS). The final document has been finalised and came into effect in the year 2020 June, is now called the Emakhazeni Local Municipality Land Use Management Scheme, 2020.

The following areas were identified for human settlement in terms of the principle of integration, Madala in Emakhazeni, Wonderfontein, Siyathuthuka Ext. 6, 7, 8, 9, 10, and Emakhazeni, Enkanini, Emthonjeni Ext 4, Sakhelwe Ext. 2 and Gugulethu in Emgwenya. The Municipality has embarked on a process to lure sector departments and private businesses to partner in bringing Infrastructure projects that will assist or unlock economic growth within the Emakhazeni Local Municipality's area of jurisdiction. With the direction provided in the SDF the municipality has received couple of proposals for the development of Malls in Emakhazeni which will boost the local economy. The area of Siyathuthuka Ext 12 and Ext 13 has been earmarked for integrated human settlement to accommodate the demand of the middle class or those who want to construct their houses.

Type of Application	2023/2024			
	Received	Approved	Not Approved	Incomplete Application
<b>Emakhazeni LM</b>				
Township Establishment	0	0	0	0
Exemption	3	3	0	0
Special consent	8	8	0	0
Consolidation and Subdivision	2	2	0	0

Rezoning	5	5 and aligned to SDF	0	0
Removal of Restrictive Condition	1	1	0	0

### COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL

The municipality has been able to transform the development trajectory of the area in that business zones, agriculture, tourism, and human settlement are clearly distinct. There is forward looking into new development and servicing of sites in preparation of future developments guided by the Spatial Development Framework. The newly development land use scheme 2020 will assist in appropriately categorizing of land use zoning and regulations for the entire municipal area, including areas not previously subjected to land use scheme. The Emakhazeni Local Municipality is in a process of reviewing the Spatial Development Framework 2015 with the assistance of DBSA.

The municipality is facing a challenge with the mushrooming of informal settlements due to the shortage of municipal owned land. However, the By-law on control and management of informal settlement has been adopted by council and the appointment of law enforcement officers will assist in curbing the land invasions. In the financial year of 2021/2022 the municipality has developed a Bulk Contribution Policy and the By-Law on land invasion and illegal land uses.

The Municipality with the aid of DHS through the National Upgrade Support programme has developed Informal Settlement Upgrading Plans for the six informal settlements at Emakhazeni Local Municipality.

### 3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

Local Economic Development (LED) is one of the objects of local government, as contemplated in section 152 of the South African constitution. Local Economic Development (LED) is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in the municipality. In eMakhazeni, the municipality seeks to use LED as an approach towards developing the local economy by encouraging citizens to work together in ensuring sustainable economic growth thus yielding economic benefits and improving the quality of life locally. This approach seeks to address the impact of triple challenges, of unemployment, inequalities, and poverty in the municipality. The municipality adopted a Local Economic Development (LED) Strategy for the area and key economic drivers identified to stimulate the local economy remains, Agriculture, Mining,

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Tourism, Manufacturing, Trade and Commerce, Information Communication and Technology (ICT) Poverty Reduction and Eradication Investment promotion Institutional Framework for LED. The municipality's LED strategy integrate the priorities of the National Development Plan, New Growth Path as well as the Mpumalanga Economic Growth Path.

The unemployment rate in eMakhazeni rose from 23.8% in 2017 to 29.1% in 2022, though it remains one of the lowest among municipalities in the Mpumalanga Province. The primary employment sectors in eMakhazeni include trade (such as tourism), community services, private households, and agriculture, which has a high labor intensity. There is concern about the high unemployment rate among youth, particularly females, who face challenges due to relatively low education levels and inadequate skills, impacting their employability. Quality and relevant education and training, aligned with the province's economic needs, are crucial. Institutions like the University of Mpumalanga and TVET colleges play an important role in addressing these needs. While employment levels increased between 2017 and 2022, the growth was slow, with only about 390 new job opportunities created per year during this period.

It is interesting to note that the main and/or largest employing industries in the municipality are trade, community services, mining, and private households. It must be noted that based on the above statistics and provincial directives on job creation, the municipality uses all capital projects, infrastructure projects, environmental and social partners projects for job creation within the municipality.

During the year in question, the LED Forum was functional and chaired by the Executive Mayor. Participation and attendance of strategic sectors assisted in closing information gap between the community, municipality and business.

### **Tourism And Investment**

Tourism continues to be one of the main economic drivers in the municipality but never the less remain distant in terms of benefiting previously disadvantaged communities except for labour.

In responding to the triple challenges, the municipality has improved the implementation of capital projects and utilized 30% of the capital projects and infrastructure investment towards Small Medium and Micro Enterprises development. The municipality has also broaden the scope of the implementation of the capital projects, by not only focusing on MIG budget but also implement WSIG and INEP projects, most of all the municipality has managed to implement its own internal capital projects. The approach improved the opportunities created for SMME development and job creation. Through the MIG, WSIG, INEP, Internal budgets and the FFE partnership, the municipality has been able to create 558 compared to 311 local employments in the previous year. The Community Works Programme created additional 936 job opportunities.

## SMME Development

In the fight against poverty and unemployment the municipality, as in line with the provincial directive, is continuing to use infrastructure development to create job opportunities, build local economies, to create decent work and sustainable livelihoods. In responding to the triple challenges, the municipality has improved the implementation of capital projects and utilized 30% of the capital projects and infrastructure investment towards Small Medium and Micro Enterprises development. The municipality has also broadened the scope of the implementation of the capital projects, by not only focusing on MIG budget but also implement WSIG and INEP projects, most of all the municipality has managed to implement its own internal capital projects. The approach improved the opportunities created for SMME development and job creation. Through the MIG, WSIG, INEP, Internal budgets and the FFE partnership, the municipality has been able to create 558 compared to 311 local employments in the previous year. The Community Works Programme created additional 936 job opportunities.

The table below depicts the breakdown of the opportunities created:

Job creation through EPWP* projects			FUNDING
Details	EPWP Projects No.	Jobs created through EPWP projects No.	
INFRASTRUCTURE SECTOR			
2023/2024	Construction of Thembisa road in Emthonjeni	10	MIG
	Provision of Water in Farms	05	WESIG
	Electrification of Siyathuthuka	05	INEP
	Construction of ZCC street at Emthonjeni	10	MIG
	Emgwenya Sewer line	10	WESIG
	Construction of Mongwe in Siyathuthuka	10	MIG
	Electrification in Madala	10	INEP
	Construction of Zamvie road in Sakhelwe	10	MIG
	Upgrading of sewer outfall in Emthonjeni	10	WESIG
ENVIRONMENT AND SOCIAL SECTOR			
2023/2024	Data Capture	01	DPW
	Emakhazeni fire breaks and awareness	20	DPW

	Finance Interns	01	ELM
	Emakhazeni Waste Collectors	42	DPW
	Emakhazeni Cleaning of offices	05	DPW
	Emakhazeni Poultry	02	DPW
	Emakhazeni Security	78	ELM
	Brick Making Plant	11	DPW
	Emakhazeni Beautification Project	20	DPW
DFFE WORK OPPORTUNITIES CREATED			
2023/2024	DFFE Youth Graduates	38	DFFE
	DFFE Greening and Cleaning	260	DFFE

Local Economic Development Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2021/22		2022/2023			2023/2024		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective: To promote local economic development									
To develop the LED strategy	Development of the LED strategy	Development of the LED strategy	Implementation of the LED Strategy	Implementation of the LED Strategy	Implementation of the LED Strategy	Implementation of the LED Strategy	Implementation of the LED Strategy	Review of the LED Strategy	Implementation of the LED Strategy

## COMMUNITY WORKS PROGRAMME

The Community Works Programme (CWP) was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. eMakhazeni municipality implemented the Community Works Programme which worked side by side with the municipal EPWP.

The purpose of the Community Work Programme is:

- To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.
- The number of jobs created in the Community Work Programme for the 2023/2024 were 931.

Name Of The Project	Sector	Number Of Work Opportunities Created	Funding
CWP	Environment and culture	936	COGTA

Employees: Local Economic Development Services					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 - 12	1	2	1	1	50%
13 - 15	1	1	1	0	0%
<b>Total</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>33%</b>

### 3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

#### Municipal Libraries

Municipal libraries contribute to the promotion of the culture of learning amongst our community members. They, however, are enriched with the reading materials that are relevant for adults, since they are public libraries and not necessarily, school libraries. The advancement in technology has prompted Department of Culture, Sports and Recreation (DCSR) to install internet services in all libraries. Increase library users through marketing library facilities and provision of internet services.

#### Community Halls

Almost in all the Units of the municipality has community halls which are still in a good condition and are well maintained by the Internal staff. The halls are used for municipal meetings, events for the community benefits

Emakhazeni does not have Archives'; Museums; Galleries and other facilities such as Theatres and Zoos.

Employees: Libraries					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
4 - 6	2	3	3	0	0%
7 - 9	1	1	1	0	0%
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0%</b>

#### COMMENT ON THE PERFORMANCE OF LIBRARIES AND COMMUNITY FACILITIES OVERALL:

Owing to the installation of Internet at the municipal libraries, usage of the facilities has improved as both school going learners and private individuals finds the services pleasing.

### 3.13 CEMETERIES AND CREMATORIUMS

Emakhazeni has several cemeteries across the area and provide burial services. This service includes, grave reservations, digging of graves and maintenance of graveyards. There are several memorial graves and monuments in the area and monuments that are protected such as Bergendal.

The non-availability of an alternative burial site in some towns continue to be a challenge and the lack of security fences to the old cemeteries which expose them to vandalism and have become grazing land for livestock. Shortage of employees also adds to the challenge of maintaining the sites to acceptable standards even though the municipality tries within its means to render an effective service in that attempts are made to use temporary wires to close opened gaps in the some of the graveyards.

Most of the cemeteries are close to reaching capacity. The Siyathuthuka Cemetery is newly established, the establishment process for Dullstroom cemetery were concluded through an assistance form Nkangala District Municipality and studies were approved, pegging has been initiated as well together with clearing of vegetation. The existing Entokozweni cemetery is also running close to capacity, fortunately an alternative site has been identified and studies were completed, we are waiting for the final decision from the competent authority. The process of identifying a new site for establishing new cemetery in Emgwenya is underway, unfortunately most of the available sites are deemed not suitable for the establishment of new cemetery. The municipality does not provide crematorium services.

## Service Statistics for Cemeteries & Crematoriums

There are 11 cemeteries throughout the municipality and six sites have reached its life span, no more in use but are maintained in different towns which are separated about 25 to 33 km each. Infrastructure, Planning and Social Development is the department dealing with the management and maintenance of cemeteries. The payments for burial grounds/ graves are made at the Finance department.

Financial Performance Year: Cemeteries and Crematoriums					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	57	66	66	67	-3%
<b>Expenditure:</b>					
Employees	269	1 314	1 345	353	74%
Repairs and Maintenance	271	519	419	319	24%
Other	0		6	3	52%
<b>Total Operating Expenditure</b>	<b>540</b>	<b>1 833</b>	<b>1 770</b>	<b>675</b>	<b>62%</b>
<b>Net Operating Expenditure</b>	<b>(483)</b>	<b>(1 767)</b>	<b>(1 704)</b>	<b>(607)</b>	<b>64%</b>

### Comment On the Performance Of Cemeteries & Crematoriums Of Overall:

Provision of the service is greatly hampered by the unavailability of land in some areas like Emgwenya and constrained by the limited resources to maintain cemeteries at the required standard. The projects for cemetery establishment at Entokozweni (Portion 8 of the Farm Rietfontein 365 JT) has been dented by the unsuitability of the land to establish cemetery, fortunately an alternative site has been identified and studies were completed, we are waiting for the final decision from the competent authority. In 2020/2021 the Nkangala District Municipality embarked in assisting the Municipality with carrying out studies for the extension of the Dullstroom Cemetery on the Remainder of Portion 1 of the Farm Grootsoekerboschkop 124 JT of which it has been concluded.

## 3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Childcare and Care for the Aged are not necessarily competencies of the municipality nevertheless, Emakhazeni continues to participate therein in support for work done by other Departments. There are Old Age homes and Children's home in the municipality which are regularly supported through subsidy by Social Development. In 2023/24 the municipality conducted the following programmes.

PROGRAMME	TARGETED GROUP	INPUTS
4 x HIV/AIDS awareness campaigns	Teenagers Youths and adults	Decrease the infection of HIV/AIDS and teenage pregnancy
2 x Disability awareness campaign	People with disabilities	Discrimination of people with disabilities
2 x Elderly people activities	Elderly people	Healthy living and dignity
4 x Children forum	Children	bringing diverse sectors of the community together in building moral and positive values to the community

Employees: Child Care; Aged Care; Social Programmes					
Job Level	June 2023	June 2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 – 12	1	1	1	0	0%
Total	1	1	1	0	0%

#### COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL:

Although provision of Social Security through grants is benefitting more people, social ills such as drug abuse and increase in HIV prevalence are an indication that more still need to be done.

### 3.15 POLLUTION CONTROL

All South Africans have a role to play in the national efforts to achieve a cleaner environment. In the process of transforming South African society, one of the undertakings made is that the government "must ensure that all South African citizens, present and future, have the right to a clean and healthy environment".

An important area of concern as regards impact on the biophysical and social environment is pollution and waste. The National Environmental Management Act, South Africa is party to several international treaties and conventions, some of which impact on pollution of the air, land and marine environment.

To mitigate against pollution regarding drinking water safety: Monthly water samples are taken at the four 4 water purification plant outlets, 7 reservoirs and 24 domestic taps for bacteriological as well as chemical safety. Emergency samples are also taken when complaints are received. Sampling programs are registered in the Blue Drop System and reported monthly.

Air pollution control: The municipality does not have a budget or equipment to conduct Air Quality monitoring. Complaints are investigated by the EHP's together with officials of DFFE from Local government support.

Pollution control in terms of sewerage purification plants: The municipality has four (4) sewerage purification plants. The Emthonjeni-, Emgwenya and Emakhazeni sewerage purification plants is licensed and are monitored (sampled) in terms of the license conditions. The Dullstroom sewerage purification plant is monitored (sampled) in terms of the DWA General Conditions. Emgwenya, Emakhazeni and Dullstroom sewerage plants are sampled monthly and the Emthonjeni sewerage plant is sampled on a weekly basis. Upstream- and downstream samples are also taken at the Emakhazeni, Emthonjeni and Emgwenya sewerage plants. Results are reported on the Green Drop System. All drinking water and sewerage water samples are taken to Regen Waters Laboratory for analysis. Emergency samples are taken from dams or rivers when complaints are received with regards to pollution.

## **ENVIRONMENTAL PROTECTION**

Department of Environmental Affairs assisted with the development of an Environmental Management Framework for Emakhazeni Municipality which was adopted in 2009. The EMF is used as a tool to ensure that the environment is protected, especially in terms of development and mining applications. The Municipality with the assistance of the Department of Environmental Affairs are currently reviewing the Integrated Waste Environmental Plan.

Environmental Protection is rather about protection and promotion of a safe environment. Sewer spillages pose a huge risk to such efforts. Interventions to curb such spillages are immediately implemented as and when identified. Equally, Council demonstrated its commitment to proactively preserve the environment thereby allocating funding towards the refurbishment of Wastewater Treatment Works.

It is worth noting that sewer spillage hot spots such as in Dullstroom, Emgwenya and Emakhazeni Testing station are continuously monitored.

The Municipality is now responsible for the continuous maintenance of the land fill sites and the following licenses has been issued:

1. Siyathuthuka – rehabilitation and closure and construction and operation of a new fully compliant landfill site
2. Dullstroom – Operation License
3. Emthonjeni – rehabilitation and closure
4. Emgwenya – Operation License

## **COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:**

The municipality appointed a manager: Waste Management & Social Development who is responsible for waste and environmental issues. Environmental and cleaning campaigns are being conducted as well as environmental calendar days are honoured. The budget for the fencing of the Dullstroom Landfill Site has been allocated, this will assist in managing access to the landfill site.

This component includes: clinics; ambulance services; and health inspections which are not the municipal role and responsibility.

### **3.16 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC**

Emakhazeni Local Municipality was rendering municipal health services which are in terms of the Health Act a district function. The function was transferred as from the 01 November 2014 to the Nkangala District municipality. The two Environmental Health Practitioners are since then in the employ of the Nkangala District municipality rendering the municipal health services (MHS) functions. These MHS inspections are divided into three categories: Food Premises, Schools and Crèches and Institutional inspections. Food Premises includes all food selling or preparation premises. Institutional inspections include Old Age Homes, Clinics, Hospitals, Funeral Parlours, Children's Homes, Care Centres, etc.

### **3.17 TRAFFIC, SECURITY AND SAFETY**

#### **3.17.1 Security**

The Section is tasked with identifying and safeguarding the Municipality's resources, including its infrastructure, personnel, goods, and information. The division is in charge of hiring service providers to protect all of the Municipality's assets. The section is in charge of overseeing the chosen security services provider, risk analysis, rating of all detected risks, and risk assessment. The division is also in charge of finding innovative technologies and management techniques that can help protect the assets and data of the Municipality while lowering security expenses. The management of the security service providers was the only project carried out throughout the fiscal year.

It was planned to implement new techniques for protecting assets, categorizing information, analyzing risks, and grading system vulnerabilities. The Municipality's financial situation hindered it, though. The State Security Agency and other State bodies would have assisted with implementing these new features, which would have advanced security technology and protected the Municipality's valuable assets.

With the resources at its disposal, the Unit is still conducting assessments, preventions, and safeguards.

#### **Enhanced Public Safety**

The Municipality participates on an ex officio basis in all Community Safety Forums in the Emakhazeni area to improve Public Safety. The Municipality works to support the Police's strategy to achieve zero crime against visitors in our region and is a member of the Mpumalanga Tourism Safety and Community Policing Forums.

The Section continuously supports the surveillance of public protests and communicates with Crime Intelligence, Public Order Policing, and other relevant partners to reduce potential harm from protest actions. The ability to cope with illegal protest acts has improved thanks to the use of intelligence gathering and some of the counter measures being applied.

### 3.17.2 Traffic Law Enforcement



Ten traffic officers work for the municipality's Unit of traffic law enforcement. The purpose of this part is to improve Public Safety by enforcing adherence to road traffic regulations. Making roads safer and ensuring constant free flow of traffic are the primary duties of traffic services. The segment is also part of the Mpumalanga Province's Road Incident Management System (RIMS) for the N4. The Decade of Action for Road Safety 2021–2030 was established by the United Nations General Assembly in August 2020 with the audacious goal of eliminating at least 50% of traffic-related fatalities and injuries by 2030.

In August 2020, the United Nation General Assembly adopted resolution 74/299 "Improving global road safety", proclaiming the Decade of Action for Road Safety **2021-2030**, with the ambitious target of preventing at least 50% of road traffic deaths and injuries by 2030. As a signatory to the United Nations, South Africa adopted the South African Road Safety Strategy document which intends to achieve the following:

1. Pedestrian Safety
2. Passenger Safety
3. Driver Safety
4. Safety at schools

The section responds to accidents, conduct scene safety and incident Management with other stakeholders.

School's Road Safety Awareness programs were conducted to assist Scholars with safe crossing to and from schools, road safety and general safety awareness. The program is done with the assistance of the Provincial Road Safety Officer. The program has assisted in the reduction of pedestrian accidents involving School children.

The Municipality appointed a service provider to help with speed law enforcement in November 2022. The service provider will use advanced Red Light camera surveillance and the newest ANPR (Advanced Number Plate Recognition System) at roadblocks to quickly

recover unpaid fines and relieve traffic congestion. The Municipality will benefit from an excellent source of income as a result.

**The Following are the major challenges within the section:**

1. Shortage of personnel. The impact is lack of visibility, poor Law Enforcement and lack of specialized Units within the Section.
2. Lack of supervision. The schedule is not closely monitored to ensure maximum performance and adherence by Traffic Officers to the schedule of duties.
3. Poor road infrastructure. This makes Law Enforcement difficult as traffic uses other roads/ streets that should not be used due to lack of alternative routes.
4. Poor road traffic signs and markings.

**COMMENT ON THE PERFORMANCE OF TRAFFIC**

The following are the challenges faced by the Section:

**1. Poor visibility of Officers in all units:**

The shortage of Traffic Officers has always created a problem between the Municipality and the Community. Many Community members complain about the lack of visibility without understanding that the area is serviced by only ten Officers who are divided into two shifts.

**2. Non-adherence to the Road Traffic Regulations by road users.**

Continuously more and more road users continue to ignore road Traffic signs and markings, and this increases the risk of motor vehicle accidents and pedestrian accidents.

**3. The use of illegal lamps on the public road.**

With the increase of mining activities in the area, more vehicles are fitted with intermittently flashing amber lights which are a requirement in the mining industry but not allowed on any public road without the approval by the Member of the Executive Committee (MEC). The mining industry continues to assume that they are above the Law by allowing these.

Community Safety Forums and Security Companies continue to use intermittently flashing white and green lights during patrols and when responding to incidents. It is important for the Public not to consider such lights as they remain unlawful as per the National Traffic Act, Act 93 of 96.

**4. Drunk and driving**

Drunk and driving remains a national priority as it accounts to many deaths on the South African roads and Emakhazeni area is not immune to such. With the growth of economic activities, the habit increases.

**5. Driving over the speed limit.**

Excessive speed remains one of the major causes of accidents, death and fuel cost. More and more claims are processed by the Road Accident Fund for accidents that could have been avoided if excessive speed was not the major element.

### 3.17.3 By- Law Enforcement Unit

The municipality created a Law Enforcement Unit to aid in enforcing its bylaws, organizing informal traders, processing new trading license applications and renewals, monitoring and controlling informal settlements, and preventing illegal squatting. Currently, the unit only has a Superintendent and a Peace Officer. Nkangala District Municipality has helped the Municipality by training the two Officers to be qualified Peace Officers.

In the 2023/24 financial year, the section received 13 applications for a match and processed 09 of them. Four of the applications were withdrawn by the applicants. The section has further taken part in four joint operations in Emthonjeni and Entokozweni, Emgwenya and Siyathuthuka. The joint operations consisted of the Fire and Rescue Services, Environmental Health Services from Nkangala District Municipality, and the Department of Home Affairs in one operation. The operations were mainly in business inspections. This was an exercise to understand the number of business within the Emakhazeni jurisdiction in order to start with the licensing of them and to check for compliance in the areas of fire safety, expired food items, food hygiene, owners living in business and checking for illegal emigrants.

The Section has also established three Hawkers Associations Sub-Forums in the following areas:

1. eMakhazeni – Siyathuthuka
2. Dullstroom – Sakhelwe
3. Emgwenya – Waterval Boven
4. Emthonjeni – Entokozweni.

The challenges faced by the section are as follows:

1. No vehicle for the enforcement of by-laws.
2. Shortage of personnel and equipment
3. By-Laws that are not enforceable because they do not have penalties.
4. The rise in the installation of a high number of unauthorized CCTV cameras on public roads within the Emakhazeni jurisdiction under the name “rural safety”. These are installed without the due consideration of the POPIA Act and other legislations. These are a risk to the road users as the collected information is with unverified, untested and unauthorized persons. They are a security risk to the State.

Employees: Traffic Services & By Law Enforcement					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	9	3	6	66%
4 - 6	1	1	1	0	0%
10 - 12	13	14	13	1	7%
13 - 15	1	1	1	0	0%
Total	18	25	18	7	28%

Financial Performance Year:Traffic					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	317	12 043	3 528	308	91%
<b>Expenditure:</b>					
Employees	8 017	9 232	9 264	8 967	3%
Repairs and Maintenance	1	503	503	36	93%
Other	15 504	146	5 098	74	99%
<b>Total Operating Expenditure</b>	<b>23 522</b>	<b>9 882</b>	<b>14 866</b>	<b>9 078</b>	<b>39%</b>
<b>Net Operating Expenditure</b>	<b>(23 206)</b>	<b>2 162</b>	<b>(11 337)</b>	<b>(8 769)</b>	<b>23%</b>

Financial Performance Year: Security Services				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Security Services( CCTV & other)	500 000,00	-	-	-
<b>Total Capital Expenditure</b>	<b>500 000,00</b>	<b>-</b>	<b>-</b>	<b>-</b>

Financial Performance Year: Road and Traffic Regulation				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
Height Restrictions	373 000,00	350 000,00	-	-
<b>Total Capital Expenditure</b>	<b>373 000,00</b>	<b>350 000,00</b>	<b>-</b>	<b>-</b>

Financial Performance Year: Road and Traffic Regulation				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
machinery & Equip 035/30501	-	480 000,00	-	-
<b>Total Capital Expenditure</b>	-	<b>480 000,00</b>	-	-

### 3.18 FIRE AND DISASTER MANAGEMENT

The Municipality provides Fire and Rescue services, as well as Disaster Management, through its main office and local satellite offices, employing nine Fire and Rescue Officers. The fire break burns were successfully completed without any legal issues. While Belfast serves as the primary station, Fire and Rescue operations have been decentralized to local offices to improve response times. The Entokozweni fire station is equipped with a grass fire vehicle and a highway response vehicle. The Emgwenya Firehouse has a grass fire vehicle and a rescue vehicle, and the Dullstroom area has one grass fire vehicle.

Municipal Fire Service data				
	Details	2021/22	2022/23	2023/24
		Actual No.	Actual No.	Actual No.
1	Total fires attended in the year	61	82	128
2	Total of other incidents attended in the year	132	292	217
3	Average turnout time – urban areas	25 Min	35 Min	45 Min
4	Average turnout time – rural areas	30 – 35 Min	45	1 hr.
5	Fire fighters in post at year end	9	9	9
6	Total operational fire vehicles at year end	6	8	8
7	Average number of vehicles off the road during the year (not roadworthy)	3	0	0

Financial Performance Year: Fire Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	–	32		–	0%
<b>Expenditure:</b>					
Employees	8 017	3 092	3 879	4 721	-22%
Repairs and Maintenance	1	1 000	907	34	96%
Other	15 504	11	41	41	-1%
<b>Total Operating Expenditure</b>	<b>23 522</b>	<b>4 103</b>	<b>4 826</b>	<b>4 796</b>	<b>1%</b>
<b>Net Operating Expenditure</b>	<b>(23 522)</b>	<b>(4 071)</b>	<b>(4 826)</b>	<b>(4 796)</b>	<b>1%</b>

Employees: Fire Services					
Job Level	Jun-23	Jun-24			
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer	1	1	1	0	0%
Other Fire Officers					
7 – 9	9	9	9	0	0%
10-12	0	2	0	2	100%
<b>Total</b>	<b>10</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>16%</b>

#### COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

The number of runaway fires has been less dangerous as compared to the previous years. Fire break burns were done in more crucial areas to avoid dangerous fires. The Technical Services Department assisted with a grader to create some of the fire breaks. The section achieved all its targets for fire breaks and fire inspections.

The Section remains in need to have a 24-hour shift to improve the response time to all emergency incidents.

#### CHALLENGES REGARDING THE FIRE AND RESCUE AND DISASTER MANAGEMENT SECTION:

Considering the amount of work done by the Unit against the number of personnel and equipment available, such needs to be commended. The Unit has challenges in the following areas:

1. Shortage of personnel. This leads to poor response time.
2. Shortage of equipment and vehicles
3. Shortage of Disaster relief material and budget.

4. Ineffective communication channels between the members of the community and the Fire and rescue section in cases of incidents.

### 3.19 SPORT AND RECREATION

Emakhazeni has a rich cultural historical endowment such that annual commemoration of the Train Disaster is acknowledged. The municipality participates in these programmes. Provision of Sports and Recreational facilities remains one of the glaring legacies of the history of the country. The Municipality has tried to address the issue of underdevelopment in existing sports infrastructure by means of upgrading sports facilities in Siyathuthuka, Sakhelwe, Emgwenya and Emthonjeni in prior years. Priorities like the planting of new grass, installation of flood lights and fencing, and renovation of ablution blocks were completed. However, vandalism of sports facilities, particularly in Emgwenya and Siyathuthuka, remains a challenge. The lack of maintenance funds also leads to deterioration of such facilities.

Financial Performance Year: Sports and Recreation					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustments Budget	Actuals	Variance %
<b>Total Operating Revenue</b>	129	–	–	–	#DIV/0!
<b>Expenditure:</b>					
Employees	7 319	4 107	4 107	346	92%
Repairs and Maintenance	3 881	406	406	0	100%
Other				4	0%
<b>Total Operating Expenditure</b>	<b>11 201</b>	<b>4 513</b>	<b>4 513</b>	<b>351</b>	92%
<b>Net Operating Expenditure</b>	<b>(11 072)</b>	<b>(4 513)</b>	<b>(4 513)</b>	<b>(351)</b>	92%

#### COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

This section has performed above the quarterly targets due to the partnerships that were forged in the year on sports and cultural initiatives. By their nature, sports and cultural events are generally hosted as partnership initiatives with respective departments and or stakeholders.

### 3.20 HUMAN RESOURCE SERVICES

The Human Resources Management section renders support services in terms of the municipality's human capital. For the section to accomplish this purpose, support services are rendered in respect of recruitment, appointment and staff retention, personnel administration which includes, maintenance and updating of compensation and benefits information, placement, staff movement and general administration. The section is also responsible for ensuring compliance with the South African Local Bargaining Councils Agreements, namely, Main Collective Agreement and Conditions of Service for the Mpumalanga Division, etc.

The municipality is also a member of the District Job Evaluation Committee that is responsible for evaluation of jobs per local municipality within the district. In line with the new Municipal Staff Regulations gazetted in September 2021, the section has also managed to review its policies, organizational structure as well as in the process of concluding the review of job descriptions and cascading performance management to levels lower than Task Grade 15 employees. The policies are listed under Chapter 4 of the Annual Report.

Financial Performance Year: Administrative and Corporate Support				
R'000				
Capital Projects	2023/2024			
	Original Budget	Adjustments Budget	Actuals	Variance %
ICT :Data Centre	1 000 000,00	-	-	-
Digital Camera	25 000,00	25 000,00	-	1,00
Airconditiors	70 000,00	70 000,00	-	1,00
Height Restrictions	580 000,00	350 000,00	-	1,00
Computer Equipment (305012)	500 000,00	550 000,00	515 749,36	0,06
Intern Cap: Vehicles (23/305022)	1 230 000,00	1 230 000,00	1 751 115,66	0,42
<b>Total Capital Expenditure</b>	<b>3 405 000,00</b>	<b>2 225 000,00</b>	<b>2 266 865,02</b>	<b>2,64</b>

Employees: Human Resource Services					
Job Level	Jun-23 Employees	Jun-24			
	No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
4 – 6	1	1	1	0	0%
7-9	0	1	0	1	100%
10 - 12	1	5	4	1	0%
13 - 15	2	1	1	0	0%
<b>Total</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>25%</b>

## COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

As at 30 June 2024, the post establishment structure had a total number of 458 positions with a total vacancy rate of 19% per total organizational structure. The municipality has in terms of the job evaluation processes made a huge progress as currently, 134 out of 134 jobs have been evaluated and some moderated.

In line with the provisions of the Municipal Staff Regulations on the cascading of performance management to lower occupational levels, as at July 2023, 72% of the work was concluded in terms of signed performance agreements.

### 3.21 INFORMATION COMMUNICATION TECHNOLOGY(ICT)

The primary objectives of Information and Communication Technology (ICT ) Services is

- Ensure continuity of network by reducing downtime
- Ensure user data is back up regularly.
- Ensure that IT faults are addressed in a timely manner.
- Ensure effective and sustainable administrative operations

ICT continued to enhance communication and connectivity through SMS notifications and Internet Services. Account statements are dispatched electronically via email by finance department. A Microsoft Exchange Email System (OUTLOOK) have been deployed, ensuring better email efficiency in the municipal data. FortiGate firewall have been configured and deployed onsite to assist with security of municipal data and it has been frequently monitored. Network upgrade (UTP cabling, Network Points installation, Fibber Installation) have been installed in the main office and will be continuing to satellite offices to minimize network downtime and improve speed and connectivity to ensure we improve service delivery and collection rate. ICT security is an important factor that ICT is taking serious action to avoid or minimize ransom ware attacks, security awareness is an ongoing feature with ICT and it is being done regularly.

A new domain was introduced to easily manage users and computers, also to provide more security to users information by ensuring that all workstations are required to login to the domain, and it forces the users to change their passwords every 30 calendar days.

The ICT department managed to procure MS office 365 to replace the old outdated. Microsoft office 2007, this will help the municipality keep up with international standard and produce quality documents, also have the ability to back up all information on the one drive which comes with the MS Office 365.

In the 2023/24 financial year all ICT software licences were renewed as required to ensure continuous provision of ICT services to users. A new reliable network solution (Ethernet) has been installed at ELM Siyathuthuka unit office to address the network challenges which was been experienced.

ICT SERVICES OBJECTIVES AS TAKEN FROM IDP								
Objectives	Target	2021/22		2022/23		2023/24		Comments
		Performance	Target	Performance	Target	Performance	Target	
To have a reliable network with minimal interruptions	Supply of consumable to have in stock	Stock of consumable spares to give continuity of service by quick turnaround of repairs is readily available	Achieved	Stock of consumable spares to give continuity of service by quick turnaround of repairs is readily available	Achieved	Stock of consumable spares to give continuity of service by quick turnaround of repairs is readily available	Achieved	Enough equipment and consumables are available to ensure quick recovery of network when it is down
To have a reliable Equipment coping with new technology & software	Upgrading of IT equipment To replace "end of Life" equipment with new and updated stock	Upgrading of IT equipment To replace "end of Life" equipment with new and updated stock	Achieved	Upgrading of IT equipment To replace "end of Life" equipment with new and updated stock	Achieved	Upgrading of IT equipment To replace "end of Life" equipment with new equipment and updated systems has been performed	Achieved	ICT Strategic. Plan and Road Map 2023/24 approved by council.  Currently Purchases of ICT equipment are done as and when required and Upgrade on our network infrastructure is be done regularly to enhance service delivery
To have faster data capturing and improved voice quality on VOIP telecommunication and LAN Connectivity	To have faster data capturing and improved voice quality on VOIP telecommunication	Upgrading of telecommunication, from TDIS (Copper) to METRO (Fiber)	Achieved	Upgrading of telecommunication, from TDIS (Copper) to METRO (Fiber)	Achieved	METRO INTERNET has been upgraded to 100 megs	Achieved	VoIP is being monitored and the network is currently on 100 megs. Unlimited access to the internet.

Employees: ICT Services					
Job Level	Jun-23	Jun-24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 - 12	2	3	1	2	33%
13 - 15	1	1	1	0	0%
<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>25%</b>

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

### INTRODUCTION

The municipality annually reviews its organizational structure to ensure alignment with the IDP and Budget to ensure efficient and effective organizational performance. Necessary policies, systems, procedures, and mechanisms are put in place to ensure organizational development. These include, but are not limited to, recruitment, selection, training, discipline, and the retention of staff. Employees are developed as far as possible to assist them to function effectively as human beings and to reach their full potential.

### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The table below provides a comparison in the number of staff employed:

Vacancy Rate: June 2024			
Designations	*Total Approved Posts	*Vacancies	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0,00
CFO	1	0	0,00
Other S57 Managers (excluding Finance Posts)	2	1	50,00
Other S57 Managers (Finance posts)	0	0	0,00
Fire fighters	10	0	0,00
Senior management: Levels 13-15 (excluding Finance Posts)	11	4	36,36
Senior management: Levels 13-15 (Finance posts)	6	2	33,33
Highly skilled supervision: levels 9-12 (excluding Finance posts)	56	7	12,05
Highly skilled supervision: levels 9-12 (Finance posts)	12	0	0,00
<b>Total</b>	<b>102</b>	<b>13</b>	<b>11,76</b>

Vacancy Rate Per Total Organization Structure: 30 June 2023				
Department	Posts	Filled	Vacant Positions (No)	Vacant Positions (%)
Office of the Speaker	5	5	0	0%
Office of the Executive Mayor	6	4	2	33%
Office of the Municipal Manager	15	13	2	13%
Corporate Services Department	35	29	6	17%
Financial Services Department	67	59	8	9%
Technical Service Department	160	133	27	11%
Community Service Department	166	125	41	10.2%
<b>Totals</b>	<b>458</b>	<b>368</b>	<b>86</b>	<b>19%</b>

#### COMMENT ON VACANCIES AND TURNOVER:

The municipality makes use of notice boards, website and local newspapers. Where it is anticipated that the recruitment and selection process might take longer and therefore have a negative impact on service delivery, acting appointments on certain positions are recommended for approval. The turnaround time in filling vacant posts is dependent on the availability of cashflow and skills in the labour market.

The turnover rate in the financial year was mainly due to terminations in respect of resignations, retirements and passing on of 2 employees. 1 employee was dismissed in the financial year under review.

## 4.2. POLICIES

In order for the institution to function well, it needs to be guided by policies which will ensure consistency in dealing with matters. The following policies were adopted by Council during as guiding documents for 2023/24 Financial Year:

HR POLICIES AND PLANS			
NAME OF POLICY	Approved	Reviewed	Date of Approval
Cellphone Allowance	Yes	Yes	29/06/2023
Termination of Employment	Yes	Yes	
Subsistence & Travelling Allowance	Yes	Yes	
Standby Allowance	Yes	Yes	
Skills Retention	Yes	Yes	
Recruitment & Selection	Yes	Yes	
Performance Management	Yes	Yes	
Occupational Health & Safety	Yes	Yes	

Leave Management	Yes	Yes
Employment Equity	Yes	Yes
Promotion of Access	Yes	Yes
Disclosure & Declaration of Interest	Yes	Yes
Code of Conduct	Yes	Yes
Human Resources Development	Yes	Yes
Overtime Management	Yes	Yes
Language	Yes	Yes
Sexual Harassment	Yes	Yes
Smoking	Yes	Yes
HIV/AIDS	Yes	No
Whistle Blowing	Yes	Yes
Employment Equity Plan	Yes	No
Service Level Standards	Yes	Yes
Employment Incapacity	Yes	No

### 4.3. INJURIES, SICKNESS AND SUSPENSIONS

#### 4.3.1 INJURIES

Six employees were injured whilst on duty without any loss of life

#### 4.3.2 SICKNESSES

Number of days and Cost of Sick Leave (excluding injuries on duty)					
Salary band	Total sick leave (Days)	Proportion of sick leave without medical certification %	Employees using sick leave (No)	Total employees in post* (No)	*Average sick leave per Employees (Days)
Lower skilled (Levels 1-2)	164	0	25	112	1,46
Skilled (Levels 3-5)	16	0	9	21	0,7
Highly skilled production (levels 6-8)	187	1,2	30	75	2,49
Highly skilled supervision (levels 9-12)	100	1.0	30	53	1,8
Senior management (Levels 13-15)	187	0	11	20	9.35
MM and S57	7	0	2	3	2,3
<b>Totals</b>	<b>661</b>	<b>2.2</b>	<b>107</b>	<b>284</b>	<b>18.1</b>

### 4.3.3 DISCIPLINARY MATTERS AND SUSPENSIONS

Number and Period of Suspension				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalized	Date Finalized
G.M Mthimunye	Under investigation	May 2024	Still under investigation	Pending
C.C Shoba	Under investigation	June 2024	Still under investigation	Pending
E.K Mmadi	Insubordination and negligent behaviour	27 March 2024	Drafting of the final outcome	Pending
Moloko	Assault on another employee		Final written warning	Finalised
D. Lushaba	Rude and provocative behaviour	None	Final written warning	Finalised
N.G Ncongwane	Abscondment from work.	None	Dismissal	Finalised
Bafana Nkambule	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Lydia Maseko	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Xolile Hadebe	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Themba Sibiya	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and

				outcome is still pending.
Qondisile Maseko	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
John Khumalo	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Jimmy Hadebe	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Tsepo Makua	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Lovemore Thobela	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.
Lindiwe Sithole	Participating in an unprotected strike, disrupting the operation of the Municipality and intentionally damaged the photos of the President and the Deputy President of South Africa.	13 March 2020	Found guilty on two Charges and Final written warning was imposed	17 February 2021, however Council took the matter for a review and outcome is still pending.

#### 4.4 SKILLS DEVELOPMENT AND TRAINING

Emakhazeni Local Municipality remains committed to its mission of making sure its workforce including Councillors has the necessary capacity to deal with issues of service delivery on an ongoing basis. The commitment is demonstrated by the fact that a skills development budget is allocated annually by Council with National Treasury through FMG including LGSETA also making a contribution for the implementation of the programs as contained in the Workplace Skills Plan (WSP) of the municipality.

For the year under review Council had approved six programs and were successfully implemented with fifty-eight municipal officials and six financial interns being beneficiaries. Below is a table which shows the training programs that were implemented.

Field of Learning	No of Learners	Status	Funder
Task Job Evaluation	01	Completed	SALGA
Financial Management	01	Completed	COGTA
Motor Mechanic course and Trade Test	01	Completed	ELM
Chemical Dosing Pumps	02	Completed	Service Provider : Xono Civil Enterprise
Electrical Course and Trade test	01	Completed	ELM
Gap-skills Training	02	Completed	COGTA
Munsoft Training	02	In Progress	ELM
Records Management Training	02	Completed	ELM
Projects Management	02	Completed	COGTA
LLF Training	12	Completed	SALGA
Municipal Governance	02	Completed	COGTA
Coaching and Mentoring	01	Completed	Nkangala TVET College

## 4.5 EMPLOYEE EXPENDITURE

Financial Competency Development: Progress Report*						
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))
<b>Financial Officials</b>		N/A				
<i>Accounting officer</i>	1	N/A	1	18	1	1
<i>Chief financial officer</i>	1	N/A	1	21	1	1
<i>Senior managers</i>	3	N/A	3	24 28	3	3
<i>Any other financial officials</i>	11	N/A	11	N/A	-	11
<b>Supply Chain Management Officials</b>	5	N/A	5	N/A	-	5
<i>Manager supply chain management units</i>	1	N/A	1	21	-	1
<b>TOTAL</b>	<b>22</b>		<b>22</b>	<b>112</b>	<b>5</b>	<b>22</b>

### COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS

Skills development remains necessary to ensure employee development and effective service delivery. Despite budgetary challenges Council has however committed financial resources to create capacity through various training programs. However, Council is undated with demands from employees for long term courses as opposed to short term and this request is under consideration.

With regard to the financial competency regulations the municipality is committed to have its employees especially the finance staff including managers who are tasked with the duty to manage municipal finances to comply with the regulations by obtaining the necessary competency levels.

#### **4.6 ANNUAL PERFORMANCE INFORMATION: 2023/24 FINANCIAL YEAR**

The purpose of this report is to give feedback on the annual performance of Emakhazeni Local Municipality as required by Section 46 of the Local Government Municipal System Act, Act no 32 of 2000. The report is compiled based on the Revised Service Delivery and Budget Implementation Plan (SDBIP) approved for 2023/24 financial year. The report includes the progress on the following Key Performance Areas stipulated in the Local Government: Municipal Performance Regulations for the Municipal Manager and Managers accountable to Municipal Manager; 2006:

Basic Service Delivery

Local Economic Development

Financial viability

Good Governance and Public Participation

Municipal Institutional Development and Transformation

Spatial Rationale

#### **2.0 LEGAL REQUIREMENT**

Chapter 6 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), requires local government to:

Develop a performance management system;

Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP);

Publish an annual report on performance management for the councillors, staff, the public and other spheres of government;

Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government;

Conduct an internal audit on performance before tabling the report;

Have the annual performance report audited by the Auditor-General; and

Involve the community in setting indicators and targets and reviewing municipal performance

#### **3.0 METHODOLOGY FOLLOWED IN COMPILING THE REPORT**

In terms of Section 46 of the Municipal Systems Act 32 of 2000, Municipalities are required to prepare for each financial year, an annual performance report reflecting-

The performance of the municipality and of each external service providers during that financial year;

A comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year and

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Measures taken to improve performance.

According to the provisions of the Municipal Systems Act, 32 of 2000, municipalities must monitor and measure the progress of their performance by preparing quarterly, mid-year and annual performance reports, in terms of Chapter 6 of the MSA, on performance management systems. These quarterly and mid-year reports make up the municipality's annual performance reports (Section 46 report), which are submitted to the Auditor-General, along with the Annual financial statements for auditing.

This report is based on information received from each department for assessment of performance for the accumulated Annual Performance for 2023/24 financial year which ended 30 June 2024. This is a high-level report based on actual information per Key Performance Area (KPA), Strategic Objectives, Programmes and the aligned Key Performance Indicators are compared to the approved 2023/2024 IDP and Adjusted SDBIP.

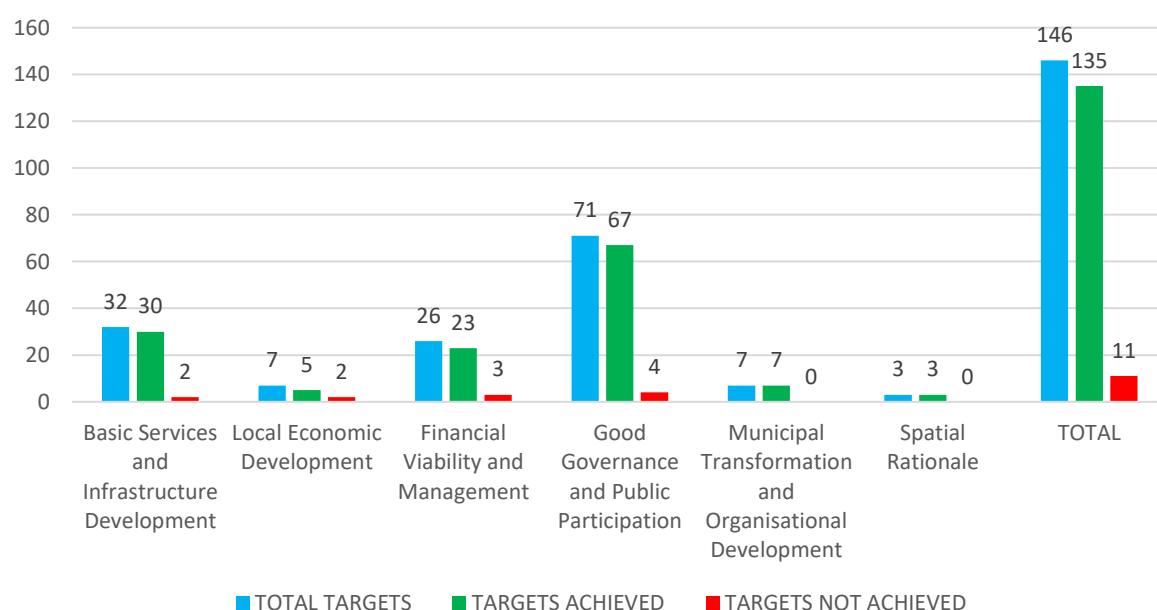
Emakhazeni local municipality is pleased to present the 2023-24 Annual Performance Information report. This report is compiled in line with section 46 of the Municipal Systems Act, Act 32 of 2000. Prior to the start of the financial year, the municipality adopted its Integrated Development Plan which plan contained the Service Delivery and Budget Implementation Plan that outlines the target and desired level of performance. The Accounting Officer developed performance targets and signed performance contracts with the respective managers and further signed the SDBIP with the Executive Mayor.

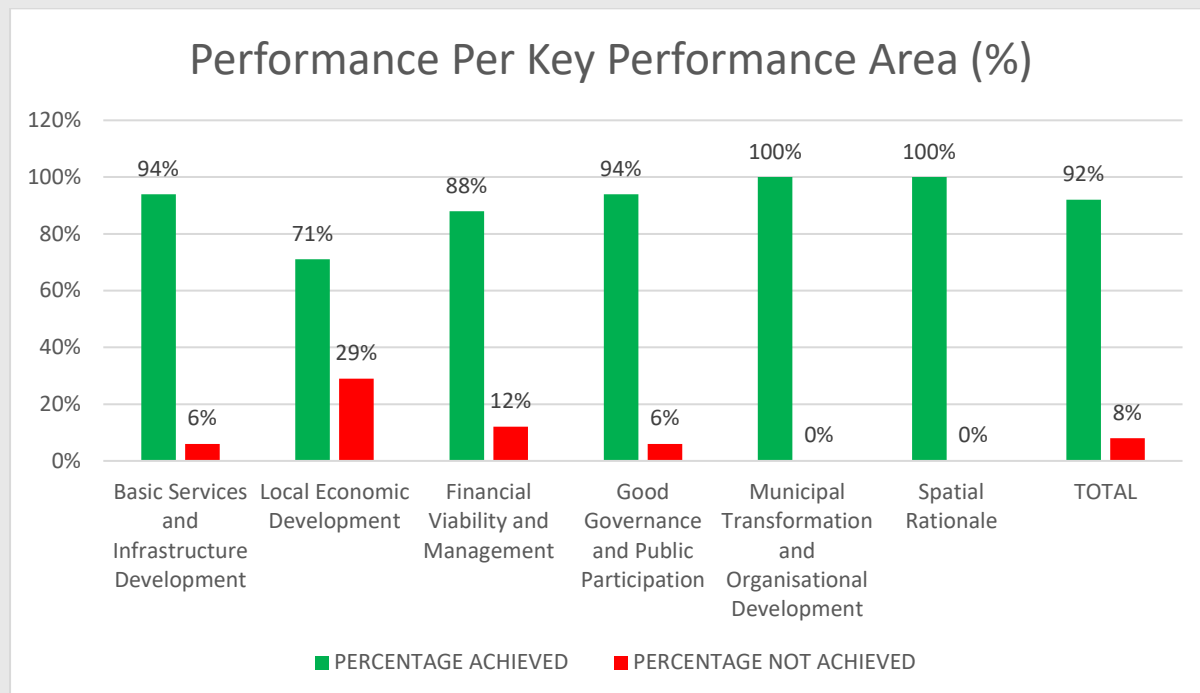
This report therefore is in response to the above requirement. In line with the performance targets set, the municipality's performance can be summarised as follows:

The overall institutional performance achieved for the period under review (1 July 2023 to 30 June 2024) is 92%. Out of 146 targets due for reporting, 135 targets were achieved and 11 targets were not achieved.

KEY PERFORMANCE AREAS (KPA)	2022/23 Financial Year		2023/24 Financial Year				
	TOTAL TARGETS	PERCENTAGE ACHIEVED	TOTAL TARGETS	TARGETS ACHIEVED	PERCENTAGE ACHIEVED	TARGETS NOT ACHIEVED	PERCENTAGE NOT ACHIEVED
Basic Services and Infrastructure Development	23	91%	32	30	94%	2	6%
Local Economic Development	7	100%	7	5	71%	2	29%
Financial Viability and Management	25	80%	26	23	88%	3	12%
Good Governance and Public Participation	74	96%	71	67	94%	4	6%
Municipal Transformation and Organisational Development	5	100%	7	7	100%	0	0%
Spatial Rationale	3	100%	3	3	100%	0	0%
<b>TOTAL</b>	<b>140</b>	<b>93%</b>	<b>146</b>	<b>135</b>	<b>92%</b>	<b>11</b>	<b>8%</b>

### Performance Per KPA





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## KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

**Strategic Objective:** To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
1	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of farms provided with water	Farms provided with water	MIG	3 x farms provided with water by 30 June 2024	3 x farms provided with water by 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
2	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Upgrading of sewer outfall in Emthonjeni	Sewer Outfall upgraded in Emthonjeni	MIG	1 x Sewer Outfall upgraded in Emthonjeni by 30 June 2024	1 x Sewer Outfall upgraded in Emthonjeni by 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
3	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Waste Water Treatment Plant repaired and maintained in Belfast	New Target	MIG	1 x Wastewater Treatment Plant repaired and maintained in Belfast by 30 June 2024	1 x Waste Water Treatment Plant repaired and maintained in Belfast by 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
4	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Waste Water Treatment Works upgraded in Emgwenya	New Target	WSIG	1 x Waste Water Treatment Works upgraded in Emgwenya by 30 June 2024	1 x Waste Water Treatment Works upgraded in Emgwenya by 30 June 2024	Achieved	None	None	Progress report and Completion certificate	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
5	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Sewer lines upgraded in Madala	New Target	WSIG	1 x Madala sewer line upgraded in Madala by 30 June 2024	1 x Madala sewer line upgraded in Madala by 30 June 2024	Achieved	None	None	Progress report and Completion certificate	Municipal Manager
6	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Sewer Pump Station Refurbished in Entokozweni (Multi-year project)	New Target	MDRG	1 x Entokozweni Sewer Pump Station refurbishment designs completion by 30 June 2024 (Multi-year project)	1 x Entokozweni Sewer Pump Station refurbishment designs completion by 30 June 2024 (Multi-year project)	Achieved	None	None	Appointment letter and Design report	Municipal Manager
7	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Raw water bulk line Replacement design completion in Dullstroom	New Target	MDRG	1 x Raw water bulk line replacement design completion in Dullstroom by 30 June 2024	1 x Raw water bulk line replacement design completion in Dullstroom by 30 June 2024	Achieved	None	None	Appointment letter and Design report	Municipal Manager
8	Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Electrical Switching Station design completion in Siyathuthuka	New Target	INEP	1 x Electrical Switching Station design completion in Siyathuthuka by 30 June 2024	1 x Electrical Switching Station design completion in Siyathuthuka by 30 June 2024	Achieved	None	None	Appointment letter and Design report	Municipal Manager
9	Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of households provided with electricity at Madala Low Cost Housing in Belfast	New Target	INEP	58 x Households provided with electricity at Madala Low Cost Housing in Belfast by	58 x Households provided with electricity at Madala Low Cost Housing in Belfast 30 June 2024	Achieved	None	None	Appointment letter (Engineers and Contractor), Design Report; Progress report and completion certificate	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
						30 June 2024						
10	Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of households provided with electricity in Siyathuthuka Extension 6&8	New Target	INEP	30 Households provided with electricity in Siyathuthuka Extension 6&8 By 30 June 2024	30 x Households provided with electricity in Siyathuthuka Extension 6&8 By 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
11	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads paved in Siyathuthuka Ward 1 (Mongwe ring road)	New Target	MIG	1 x road paved in Siyathuthuka Ward 1 (Mongwe ring road) by 30 June 2024	1 x road paved in Siyathuthuka Ward 1 (Mongwe ring road) 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
12	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads paved in Sakhelwe ward 4 (Zamvie street)	New Target	MIG	1 x road paved in Sakhelwe ward 4 (Zamvie street) by 30 June 2024	1 x road paved in Sakhelwe ward 4 (Zamvie street) 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
13	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads paved Emthonjeni in Ward 6 (ZCC street)	New Target	MIG	1 x road paved Emthonjeni in Ward 6 (ZCC street) by 30 June 2024	1 x road paved Emthonjeni in Ward 6 (ZCC street) (30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
14	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads paved in Emthonjeni Ward 5 (Thembisa street)	New Target	MIG	1 x road paved in Emthonjeni Ward 5 (Thembisa street) by 30 June 2024	1 x road paved in Emthonjeni Ward 5 (Thembisa Street) 30 June 2024	Achieved	None	None	Appointment letter, Progress report and completion certificate	Municipal Manager
15	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of Access Bridges to be reconstructed	New Target	MDRG	1 x Access Bridge reconstruction design completion in	1 x Access Bridge reconstruction design completion in	Achieved	None	None	Appointment letter and Design report	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
			in Entokozweni			Entokozweni by 30 June 2024	Entokozweni by 30 June 2024					
16	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of Access Bridges to be reconstructed in Emthongweni	New Target	MDRG	1 x Access Bridge reconstruction design completion in Emthongweni by 30 June 2024	1 x Access Bridge reconstruction design completion in Emthongweni by 30 June 2024	Achieved	None	None	Appointment letter and Design report	Municipal Manager
17	Strategic Priority Area 2: Electricity	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Electricity losses reports submitted to council	Electricity losses report	OPEX	4 x Electricity losses reports submitted to council by 30 June 2024	4 x Electricity losses reports submitted to council by 30 June 2024	Achieved	None	None	Quarterly report & council resolution	Municipal Manager
18	Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Water loss reports submitted to council	Water losses report	OPEX	4 x Water loss reports submitted to council by 30 June 2024	4 x Water loss reports submitted to council by 30 June 2024	Achieved	None	None	Quarterly report & council resolution	Municipal Manager
19	Priority Area 4: Environmental and Waste Management	Development of waste management, water quality monitoring and climate change response programmes	Number of water sample analysis reports submitted to Council	12 water sample analysis reports submitted to Council	Opex	12 x Sample analysis reports submitted to Council by 30 June 2024	12 x Sample analysis reports submitted to Council by 30 June 2024	Achieved	None	None	Monthly Reports and Council resolutions	Municipal Manager
20	Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads regavelled	35 roads regavelled	Opex	35 x roads regavelled by 30 June 2024	39 x roads regavelled by 30 June 2024	Achieved	None	None	Quarterly progress report & pictures	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
21	Priority Area 4: Environmental and Waste Management	Ensure clean and healthy environment	Number of reports on illegal dumping sites identified and cleaned	4 reports submitted	Opex	4 x reports on illegal dumping sites identified and cleaned by 30 June 2024	4 x reports on illegal dumping sites identified and cleaned by 30 June 2024	Achieved	None	None	Report with pictures	Municipal Manager
22	Priority Area 4: Environmental and Waste Management	Ensure clean environment around the ELM	Number of cleaning campaigns conducted within Emakhazeni Local Municipality.	2 reports submitted	Opex	3 x cleaning campaigns conducted within Emakhazeni Local Municipality by 30 June 2024	3 x cleaning campaigns conducted within Emakhazeni Local Municipality by 30 June 2024	Achieved	None	None	Attendance Register and report with pictures	Municipal Manager
23	Priority Area 4: Environmental and Waste Management	Ensure clean environment around the ELM	Number of Environmental awareness campaigns conducted	1 report submitted	opex	2 x Environmental awareness campaigns conducted by 30 June 2024	2 x Environmental awareness campaigns conducted by 30 June 2024	Achieved	None	None	Attendance Register, and report with pictures	Municipal Manager
24	Priority Area 6: Emergency Services	By conducting fire inspections in compliance to OHS Act/Fire regulations	Number of fire inspections conducted	260 inspections	Opex	260 x fire inspection conducted by 30 June 2024	607 x fire inspection conducted by 30 June 2024	Achieved	More Inspections were conducted	None	Inspection sheets	Municipal Manager
25	Priority Area 6: Emergency Services	Educate the community about public safety by conducting fire awareness campaigns	Number of fire awareness campaigns conducted	16 fire awareness campaigns conducted	Opex	16 x fire awareness campaigns conducted by 30 June 2024	21 x fire awareness campaigns conducted by 30 June 2024	Achieved	More awareness campaigns were conducted by request	None	Attendance Register or pictures	Municipal Manager
26	Priority Area 6: Emergency Services	By conducting fire inspections in compliance to	Number of joint operations conducted	New	Opex	4 x Joint operations by 30 June 2024	4 x Joint operations by 30 June 2024	Achieved	None	None	Attendance register and inspection sheets	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		OHS Act/Fire regulations										
27	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road blocks conducted	12 road blocks conducted	Opex	12 x Road blocks conducted by 30 June 2024	16 x Road blocks conducted by 30 June 2024	Achieved	Additional roadblocks were done to check the fitness of articulated heavy motor vehicles conveying coal and to execute warrants	None	Payment report or vehicle statistics sheet/Production report or an Attendance register	Municipal Manager
28	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road safety education programmes conducted	New	Opex	4 x road safety awareness programmes conducted by 30 June 2024	11 x road safety awareness programmes conducted by 30 June 2024	Achieved	Due to number of accidents more safety awareness were needed to conduct educate drivers on road safety as per the 2020 - 2030 RSA Road Safety Strategy and the 2020 - 2023 UN Debate of Action	None	Attendance register or photos	Municipal Manager
29	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of	Number of scholar patrol monitoring programmes	New	Opex	6 x Scholar patrol monitoring programmes by 30 June 2024	11 x Scholar patrol monitoring programmes by 30 June 2024	Achieved	Focus was on scholar patrol awareness and road users next to school	None	Attendance registers or photos	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		Traffic Officers.							crossings to encourage road safety at schools and encouraging road safety on the roads and educate drivers on road safety as per the 2020 - 2030 RSA Road Safety Strategy and the 2020 - 2023 UN Debate of Action			
30	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of Mayoral roadblocks conducted	2 x Mayoral roadblock conducted	Opex	2 x Mayoral roadblock conducted by 30 June 2024	1 x Mayoral roadblock conducted by 30 June 2024	Not Achieved	The planned roadblock was cancelled due to a different Municipal program	This target can only be achieved in December 2024 as it only targets the festive season	Attendance register and Photos or production report	Municipal Manager
31	Priority area to co-ordinate and facilitate public safety	Educate the community about the By-Laws of the Municipality	Number of hawkers workshops held	New target	Opex	4 x Hawkers workshops held by 30 June 2024	10 x Hawkers workshops held by 30 June 2024	Achieved	More hawkers workshop were needed to educate the hawkers about street trading	None	Attendance register	Municipal Manager
32	Priority Area 7: Traffic,	Ensuring that road traffic	Number of height	New	R530 000.00	10 x height restriction	0 x height restriction	Not Achieved	Cash flow challenges	Request Nkangala	Appointment letter and	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Safety and Security	regulations are adhered to by increasing visibility of Traffic Officers.	restriction barriers installed			barriers installed by 30 June 2024	barriers installed by 30 June 2024			District to assist funding the project in the 2024/25 Financial Year	Pictures of height restriction barriers installed	

## KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

**Strategic Objective:** To promote social and economic development

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
33	Priority Area 8: Economic Growth and Development	To create job opportunities through SMMEs programmes	Reviewal of the Contractor Development Policy	Reviewed Contractor Development Policy	Opex	1 x Review of the Contractor Development Policy by 30 June 2024	0 x Review of the Contractor Development Policy by 30 June 2024	<b>Not Achieved</b>	The Contractor Development Policy draft is Approved by council and went to public consultation, it is currently under review by LED Forum and Office the Municipal Manager	To Fasttrack the Contractor Development Policy in the 2024/25 Financial Year.	Council resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
34	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number training / workshop conducted	2 x Training / workshops conducted	Opex	2 x Training / workshops conducted by 30 June 2024	2 x Training / workshops conducted by 30 June 2024	Achieved	None	None	Attendance registers	Municipal Manager
35	Priority Area 8: Economic Growth and Development	Ensuring the functionality of the LED Forum and the creation of the annual calendar	Number of LED Forum meetings held	4 LED Forums held	Opex	4 x LED Forum meetings held by 30 June 2024	5 x LED Forum meetings held by 30 June 2024	Achieved	None	None	Attendance registers & Minutes	Municipal Manager
36	Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of CWP LRC Forum Meetings held	4 x CWP LRC Forum Meetings	Opex	4 x CWP LRC Forum Meetings held by 30 June 2024	4 x CWP LRC Forum Meetings held by 30 June 2024	Achieved	None	None	Attendance Register	Municipal Manager
37	Priority Area 8: Economic Growth and Development	To ensure functionality of the EPWP Forum programmes	Number of EPWP Forum meetings held	4 x EPWP Forum Meetings held	Opex	4 x EPWP Forum Meetings held by 30 June 2024	4 x EPWP Forum Meetings held by 30 June 2024	Achieved	None	None	Attendance Register	Municipal Manager
38	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Reviewal of the EPWP Policy	Reviewed EPWP Policy	Opex	1 x Review of the EPWP Policy by 30 June 2024	0 x Review of the EPWP Policy by 30 June 2024	Not Achieved	The EPWP Policy is still under review	It will be sent to council to with July items.	Council resolution	Municipal Manager
39	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP job opportunities created	100 job opportunities created	3,031,000	100 x Job opportunities created by 30 June 2024	117 x Job opportunities created by 30 June 2024	Achieved	None	None	Appointment letters	Municipal Manager

## KEY PERFORMANCE AREA 3: FINANCIAL VIABILITY

**Strategic Objective:** To ensure sound and sustainable financial management, compliance and accountability

No	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
40	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter	4 quarterly reports	Opex	4 x quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter by 30 June 2024	4 x quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter by 30 June 2024	Achieved	None	None	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
41	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly section 52(d) MFMA reports submitted to MPAC Researcher within 30 days after the end of each quarter	New Target	Opex	4 x quarterly section 52(d) MFMA reports submitted to MPAC Researcher within 30 days after the end of each quarter by 30 June 2024	4 x quarterly section 52(d) MFMA reports submitted to MPAC Champion within 30 days after the end of each quarter by 30 June 2024	Achieved	None	None	Acknowledgement of receipts by MPAC Researcher	Municipal Manager
42	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of monthly section 71 MFMA reports submitted to the Executive Mayor within 10 working days after end of each month	12 monthly S71 reports submitted	Opex	12 x monthly S71 MFMA reports submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2024	12 x monthly S71 MFMA reports submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2024	Achieved	None	None	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
43	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports	Number of monthly Section 71 MFMA reports submitted to MPAC Researcher within 10 working days	12 x monthly S71 MFMA reports submitted to MPAC Researcher	Opex	12 x monthly S71 MFMA reports submitted to MPAC Researcher within 10 working days after the end of	12 x monthly S71 MFMA reports submitted to MPAC Researcher within 10 working days after the end of	Achieved	None	None	Acknowledgement of receipts by MPAC Researcher	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		to all stakeholders	after end of each month	within 10 working days after the end of each month		each month by 30 June 2024	each month by 30 June 2024					
44	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Section 72 (midyear) MFMA reports submitted to the Executive Mayor	1 Section 72 Mid-Year Report for 2022/23 Financial year	Opex	1 x Section 72 (midyear) MFMA reports submitted to the Executive Mayor by 30 June 2024	1 x Section 72 (midyear) MFMA reports submitted to the Executive Mayor by 30 June 2024.	Achieved	None	None	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
45	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Section 72 (midyear) MFMA reports submitted to MPAC Researcher	New Target	Opex	1 x Section 72 (midyear) MFMA reports submitted to MPAC Researcher by 30 June 2024	1 x Section 72 (midyear) MFMA reports submitted to MPAC Researcher by 30 June 2024	Achieved	None	None	Acknowledgement of receipts by MPAC Researcher	Municipal Manager
46	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of debtors book analysis reports submitted to Council	1 x Debtors book analysis report submitted to Council	Opex	1 x Debtors book analysis report submitted to Council by 30 June 2024	1 x Debtors book analysis report submitted to Council by 30 June 2024	Achieved	None	None	Report and Council Resolution	Municipal Manager
47	Priority Area 9: Financial Viability	To establish and implement effective financial	Number of Adjustment Budget Approved by Council	1 x Approved Adjustment Budgets approved	Opex	1 x Approved Adjustment Budget approved by Council 28 February 2024	1 X Approved Adjustment Budget approved by Council 28 February 2024	Achieved	None	None	Council Resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		management systems										
48	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Final Budgets approved by Council	One approved budget was adopted by Council in May 2023	Opex	1 x Final Budget approved by Council by 30 June 2024	1 x Final Budget approved by Council by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
49	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage collection rate attained	80% collection rate attained	Opex	80% Collection rate attained by 30 June 2024	59% Collection rate attained by 30 June 2024	Not Achieved	The vending system was not updating payments and this made the system not to block consumers who have not paid for services.	Sent daily file from the FMS to Conlog to update on daily basis to enable blocking to take place.	Monthly revenue report indicating 80% collection rate	Municipal Manager
50	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Finance related policies reviewed	12 x finance related policies were approved	Opex	12 x Finance related policies reviewed by 30 June 2024	12 X Finance related policies reviewed by 30 June 2024	Achieved	None	None	Approved finance policies & Council Resolution	Municipal Manager
51	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all	Number of Interim financial statements prepared and submitted to Provincial Treasury	2022/23 Interim financial statements were prepared and	Opex	1 x Interim financial statements prepared and submitted to Provincial Treasury by 31 March 2024	0 x Interim financial statements were not compiled by 31 March 2024	Not Achieved	The were delays in preparations of the interim financial statements	The municipality will ensure that the interim financials are	Acknowledgement of receipts by Provincial Treasury	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		stakeholders		submitted to Provincial Treasury in 31 March 2023						prepared in time		
52	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Annual Financial Statements (AFS) submitted to Auditor General on or before the 31st August 2023	2022/2023 AFS were submitted to Auditor General	Opex	1 x Annual Financial Statements (AFS) submitted to Auditor General on or before the 31st August 2023	1 x Annual Financial Statements (AFS) submitted to Auditor General on the 31st August 2023	Achieved	None	None	Acknowledgment of receipts by Auditor General	Municipal Manager
53	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage progress towards resolving Audit findings listed on the action plan	Audit Action plan tabled to council 28 Feb 2023	Opex	100% progress towards resolving Audit findings listed on the action plan by 30 June 2024	28% progress towards resolving Audit findings listed on the action plan by 30 June 2024	Not Achieved	The municipality is dealing with historical issues that take time to resolve.	Municipality to ensure monthly reconciliations are done.	Audit Action Plan progress report	Municipal Manager
54	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Procurement/demand management plan compiled and approved by the Accounting Officer	1x procurement plan was developed and approved by Accounting Officer for the 2022/23	Opex	1 x Procurement/demand management plan compiled and approved by Accounting Officer by 30 June 2024	1 x Procurement/demand management plan compiled and approved by Accounting Officer by 30 June 2024	Achieved	None	None	Procurement/demand management plan	Municipal Manager
55	Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all	Number of quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor within 30 days after	4 x quarterly reports were submitted	Opex	4 x quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor	4 x quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor	Achieved	None	None	Acknowledgment of quarterly SCM reports by the Executive Mayor	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		stakeholders	the end of each quarter			within 30 days by 30 June 2024	within 30 days by 30 June 2024					
56	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of days taken to conclude and award tenders above R200 000	90 days after the closure of the tender	Opex	Conclude and award tenders above R200 000 within 90 days after closure of the tender by 30 June 2024	90 Days taken to conclude and award tenders above R200 000 after closure by 30 June 2024	Achieved	None	None	Quarterly report from SCM	Municipal Manager
57	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of asset verifications conducted.	4 Asset verification conducted.	Opex	2 x asset verifications conducted and submitted to Council by 30 June 2024	2 x asset verifications conducted and submitted to Council by 30 June 2024	Achieved	None	None	Quarterly Assets verification report	Municipal Manager
58	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget consultative meetings held	8 budget consultative held.	Opex	8 x budget consultative meetings held by 30 June 2024	8 x budget consultative meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance registers	Municipal Manager
59	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget Indaba's held.	1 budget Indaba were held	Opex	1 x Budget Indaba held by 30 June 2024	1 x Budget Indaba held by 30 June 2024	Achieved	None	None	Report & attendance register	Municipal Manager
60	Priority Area 9: Financial Viability	To establish and implement effective	Number of monthly billing reports submitted to Council	12 x monthly billing reports submitted to Council by	Opex	12 x monthly billing reports submitted to Council by 30 June 2024	12 x monthly billing reports submitted to Council by 30 June 2024	Achieved	None	None	Billing reports	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		financial management systems		30 June 2024								
61	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of supplementary valuation rolls developed.	One supplementary valuation Roll	Opex	1 x Supplementary Valuation developed by 30 June 2024	1 x Supplementary Valuation developed by 30 June 2024	Achieved	None	None	Supplementary Valuation Roll	Municipal Manager
62	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports submitted to Council with no non-compliance.	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council	Opex	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports submitted to Council with no non-compliance by 30 June 2024	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports submitted to Council with no non-compliance by 30 June 2024	Achieved	None	None	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Council resolution	Municipal Manager
63	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC Researcher.	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC Researcher by 30 June 2024	Opex	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC Researcher by 30 June 2024	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC Researcher by 30 June 2024	Achieved	None	None	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Proof of submission	Municipal Manager
64	Priority Area 9: Financial	To establish and implement	Number of indigent registers approved by Council.	1 indigent register approved.	Opex	1 x indigent register approved by Council by 30 June 2024	1 indigent list sent to council	Achieved	None	None	Indigent register & Council resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Financial Viability	effective financial management systems										
65	Priority Area 9: Financial Viability	To establish and implement effective financial management systems	% spent on FMG	100% Spending	Opex	100% expenditure on FMG by 30 June 2024	100% expenditure on FMG 30 June 2024	Achieved	None	None	Expenditure report	Municipal Manager

#### KEY PERFORMANCE AREA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

##### Strategic Objectives:

- To encourage the involvement of communities and community organizations in the matters of local government.
- To encourage and ensure corporative government
- To ensure that communications across the municipality is well co-ordinated, effectively managed and responsive to the diverse information needs of stakeholders
- To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
66	Priority Area 11: Youth	Working together with Departments, NGOs and	Number of Career Expos held	1 career expo held	Opex	1 x Career expo held by 30 June 2024	1 x Career expo held by 30 June 2024	Achieved	None	None	Report with attendance register and photos	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Development	Social partners, to ensure access to quality education, skills development and fight social ills										
67	Priority Area 11: Youth Development	Working together with Departments	Number of Local youth entrepreneurship development workshop held	02 local youth entrepreneurship development workshop were held	Opex	2 x Local youth entrepreneurship development workshop held by 30 June 2024	0 x Local youth entrepreneurship development workshop held by 30 June 2024	Not Achieved	Financial constraint	The Municipality will ensure that the sources funding from external stakeholders	Report with attendance Register and photos	Municipal Manager
68	Priority Area 11: Youth Development	Working together with Departments	Number of Life skills workshops held	New project	Opex	2 x Life skills workshops held by 30 June 2024	1 x Life skills workshops held by 30 June 2024	Not Achieved	Financial constraint	The Municipality will ensure that the sources funding from external stakeholders	Report with attendance Register and photos	Municipal Manager
69	Priority Area 11: Youth Development	Working together with Departments	Number of youth football tournaments held	New project	Opex	1 x Emakhazeni youth football tournament held by 30 June 2024	1 x Emakhazeni youth football tournament held by 30 June 2024	Achieved	None	None	Report with attendance Register and photos	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
70	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDs and related diseases.	Number of Local AIDS Council meetings held	4 LAC meeting held	Opex	4 x Local AIDS Council meetings held by 30 June 2024	4 x Local AIDS Council meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance register	Municipal Manager
71	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDs and related diseases.	Number of HIV/AIDs awareness campaigns held	04 health education held	Opex	4 x HIV/AIDs awareness campaigns held by 30 June 2024	4 x HIV/AIDs awareness campaigns held by 30 June 2024	Achieved	None	None	Awareness Campaign report	Municipal Manager
72	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of disability Forum meetings held	02 Disability forum meetings held	Opex	2 x Disability Forum meetings held by 30 June 2024	2 x Disability Forum meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance register	Municipal Manager
73	Priority Area 12: Health, HIV & AIDS,	By bringing diverse sectors of the community together in	Number of disability awareness campaigns conducted	02 Disability awareness campaign was held	Opex	2 x Disability awareness campaigns conducted by 30 June 2024	2 x Disability awareness campaigns conducted by 30 June 2024	Achieved	None	None	Report & Attendance Register	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Transversal and Special Programmes	building moral and positive values to the community										
74	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of elderly Forum meetings held	02 Elderly Forum Meeting held	Opex	2 x Elderly Forum meetings held by 30 June 2024	2 x Elderly Forum meetings held by 30 June 2024	Achieved	None	None	Minutes and Attendance Register	Municipal Manager
75	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Elderly activities conducted	02 elderly activities conducted	Opex	2 x Elderly activities conducted by 30 June 2024	2 x Elderly activities conducted by 30 June 2024	Achieved	None	None	Report, Council resolution and attendance register	Municipal Manager
76	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of children forum meetings held	4 children forum meetings held	Opex	4 x Children forum meetings held by 30 June 2024	4 x Children forum meetings held by 30 June 2024	Achieved	None	None	Minutes & attendance register	Municipal Manager
77	Priority Area 12: Health, HIV &	By bringing diverse sectors of the community	Number of women empowerment	1 x Women empowerment workshop conducted	Opex	1 x Women empowerment workshop	1 x Women empowerment workshop	Achieved	None	None	Report, Council resolution & Attendance Register	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	AIDS, Transversal and Special Programmes	together in building moral and positive values to the community	workshops conducted			conducted by 30 June 2024	conducted by 30 June 2024					
78	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Moral Regeneration event/education held	1 x Moral Regeneration event/education held	Opex	1 x Moral Regeneration event/education held by 30 June 2024	0 x Moral Regeneration event/education held by 30 June 2024	Not Achieved	Due to financial constraints	The Municipality will ensure that the sources funding from external stakeholders	Report on Moral Regeneration and Council Resolution	Municipal Manager
79	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of empowerment workshops for men conducted	1 x Empowerment workshop for men conducted	Opex	1 x Empowerment workshop for men conducted by 30 June 2024	1 x Empowerment workshop for men conducted by 30 June 2024	Achieved	None	None	Report and attendance register	Municipal Manager
80	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of schools motivational programmes held	1 x School motivational programme held	Opex	1 x School motivational programme held by 30 June 2024	1 x School motivational programme held by 30 June 2024	Achieved	None	None	Report with attendance Register and photos	Municipal Manager
81	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of teenage pregnancy awareness conducted	2 x teenage pregnancy awareness campaign held	Opex	2 x teenage pregnancy awareness campaigns held by 30 June 2024	2 x teenage pregnancy awareness campaigns held by 30 June 2024	Achieved	None	None	Report with attendance Register and photos	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
82	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of substance and drug abuse awareness conducted	4 substance and drug abuse awareness held	Opex	4 x Substance and drug abuse awareness conducted by 30 June 2024	4 x Substance and drug abuse awareness conducted by 30 June 2024	Achieved	None	None	Report with attendance Register and photos	Municipal Manager
83	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of reports on Emakhazeni local Municipality external bursary funding for registrations submitted to Council	1 Emakhazeni local Municipality external bursary funding for registration held	Opex	1 x Report on Emakhazeni local Municipality external bursary funding for registrations submitted to Council by 30 June 2024	1 x Report on Emakhazeni local Municipality external bursary funding for registrations submitted to Council by 30 June 2024	Achieved	None	None	Report with Registers	Municipal Manager
84	Priority Area 16: Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of reviews of the ICT Steering Committee Terms of Reference	Developed ICT Steering Committee Terms of Reference	Opex	1 x Review of the ICT Steering Committee Terms of Reference by 30 June 2024	1 x ICT Steering Committee Terms of Reference by 30 June 2024	Achieved	None	None	Council Resolution	Municipal Manager
85	Priority Area 16: Information, Communication	Develop, review and implement ICT Governance	Number of reviews of the Disaster Recovery Plan	Reviewal of the Disaster Recovery Plan	Opex	1 x Review of the Disaster Recovery Plan by 30 June 2024	1 x Review of the Disaster Recovery Plan 30 June 2024	Achieved	None	None	Council Resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Information & Technology	Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.										
86	Priority Area 16: Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of reviews of the ICT Backup and Retention Strategy	Developed ICT Backup and Retention Strategy	Opex	1 x review of the ICT Backup and Retention Strategy by 30 June 2024	1 x review of the ICT Backup and Retention Strategy by 30 June 2024	Achieved	None	None	Council Resolution	Municipal Manager
87	Priority Area 16: Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access	Number of reviews of the ICT Steering Committee Charter	Developed ICT Steering Committee Charter	Opex	1 x review of the ICT Steering Committee Charter by 30 June 2024	1 x review of the ICT Steering Committee Charter by 30 June 2024	Achieved	None	None	Council Resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		Control Management Standards & Procedures.										
88	Priority Area 16: Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of ICT documents reviewed and /or developed	13 ICT Policies were reviewed	Opex	13 x ICT documents reviewed and /or developed by 30 June 2024	20 x ICT documents reviewed and /or developed by 30 June 2024	Achieved	More Policies were developed in the Financial Year	None	Council Resolutions	Municipal Manager
89	Priority Area 16: Information, Communication & Technology	Convene ICT Steering Committee meetings	Number of ICT Steering Committee meetings held	ICT Steering Committee meetings held	Opex	4 x ICT Steering Committee meetings held by 30 June 2024	4 x x ICT Steering Committee meetings held by 30 June 2024	Achieved	None	None	Minutes & Attendance Register	Municipal Manager
90	Priority Area 16: Information, Communication & Technology	Development of the Municipal intranet service	Municipal intranet service developed	New Target	Opex	1 x Municipal intranet service developed by 30 June 2024	0 x Municipal intranet service developed by 30 June 2024	Not Achieved	Due to financial constraints.	Budget inputs have been made for budget allocation in the 2024/25 financial year.	Functional Intranet	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
91	Priority Area 17: Community and Stakeholder Engagement	To create one centre of coordination for communication	Number of Communication policy reviewed	1 x policy reviewed	Opex	1 x Communication policy reviewed by 30 June 2024	1 x Communication policy reviewed by 30 June 2024	Achieved	None	None	Communication policy & Council Resolution	Municipal Manager
92	Priority Area 17: Community and Stakeholder Engagement	Creation of municipal newsletter & loading information on the website	Number of Municipal newsletters published	2 x letters published	Opex	2 x Municipal Newsletters published by 30 June 2024	2 x Municipal Newsletters published by 30 June 2024	Achieved	None	None	Newsletters	Municipal Manager
93	Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meetings held	14 IDP consultative meetings held	Opex	14 x IDP consultative meetings held by 30 June 2024	14 x IDP consultative meetings held by 30 June 2024	Achieved	None	None	Minutes & Attendance register	Municipal Manager
94	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP Process Plans approved by Council	1 x IDP Process Plan approved by Council	Opex	1 x IDP Process Plan approved by Council by 30 June 2024	1 x IDP Process Plan approved by Council by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
95	Priority Area 17: Community and Stakeholder	To comply with the Integrated Development as prescribed by legislation	Number of Draft IDP Approved by Council	1 X Draft 2023/24 IDP Approved by Council	Opex	1 x Draft 2024/25 IDP Approved by Council by 30 June 2024	1 x Draft 2024/25 IDP Approved by Council by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Engagement											
96	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Final IDP Approved by Council	1 X Final 2023/24 IDP Approved by Council	Opex	1 x Final 2024/25 IDP Approved by Council by 30 June 2024	1 x Final 2024/25 IDP Approved by Council by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
97	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft IDP Publicised	1 X Draft 2023/24 IDP Publicised	Opex	1 x Draft 2024/25 IDP Publicised by 30 June 2024	1 x Draft 2024/25 IDP Publicised by 30 June 2024	Achieved	None	None	Public Notice	Municipal Manager
98	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP / Budget Indaba held	New Target	Opex	1 x IDP / Budget Indaba held by 30 June 2024	1 x IDP / Budget Indaba held by 30 June 2024	Achieved	None	None	Attendance Register	Municipal Manager
99	Priority Area 17: Community and Stakeholder Engagement	Invite members of the public to ordinary Council sittings	Number of notices of ordinary Council sittings issued	8 council sittings held	Opex	6 x notices of ordinary council sittings issued by 30 June 2024	9 x notices of ordinary council sittings issued by 30 June 2024	Achieved	Due to Special Council sittings	None	SMS notices issued & attendance register	Municipal Manager
100	Priority Area 17: Community and Stakeholder	To solicit views and inputs of members of	Number of IDP consultative meeting notices issued	14 IDP consultative meetings held	Opex	14 x IDP consultative meeting notices issued	14 x IDP consultative meeting notices issued	Achieved	None	None	Notices issued	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	er Engagem ent	the public into the IDP				by 30 June 2024	by 30 June 2024					
101	Priority Area 17: Community and Stakeholder Engagem ent	To solicit views and inputs of members of the public into the Budget	Number of Budget consultative meeting notices issued	8 Budget consultative meetings held	Opex	8 x Budget consultative meeting notices issued by 30 June 2024	10 x Budget consultative meeting notices issued by 30 June 2024	Achieved	Due to meetings postponemen ts	None	Notices issued	Municipal Manager
102	Priority Area 17: Community and Stakeholder Engagem ent	Organise community capacity building workshops	Number of civic education workshops on good governance held	4 civic awareness workshops held	Opex	4 x Civic education workshops held by 30 June 2024	4 x Civic education workshops held by 30 June 2024	Achieved	None	None	Report, & Attendance Register	Municipal Manager
103	Priority Area 17: Community and Stakeholder Engagem ent	Ensure the functionality of the local council of stakeholders	Number of local council of stakeholders meetings held	4 x Local Council of Stakeholders meetings held by 30 June 2024	Opex	4 x Local Council of Stakeholders meetings held by 30 June 2024	4 x Local Council of Stakeholders meetings held by 30 June 2024	Achieved	None	None	Minutes and Attendance Register	Municipal Manager
104	Priority Area 18: Performance Managem ent	Review the Performance Management Framework	Reviewal of the Performance Management Policy	Performance Management Framework reviewed	Opex	1 x Reviewal of the Performance Management Policy by 30 June 2024	1 x Reviewal of the Performance Management Policy by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
105	Priority Area 18: Performance Managem ent	Inculcate a culture of performance management in the institution	Number of Mid-Year Performance assessments conducted	1 x Mid-Year performance assessments conducted	Opex	1 x Mid-Year Performance assessment conducted by 30 June 2024	1 x Mid-Year Performance assessment conducted by 30 June 2024	Achieved	None	None	Report	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
106	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	SDBIP approved by Executive Mayor within 28 days after approval of the Budget	2022/23 SDBIP was approved	Opex	1 x SDBIP approved by Executive Mayor within 28 days after approval of the Budget by 30 June 2024	1 x SDBIP approved by Executive Mayor within 28 days after approval of the Budget by 30 June 2024	Achieved	None	None	Approved 2023/24 SDBIP	Municipal Manager
107	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of performance reports submitted to Council not later than 30 days after the end of the quarter	4 x performance reports submitted	Opex	4 x Performance reports submitted to Council not later than 30 days after the end of the quarter by 30 June 2024	4 x Performance reports submitted to Council not later than 30 days after the end of the quarter by 30 June 2024	Achieved	None	None	Performance reports and Council Resolutions	Municipal Manager
108	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of performance reports submitted to MPAC not later than 30 days after the end of the quarter	4 x Performance reports submitted to MPAC not later than 30 days after the end of the quarter	Opex	4 x Performance reports submitted to MPAC not later than 30 days after the end of the quarter by 30 June 2024	4 x Performance reports submitted to MPAC not later than 30 days after the end of the quarter by 30 June 2024	Achieved	None	None	Performance reports and Proof of Submission	Municipal Manager
109	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of MPAC meetings held	MPAC meetings held	Opex	4 x MPAC meetings held by 30 June 2024	4 x MPAC meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance registers	Municipal Manager
110	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of Oversight Reports approved	The Oversight Report was approved by Council	Opex	1 x Oversight Report approved by Council by 30 June 2024	1 x Oversight Report approved by Council by 30 June 2024	Achieved	None	None	Oversight Report and Council Resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
111	Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Charter approved by Council	Risk management Charter 2022/23 was approved by Council	Opex	1 x Risk Management Charter approved by 30 June 2024	1 x Risk Management Charter approved by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
112	Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Policies approved by Council	The Risk management Policy, Whistle Blowing Policy Fraud and Prevention Policy for 2022/23 was approved by Council	Opex	3 x Risk Management policies approved by 30 June 2024	3 x Risk Management policies approved by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
113	Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Strategies approved by Council	Risk management Strategy, Fraud and Corruption Prevention Strategy for 2022/23 was approved by Council	Opex	2 x Risk management Strategy approved by 30 June 2024	2 x Risk management Strategy approved by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
114	Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Plans approved by Council	Risk Management Plan, Fraud Prevention Plan & Fraud Response Plan and Assurance Plan for 2022/23 was approved by Council	Opex	2 x Risk management Plans approved by 30 June 2024	2 x Risk management Plans approved by 30 June 2024	Achieved	None	None	Council resolution	Municipal Manager
115	Priority Area 19:	To conduct risk	Number of risk assessment	5 Risk assessment	Opex	6 x Risk assessment	9 x Risk assessment	Achieved	None	None	Risk Assessment	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	Risk Management	assessment workshops with the aim of minimizing organizational risks	workshops conducted	workshops were conducted in 2022/23		workshops conducted by 30 June 2024	workshops conducted by 30 June 2024				Reports and attendance register	
116	Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk registers reviewed	6 Risk Registers were reviewed in 2022/23	Opex	6 x Risk registers reviewed by 30 June 2024	9 x Risk register reviewed by 30 June 2024	Achieved	None	None	Council resolutions	Municipal Manager
117	Priority Area 19: Risk Management	Submission of quarterly progress reports to Risk Management Committee	Number of Risk Management, Anti-fraud and Anti-corruption Committee meetings held	4 Risk Management Committee meetings held in 2022/23	Opex	4 x RMAFACC meetings held by 30 June 2024	5 x RMAFACC meetings held by 30 June 2024	Achieved	None	None	Minutes of meetings and attendance register	Municipal Manager
118	Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Conduct Fraud and Corruption Awareness Workshops.	1 Risk workshops were conducted in 2022/23	Opex	1 x Fraud and Corruption Awareness Campaign conducted by 31 December 2023	1 x Fraud and Corruption Awareness Campaign conducted by 31 December 2023	Achieved	None	None	Attendance register	Municipal Manager
119	Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Conduct Whistle Blowing Awareness Workshops.	1 Risk workshops were conducted in 2022/23	Opex	1 x Whistle Blowing Awareness Campaign conducted by 31 December 2023	1 x Whistle Blowing Awareness Campaign conducted by 31 December 2023	Achieved	None	None	SMS request/ Attendance register	Municipal Manager
120	Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim	Conduct Risk Management Awareness Workshops.	1 Risk workshops were conducted in 2022/23	Opex	1 x Risk Management Awareness Campaign conducted by	1 x Risk Management Awareness Campaign conducted by	Achieved	None	None	Attendance register/ Email	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
		of minimizing organizational risks				31 December 2023	31 December 2023					
121	Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Number of Risk action plans implemented to address Identified Strategic and Operational Risk	mitigation measures were implemented for 2022/23	Opex	200 x Risk action plans resolved to address Strategic and Operational Risk Identified per quarter by 30 June 2024	339 x Risk action plans resolved to address Strategic and Operational Risk Identified per quarter by 30 June 2024	Achieved	After escalation to Top Management, the reports were improved. Mitigation measure on risk identified were priorities and implemented	None.	Progress report on implemented mitigating measures	Municipal Manager
122	Priority Area 20: Auditing	Develop a risk based three year rolling plan and annual plan	Internal Audit Plan approved by the Audit Committee	Internal Audit Plan was approved by the Audit Committee	Opex	1 x Internal Audit Plan approved by 30th June 2024	1 x Internal Audit Plan approved by 30th June 2024	Achieved	None	None	Audit Committee resolution	Municipal Manager
123	Priority Area 20: Auditing	Review the Internal Audit Charter	Internal Audit Charter approved by the Audit Committee	Internal Audit Charter was approved by the Audit Committee	Opex	1 x Internal Audit Charter approved by the 30th of June 2024	1 x Internal Audit Charter approved by the 30th of June 2024	Achieved	None	None	Audit Committee resolution	Municipal Manager
124	Priority Area 20: Auditing	Review the Internal Audit Methodology	Internal Audit Methodology approved by the Audit Committee	Internal Audit Methodology was approved by the Audit Committee	Opex	1 x Internal Audit Methodology approved by the 30th June 2024	1 x Internal Audit Methodology was approved by the 30th June 2024	Achieved	None	None	Audit Committee resolution	Municipal Manager
125	Priority Area 20: Auditing	Develop and periodically update the Combined Assurance Framework	Combined Assurance Framework approved by the Audit Committee	Combined Assurance Framework approved by the Audit Committee	Opex	1 x Combined Assurance Framework approved by the 30th of June 2024	1 x Combined Assurance Framework approved by the 30th of June 2024	Achieved	None	None	Audit Committee resolution	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
126	Priority Area 20: Auditing	Implementation of the approved internal audit plan	Number of audits conducted and submitted to the Municipal Manager	13 audits conducted	Opex	11 x Audits to be conducted by the 30th of June 2024	14 x Audits to be conducted by the 30th of June 2024	Achieved	None	None	Final Internal Audit Reports	Municipal Manager
127	Priority Area 20: Auditing	Submission of quarterly progress reports to the Audit Committee	Number of Internal Audit quarterly progress reports submitted to the Audit Committee	4 progress reports were submitted to the Audit Committee	Opex	4 x Internal Audit quarterly progress reports submitted by 30th of June 2024	6 x Internal Audit quarterly progress reports submitted by 30th of June 2024	Achieved	Additional Performance Audit committees were held	None	Audit Committee minutes and Reports	Municipal Manager
128	Priority Area 21: Legal Services and Labour Relations	Convene Local Labour Forum	Number of LLF meetings held	12 x LLF meetings held	Opex	10 x LLF meetings held by 30 June 2024	10 x LLF meetings held by 30 June 2024	Achieved	None	None	Agenda & Acknowledgment of receipt	Municipal Manager
129	Priority Area 21: Legal Services and Labour Relations	Convene contract management committee meetings	Number of Contract Management Committee meetings held	4 x Contract Management Committee meetings	Opex	4 x Contract Management Committee meetings held by 30 June 2024	4 x Contract Management Committee meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance registers	Municipal Manager
130	Priority Area 21: Legal Services and Labour Relations	Compile and submit the Workplace Skills Plan (WSP) and Report	Number of WSP compiled and report submitted to SETA	1 x WSP report compiled and submitted to LGSETA	Opex	1 x WSP report compiled and submitted to LGSETA by 30 June 2024	1 x WSP report compiled and submitted to LGSETA by 30 June 2024	Achieved	None	None	Acknowledgment of receipt	Municipal Manager
131	Priority Area 21: Legal Services	Compile and submit Employment Equity Plan to	Number of Employment Equity Plans submitted	Submission of 1 Employment Equity Plans to the	Opex	1 x Submission of Employment Equity Plans to the	1 x Submission of Employment Equity Plans to the	Achieved	None	None	Acknowledgment of receipt	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	and Labour Relations	the Department of Labour		Department of Labour		Department of Labour by 30 June 2024	Department of Labour by 30 June 2024					
132	Priority Area 21: Legal Services and Labour Relations	Convene OHS meetings as required by the ACT and as per the calendar of events	Number of Safety meetings held	4 x Safety meetings held	Opex	4 x Safety meetings held by 30 June 2024	4 x Safety meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance register	Municipal Manager
133	Priority Area 21: Legal Services and Labour Relations	Conduct safety inspections in all the workstations in the four towns	Number of OHS inspections conducted	12 x OHS inspections conducted	Opex	12 x OHS inspections conducted by 30 June 2024	12 x OHS inspections conducted by 30 June 2024	Achieved	None	None	Inspection Reports	Municipal Manager
134	Priority Area 21: Legal Services and Labour Relations	Conduct employee medical check-ups on an annual basis	Number of medical check-ups conducted	1 x medical check-up conducted	Opex	2 x Medical check-up conducted by 30 June 2024	2 x Medical check-up conducted by 30 June 2024	Achieved	None	None	Medical check-up report and attendance register	Municipal Manager
135	Priority Area 21: Legal Services and Labour Relations	Training of municipal officials including Councillors and the unemployed	Number of training programmes conducted	training programmes conducted	Opex	6 x training programmes conducted by 30 June 2024	7 x training programmes conducted by 30 June 2024	Achieved	None	None	Training report & Attendance registers	Municipal Manager
136		Convene Training Committee meetings	Number of Training Committee meetings held	4 x training committee meetings held	Opex	4 x training committee meetings held by 30 June 2024	4 x training committee meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance registers	Municipal Manager

## KEY PERFORMANCE AREA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

**Strategic Objectives:** To ensure adherence with legislation and implementation of systems that will result in service excellence

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
137	Priority Area 22: Human Resource Management and Administration	Effective implementation of contract management	Number of RMAC meetings held	4 x RMAC meetings held	Opex	4 x RMAC meetings held by 30 June 2024	4 x RMAC meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance registers	Municipal Manager
138	Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the Calendar of Events	Number of Management Committee meetings held	12 Management Committee meetings held	Opex	12 x Management Committee meetings held by 30 June 2024	12 x Management Committee meetings held by 30 June 2024	Achieved	None	None	Minutes and attendance register	Municipal Manager
139	Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Section 80 committee meetings held	33 x Section 80 Committee meetings held	Opex	27 x Section 80 Committee meetings held by 30 June 2024	27 x Section 80 Committee meetings held by 30 June 2024	Achieved	None	None	Agenda & Acknowledgment of receipt	Municipal Manager
140	Priority Area 22: Human Resource Management	Develop meeting agendas and arrange	Number of Mayoral Committees meetings held	11 x Mayoral Committees meetings	Opex	11 x Mayoral Committees meetings held	11 x Mayoral Committees meetings held	Achieved	None	None	Agenda & Acknowledgment of receipt	Municipal Manager

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
	and Administration	meetings of Council and its committees according to the Calendar of Events				by 30 June 2024	by 30 June 2024					
141	Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees	Number of Council meetings held	11 x Number of Council Meeting held	Opex	9 x Council meetings held by 30 June 2024	9 x Council meetings held by 30 June 2024	Achieved	None	None	Agenda & Acknowledgment of receipt	Municipal Manager
142	Priority Area 22: Human Resource Management and Administration	Development and review of the Organizational Structure	Number of Organizational Structure reviews	1 x review and submission of Organizational Structure (aligned to the IDP and Budget) to Council for approval	Opex	1 x review and submission of Organizational Structure (aligned to the IDP and Budget) to Council for approval by 30 June 2024	1 x Organizational structure approved by 30 June 2024	Achieved	None	None	Council resolution on the reviewed Organogram	Municipal Manager
143	Priority Area 22: Human Resource Management and Administration	Development and review of Human Resource policies	Number of Human Resource policies reviewed	14 x Policies Reviewed	Opex	14 x Human Resource policies reviewed by 30 June 2024	18 Policies were approved by 30 June 2024	Achieved	None	None	Council resolutions on the approved policies	Municipal Manager

## KEY PERFORMANCE AREA 6: SPATIAL RATIONALE

**Strategic Objective:** To ensure sustainable rural and urban planning in order to meet the needs of the community

No.	Strategic Priority Area	Strategy	KPI	2022/23 Baseline	Budget	Annual Target 2023/24	2023/24 Actual Performance Desc	2023/24 Achievement Status	Reason For Deviation	Corrective Measure	Evidence	Accountability
144	Priority Area Human Settlement and Property Development	Conduct inspections in all built environment within ELM in terms of NHBRC and NBR standards.	Number of reports on inspections of compliance with NHBRC & NBR standards submitted to Council	4 reports submitted	Opex	4 x Quarterly reports on inspections of compliance with NHBRC & NBR standards submitted to Council by 30 June 2024	4 x Quarterly reports on inspections of compliance with NHBRC & NBR standards submitted to Council by 30 June 2024	Achieved	None	None	Quarterly Inspection reports & Council resolution	Municipal Manager
145	Priority Area Human Settlement and Property Development	Assessment of building plans	% of building plans received and assessed	100%	Opex	100% building plans received & assessed by 30 June 2024	100% building plans received & assessed by 30 June 2024	Achieved	None	None	Submission register, Proof of payment & approval letters	Municipal Manager
146	Priority Area Land Use Management	To ensure sustainable urban and rural planning	Number of SPLUMA Certificates issued	New Target	Opex	100 x SPLUMA certificates issued by 30 June 2024	334 x SPLUMA certificates issued by 30 June 2024	Achieved	More spluma certificates received	None	Copies of SPLUMA certificates issued	Municipal Manager

## CHAPTER 5 – FINANCIAL PERFORMANCE

Financial viability is one of the key performance area essential in assessing the long-term prospects of the municipality. Emakhazeni operated in a constrained environment in so far as resources is concerned and despite this, the municipality was responsive to the needs of the public. In preparing its AFS, the municipality adopted a going concern assumption. Revenue and expenditure were accounted for on an accrual basis while also adopted the approved GRAP standard to record its financial transactions.

### 5.1 STATEMENT OF FINANCIAL PERFORMANCE

AFS are presented to account for the municipal expenditure, revenue and grants allocated to the public. The below table provides a summary of the financial position of the municipality:

MP314 Emakhazeni - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M12 - June										
Description	Ref	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
R thousands										
Revenue										
Exchange Revenue										
Service charges - Electricity		71 086	88 791	69 324	38 263	83 663	69 324	14 339	21%	69 324
Service charges - Water		19 053	20 134	20 134	3 270	22 068	20 134	1 934	10%	20 134
Service charges - Waste Water Management		14 093	14 926	13 411	2 359	14 578	13 411	1 167	9%	13 411
Service charges - Waste management		11 128	12 030	11 680	1 802	11 386	11 680	(294)	-3%	11 680
Sale of Goods and Rendering of Services		574	3 234	1 519	96	907	1 519	(612)	-40%	1 519
Agency services		-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-
Interest earned from Receivables		14 516	13 610	13 610	15 114	15 114	13 610	1 504	11%	13 610
Interest from Current and Non Current Assets		1 792	1 727	2 210	156	2 349	2 210	140	6%	2 210
Dividends		-	-	-	-	-	-	-	-	-
Rent on Land		44	46	46	4	48	46	1	3%	46
Rental from Fixed Assets		1 489	15 664	16 649	(13 509)	1 899	16 649	(14 749)	-89%	16 649
Licence and permits		-	15	15	-	3	15	(12)	-77%	15
Operational Revenue		789	1 603	2 860	556	5 293	2 860	2 433	85%	2 860
Non-Exchange Revenue										
Property rates		76 973	77 476	85 071	(16 779)	62 604	85 071	(22 467)	-26%	85 071
Surcharges and Taxes		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		368	14 195	5 335	91	425	5 335	(4 911)	-92%	5 335
Licence and permits		-	-	-	-	-	-	-	-	-
Transfers and subsidies - Operational		85 682	94 407	94 448	1 667	96 388	94 448	1 940	2%	94 448
Interest		-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-
Other Gains		1	-	-	(1)	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers)		297 587	357 859	336 312	33 090	316 725	336 312	(19 587)	-6%	336 312

Expenditure By Type										
Employee related costs	113 803	127 880	128 130	444	87 659	128 130	(40 471)	-32%	128 130	
Remuneration of councillors	538	8 611	7 538	-	1 300	7 538	(6 239)	-83%	7 538	
Bulk purchases - electricity	71 816	94 147	85 147	9 777	83 556	85 147	(1 591)	-2%	85 147	
Inventory consumed	27 536	31 896	21 960	9 089	22 287	21 960	328	1%	21 960	
Debt impairment	-	51 095	91 095	-	-	91 095	(91 095)	-100%	91 095	
Depreciation and amortisation	-	121 937	80 030	40 404	44 607	80 030	(35 423)	-44%	80 030	
Interest	17 942	10 000	22 000	626	5 560	22 000	(16 440)	-75%	22 000	
Contracted services	36 875	44 902	41 521	15 166	43 718	41 521	2 197	5%	41 521	
Transfers and subsidies	-	-	-	-	-	-	-	-	-	
Irrecoverable debts written off	-	-	-	-	-	-	-	-	-	
Operational costs	16 209	30 407	38 345	3 772	28 971	38 345	(9 374)	-24%	38 345	
Losses on Disposal of Assets	-	-	2 600	71	71	2 600	(2 529)	-97%	2 600	
Other Losses	-	-	-	-	-	-	-	-	-	
Total Expenditure	284 719	520 875	518 365	79 348	317 729	518 365	(200 636)	-39%	518 365	
Surplus(Deficit)	12 868	(163 016)	(182 053)	(46 259)	(1 004)	(182 053)	181 050	-99%	(182 053)	
Transfers and subsidies - capital (monetary)	53 258	49 786	50 331	8 778	36 623	50 331	(13 708)	-27%	50 331	
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	
Surplus(Deficit) after capital transfers &	66 126	(113 230)	(131 722)	(37 481)	35 619	(131 722)			(131 722)	
Income Tax	-	-	-	-	-	-	-	-	-	
Surplus(Deficit) after income tax	66 126	(113 230)	(131 722)	(37 481)	35 619	(131 722)			(131 722)	
Share of Surplus/Deficit attributable to Joint Venture	-	-	-	-	-	-	-	-	-	
Share of Surplus/Deficit attributable to Minorities	-	-	-	-	-	-	-	-	-	
municipality	66 126	(113 230)	(131 722)	(37 481)	35 619	(131 722)			(131 722)	
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	
Intercompany/Parent subsidiary transactions	-	-	-	-	-	-	-	-	-	
Surplus/ (Deficit) for the year	66 126	(113 230)	(131 722)	(37 481)	35 619	(131 722)			(131 722)	

## 5.2 GRANTS

The table below provides a breakdown of grants both conditional and otherwise that were received under the year in review. Equitable share was the highest grant received mainly to cater for free basic service as well as augment revenue deficit from the public.

Grant Performance						
Description	2022/23	2023/24				
	Actual	Budget	Adjustment s Budget	Actual	Original Bud get (%)	Adjust ments Budget (%)

### Operating Transfers and Grants

National Government:	84 495 536.78	95 307 000.00	95 138 000.00	95 138 000.00	100 %	100%
Equitable share	80 242 000.00	87 426 000.00	87 426 000.00	87 426 000.00	100 %	100%
Municipal Systems Improvement						
Finance Management grant	2 900 000.00	2 900 000.00	2 900 000.00	2 900 000.00	100 %	100%
Other transfers/grants [EPWP]	1 473 000.00	3 031 000.00	2 862 000.00	2 862 000.00	94%	100%
Disaster Grant recovery	- 119 463.22	1 950 000.00	1 950 000.00	1 950 000.00	100 %	100%
COVID 19: Disaster grant			-	-		

Provincial Government:		-	-	-		
Disaster Grant recovery	-					
District Municipality:	-	-	-	-		
Nkangala	-	-	-	-		
Other grant providers:	54 272 000.00	49 785 950.00	66 931 000.00	52 468 747.84	105 %	78%
MIG	20 272 000.00	19 950 950.00	19 596 000.00	19 596 000.00	98%	100%
INEP	14 000 000.00	835 000.00	3 335 000.00	3 296 368.90	395 %	99%
WSIG	20 000 000.00	29 000 000.00	29 000 000.00	29 000 000.00	100 %	100%
Disaster Grant recovery			15 000 000.00	576 378.94	#DIV /0!	4%
<b>Total Operating Transfers and Grants</b>	<b>138 767 536.78</b>	<b>145 092 950.00</b>	<b>162 069 000.00</b>	<b>147 606 747.84</b>	<b>102 %</b>	<b>91%</b>

#### COMMENT ON OPERATING TRANSFERS AND GRANTS:

Emakhazeni municipality is not a grant dependent municipality however, grants plays a significant contribution to the overall budget of the organization. The municipality receives conditional grants in the form of MIG, INEP and WSIG to assist in infrastructure renewal as well as commissioning new infrastructure to enhance service delivery. A total of R 162.069 million was received for the year 2023/2024 Financial year The municipality benefited greatly in its asset's improvement related grants than ever before and this will assist in sustaining service delivery.

### 5.3 ASSET MANAGEMENT

The Emakhazeni local municipality's asset management complies with relevant legislations and standards governing the local spheres of government. The effective and efficient controls, utilizations, safeguarding, maintenance, and management of all municipal asset is very much critical for accountability purposes therefore the municipality will continue to strive in improving the unit.

#### COMMENT ON ASSET MANAGEMENT:

Asset Management is an important tool because it helps municipalities maintain and operate infrastructure in the most effective way so that critical services can be provided to the community. Municipal assets are important, and their optimum management is indicative of prudent financial management. The Municipality will continue to improve asset management and strive to ensure effective and efficient control over asset management.

Repairs and maintenance budget is there to ensure adequate maintenance of Property Plant and Equipment to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services. Regrettably, the budget allocated remains below the 8% norm as per the National Treasury MFMA circular number 71.

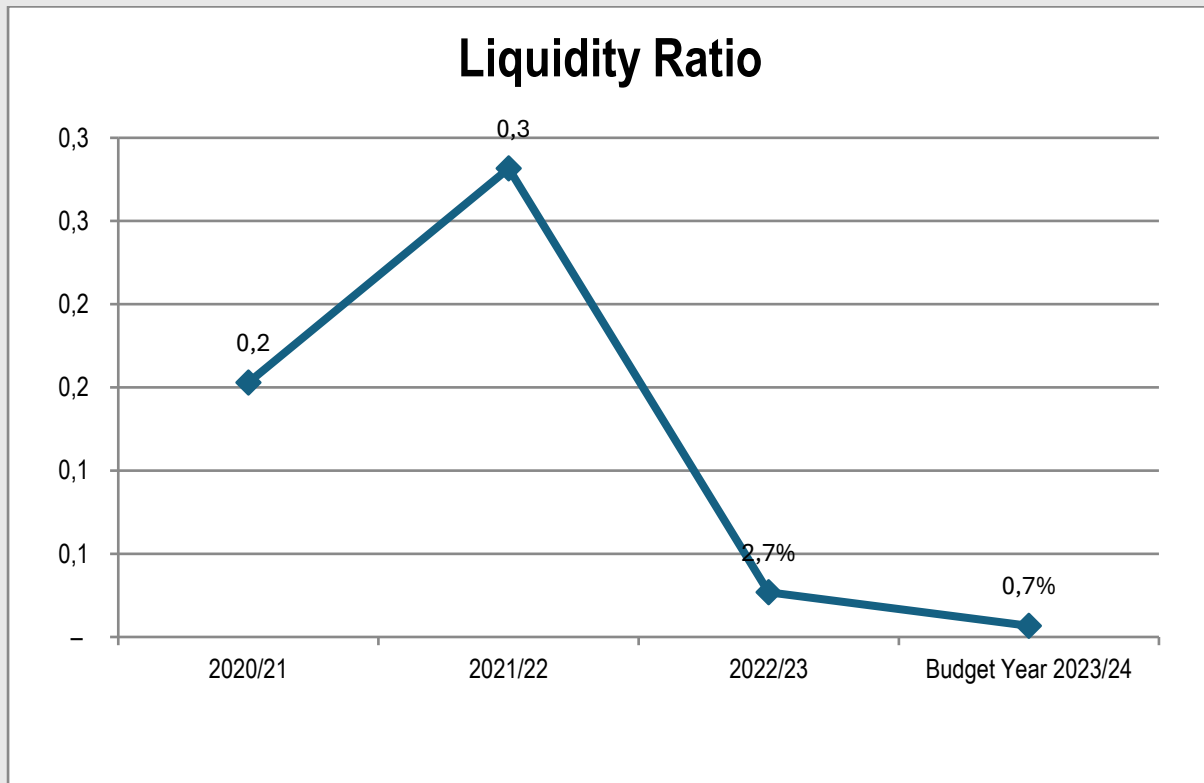
MP314 Emakhazeni - Supporting Table SC13c Monthly Budget Statement - expenditure on repairs and maintenance by asset class - M12 - June

Description	Ref	2022/23	Budget Year 2023/24							Full Year Forecast
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	
<b>R thousands</b>	<b>1</b>									
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		<b>9 566</b>	<b>12 214</b>	<b>8 432</b>	<b>4 059</b>	<b>10 567</b>	<b>8 432</b>	<b>(2 135)</b>	<b>-25.3%</b>	<b>8 432</b>
Roads Infrastructure		3 937	3 000	3 000	1 760	4 590	3 000	(1 590)	-53.0%	3 000
Roads		-	-	-	-	-	-	-	-	-
Road Structures		3 937	3 000	3 000	1 760	4 590	3 000	1 590	0	3 000
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		0	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		0	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		725	1 975	580	43	93	580	487	83.9%	580
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		226	1 895	500	-	-	500	(500)	(0)	500
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	43	93	-	93	#DIV/0!	-
LV Networks		499	80	80	-	-	80	(80)	(0)	80
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		323	842	842	115	1 479	842	(637)	-75.6%	842
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	783	1 027	-	1 027	#DIV/0!	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		323	842	842	332	452	842	(390)	(0)	842
Distribution Points		-	-	-	-	-	-	-	-	-
FRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		4 580	6 396	4 010	1 142	4 405	4 010	(395)	-9.8%	4 010
Pump Station		2 068	3 886	1 500	307	1 404	1 500	(96)	(0)	1 500
Reticulation		2 512	2 510	2 510	835	3 001	2 510	491	0	2 510
<b>Furniture and Office Equipment</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>		<b>381</b>	<b>3 416</b>	<b>1 577</b>	<b>1</b>	<b>100</b>	<b>1 577</b>	<b>1 477</b>	<b>93.7%</b>	<b>1 577</b>
Machinery and Equipment		381	3 416	1 577	1	100	1 577	(1 477)	(0)	1 577
<b>Transport Assets</b>		<b>2 903</b>	<b>4 081</b>	<b>5 164</b>	<b>583</b>	<b>3 414</b>	<b>5 164</b>	<b>1 751</b>	<b>33.9%</b>	<b>5 164</b>
Transport Assets		2 903	4 081	5 164	583	3 414	5 164	(1 751)	(0)	5 164
<b>Capital Grants and Donations</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>12 849</b>	<b>19 710</b>	<b>15 174</b>	<b>4 644</b>	<b>14 081</b>	<b>15 174</b>	<b>1 093</b>	<b>7.2%</b>	<b>15 174</b>

**COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:**

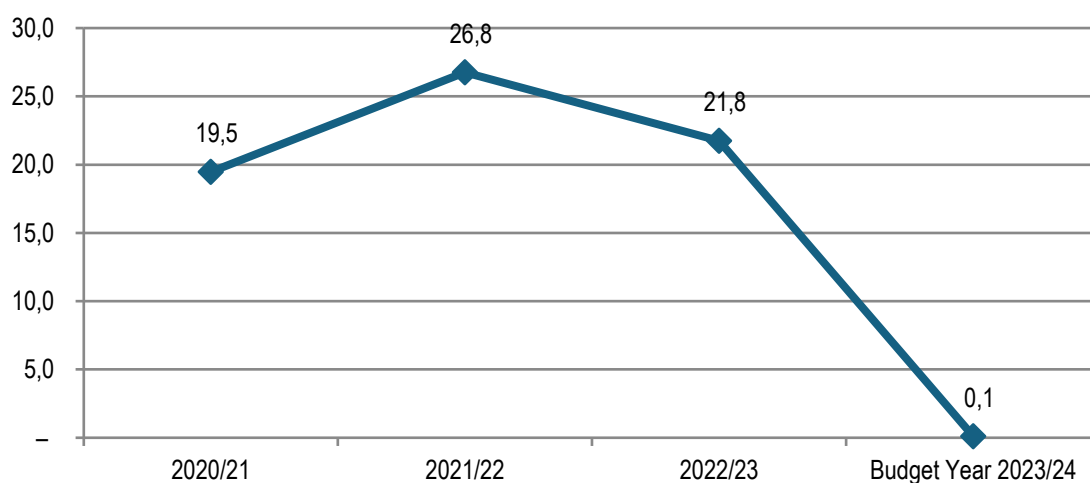
The municipality under spent on repairs and maintenance this due to cash flow constraints currently being experienced. Maintenance priority was given to service delivery oriented assets so as to ensure that service delivery is not compromised.

#### 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



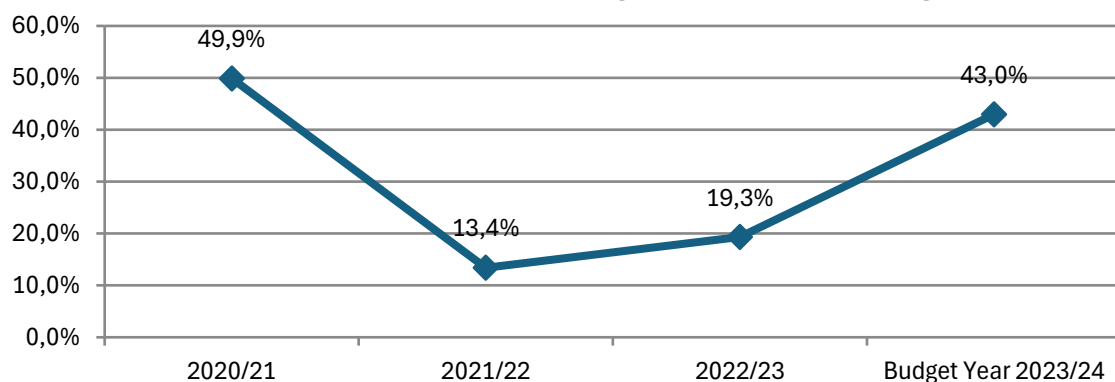
The above graph depicts the liquidity ratio of the Municipality of five Financial year. This ration measures whether the municipality has enough resources to meet its short term obligations. From thew grapg above we can see that municipalites liquidity position is declining.

## Cost Coverage



The cost coverage ratio of the municipality is declining over the years. This means that with out any cash injection the municipality would not even be able to operate for one month as the ratio is below on

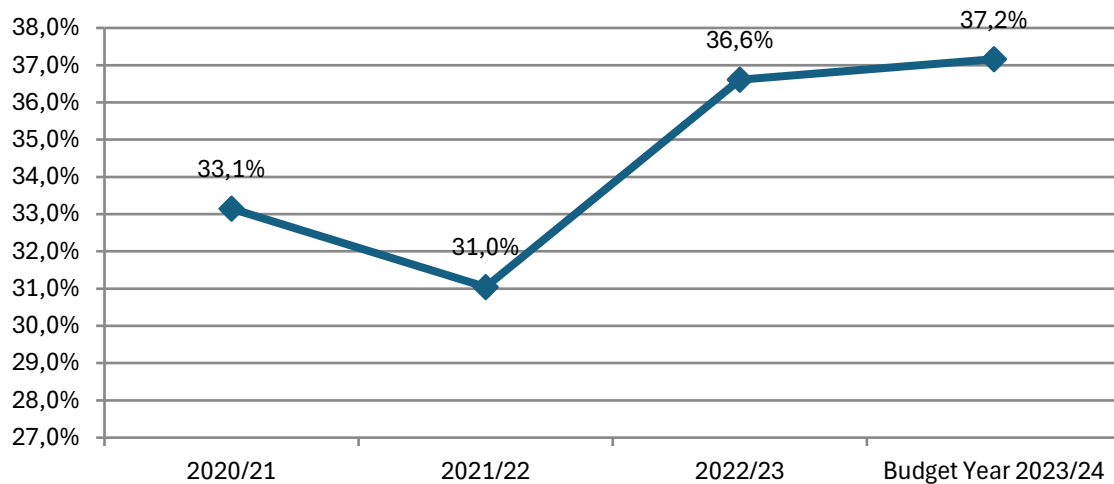
## Creditors System Efficiency



Above is a table that indicates the creditors payment period of the Municipality over 3 years. This creditors payment period ratio is a performance ratio, which means it

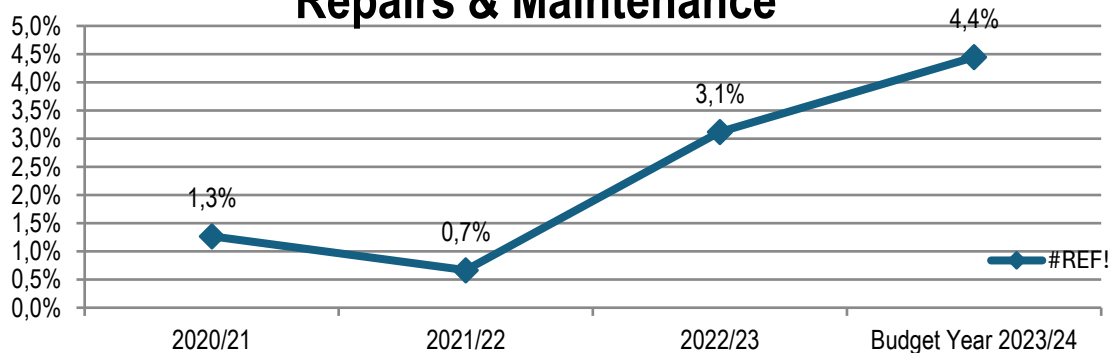
measures the efficiency of the municipality. The MFMA states that all invoices should be paid within 30 days of receipt of such invoices,

### Employee Costs



The Municipality's Employee related cost to Total expenditure is at 37.2% & is within the Norm

### Repairs & Maintenance



Due to cash flow challenges faced by the municipality, expenditure on Repairs and maintenance is at 4.4% throughout the years which is much lower than the norm of 8 %.

## 5.5 CAPITAL EXPENDITURE

Chapter 4 of the MFMA provides that municipal budget should be funded from realistic anticipated revenue, prior years funds not committed and borrowings (only for capital budget). Emakhazeni Local Municipality capital expenditure budget is thus funded through conditional and through internal funding. Water Services Infrastructure Grant and Municipal Infrastructure Grant, as Integrated National Electrification Programme as required by the MFMA and DoRA.

The municipality achieved a 100% spending level on the capital budget.

The municipality had various capital expenditure from different sources as outlined below:

Grant	Grant Allocation	Adjustment Budget	Allocation on Received	Spent	VAT	Total spent	%
<b>Capital</b>							
Integrated National Electrification Programme Grant	835 000,00	2 500 000,00	3 335 000,00	2 866 407,74	429 961,16	3 296 368,90	99 %
	19 950	- 1 405	18 545	23 931	2 419	18 545	10
Municipal Infrastructure Grant	950,00	000,00	950,00	852,25	036,96	950,00	0%
Water Services Infrastructure Grant	29 000 000,00		29 000 000,00	25 217 390,86	3 782 608,63	28 999 999,49	10 0%
		15 000	15 000	501	75	576	
Disaster Recovery Grant		000,00	000,00	199,08	179,86	378,94	4%
	<b>49 785 950,00</b>	<b>1 095 000,00</b>	<b>50 880 950,00</b>	<b>52 015 650,85</b>	<b>6 631 606,75</b>	<b>50 842 318,39</b>	<b>10 0%</b>

MP314 Emakhazeni - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 - June

Vote Description	Ref	Budget Year 2023/24								
		2022/23 Audited	Original	Adjusted	Monthly	YearTD actual	YearTD	YTD	YTD %	Full Year
<b>R thousands</b>	<b>1</b>									
<b>Capital Expenditure - Functional Classification</b>										
<b>Governance and administration</b>		2 850	4 425	2 505	1 729	2 307	2 505	(198)	-8%	2 505
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		2 850	4 425	2 505	1 729	2 307	2 505	(198)	-8%	2 505
Internal audit		-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>		123	1 300	500	-	-	500	(500)	-100%	500
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		123	-	-	-	-	-	-	-	-
Public safety		-	1 300	500	-	-	500	(500)	-100%	500
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		9 194	11 780	10 459	3 597	8 832	10 459	(1 628)	-16%	10 459
Planning and development		-	-	-	-	-	-	-	-	-
Road transport		9 194	11 780	10 459	3 597	8 832	10 459	(1 628)	-16%	10 459
Environmental protection		-	-	-	-	-	-	-	-	-
<b>Trading services</b>		38 074	40 586	39 967	8 504	37 816	39 967	(2 151)	-5%	39 967
Energy sources		12 870	3 735	835	2 121	2 840	835	2 005	240%	835
Water management		2 423	5 751	5 132	875	4 999	5 132	(133)	-3%	5 132
Waste water management		22 781	31 100	34 000	5 502	29 971	34 000	(4 030)	-12%	34 000
Waste management		-	-	-	7	7	-	7	#DIV/0!	-
<b>Other</b>		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Functional Classification</b>	<b>3</b>	<b>50 240</b>	<b>58 091</b>	<b>53 431</b>	<b>13 831</b>	<b>48 955</b>	<b>53 431</b>	<b>(4 476)</b>	<b>-8%</b>	<b>53 431</b>

<b>Funded by:</b>										
National Government		46 208	49 786	48 381	12 094	44 945	48 381	(3 435)	-7%	48 381
Provincial Government		-	-	-	-	-	-	-		-
District Municipality		-	-	-	-	-	-	-		-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies,		-	-	-	-	-	-	-		-
<b>Transfers recognised - capital</b>		<b>46 208</b>	<b>49 786</b>	<b>48 381</b>	<b>12 094</b>	<b>44 945</b>	<b>48 381</b>	<b>(3 435)</b>	<b>-7%</b>	<b>48 381</b>
<b>Borrowing</b>	6	-	-	-	-	-	-	-		-
<b>Internally generated funds</b>		<b>3 668</b>	<b>8 305</b>	<b>5 051</b>	<b>1 736</b>	<b>2 314</b>	<b>5 051</b>	<b>(2 736)</b>	<b>-54%</b>	<b>5 051</b>
<b>Total Capital Funding</b>		<b>49 876</b>	<b>58 091</b>	<b>53 431</b>	<b>13 831</b>	<b>47 260</b>	<b>53 431</b>	<b>(6 172)</b>	<b>-12%</b>	<b>53 431</b>

## 5.6 SOURCES OF FINANCE

	ORGB	Total Budget	Adjustment Budget	Total	Total Actual	Recon Total	vat	Total	Funding Source
104 households siyathuthuka		835 000,00		835 000,00	-	-	-	-	INEP 835 000,00
Electrification of Madala households			2 500 000,00	2 500 000,00	-	-	-	-	INEP 2 500 000,00
Upgrading of sewer outfall in Emthonjeni	2 900 135,00			2 900 135,00	47 458,66	47 458,66	7 118,80	54 577,46	MIG 2 845 557,54
Construction of Internal road (Thembisa	3 100 000,00	545 318,00		2 554 682,00	6 057,42	291 639,02	908,61	6 966,03	MIG 2 547 715,97
Sakhelwe Roads	2 500 000,00			2 500 000,00	-	-	-	-	MIG 2 500 000,00
Construction of a 500 Internal road ( Z	2 500 000,00			2 500 000,00	114 277,43	114 277,43	17 141,61	131 419,04	MIG 2 368 580,96
Construction of Mongwe ring road in Si	3 100 000,00	545 318,00		2 554 682,00	-	-	-	-	MIG 2 554 682,00
Repair and maintenance of Belfast WWTW	2 100 000,00	-		2 100 000,00	32 580,00	32 580,00	4 887,00	37 467,00	MIG 2 062 533,00
water supply rural areas	3 750 815,00	314 764,00		3 436 051,00	-	-	-	-	MIG 3 436 051,00
Upgrading of Madala Sewer Line	7 127 584,00	-		7 127 584,00	291 639,02	291 639,02	43 745,85	335 384,87	WSIG 6 792 199,13
Upgrading of Emgwenya Waste Water Treat	21 872 416,00			21 872 416,00	-	-	-	-	WSIG 21 872 416,00
Reconsruction of sewer pump		4 000 000,00		4 000 000,00	-	-	-	-	disaster 4 000 000,00
Reconstruction of Access bridge Emthonjeni		2 000 000,00		2 000 000,00	-	-	-	-	disaster 2 000 000,00
Reconstruction of Access bridge Enkokozweni		2 000 000,00		2 000 000,00	-	-	-	-	disaster 2 000 000,00
Replacement Of Dullstroom Water bulk linde		7 000 000,00		7 000 000,00	-	-	-	-	disaster 7 000 000,00
total		49 785 950,00	18 905 400,00	65 880 550,00	492 012,53	777 594,13	73 801,88	565 814,41	- 65 314 735,59

## 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

The following were the top five capital spending for the financial year 2022-23.

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 2023/2024		Variance: Current Year 2023/2024		Source s
	Original Budget	Actual Expen diture	Original Variance (%)	Adjust ment variance (%)	
Upgrading of sewer outfall in Emthonjeni	3 100 000.00	255249 8,393	18%	18%	MIG
Construction of Internal road (Thembisa street) at Emthonjeni in Ward 5	3 100 000.00	254982 3,689	18%	18%	MIG
Construction of Mongwe ring road in Siyathuthuka Ward 1	3 750 815.00	343605 0,995	8%	8%	MIG
water supply rural areas	7 127 584.00	115281 78,48	-62%	-62%	WSIG
Upgrading of Madala Sewer Line	21 872 416.00	174718 21	20%	0%	WSIG

**COMMENT ON CAPITAL PROJECTS:**

The municipality managed to spent 100% of the allocated Municipal Infrastructure Grant.

## 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS - OVERVIEW

Enhancing and expanding service delivery to previously disadvantaged communities remains a top priority for the municipality. Water and sanitation services have been extended to farming communities, as well as to the communities of Madala and Emthonjeni. Additionally, the municipality has improved water supply quality by reducing interruptions, especially in Waterval Boven. The financial boost from the Water Services Infrastructure Grant (WSIG) facilitated the refurbishment and upgrading of Water Treatment Works.

Summary Of Access To Basic Services							
Category	Total Households	Households with access as at 2022(provide numbers and %)		Progress to date on increasing the access (provide numbers and %)		Outstanding Backlog to date (numbers and %)	
		No	%	No	%	No	%
Water services	19 613	19 169	98%	19 441	99%	172	1%
Sanitation services	19 613	18 243	93%	18 243	93%	1 370	7%
Electricity services	19 613	18 466	94%	18 466	94%	1 090	6%
Waste removal services	19 613	9 844	67%	17 534	84.7%	331	2.2 %


## 5.9 CASHFLOW MANAGEMENT AND INVESTMENTS

A key strategic objective of Emakhazeni Local Municipality is to ensure efficient and effective cash flow management. Cash flow is vital to the municipality's success. Currently, the municipality faces challenges in collecting receivables. To address this, aggressive Revenue Enhancement measures have been implemented, leading to a significant improvement in the collection rate. While the municipality has not yet reached its desired level, substantial progress has been made.

## COMMENT ON CASH FLOW OUTCOMES:

Based on the draft cash flow presented above, it is evident that the municipality is operating under severe financial constraints

## 5.10 BORROWING AND INVESTMENTS

 Investment Register													
ACCOUNT DETAILS						YEAR TO DATE BALANCES						Reconciliation	
INVESTMENT NAME/ GRANT NAME	INSTITUTE	ACCOUNT NO	TYPE OF ACCOUNT	TYPE OF ACCOUNT	INTEREST RATE	OPENING BALANCE	TRANSFERS IN	INTEREST	TRANSFER OUT	BANK CHARGES	CLOSING BALANCE	GL Balance	Difference
PNB	PNB	62178430212	PNB	Call Account	0	R 1,000.04	R -		R -	R -	R 1,000.04	R 1,000.04	R -
PNB	PNB	62774591385	PNB	Call Account	0	R 1,000.21	R -			R -	R 1,000.21	R 1,000.21	R -
PNB	PNB	74720708666	PNB	Call Account	0	R 1,369.64	R -	R -	R -	R -	R 1,369.64	R 1,369.64	R -
PNB	PNB	74720711205	PNB	Call Account		R 4,058.28	R -	R -		R -	R 4,058.28	R 4,058.28	R -
PNB	PNB	74720709953	PNB	Call Account	0	R 700.00	R -			R -	R 700.00	R 700.00	R -
PNB	PNB	74720710702	PNB	Call Account	0	R 1,000.09	R -	R -	R -	R -	R 1,000.09	R 1,000.09	R -
PNB	PNB	62720719957	PNB	Call Account	0	R 1,000.02					R 1,000.02	R 1,000.02	R -
PNB	PNB	74763982095	PNB	Call Account	0	R 15,001,020.04					R 15,001,020.04	R 15,001,020.04	R -
PNB	PNB	62774589801	PNB	Call Account	0	R 1,000.02					R 1,000.02	R 1,000.02	R -
PNB	PNB	62076419508	PNB	Call Account	0	R 1,637.50					R 1,637.50	R 1,637.50	R -
PNB	PNB	62783746070	PNB	Call Account	0	R 0.00					R 0.00	R 0.00	R -
PNB	PNB	62855646926	PNB	Call Account	0	R 1,013.85					R 1,013.85	R 1,013.85	R -
PNB	PNB	62862609652	PNB	Call Account	0	R 1,035.27					R 1,035.27	R 1,035.27	R -
TOTALS:						R 15,015,834.94	R -	R -	R -	R -	R 15,015,834.94	R 15,015,834.94	R -

## COMMENT ON BORROWING AND INVESTMENTS:

The municipality had no short-term borrowing in the financial year under review.

## 5.11 PUBLIC PRIVATE PARTNERSHIPS

No Public Private Partnerships were entered into during this year.

## 5.12 SUPPLY CHAIN MANAGEMENT

The Preferential Procurement Regulations were amended and adopted by council effective 16 January 2023. The SCM Policy incorporating the abovementioned regulations, as well as all other relevant legislation, regulations and circulars and are annually reviewed with the budget process.

had been successfully registered as a state organ under the Construction Industry Development Board iTender, National Treasury's eTender, as well as the Central Supplier Database portal, and tenders are being advertised through the same system to this end. It be noted that full implementation of the procurement of goods and services from the CSD tax compliant service providers still remains a challenge, since the financial accounting system

(Munsoft) of the Municipality is not yet synchronized with the CSD portal, which propels the Municipality to verify and capture service providers' information manually each a procurement needs to be done.

A new standard on Infrastructure Procurement and Delivery Management had been introduced since National Treasury had issued a circular to that effect. It be noted that the Municipality had then developed and adopted Policy to that effect.

### **5.13 GRAP COMPLAINEE**

GRAP is the acronym for Generally Recognized Accounting Practice and it provides the rules by which municipalities are required to prepare their financial Statements. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The municipality is expected to fully comply with all GRAP standards.

### **5.14 MUNICIPAL STANDARD CHARTS OF ACCOUNTS**

In terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), the Minister of Finance acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014. mSCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organizational uniqueness and structural differences. The Regulation provides for a three year preparation and readiness window and all 278 municipalities must be compliant to the mSCOA classification framework by 1 July 2017.

The municipality is expected to fully comply with all mSCOA requirements when compiling the Annual Financial Statements.

## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

It is the responsibility of Management to ensure that Annual Financial Statements of Emakhazeni Local Municipality fairly present financial position of the municipality. The presented Annual Financial Statements consist of the following:

1. Statement of Financial Position
2. Statements of Financial Performance
3. Statements of Changes in Net Assets
4. Cash Flow Statements
5. Statements of Comparison of Budget and Actual Amounts
6. Accounting policies
7. Notes to the Financial Statements.

The submission of the above Annual Financial Statements is in compliance with section 126 of Municipal Financial Management Act, Act No 56 of 2003.

### COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2022/23

#### COMMENTS ON AUDITOR-GENERAL'S OPINION 2023/24

The municipality has received an Adverse Audit Opinion, and we have already developed an action plan to deal with all the issues raised by the office of the Auditor General,. The municipality has established the clean audit committee to monitor the implementing of the action plan.

Signed (Chief financial Officer)..... Dated.....

# **APPENDIX A: COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE**

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
Cllr SL Ndinisa	FT	Speaker of Council	PR – ANC	87,5	12.5
Cllr NA Mashele	FT	Executive Mayor	PR – ANC	100	0
Cllr SS Mthimunya	FT	Member: Mayoral Committee	Ward – ANC	87.5	12.5
Cllr NB Nkosi	FT	Member: Mayoral Committee	Ward – ANC	87.5	12.5
Cllr JM Mabila	FT	Member: Mayoral Committee	Ward – ANC	93.75	6.25
Cllr SP Mthimunya	PT	Whip of Council, Member: Rules and Ethic Committee	Ward – ANC	87,5	12,5
Cllr DM Mahlangu	PT	Chairperson: MPAC	Ward – ANC	87.5	12.5
Cllr AT Lukhele	PT	Member: MPAC	Ward – ANC	93.75	6.25
Cllr DM Hepburn	PT	Member: MPAC	PR – DA	100	0
Cllr SS Ndimande	PT	Member: Finance, Internal Audit & Risk Section 80	Ward – ANC	81.75	18.25
Cllr DJ Van Rensburg	PT	Member: Finance, Internal Audit & Risk Section 80	PR – DA	87,5	12,5
Cllr SC Nkosi	PT	Member: Technical & Community Services Section 80	Ward – ANC	93.75	6.25
Cllr ZE Mthimunya	PT	Member: Technical & Community Services Section 80	PR – EFF	81.75	18.25
Cllr SI Skhosana	PT	Member: Corporate Services Section 80 Member: Rules and Ethics Committee	PR – EFF	68,75	31,25
Cllr FN Nhlapho	PT	Member: Corporate Services Section 80	PR – EFF	68,75	31,25

## APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral Committee/Executive Committee) and purposes of Committees	
Municipal Committees	Purpose of Committee
Section 80 Committees	To consider reports from administration and make recommendations to the Mayoral Committee/Executive Mayor
Municipal Public Accounts Committee	To consider reports on financial transgressions such as UIFWs including other matters referred to it and make recommendations to council.
Rules and Ethics Committee	To investigate and report to Council any suspected breaches of Code of Conduct by Councillors
Other section 79 Committees	To play an oversight role on the implementation of Council resolutions and make recommendations to Council.

## APPENDIX C : THIRD TIER ADMINISTRATIVE STRUCTURE AS AT 30 JUNE 2023

Third Tier Structure		
Directorate	Title	Name
Office of the Municipal Manager	Municipal Manager	Mr JW Shabangu
	Manager Public Participation	Mr J Mosotho
	Manager ICT	Mr GG Madonsela
	Chief of Staff	Mr TI Skosana
	Chief Audit Executive	Mr. S Maunye
	Risk Management Officer	Ms N Mokwana
Corporate Services Department	Senior Manager Corporate Services	Mrs DS Malope
	Manager Legal Services & Labour Relations	Mr NW Mkhonto
	Manager: Council Administrative Support & Communication	Mr. M.J. Sibanyoni
	Manager: Human Resources Management & Development	Mrs. S. Matsane
Financial Services Department	Chief Financial Officer	Mr. AM Tshesane
	Manager: Budget and Financial Reporting	Ms. LS Mlotshwa
	Manager: Expenditure	Ms B Mtshweni
	Manager: Income	Mr NS Mbethe
	Manager: Supply Chain Management	Mr JP Madiope
	Manager: Assets	Ms M Kanyane
Community Development Service	Senior Manager Community Development Services	Mr SC Nkosi
	Manager Traffic Services and Public Safety	Mr VSH Mnisi
	Manager Waste, Environmental Management & Social Development	Mr A Nefale
Technical Services Department	Senior Manager: Technical Services	Mr M.E Malungana
	Manager PMU	Ms MA Mathebe
	Manager: Water & Sanitation	Ms ED Kekana
	Manager: Roads & Stormwater ( Acting)	Mr M Sibande

	Manager Electrical Services & Workshop	Vacant
	Manager LED & IDP	Mr TLO Sindane

## APPENDIX D : FUNCTIONS OF THE MUNICIPALITY

Municipal Functions	
Constitution Schedule 4, Part B functions:	Applicable
Air pollution	Yes
Building regulations	Yes
Childcare facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Beaches and amusement facilities	No
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes

<b>Municipal Functions</b>	
Pounds	Yes
Public places	Yes
Waste removal, waste dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

## **APPENDIX E –SERVICE PROVIDER PERFORMANCE SCHEDULE**

This section serves to evaluate the Service Provider's performance in respect of provisions of the contract and the product that the Service Provider delivered for all aspects of the project scope. The Evaluation criteria are based on a scale of 1-5 and each of aspects measured relate to the successful completion of the project. The evaluation score guide on the performance of the service providers is as follows:

5	<b>Excellent</b>	Performance far exceeds the standard expected of a service provider at this level. The review/assessment indicates that the Service Provider has achieved above fully effective results against all performance criteria and indicators as specified in the contract and scope of work and maintained this in all areas of responsibility throughout the term of contract.
4	<b>Good</b>	Performance is significantly higher than the standard expected in the job. The review/assessment indicates that the Service Provider has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the term of contract.
3	<b>Average</b>	Performance fully meets the standards expected in all areas of the job. The review/assessment indicates that the Service Provider has fully achieved effective results against all significant performance criteria and indicators as specified in the contract and scope of work.
2	<b>Below Average</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Service Provider has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the contract and scope of work.
1	<b>Unacceptable</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that the Service Provider has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the contract and scope of work. The Service Provider has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
CORPORATE SERVICES DEPARTMENT							
1	ELM 20/11/10	Re-Advert: Appointmen t of a Panel of 8 Practitioner s to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required	BV Mbungela	Tendered rates	27-Aug-21	36 Months	4
2	ELM 20/11/10	Re-Advert: Appointmen t of a Panel of 8 Practitioner s to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required	Mohlala Attorney	Tendered rates	27-Aug-21	36 Months	4
3	ELM 20/11/10	Re-Advert: Appointmen t of a Panel of 8 Practitioner s to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required	KT Mokoena Attorney	Tendered rates	27-Aug-21	36 Months	4
4	ELM 20/11/10	Re-Advert: Appointmen t of a Panel of 8 Practitioner s to provide	MB Mabunda Inc	Tendered rates	27-Aug-21	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
		Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required					
5	ELM 20/11/10	Re-Advert: Appointment of a Panel of 8 Practitioners to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required	Mmakola Matsimela Attorney Inc	Tendered rates	27-Aug-21	36 Months	4
6	ELM 20/11/10	Re-Advert: Appointment of a Panel of 8 Practitioners to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required	AMMM Inc Attorney	Tendered rates	27-Aug-21	36 Months	4
7	ELM 20/11/10	Re-Advert: Appointment of a Panel of 8 Practitioners to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required.	Raphela Attorney Inc	Tendered rates	27-Aug-21	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
8	ELM 20/11/10	Re-Advert: Appointmen t of a Panel of 8 Practitioner s to provide Legal Services for Emakhazeni Local Municipality for a period of 36 months as and when required.	Nkgadima Associates	Tendered rates	27-Aug-21	36 Months	4
1 0	ELM 22/07/02	Appointmen t of a Service Provider for the Supply and Delivery of Personal Protective Clothing for a period of 36 months for Emakhazeni Local Municipality	Times Ten Trading	Tendered rates	29-Nov-21	36 Months	4
11	ELM 23/12/01	Appointmen t of a service provider for the supply and delivery of traffic, fire and rescue and by-law enforcemen t uniform for a period of 36 months	Times Ten Trading	Tendered rates	24-Feb-23	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
1 2	ELM: 22/11/04	appointment of a service provider for the supply, delivery, and maintenance lease of photocopying machines for the period of 36 months for Emakhazeni Local Municipality.	Trenditrade (Pty) Ltd T/A Nashua	Tendered rates	13-Jan-23	36 Months	4
1 3	ELM21/03/17	Appointment of a service provider to provide an ePMS and eRisk support and fully automated performance management and risk system for a period of 3 years.	Innovation Government Software Solutions	Tendered rates	17-Jun-21	36 Months	4
<b>TECHNICAL SERVICES DEPARTMENT</b>							
1	ELM 23-24/07/01	Panel of service providers for the supply and delivery of water and wastewater treatment chemicals for a period of three (3) years as and when required	Clean Water Tech	Tendered rates	01-Mar-24	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
2	ELM 23- 24/07/01	Panel of service providers for the supply and delivery of water and wastewater treatment chemicals for a period of three (3) years as and when required	Ndulamiso Aqua Solutions	Tendered rates	01-Mar-24	36 Months	4
3	ELM 20/08/05	Appointmen t of a panel for the supply, repairs and maintenanc e of pumps, motors and motor rewind and mechanical refurbishme nt for Emakhazeni Local Municipality for a period of 36 months as and when required	Xono Civils – MQME JV	Tendered rates	15-Jul-21	36 months	4
4	ELM 20/08/05	Appointmen t of a panel for the supply, repairs and maintenanc e of pumps, motors and motor rewind and mechanical refurbishme nt for Emakhazeni Local Municipality for a period of 36 months as and when required	N & C Maintenance and Spares (Pty) Ltd	Tendered rates	15-Jul-21	36 months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointment Amount	Appointment Date	Duration of contract	Rating of performance
7	ELM: 23/07/04	Supply, delivery and off-loading of road and storm water material as and when required for 24 months	Jusben Engineering Services CC	Tendered rates	24-Nov-22	24 Months	4
8	ELM 22/06/01 – MADALA SEWER	<b>Contractor:</b> Upgrading of madala sewer mainline	Mahlangumgabadeni Trading Enterprise	R18 232 392,74	31-Oct-22	8 Months	4
9	ELM 21/03/20	<b>Consulting Engineer:</b> Upgrading of madala sewer mainline.	Sky High Consulting Engineers	R2 446 219,10	09-May-22	12 Months / Until Completion	4
10	ELM 23/06/10	SOURCING OF A TURNKEY CONTRACTOR (ENGINEER, PROCURE AND CONSTRUCT)	Kufanikiwa BAV Durosha JV	R10 109 363,96	28-Aug-23	10 months	4
12	ELM: 23/04/02	Renovations, Maintenance and Management of Municipal Flats in Emgwenya, Entokozweni and Emthonjeni for a period of 60 months	Emakhazeni Housing Management Company	Tendered Rates	15-Nov-23	60 months	4
13	ELM 23-24/01/04	<b>Consulting Engineer:</b> Construction and Refurbishment of Sakhelwe Community Stadium	Zenkcon Engineers	R1 670 856,20	30-Apr-24	8 Months / Until Completion	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
1 4	ELM 23/05/10- MADALA ELECTRIFICA TION	<b>Consulting Engineer:</b> Electrificatio n of houses in Madala Township	Jusben Consulting Engineers	R296 750	19-Apr-24	2 Months / Until Completi on	4
1 5	ELM 23/05/10- DULLSTROO M BULK LINE	<b>Consulting Engineer:</b> Replaceme nt of Dullstroom raw water bulk line	Civilchem Engineering Services	R850 269,00	19-Apr-24	5 Months / Until Completi on	4
1 6	ELM 23/05/10- EMTHONJENI BRIDGE	<b>Consulting Engineer:</b> Reconstruct ion of Emthonjeni access bridges	Kumelcon Pty Ltd	R438 329,40	19-Apr-24	5 Months / Until Completi on	4
1 7	ELM 23/05/10- ENTOKOZWE NI BRIDGE	<b>Consulting Engineer:</b> Reconstruct ion of Entokozwen i access bridges	Adept Pro	R431 600,00	19-Apr-24	5 Months / Until Completi on	4
1 8	ELM 23/05/10- EMTHONJENI SEWER	<b>Consulting Engineer:</b> Refurbishm ent of Entokozwen i sewer pump station	Tshashu Consulting & Project Managers	R769 120,00	19-Apr-24	5 Months / Until Completi on	4
1 9	ELM 23/05/10- OUTFALL	<b>Consulting Engineer:</b> Upgrading of sewer outfall in Emthonjeni	LPS Consulting	R428 950,00	12-Sep-23	9 Months / Until Completi on	4
<b>FINANCIAL SERVICES DEPARTMENT</b>							
1	ELM 20/12/12	Provision of data manageme nt solutions and data verification system for a period of 3 years	CrossCheck Information Bureau	Tendered rates	20-Apr-21	33 Months	4
2	ELM18/04/01	Compilation of a general valuation roll and subsequentl y	DDP Valuers	Tendered rates	12-Jul-18	60 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
		supplement ary valuation roll as well as other related services for the period 01 July 2019 - June 2024					
3	ELM20/07/01	Electricity manageme nt prepayment and vending solution for the period of three years	Conlog (Pty) Ltd	Tendered rates	04-Sep-20	36 Months	4
4	ELM 22/10/01	Provision of a Commercial Banking Services for a period of Five (05) Years	First National Bank	Tendered rates	01-Apr-22	60 Months	4
5	ELM 22/11/10	Supply and delivery of cleaning material for Emakhazeni Local Municipality.	Optimum Connect (Pty) Ltd	Tendered rates	24-Oct-22	36 Months	4
6	ELM: 23/10/01	Short-term insurance broker for a period of thirty-six months	Kunene Makopo Risk Solutions	Tendered rates	22-Dec-22	36 Months	4
7	ELM: 22/12/03	Panel of two (2) service providers to render travel manageme nt services in respect of air travel, car hire and accommoda tion for Emakhazeni Local	Lets Cruise Travel	Tendered rates	22-Feb-23	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
		Municipality for a period of (3) years as and when required.					
8	ELM 23/03/02	Appointmen t of a service provider to update and maintain GRAP compliant fixed assets register and the provision of an asset manageme nt system for a period of three (3) financial years	Ducharme Consulting (Pty) Ltd	Tendered rates	15-May-23	36 Months	4
9	ELM 22/06/02	Appointmen t of a service provider for VAT recovery/rev iew for a period of 36 months	Maximum Profit Recovery	Tendered rates	19-May-23	36 Months	4
10	ELM: 23/03/01	Appointmen t of an auctioneer for the auction of municipal assets for a period of 3 years	Five Star Trading Enterprise T/A Auction 24	Tendered rates	19-May-23	36 Months	4
11	ELM 23- 24/12/12	Appointmen t of service provider for the compilation of GRAP compliant annual financial statements of 2023/24 financial year, including	Ducharme Consulting (Pty) Ltd	Tendered rates	12-Mar-24	9 months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointmen t Amount	Appointm ent Date	Duratio n of contract	Rating of performan ce
		audit support					
<b>MM DEPARTMENT</b>							
1	ELM 20/08/04	Supply, Installation, Upgrade and Routine Maintenanc e of information and Communica tion Technology Infrastructur e for the Emakhazeni Local Municipality for a period of 36 months	Matupunuka ICT (PTY)LTD	Tendered rates	18-Dec-20	36 Months	4
2	ELM21/03/17	Appointmen t of a service provider to provide an ePMS and eRisk support and fully automated performanc e managemen t and risk system for a period of 3 years.	Innovation Government Software Solutions	Tendered rates	17-Jun-21	36 Months	4
<b>COMMUNITY SERVICES DEPARTMENT</b>							
1	ELM 22/08/02	Supply, installation and maintenanc e of a static red light, speed violation and back- office processing services for a period of thirty-six months	Syntell (Pty) Ltd	Tendered rates	24-Oct-22	36 Months	4

N o	Contract Number	Brief description of the goods or services	Name of the appointed service provider	Appointment Amount	Appointment Date	Duration of contract	Rating of performance
2	ELM: 23/06/02	Appointment of a service provider for the provision of security services for Emakhazeni Local Municipality for a period of 36 months	Phepha MV Security	Tendered rates	30-Jun-23	36 Months	4

#### APPENDIX F –DISCLOSURE OF FINANCIAL INTEREST (01 JULY 2023-30 JUNE 2024)

Name Of Councillor	Designation	Name/Type Of Business, Work/Property/Business Interest	Shares/Value/ Amount
N.A Mashele	Executive Mayor	• N/A	• N/A
S.L Ndinisa	Speaker	• N/A	• N/A
S.S Mthimunya	MMC Finance and Economic Affairs	• Residential house, Sakhelwe	• R500 000.00
J.M Mabila	MMC: Infrastructure, Planning and Social Development	• Kwanele Consortium • Stand 206 Zimu Street, Siyathuthuka	• 7.7020 Shares
N.B Nkosi	MMC: Corporate Services	• House 1968 Entokozweni	•
S.P Mthimunya	Chief Whip	• Striving to Satisfy trading & Projects	• 100% shares
D.M Mahlangu	Councillor	• AMROB Continental (PTY) Ltd (Waste management Company) • Stand No. 870, Siyathuthuka	• 50% shares • R27 000.00
A.T Lukhele	Councillor	• Nhlamulo yaboMhlanti Logistics & Projects • Stand no. 2868 Entokozweni, Siyathuthuka	• R0.00 • R210 000.00
S.S Ndimande	Councillor	• Machoka Maile Pty Ltd	• R0.00
S.C Mmola	Councillor	• Scorpex 96	• R0.00

Z.E Mthimunya	Councillor	• N/A	• N/A
F.N Nhlapho	Councillor	• N/A	• N/A
S.I Skosana	Councillor	• N/A	• N/A
D.M Hepburn	Councillor	• N/A	• R0.00
D Janse Van Rensburg	Councillor	• N/A	• R0.00

## APPENDIX G –SERVICE CONNECTION BACKLOGS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
<b>Schools (NAMES, LOCATIONS)</b>				
Khayalami Secondary School (Siyathuthuka)	✓	✓	✓	✓
Belfast Academy (Emakhazeni)	✓	✓	✓	✓
Siyifunile Secondary School(Dullstroom)	✓	✓	✓	✓
Imemeza Secondary School (Emgwenya)	✓	✓	✓	✓
Sikhulile Secondary School (Entokozweni)	✓	✓	✓	✓
Mórelig Secondary School(Wondefontein)	x	x	x	X
Poolzee* Secondary School(Stoffberg) relocated to the new boarding school	x	x	x	X
Tonteldoos* Secondary School(Tonteldoos)	x	x	x	X
Klipspruit* Secondary School(Badfontein)	x	x	x	X
Ukhwezi Primary School – Siyathuthuka	✓	✓	✓	✓
Belfast H.P – Siyathuthuka	✓	✓	✓	✓
Mpilonhle Primary School– Sakhelwe	✓	✓	✓	✓
Ebhudlweni Primary School – Emgwenya	✓	✓	✓	✓
Dumezizweni Primary School– Emthonjeni	✓	✓	✓	✓
Laerskool Machado Primary School - Entokozweni	✓	✓	✓	✓
Laerskool Oosterlijn - Emgwenya	✓	✓	✓	✓
Platorand – School for Learners with Special needs - Emakhazeni	✓	✓	✓	✓
Chuzon – Private School - Entokozweni	✓	✓	✓	✓
Emakhazeni Private School - Emakhazeni	✓	✓	✓	✓
Bitchcroft Private School - Dullstroom	✓	✓	✓	✓
Dullstroom Private School - Dullstroom	✓	✓	✓	✓
FET – Nkangala Campus - Emgwenya	✓	✓	✓	✓

Emakhazeni Boarding School - Entokozweni	✓	✓	✓	✓
<b>Clinics (NAMES, LOCATIONS)</b>				
Belfast Gate Clinic	✓	✓	✓	✓
Siyathuhuka Clinic	✓	✓	✓	✓
Sakhelwe Clinic	✓	✓	✓	✓
Wonderfontein Clinic	✓	✓	✓	✓
Emthonjeni Clinic	✓	✓	✓	✓
Machadodorp Clinic	✓	✓	✓	✓
Boven Gate Clinic	✓	✓	✓	✓

#### APPENDIX H –SERVICE BACKLOGS EXPERIENCED BY COMMUNITY MEMBERS WHERE ANOTHER SPHERE OF GOVERNEMENT IS RESPONSIBLE FOR SERVICE PROVISION

Services and Locations	Scale of backlogs	Impact of backlogs
<b>Clinics:</b>	Ward 1,2,4,5,6 and 8 requested clinics	People travel long distances to access health care
<b>Housing:</b>	Ward 1,2,3,4,5,6,7 and 8 requested RDP's	Increasing waiting list and demand for land
<b>Reservoirs</b>	Service provided by the municipality	N/A
<b>Schools (Primary and High):</b>	Request for primary and High School in Ward 1, 2,3,5, 6,and 8	

#### APPENDIX I –RECOMMENDATIONS OF THE AUDIT COMMITTEE

Discussion Item	Observation	Implication	Recommendation
Finance	Audit Action Plan	Negative audit opinion	APC requested CFO to submit the draft AFS to the audit committee to allow for comments and inputs that would be incorporated in the final AFS.
	Revenue Reports		Management should make sure that the Audit Action Plan is submitted to the Committee for monitoring.
	Supply Chain Management Reports		Management should conclude the data cleansing exercise to reduce the debtor's book of the municipality and embark on robust collection strategy.
	Procurement plan		Management should honor the Eskom account to qualify for debt relief.
	Implementation of Procurement Plan		Management should make sure that the approved procurement plan is implemented as approved.

Discussion Item	Observation	Implication	Recommendation
Finance	<p>Debtor's books</p> <p>Budget Reports</p> <p>Insurance Report</p>		<p>Management should make sure that only budgeted projects are included in the procurement plan.</p> <p>APC recommended that contacts be evaluated so that when they are extended, there can be reasons if it was because of good performance or something else.</p> <p>APC recommended that the report should include grants anticipated to be received during the quarter to allow members to compare actual and budgeted when received.</p> <p>APC recommended that a summary of last year's insurance reports that indicates the status and how the claims were closed be provided.</p> <p>APC Chairperson advised management to focus on the debtor's book and the revenue collection.</p> <p>APC recommended that the Municipality meet with Munsoft to resolve the issues of the system before end of the month of November 2023 to ensure that the reports issued in the next quarter are creditable and reliable.</p> <p>APC recommended that during briefing sessions management should take the service providers though on how to complete the mbd forms to try and reduce the number of the re-adverts, due to non-filling correct the mbd forms.</p> <p>That the report should have a detailed progress on all prior year UIF&amp;W APC recommended that during briefing sessions management should take the service providers though on how to complete the mbd forms to try and reduce the number of the re-adverts, due to non-filling correct the mbd forms.</p> <p>That the report should have a detailed progress on all prior year UIF&amp;W That management should engage with service providers for payment</p>

Discussion Item	Observation	Implication	Recommendation
			<p>arrangement to avoid interests being charged.</p> <p>APC recommended that the revenue enhancement strategy report should be submitted to the APC for comments and inputs.</p> <p>That interest charged on outstanding debt should be included on the report</p> <p>APC indicated that management should prioritized quick wins</p> <p>That management should deal with root cause to address the findings properly</p>
ICT	Aging of ICT infrastructure	Affect business continuity	<p>Management should consider addressing the server room issue, as it is a risk.</p> <p>Management should fast-track the issue of Disaster Recovery Plan.</p> <p>APC recommended that Management should check the new legislations that should be aligned with ICT processes</p> <p>That ICT steering committee be regularly convened, and the report should be included.</p>
Internal Audit	Internal Audit Reports		<p>The Committee resolved that Internal Audit should perform an audit of risk management system to verify if the information submitted on the system is accurate and reliable.</p> <p>APC recommended that an in-committee meeting be held between CAE and NDM CAE and APC members.</p>
Risk Management	Risk Management Reports		<p>Management should make sure that the implement all the risk mitigation strategies to address all the risks identified.</p>

Discussion Item	Observation	Implication	Recommendation
Corporate Services	Vacancy rate	It will affect the functioning of the municipality and service delivery	Management should ensure that all the critical positions are filled.
Technical Services	Water and Electricity Losses	Inaccurate financial reporting on the financial statements	<p>APC recommended that management should check the AG report for any findings related to electricity and water losses</p> <p>That the report should include cable theft and vandalizing in the network if there's money spent also it should be stated.</p> <p>APC recommended the report should include comparatives in the water loss report from quarter to quarter to see if there were improvements.</p>
AFS Preparation Plan			<p>APC advised management to circulate progress reports on the implementation of the AFS Preparation Plan to the committee members by Mid-July and Mid-August to track the progress.</p> <p>APC recommended that management should circulate the 1<sup>st</sup> draft of AFS to the members for review.</p>

## VOLUME II: ANNUAL FINANCIAL STATEMENTS

DRAFT ANNUAL REPORT