

PHOKWANE MUNICIPALITY



DRAFT ANNUAL REPORT 2024/2025

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CHAPTER 1

MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

Vision

Phokwane Local Municipality will be a developmental municipality in the creation and maintenance of sustainable human settlement that results in social and economic development for all our citizens.

Mission

To strive within given resources towards efficient, effective and sustainable measures to reduce poverty and stimulates local economic growth.



COMPONENT A: MAYOR'S FOREWORD

Introduction

We are obligated to prepare an annual report. The main objective is to reflect on the performance of the municipality for each financial year. This report is prepared in terms of the provisions of section 121(1) of the Municipal Finance Management Act as well as section 46(1) of the Municipal Systems Act of 2000.

The content of this report confirms why Phokwane Municipality has, through this financial year, endeavored to have sound management in finance, good cooperative governance, provide strategic direction, capacitate and encourage skills competencies. Achieving these issues will significantly assist the municipality to earn a rightful place amongst the most progressive municipalities in the country. The Integrated Development Plan (IDP), which is in its fourth year, is a proof of a mandate that our communities gave to the municipality to improve the quality of their lives. This is coupled by the fact that the municipality reviews the IDP every year, with consultation from the community.

Preview of the 2024/25 financial period

The 2024/25 financial year has been a year of rebuilding our municipality and improve its image, so that its citizens can once again be proud to be residents of the Phokwane Local Municipality. To achieve this process, we have to be visionary, hardworking and committed from both political and administration, and work collectively as Council.

This annual report, which also outlines the implementation and achievement of these objectives conform to the various pieces of legislation such as section 46 of the Local Government: Municipal Systems Act No.32 of 2000 and sections 121 and 127(2) of the Local Government: Municipal Finance Management Act No.56 of 2003. The Municipality progressed significantly in achieving objectives with regard to the five key performance areas applicable to local government and which are outlined in this Annual Report, namely:

1. Basic Service delivery and infrastructure development
2. Municipal transformation and development
3. Local Economic Development
4. Municipal Financial viability and management
5. Good Governance and Public Participation

This Annual Report outlines in detail the projects that were implemented in the current financial year and key service delivery related assets that were purchased in the same year. The municipality's priority is to procure service delivery related assets. Some of the projects undertaken during the current year relates to:

- Pampierstad Asbestos Water Reticulation Phase 5
- New Pumpstation and Related Bulk Sewer out fall lines (MIS 1504) – Masakeng
- Emergency upgrades of the Pump station in Jan kempdorp and Bulk Mainline Phase 1.
- Hartswater: Bonita Park upgrading of taxi route (MIG 1632)
- Resealing of Mangope Road in Pampierstad
- Electrification of Donkorhoek & Plakkerskamp
- Electricity Meters

Appointment of senior management

Municipal Manager, CFO and Director: Technical Services were appointed. This was such an improvement from the municipality because these appointments brought stability on the administrative side. The post of Director: Corporate Services and Director: Community Services are still vacant but they will be filled before the end of the financial year.

Challenges

Due to vacancies of senior managers for a very long time, led to backlog on service delivery, which at least by the end of the financial year, some of the challenges were addressed.

Audit Outcome

Phokwane Local Municipality received a Qualified audit opinion, which was issued by the Office of the Auditor General for the 2024/25 financial year. This was achieved through various means such as active participation by MPAC and other council committees, which took an active role in assisting Council in its oversight role over the administration and continue to play a critical role in ensuring that Council achieve its objective. We have also developed an Audit Action Plan whose objective was to address all shortfalls identified in the Auditor-General's reports.

Conclusion

We will continue to work closely with our communities so that they know exactly what is happening within Council. This will also provide us with an opportunity to understand their daily challenges and be in a position to take remedial action to overcome these challenges on time.

(Signed by :)

Willem Harmse

Mayor of Phokwane Municipality

Component B: Executive Summary

1.1 Municipal Manager's Overview

Introduction

I take this opportunity to present to you, the annual report for the financial year 2024/25. This report is an account of progress with regards to the service delivery mandates as indicated on the municipal Integrated Development Plan. We therefore have the fiduciary duty to be responsible and accountable to our communities on the mandate they gave us and conferred on us by the constitution. In light of that, the annual report presents an honest and our objective view of the municipality's performance during the year under review.



Submission of the annual financial statements (AFS) and audit outcome

The municipality managed to submit Annual Financial Statements (AFS) in time during the year under review.

Financial management activities

The municipality had challenges in collecting revenue due to water and electricity losses, and ended up collecting at 63%. In terms of the audit performance, the municipality received a Qualified audit outcome, same as the previous financial year.

Service delivery activities

Projects that were planned for the financial year under review were managed to be implemented and others were implemented 100%. The municipality is still encountering a problem with ageing infrastructure that led to more spending on maintenance.

Challenges

The municipality continues to experience a number of challenges. Some of these challenges have a potential to negatively affect service delivery. The following are some of the key challenges experienced during the current year;

(a) Bulky purchases

Two of the municipality's biggest residential areas (Valspan and Pampiertad) get their electricity directly from Eskom. This means that the municipality may not be able to, inter alia, implement some of the credit control mechanisms such as disconnecting electricity of defaulting consumers. This is negatively affecting the municipality's ability to collect the much-needed revenue.

(b) Payments to Water Boards and ESKOM

Due to some of the challenges noted above, the municipality has had challenges regarding keeping the electricity and water accounts up to date. At least towards the end of the financial year, the municipality managed to pay the current account of Eskom on a monthly basis.

Conclusion

Despite the challenges that Phokwane Local Municipality encountered, we continue ensuring that we strive within given resources towards efficient, effective and sustainable measures to reduce poverty and stimulates local economic growth.

I thank you.

Zithulele Nikani
Municipal Manager

1.2 Municipal Functions, Population and Environmental Overview

Phokwane Local Municipality is made up of four built up areas, i.e Hartswater, Jan Kempdorp, Ganspan, Pampierstad and the surrounding farming areas. This municipality is rural in nature with large scale of agriculture commercialized farming.

The population size is about 80 481 people, with the following gender composition 38 403 males and 42 079 females. The unemployment rate in the area is very high, it is estimated to be 43% while agriculture and government sector are the main employers in the local economy.

The labour force is relatively unskilled and poorly educated, 21% of them have grade 12 or higher education, while 32% have no schooling at all. In total 67% of the population have some form of schooling and can be regarded as literate.

Phokwane Local Municipality is second biggest local municipality in the Frances Baard District Municipality. It is an executive type of a municipality, where the Executive Committee is chaired by the Mayor who is a Member of that committee. In this arrangement the executive powers are vested in the committee.

The head office of the municipality is in Hartswater, where Council, Committees, and Senior Managers operate from. The Council Chambers and Senior staff offices are situated.

1.3 Service Delivery Overview

Since inception in 2000, Phokwane local Municipality has been able to provide the following services to the communities;

- Water
- Electricity
- Sanitation
- Roads
- Storm water
- Cemeteries
- Sports and recreational facilities
- Environmental management
- Libraries
- Solid waste
- Traffic services
- Land use

Some of these services are provided at a higher level and some at an RDP standard. On the other hand, some of these services are provided to communities on a daily basis and some as once off service. However, the details on service delivery will be reported under performance highlights.

1.4 Financial Health Overview

The financial administration of the municipality is under a lot of strain due to debt owed to creditors like Vaal Central, Vaalharts and Eskom. This led to cash flow problem. This enabled monthly and quarterly reporting to management, Council and external stakeholders whilst ensuring that information reported is accurate

and valid. The assurance of the completeness of information is an area that presents a challenge which require some level of improvement.

The table below depicts the financial performance of the municipality for the 2024/25 financial year, which clearly illustrate that the municipality failed in terms of collecting revenue.

The municipality budgeted R537 976 million and managed to collect R478 697 million which is R59 280 million less or 11%.

NC094 Phokwane - Table C1 Monthly Budget Statement Summary - M12 - June									
Description	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	39,416	49,924	–	2,969	40,854	49,924	(9,070)	-18%	49,924
Service charges	174,677	263,340	–	16,808	225,030	263,340	(38,309)	-15%	263,340
Investment revenue	653	3,489	–	–	–	3,489	(3,489)	-100%	3,489
Transfers and subsidies - Operational	139,510	146,491	–	–	114,438	146,491	(32,053)	-22%	146,491
Other own revenue	89,837	74,733	–	8,229	98,374	74,733	23,642	32%	–
Total Revenue (excluding capital transfers and contributions)	444,093	537,976	–	28,006	478,697	537,976	(59,280)	-11%	537,976
Employee costs	122,127	139,812	–	10,595	126,007	139,812	(13,805)	-10%	139,812
Remuneration of Councillors	8,188	7,654	–	667	8,168	7,654	514	7%	7,654
Depreciation and amortisation	57,851	70,948	–	–	–	70,948	(70,948)	-100%	70,948
Interest	26,071	10,000	–	–	–	10,000	(10,000)	-100%	10,000
Inventory consumed and bulk purchases	230,763	195,772	–	23,145	83,969	195,772	(111,802)	-57%	195,772
Transfers and subsidies	1,153	–	–	–	–	–	–	–	–
Other expenditure	194,070	141,252	–	9,427	55,199	141,252	(86,054)	-61%	141,252
Total Expenditure	640,223	565,438	–	43,835	273,343	565,438	(292,095)	-52%	565,438
Surplus/(Deficit)	(196,131)	(27,462)	–	(15,829)	205,353	(27,462)	232,815	-848%	(27,462)
Transfers and subsidies - capital (monetary allocations)	73,342	75,501	–	–	39,165	75,501	(36,336)	-48%	75,501
Transfers and subsidies - capital (in-kind)	7,294	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers &	(115,495)	48,039	–	(15,829)	244,518	48,039	196,479	409%	48,039
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	(115,495)	48,039	–	(15,829)	244,518	48,039	196,479	409%	48,039

Revenue

The total revenue of the municipality amounts to R478 697 million of the R537 976 million that was anticipated, the main revenue drivers of the municipality which are service charges for electricity, water, sanitation and refuse collected less for the 2024/25 financial year.

Expenditure

The operating expenditure of the municipality amounts to R273 343 million of the R565 438 million that was budgeted, which is R292 095 million or 52% less. The main expenditure was employee related costs with R126 007 million of the R139 812 million that was budgeted, followed by inventory consumed and bulk purchases at R 83 963 million. Though tight controls have been implemented to ensure that the budget is not overspend, unauthorized, fruitless, wasteful and irregular expenditure continued to be incurred and will be reported to Council.

Total Capital Expenditure

The municipality's capital budget amounted to R90 million and R47 million was spent, which is R42 million or 48% less than what was budgeted. It should however be mentioned that the municipality is predominantly depending on conditional grant funding to deliver on its infrastructure programs and objectives.

NC094 Phokwane - Table C1 Monthly Budget Statement Summary - M12 - June									
Description	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital expenditure & funds sources									
Capital expenditure	74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011
Capital transfers recognised	67,835	75,501	-	12,640	44,464	75,501	(31,037)	-41%	75,501
Borrowing	-	-	-	-	-	-	-		-
Internally generated funds	6,851	14,510	-	44	2,660	14,510	(11,850)	-82%	14,510
Total sources of capital funds	74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011

Credit control

The average percentage payment level for the municipality at the end of the financial year is 52.26 % and the table below provides a summary of the overall payment levels for the main areas of the municipality;

PHOKWANE LOCAL MUNICIPALITY PAYMENT LEVELS 2024/2025

PHOKWANE LOCAL MUNICIPALITY			
COLLECTION RATE 2024/25			
MONTH	Charges Raised	Receipts	%
Jul-24	20 247 991.93	9 847 551.90	49%
Aug-24	18 984 065.69	11 146 822.74	59%
Sept-24	20 069 036.91	11 254 471.33	56%
Oct-24	19 814 260.89	11 907 166.72	60%
Nov-24	18 267 650.36	9 354 645.55	51%
Dec-24	17 396 909.95	9 550 501.68	55%
Jan-25	21 278 210.50	9 069 853.22	43%
Feb-25	18 742 407.37	10 399 817.14	55%
Mar-25	18 191 486.86	13 410 336.94	74%
Apr-25	37 253 211.00	8 548 231.48	23%
May-25	17 520 137.96	10 732 972.33	61%
Jun-25	18 684 422.66	10 389 410.30	56%
TOTAL 2024/25			
MONTHLY AVERAGE	246 449 792.08	125 611 781.33	50.97%

Corrective measures need to be put in place to increase payment levels in township areas, such as Pampierstad and Ganspan to improve the overall payment rate.

Indigents

The registration of indigents is hampered by a number of factors that include a lack of adequate resources such as human resources and vehicles as most of the indigents lives in the outlining areas. The involvement of ward councilors and ward committees must also improve to identify and register indigents. The number of households recorded to be reliant on subsidies for free basic services for the period that ended 2024/25 amounted to 1767.

Compliance

The process of MFMA compliance and submitting the required reports has improved dramatically over the past year and as an example the following reports was submitted according to the scheduled requirements:

- Sec71(1) - Monthly report on actual revenue and expenditure
- Sec71(5) - Allocations received
- Sec72 - Mid-year Budget Adjustment and Performance report
- Sec75(1) – Placement on website of key municipal documents
- Sec52(d) - Quarterly report on implementation of budget and financial state of affairs
- Minimum Competency Level – Bi annual report of competency level of senior managers.

1.5 Organisational Development Overview

Organisational Development Performance

The municipality has various measures and strategies in trying to improve and address skill development and institutional transformation, i.e Basic Services, Governance, financial viability and other key areas. Staff members who qualify are provided with assistance to pursue career relevant to organizational development.

Other key aspect which is crucial for organizational development is the formulation of key important policies.

1.6 Auditor General Report – Year 1 (2024/2025)

(See attached appendix)

1.7 Statutory Annual Report Process

The mayor must, according to the MFMA, co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies. The mayor tabled the schedule of key deadlines regarding the budgetary process and review of the municipality's IDP in a Council meeting held during July 2025.

Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
1	Jun 2024	Assess the 2024/25 IDP & Budget process & adapt the process to address deficiencies, improvement and ensure integration and alignment of processes for 2021/2022 - 2026/2027	IDP Office	IDP Manager	Internal Process	30 June 2024
2	Jul 2024	Draft 2024/25 <i>IDP and Budget process time schedule</i> outlining the steps and timeframes for compilation of the 2024/25 IDP, Budget and two outer year's Budget and SDBIP	IDP Office	IDP Manager	MFMA s21(1)(b)	15 July 2024
3		Municipal Strategic Session to deliberate on (a) the 20/ 30-year Spatial Development Plan (SDP) and (b) high level strategic issues to redefine Council's short term Strategic Agenda to implement SDP.	Office of the MM	Municipal Manager Directors Executive Mayor Exco Members	Internal Process	19 and 20 July 2024
4		Attend District IDP Managers Forum Meeting- Discuss outcomes of IDP and Budget Assessments, Challenges and District Interventions i.t.o IDP and budget planning for the review process.	IDP Office	IDP Manager	Internal Process	23 July 2024
5		Ward Committee Meetings to review the prioritisation of community needs in approved IDP and discuss the process for developing Neighbourhood Plans: Communicate final approved 24/25 Budget, Tariffs and IDP to Ward Committees.	Office of the Speaker	Speaker	MSA	24 July 2024
6		Consider MEC comments and recommendations on assessment of initial IDP Document and IDP processes followed.	IDP Office	Municipal Manager Directors IDP Manager	MSA s21	31 July 2024
7		Signing of 2024/25 performance contracts for Section 57 Managers and Submission to Mayco Signing of lower levels staff performance agreements.	Office of the MM	Municipal Manager	MFMA s53(1)(c)(iii)	31 July 2024

Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
8	Jul 2024	Prepare and finalize Departmental Plans	All Departments	Municipal Manager Directors	Internal Process	31 July 2024
9		Final Section 57 Managers 2024/25 Performance Assessments Final Performance Assessments of lower level staff	MM	Municipal Manager Executive Mayor	MSA and MFMA	31 July 2024
10		Finalise logistic processes in respect of each of the IDP and budget meetings and table a business plan to Management in this regard.	IDP Office	IDP Manager	Internal Process	31 July 2024
11	Aug 2023	Convene IDP and Budget Steering Committee Meeting. (Dry Run) Final Discussion of Public Participation Meeting Processes.	IDP Office	IDP Manager	MSA Ch 5	8 August 2024
12		Operational Budget: Salary/Wages schedules to Directors for scrutiny & Corrections	BTO	CFO Directors	Internal Process	17 August 2024
13		IDP Public Participation Meetings. Communicate Capital Projects per Ward on 24/25 budget, Reconfirm / review service deliver/development priorities.	IDP Office Office of the Speaker	IDP Manager Directors Ward Councillors Mayor	MS Ch5 s29	20 – 23 August 2024
14		Consult Sector Departments to establish programme/Projects for 5 years – Inter-governmental engagements on IDP and Budget	IDP Office BTO	IDP Manager CFO	MSA Ch5 s24	27 – 29 August 2024
15		Adjustment Budget Rollovers; changes on SDBIP and KPI'S as per Adjustment Budget	BTO Corporate Services	CFO Director Corporate Services	MFMA s28	31 August 2024

16		Tabling of and briefing Council on the Draft 2024/25 IDP/Budget Process Plan for approval, including time schedules for IDP/Budget Public participation meetings.	IDP Office	IDP Manager	MFMA s21(1)(b)	31 August 2024
17	Sep 2024	Advertise the budget process and dates of IDP/Budget Public meetings on Municipal Website, Municipal Newsletter and Local Newspapers	IDP Office	IDP Manager Municipal Manager	MSA and MFMA	3 September 2024
18		Attend District IDP Managers Forum Meeting. Develop uniform guidelines for IDP/Budget review.	IDP Office	IDP Manager Municipal Manager	Internal Process	3 September 2024
19		Forward adjustment budget (hard and electronic copies) to National Treasury and Provincial Treasury after approval.	BTO	CFO	MFMA s28(7)	3 September 2024
20		Review of Municipal Strategic Plan Workshop with Council: Review Municipal KPA and Strategic Objectives	Office of the MM	Municipal Manager Directors Council	Internal Process	3 – 28 September 2024
Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
21	Sep 2024	Operational Budget: Salary/Wages schedules with corrections and recommendations to be returned to Finance Department	All Departments	Directors CFO	Internal Process	28 September 2024
22		Attend Quarterly Provincial IDP Manager Forum Meeting in preparation for IDP Indaba 2	IDP Office	IDP Manager	Internal Process	28 September 2024
23	Oct 2024	Two Day Neighbourhood Development Session with Wards to prepare Draft Neighbourhood Development Plans	IDP Office	IDP Manager	Internal Process	1 & 2 October 2024
24		Directorates to be provided with the previous financial year 5-year Capital Plan in order to be able to indicate any changes that need to be made and	BTO	CFO	Internal Process	5 October 2024

		identify any new projects that needs to be added for the compilation Draft Capital Budget		Directors		
25		Ward Committee Meetings: Discuss, scrutinise and prioritize community needs as outcome of IDP/ Budget public engagement sessions. Escalate community needs relating to national/ provincial mandates to relevant organ(s) of state	IDP Office	IDP Manager	MSA	8 – 12 October 2024
26	Oct 2024	Review and costing of municipal rates and tariffs. Preparation of tariffs and bulk resource (water (WaterBoard), electricity (NERSA), etc.) engagement documentation. Directors to be provided with the previous year's operating expenditure / income actual and current year projections to be used as a base for new Operating Budget,	BTO	CFO Directors	Internal Process	15 October 2024
27		Attend District Stakeholders Engagement Session to inform Sector Departments and Stakeholders of IDP/Budget needs analysis.	IDP Office	IDP Manager	Internal Process	16 October 2024
28		Table Revised Strategic Plan in Council for approval	Office of the MM	Municipal Manager	Internal Process	30 October 2024
29		Review Municipal Spatial Development Framework	Planning and Development	Director Planning and Development	Internal Process	31 October 2024
30		Submit Quarterly Report (July 2024 – September 2024) on implementation of budget and financial state of affairs to Council	Office of the MM	Executive Mayor	MFMA s52(d)	31 October 2024

Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
31	Oct 2024	Engagements with Provincial Government regarding any adjustments to projected allocations for next 3 years in terms of the MTREF	BTO	CFO Directors	MFMA s28	31 October 2024
32		Updating and review of strategic elements of IDP in light of the focus of Council	IDP Office	IDP Manager	MSA	31 October 2024
33	Nov 2024	Operational Budget: Income / Expenditure inputs and statistics to be returned to Budget Office	All Departments	Directors	Internal Process	19 November 2024
34		Directors Identify/Create Projects as outcome of the prioritisation of development needs during IDP public engagements sessions with projected budget allocations.	All Departments	CFO Directors	MSA	5 – 23 November 2024
35		Convene IDP/ Budget Steering Committee Meeting: Identify projects per Ward with Budget Allocations; prioritise implementation and integration where possible.	IDP Office	IDP Manager IDP Steering Committee	MSA s74 and 75	23 November 2024
36		Review Municipal Strategies, objectives, KPA's, KPI's and targets. - Identification of priority IDP KPI's incorporate in IDP and link to budget	IDP Manager	IDP Steering Committee CFO	MSA and MFMA	1 – 30 November 2024
37		Capital Budget: Inputs from the different Directorates to be returned to the Budget Office	All Departments	Directors	Internal Process	30 November 2024
38		Executive management articulates outcomes, objectives, priorities and outputs desired for next three years and submit capital budget project proposals for draft IDP Review document to Budget Office	All Departments	Budget Steering Committee Executive Management	Internal Process	30 November 2024

39		Based on financial statements of 2023/24 determine municipality's financial position & assess its financial capacity & available funding for next three years	BTO	CFO	Internal Process	30 November 2024
40		Finalise Salary Budget for 2024/2025	BTO	CFO	Internal Process	30 November 2024
41		Submit Bulk Resource documentation (water (Water Board), electricity (NERSA)) for consultation on municipal tariffs for 2024/25 and the two outer Budget years.	BTO	CFO	Internal Process	30 November 2024
42	Dec 2024	Finalise preliminary projections on operating revenue and expenditure budget for 2024/2025	BTO	CFO	Internal Process	10 December 2024
43	Dec 2024	Convene IDP Representative Forum Meeting to give feedback and discuss outcome of Budget steering committee meeting	IDP Office	Municipal Manager IDP Manager CFO	MSA	14 December 2024
Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
44	Dec 2024	Workshop 1: draft IDP, Budget and proposed tariffs and SDBIP with Council. Provide progress update to council against IDP/Budget process schedule and obtain approval for any adjustments to process.	IDP Office	Mayor Municipal Manager IDP Manager CFO	MFMA & MSA	Late November/early December 2024
45		Finalise expenditure on operational budget for the budget year and two outer years.	BTO	CFO	Internal Process	21 December 2024
46		Conclusion of Sector Plans and integration into the IDP document	IDP Office	IDP Manager	MSA	21 December 2024

47		Finalise departmental Plans and link to IDP	All Departments	IDP Manager Directors	MSA	21 December 2024
48	Jan 2025	Request and/ or follow-up with Water Board/ NERSA/ other Bulk Service providers for feedback on proposed municipal 2023/24 – 2024/25 tariffs and engagement documentation submitted in Nov 2024	BTO	CFO	MFMA	15 January 2025
49		Submit Draft IDP, Budget and SDBIP to Director Corporate Services with proposed schedule of Ward Committee Meetings for post IDP & Budget Feedback & Consultation Process	IDP Office	IDP Manager	MSA	18 January 2025
50		Executive Management finalise the draft IDP & Capital Budget for referral to IDP & Budget Steering Committees	Office of the MM	Municipal Manager Directors	Internal Process	21 January 2025
51		Tabling of 2023/24 Mid-Year Assessment (to potentially influence 2024/25) to Council	Office of the MM	Municipal Manager Directors	MFMA s72	25 January 2025
52		Meetings and formal consultation with Bulk Service Providers (ESCOM and relevant Water Board on bulk purchase price increase assumptions	BTO	CFO	MFMA s2(e)(aa)	28 & 29 January 2025
53		Submit Quarterly Report (Oct 2024 – Dec 2024) on implementation of budget and financial state of affairs to Council. Consider combining with MFMA S. 72 mid-year performance assessments.	Office of the MM	Executive Mayor	MFMA s52(d)	30 January 2025
54		Tabling of 2024/25 Annual Report to Council	Office of the MM	Municipal Manager	MFMA s127(2)	31 January 2025
55		Convening Budget Steering Committee Meeting for the purpose to discuss and prioritise draft Capital projects for the next three years	Office of the MM	Budget Steering Committee	MFMA s53	31 January 2025
56		Final review of municipal strategies, objectives, KPA's, KPI's and targets	IDP Office	IDP Manager IDP Steering	Internal Process	31 January 2025

				Committee		
Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
57	Jan 2025	Review, all budget related policies	BTO	CFO	MBRR 7	2 - 31 January 2025
58		Adjustment Budget: Finalise Capital and Operational budget projections for 2024/2025	BTO	CFO	MBRR 21	31 January 2025
59	Feb 2025	Submit Annual Report to Auditor General, Provincial Treasury and COGHSTA	Office of the MM	Municipal Manager	MFMA s(127)(5)(b)	1 February 2025
60		Directors Identify projects and forward local Budget Needs priorities to Frances Baard DM. Project alignment between Frances Baard DM and Phokwane Local Municipality	All Departments	Directors	Internal Process	1 – 8 February 2025
61		Ward Committee Meetings: Discuss and brief Ward Committees about Council's revised strategic plan, Strategic Objectives and envisaged deliverables.	IDP Office	IDP Manager	Internal Process	4 – 13 February 2025
62		Review tariffs and charges and determine affordable tariffs and finalise income budget.	BTO	CFO	MFMA s20	15 February 2025
63	Feb 2025	Attend Provincial IDP INDABA Incorporate Sector Departments Projects in Draft IDP.	IDP Office	IDP Manager Directors	Internal Process	20 February 2025
64		Municipalities receive inputs from National and Provincial Government and other bodies on factors influencing the budget, e.g. Grant Allocations	Office of the MM BTO	Municipal Manager CFO	MFMA21(2)(c)	15 – 22 February 2025
65		Attend District IDP Managers Forum Meeting to discuss the alignment of IDP Strategic Development Goals with Frances Baard DM. Draft IDP Presentations.	IDP Office	IDP Manager	Internal Process	25 February 2025

66		Present Draft IDP and Budget to Steering Committees for quality check	IDP Office BTO	IDP and Budget Steering Committees	MBRR 4	27 February 2025
67		Submit first draft IDP to Frances Baard DM for Horizontal Project alignment between the Frances Baard DM and Phokwane Local Municipality	IDP Office	IDP Manager	Internal Process	28 February 2025
68		Table Adjustment Budget to Council for approval	Office of the MM	Municipal Manager	MBRR 23	28 February 2025
69		Amend IDP, SDBIP, KPI's and performance agreements i.t.o adjustment budget	Office of the MM	Municipal Manager Directors	MFMA s28	28 February 2025
70	Mar 2025	Present Draft IDP and Budget to Steering Committees for quality Check (Including recommendations / adjustments made at meetings of 27 February 2025)	IDP Office BTO	IDP and Budget Steering Committees	MBRR 4	6 March 2025
Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
71	Mar 2025	Workshop 2: draft IDP, Budget and proposed tariffs and SDBIP with Council. Provide progress update to council against IDP/Budget process schedule and obtain approval for any adjustments to process.	IDP Office BTO	IDP Manager CFO	Internal Process	11 & 12 March 2025
72		Forward Adjustment Budget (hard and electronic copies) to National and Provincial Treasury after approval	BTO	CFO	MBRR 24	14 March 2025
73		Publication of approved Adjustment Budget after approval per MSA and on municipal website	BTO	CFO	MBRR 26	14 March 2025

74		Municipal Manager presents final draft IDP, Budget, SDBIP and Budget related policies to the Mayor for perusal and tabling to Council	Office of the MM	Municipal Manager	Internal Process	18 March 2025
75		Municipal Manager submit draft IDP, Budget, and Related Policies to Director Corporate Services for inclusion in Council Meeting Agenda	Office of the MM	Municipal Manager	Internal Process	20 March 2025
76		Table <i>(and briefing of council)</i> draft IDP, Budget, SDBIP and Related policies and proposed schedule of Ward Committee Meetings for IDP & Budget Feedback/Consultation Process to Council (Principal Approval)	Office of the MM	Municipal Manager	MFMA s16	28 March 2025
77		Training workshop for councillors to equip councillors for Public participation meetings. Briefing of councillors on logistical arrangements for public participation meetings.	Office of the MM	Municipal Manager And Sec 57 Managers, etc.	MFMA	29 March 2025
78		Council to Consider and adopt an oversight report on 2023/24 Annual Report	Office of the MM	Municipal Manager	MFMA s129(1)	28 March 2025
80	Apr 2025	Advertise & Inviting public comments on Draft Budget, Proposed Tariffs, and IDP Place copies of Draft Budget and IDP at all municipal buildings.	Corporate Services BTO	Director Corporate Services CFO	MBRR 15	2 April 2025 (Advertise) 2 – 26 April 2025 (public comments)
81	Apr 2025	Forward Copy of preliminary approved Budget ,IDP, SDBIP & related documents (hard and electronic copies) to National & Provincial Treasury – 10 working days after tabling	Office of the MM	CFO IDP Manager	MFMA s22(b)	12 April 2025
82		Attend District IDP Managers Forum- Present Draft IDP for input.	IDP Office	IDP Manager	Internal Process	16 April 2025

Item No	Period	Activity	Co - Ordinating Department	Responsibility	Legislative Requirement and Information	Target date
83	Apr 2025	Public Consultation Meetings: Feedback / Consultation on preliminary approved IDP & Budget (Details as per Annexure A)	Office of the MM	Municipal Manager Directors	MBRR 15	15 – 22 April 2025
84		Engagement with the NC Provincial Treasury on draft budget benchmark	Office of the MM	Municipal Manager	MFMA Ch 5	24 April 2025
85		CFO and Director Corporate Service analyse public and Ward Committee comments and inputs on Draft IDP and Budget and prepare recommendations for Council's perusal	Corporate Services BTO	CFO Director Corporate Services	MBRR 16(1)(a)	30 April 2025
86		Submit Quarterly Report (Jan 2025 – Mar 2025) on implementation of budget and financial state of affairs to Council	Office of the MM	Executive Mayor	MFMA s52(d)	30 April 2025
88		Directors Identify projects and forward local Budget Needs priorities to BTO. Project alignment between Frances Baard DM and Phokwane Local Municipality	All Departments	Directors	Internal Process	11 – 15 May 2025
89		Review all budget related policies	BTO	CFO	MBRR 7	18 - 22 May 2025
90		Present Draft IDP and Budget to Steering Committees for quality Check (Including recommendations / adjustments)	IDP Office BTO	IDP and Budget Steering Committees	MBRR 4	28 May 2025
91	June 2025	Draft Budget: Finalise Capital and Operational budget projections for 2024/2025	BTO	CFO	MBRR 21	05 June 2025

92		Table final Draft IDP, budget & related documents to Council for approval.	Office of the MM	Municipal Manager	MFMA S24(1)	30 June 2025
		Inform local community about approved Draft IDP and Budget Detail – Place Newspaper Article and Copies at Libraries	Office of the MM	Municipal Manager	MBRR 18	30 June 2025
93	July 2025	Inform local community about approved Draft IDP and Budget Detail – Place Newspaper Article and Copies at Libraries	Office of the MM	Municipal Manager	MBRR 18	03 July 2025
94		Advertise & Inviting public comments on Draft Budget, Proposed Tariffs, and IDP Place copies of Draft Budget and IDP at all municipal buildings.	Corporate Services BTO	Director Corporate Services CFO	MBRR 15	03 July 2025 (Advertise) 6 – 10 July 2025 (public comments)
95		Send copy of approved Budget, IDP, & related documents (incl. final draft SDBIP) to National and Provincial Governments and other stakeholders	IDP Office BTO	CFO IDP Manager	MFMA s24(3)	14 July 2025
96		Publication of Approved Budget and IDP within 10 workings days on Municipal Website	BTO IDP Office	CFO IDP Manager	MFMA s75(1)(a)	14 July 2025
97		Engagement with the NC Provincial Treasury on draft budget benchmark	Office of the MM	Municipal Manager	MFMA Ch 5	13 - 15 July 2025
		Present Final IDP, Budget and final draft SDBIP to Steering Committees for quality Check (Including recommendations made by all stakeholders and Council)	Office of the MM	Municipal Manager Directors	MBRR 15	21 July 2025
98		Final Budget: Finalise Capital and Operational budget projections for 2024/2025	BTO	CFO	MBRR 21	22 - 28 July 2025

99		Table final Draft IDP, budget & related documents to Council for approval.	Office of the MM	Municipal Manager	MFMA S24(1)	30 July 2025
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LEGEND : MFMA : Municipal Finance Management Act (56 of 2003)
MSA : Municipal Systems Act (32 of 2000)
SCM Reg : Supply Chain Management Regulations (Gazette 27636: May 2005)

CHAPTER 2

GOVERNANCE

INTRODUCTION TO GOVERNANCE

COMPONENT A: Political and Administrative Governance

2.1 Political Governance

Phokwane municipality has nineteen (19) Councillors; ANC – 9, EFF – 5, F4SD – 1, PFSD – 1, FV+ - 1, DA - 2

THE EXECUTIVE COMMITTEE (EXCO)

Cllr Willem Harmse (Chairperson)

Cllr Janki

Cllr Pitso

PORTFOLIO COMMITTEES

CORPORATE SERVICES & TECHNICAL SERVICES SUB-COMMITTEE

Cllr Pitso (Chairperson)

Cllr Mohale

Cllr Meyers

Cllr Setlhogomi

Cllr Te Baerts

Cllr Tumodi

Cllr Le Roux

FINANCE SUB-COMMITTEE

Cllr Harmse (Chairperson)

Cllr Khosa

Cllr Setlhogomi

Cllr Mocumie

Cllr Annette van Wyk

Cllr Afrika

COMMUNITY SERVICES SUB-COMMITTEE

Cllr Janki (Chairperson)

Cllr Diloke

Cllr Pieters

Cllr Marwin van Wyk

POLITICAL STRUCTURE

MAYOR



Cllr Willem Harmse

SPEAKER



Cllr Goitsemodimo Halter

EXCO



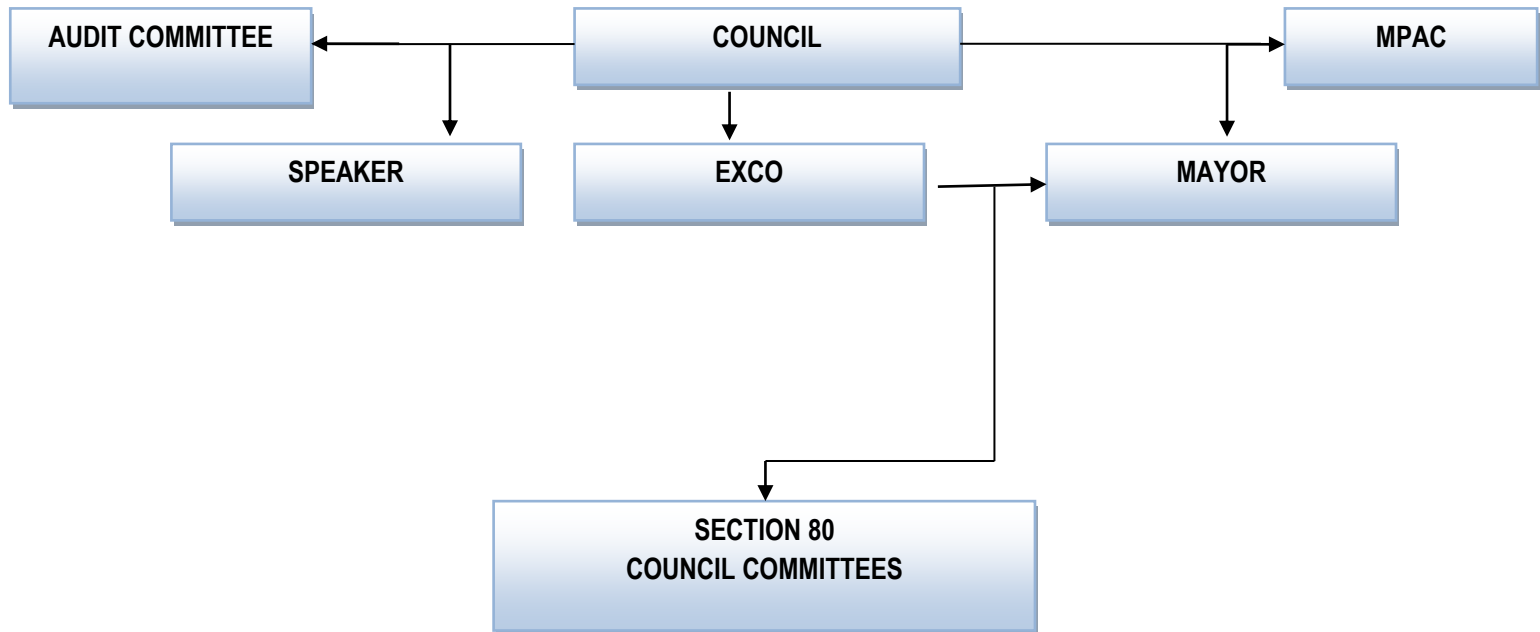
From Left: Cllr Harmse (Mayor – Chairperson), Cllr Janki, Cllr Pitso

COUNCILLORS

	NAME	POSITION	CONTACT NUMBERS	PARTY	
1.	ClIr Willem Harmse	Mayor – Ward 5	0721889875	ANC	FULL-TIME
2.	ClIr Goitsemodimo Gilbert Halter	Speaker – PR	0784716433	EFF	FULL-TIME
3.	ClIr Nikelwa Pieters	Ward 1	0764529049	ANC	PART-TIME
4.	ClIr Sibongile Mittah Khosa	Ward 2	0826748919	ANC	PART-TIME
5.	ClIr Olebogeng Samuel Tumodi	Ward 3	0783030595	ANC	PART-TIME
6.	ClIr Tebogo Bernard Afrika	Ward 4	0606222938	ANC	PART-TIME
7.	ClIr Tsholofelo Gladys Dilohe	Ward 6	0730462622 / 0837717293	ANC	PART-TIME
8.	ClIr Ernest Meyer	Ward 7	0763441089	ANC	PART-TIME
9.	ClIr Remaketse Portia Moeketsi	Ward 8	0728244169	ANC	PART TIME
10.	ClIr Motlagosebatho Portia Mohale	Ward 9	0764907064	ANC	PART-TIME
11.	ClIr Samson Maruping Mokgobo	Ward 10	0762725350	ANC	PART-TIME
12.	ClIr Magdeline Antoinette van Wyk	PR	0829447122	DA	PART-

					TIME
13.	Cllr Leandro Albertus le Roux	PR	0839765969	DA	PART-TIME
14.	Cllr Vinolika Lesego Janki	PR	0735616126	EFF	PART-TIME
15.	Cllr Tsholofetso Katlego Mocumie	PR	0780157179	EFF	PART-TIME
16.	Cllr Marvin Thabonyane van Wyk	PR	0791287370	EFF	PART-TIME
17.	Cllr Almos Pitso	PR	0615535556	F4SD	PART-TIME
18.	Cllr Michael Setlhogomi	PR	0680852480	PSDF	PART-TIME
19.	Cllr Estelle Davies	PR	0725219971	VF+	PART-TIME

POLITICAL DECISION TAKING



2.2 Administrative Governance

Introduction to Administrative Governance

The Municipal Manager of Phokwane Municipality is Mr Zithulele Nikani.

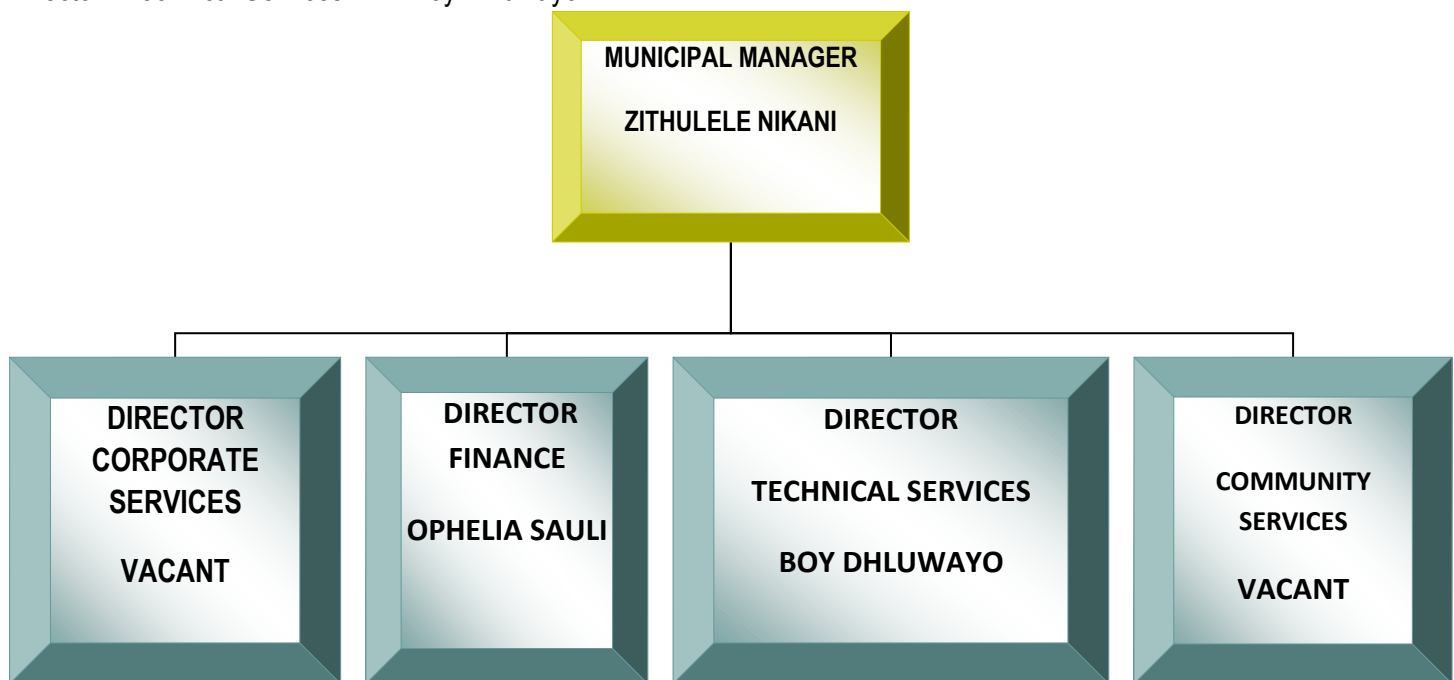
There are 4 Directorates, i.e. Corporate Services, Finance, Community Services, & Technical Services.

Director: Corporate Services – Vacant

Director: Finance – Ms Ophelia Sauli

Director: Community Services – Vacant

Director: Technical Services – Mr Boy Dhlwayo



TOP ADMINISTRATIVE STRUCTURE

Tier 1

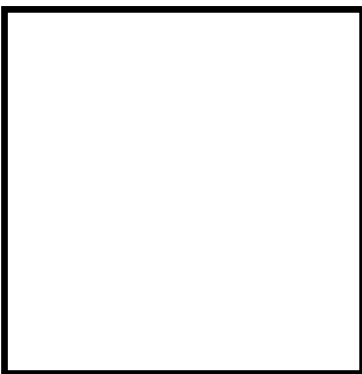
MUNICIPAL MANAGER



Mr Zithulele Nikani

Tier 2

DIRECTOR: COMMUNITY SERVICES



Vacant

DIRECTOR: TECHNICAL SERVICES



Mr Boy Dhlwayo

DIRECTOR: FINANCE



Ms Ophelia Sauli

DIRECTOR: CORPORATE SERVICES



Vacant

Tier 3

Third Tier Structure	
Directorate	Manager
Office of the Mayor	Manager: Manager in Political Office; Mr T Mpolokeng
Office of the Municipal Manager	Manager: Internal Audit; Mr L Mofokeng
	Manager: Strategic Services, Ms CN Pule
Finance	Manager: Revenue, Ms T Modisa
	Manager: Expenditure, Ms K Modise
	Manager: Budget, Ms L Jasson
	Manager: Supply Chain, Mr BD Segalo
Community Services	Chief Traffic Officer, Mr L Makgale (Acting)
	Manager: LED, Mr B Koena
	Unit Manager: (Hartswater & Pampierstad), Mr L Lepedi
	Unit Manager: (Jan Kempdorp & Ganspan), Mr A Lubbe
Technical Services	Manager: Electricity, Mr T Blaauw
	Project Technician, Mr L Jange
	Water Technician, Mr S Cidraas
	Senior Town Planner, Vacant
Corporate Services	Manager: Human Resources, Ms Mercia Taibos
	Manager: Labour & Legal Services; Vacant

COMPONENT B: Intergovernmental Relations

Introduction to Co-operative Governance and Intergovernmental Relations

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The Phokwane Local Municipality is a delegated municipality and reports monthly and quarterly to National and Provincial Treasury. During the year, there were various meetings attended with National and Provincial Treasury and in the main, the following engagements are highlighted:

1. Provincial Treasury's mid-term assessment visit to the municipality
2. Budget Benchmark Exercise – review of the budget prior to the approval by Council
3. Quarterly CFO Forums – This forum is aimed at sharing best practises and discusses amongst others the implementation of budget and financial norms and standards in municipalities.

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The municipality is a full-time member of the Provincial Intergovernmental Relations Committee which is chaired by the Premier of the Province and it convenes on a quarterly basis. There are various other structures where the municipality is being represented such as SALGA working Committees of Finance, Local Economic Development etc.

DISTRICT INTERGOVERNMENTAL STRUCTURES

PROVINCIAL AND DISTRICT STRUCTURE

The District Intergovernmental Forum is a legislative structure constituted to ensure that the three spheres of government operate smoothly. The District Technical IGR therefore was put together to render technical support to the political IGR. The technical committee's responsibility is to plan for the District IGR. The committee addresses issues that sector departments and municipalities are confronted with. These issues will then form the Agenda of the District IGR. These issues may be submitted further to the Provincial IGR. Service deliveries by individual municipalities as well as the municipalities on district level enjoy the advantages of regular contact between professional peers, a sense of co-ordination and aid in problem solving. Regular communication and planned meetings enhance co-operation on local government level as well as different spheres of government.

Phokwane Local Municipality forms part of the Frances Baard District Steering Committee, it therefore has to align its IDP with those of the Local Municipalities in the District and to monitor its performance.

COMPONENT C: Public Accountability and Participation

Overview of Public Accountability and Participation

The Phokwane Local municipality embarks on public participation on various service delivery, budget and policy related matters as well as for the Annual Report.

The principle formal structures for public participation are the formal and the legally elected Ward Committees. The Ward Committee and Ward Councillor is the formal link between the municipal government and the public in terms of IDP and budgeting processes. The public is represented by councillors, representatives of legally elected ward committees as well as key community and stakeholder groupings and the business community.

In order to enhance the public participation process, opportunity will also be given during the IDP and Budgeting processes for “open ward” meetings in order to ensure that public involvement in these processes is maximized. Various mediums of communication are used including radio announcements/adverts, local newspaper (free and sold), distribution of notices door to door (previously disadvantaged areas), through ward meetings and ward committees and street loud hailing. All these methodologies were used at the same time with Councillors best combination based on the location and economic situation of each Ward.

2.4 PUBLIC MEETINGS

Communication, Participation and Forums

PROPOSED DATES FOR 2024/2025 IDP/BUDGET CONSULTATIVE MEETINGS

WARD	DATE	TIME	VENUE
Ward 1 & Ward 2	12 November 2024 (Tuesday)	17h00	Sakhile
Ward 3 & Ward 4	13 November 2024 (Wednesday)	17h00	Reitlamile Primary School
Ward 5 & Ward 6	14 November 2024 (Thursday)	12h00 17H00 17h00	Bonita Park Hall Thagadiepelajang Nkandla Sports Ground & Hartswater Town Hall
Ward 7 & Ward 9	18 November 2024 (Monday)	17h00	Kingston Sports Ground
Ward 8	19 November 2024 (Tuesday)	17h00	Valspan High School
Ward 10	20 November 2024 (Wednesday)	17h00	Sethlare Sa Bua
Ward 10	21 November 2024 (Thursday)	17h00	Guldenskat

Comment on the Effectiveness of the Public Meetings held.

Public meetings are very effective as they involve face to face encounters with the community at large, and sometimes they are used as platforms to raise social and service delivery issues. These meeting were effective in term of issues managed to be addressed, but not with number of people attended. Many IDP and Budget inputs are picked up from meetings. Policy debates enjoy preference at these public meetings whilst budgeting is sometimes complex though presented simplistically and in languages spoken in communities (Xhosa, Tswana, Afrikaans and English). These must be complemented by appearance of councillors and administrators at Ward meetings for continuous and healthy debates.

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation an Alignment Criteria	Yes / No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPI's, developmental 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 KPI's in the strategic plan?	Yes
Do the IDP KPI's align to the Section 57 Managers?	Yes
Do the IDP KPI's lead to functional area KPI's as per the SDBIP?	Yes
Do the IDP KPI's align the provincial KPI's on the 12 outcomes?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	
* Section 26 Municipal Systems Act 2000 T2.5.1	

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Phokwane Municipality on-going commitment to compliance with prescript such as Municipal Finance Management Act of 56 of 2003 demonstrates willingness to promote sound governance. The Municipal Public Account Committee (MPAC) is not effective due to non-commitment of members; meetings don't materialize due to absenteeism of members. The Audit, Risk and Performance Committee is effective.

2.6 RISK MANAGEMENT

The management of risk is an essential part of corporate governance within the municipality. The risk management system assists in safeguarding Council's interests and attempts to ensure the best use of limited municipal resources. The Municipal Manager is responsible for managing the administration of the municipality, and for this purpose takes all reasonable steps to ensure the municipality has and maintains effective, transparent systems of risk management and internal control.

a) Risk analysis

In-year monitoring of all risks is continuous, and quarterly progress reports were submitted to Council in terms of the Strategic & Operational Risk Registers. The Strategic Risk Register is aligned with the IDP and gets annually reviewed.

However a more robust approach towards mitigating the current strategic risk areas (listed below) is required:

- Creating awareness and providing training on risk management within each department
- Alignment of risk management identification with predetermined objectives
- Creating an equilibrium over the cost of compliance and core business commitments
- High reticulation losses such as water and electricity
- Loss or malicious damage to municipal assets
- Inability to provide basic services to communities
- Unavailability of land that threatens the investment opportunities
- Ageing infrastructure

2.7 ANTI-FRAUD AND CORRUPTION STRATEGY

Definition of Fraud and Corruption:

Legally, fraud is defined as the unlawful making of a misrepresentation with the intention to defraud, that causes prejudice or potential prejudice to another. In other words, defined as the giving or offering, receiving or agreeing to receive, obtaining or attempting to obtain any benefit which is not legally due to a person means which are illegitimate.

Purpose:

The Strategy is established to facilitate the developments of controls which will assist in the prevention and detection of fraud and corruption.

Objective:

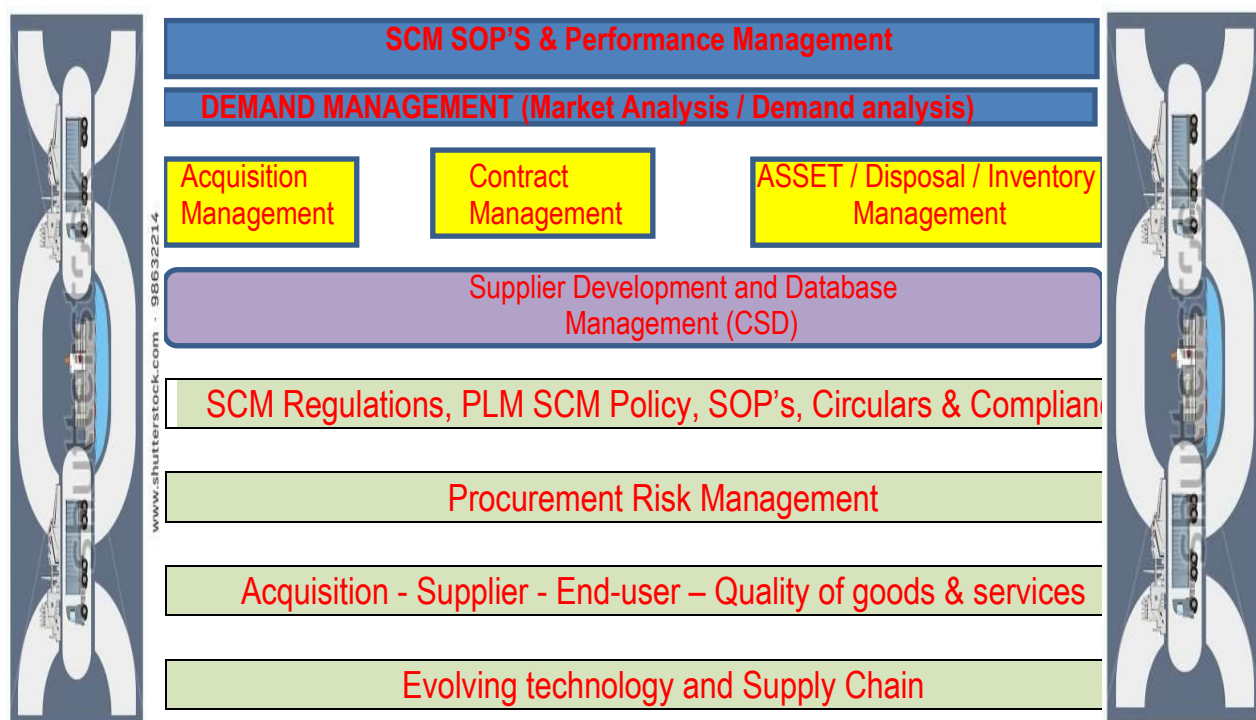
The objective of this strategy is to give effect to the expressed commitment of the Municipal Council to prevent and respond to corruption.

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

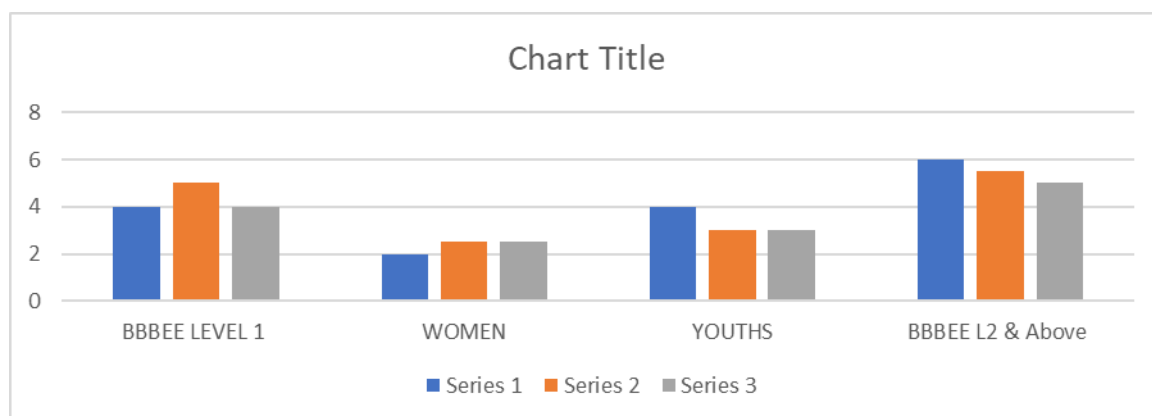
Phokwane Local Municipal Council approved the Supply Chain Management policy during 2024 and the administration is implementing the SCM policies as prescribed in the various sets of regulations for SCM. The focus remains on having all SCM staff members participating in bid committees compliant. The organogram approved in 2016 that is currently in use did not make provision for succession plan however the unit made submissions that seeks to address the gaps identified.

The policy entails all elements of SCM as reflected below:



With the developing technology, regulations and NT circulars, the implementation of the SCM policy has proven that intensified training of both municipal staff members and Service Providers is needed to enable clearer understanding of the SCM processes, seamless and full execution of the policy. The current SCM operating model was developed and has proven to be in line with global required segregation that seeks to eliminate corruption with the chain enabling different roles allocated to different staff members. For the period under review Phokwane Local Municipality.

For the financial year 2024 – 2025 the appointed / beneficiaries through procurement processes can be categorized as follows:



The above indicated chart is informed by the Policy framework provides that the municipal manager and chief financial officer can institute and maintain a transparent SCM system that is equitable, competitive, efficient and fair. The policy also encompasses high ethical standards and also promotes the development of LED. The Policy further pledges itself and the municipal administration to the observance of all applicable national legislation, mainly:

1. MFMA Act No.56 of 2003; including the regulations relating to the prescribed framework for SCM.
2. PPPFA Act No.5 of 2000 and its regulations
3. BBBEE Act.53 of 2003
4. Municipal SCM Regulations N0 27636 of 30 May 2005
5. CIDB Act, 2000 (Act No.38 of 2000)
6. Local content

Procurement plan:

For the financial year 2024/2025 the municipality developed the procurement plan and this was meant for assisting in planning the procurement mainly on areas such as infrastructure projects and other internal funded projects as well as the operational needs of the municipality.

Database of Accredited Prospective Suppliers-

The municipality followed the practice of CSD by National Treasury and all suppliers that are doing the business with the municipality are also captured in the municipal financial system of the Municipality while also appearing in the CSD which assists with more details mainly for compliance purposes of service providers.

-Reporting

- Monthly and quarterly reports of performance management system PMS are developed and submitted on regular basis.
- Management reports and all other issues that need to be reported at the council is a standard practice for SCM practitioners and senior management as regulated. i.e. (Reg. 36, Reg. 17 & 18, Reg. 32, Reg. 44 and Reg. 6.3)

2.9 BY- LAWS

By-laws introduced during year 1					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
None	Property Rates By-law – approved 23 September 2024.			No	Not Yet

COMMENTS ON BY-LAWS:

Municipal By-Laws were reviewed during 2024/25 financial year.

2.10 WEBSITES

Municipal Websites: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget related documents	Yes	30/06/2024
All current budget-related policies	Yes	30/06/2024
The previous annual report (Year 0)	Yes	05/03/2024
The annual report (Year 1) published / to be published	Yes	05/03/2026
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 1) and resulting scorecards.	No	
All service delivery agreements (Year 1)	No	
All long-term borrowing contracts (Year 1)	No	
All supply chain management contracts above a prescribed value (give value) for Year 1	No	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1.	No	
Contracts agreed in Year 1 to which subsection (1) of section 33 apply, subject	No	

to subsection (3) of that section.		
Public-private partnership agreements referred to in section 120 made in Year 1	No	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 1.	No	
<i>Note: MFMA S75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep this community and stakeholders abreast of service delivery arrangements and municipal developments.</i>		

- **COMMENT ON MUNICIPAL WEBSITE CONTENT AND ACCESS** Lack of submission of documents.
- The municipal website is accessible by logging into www.phokwane.gov.za
- All section 75 (a) documents can be found under the MFMA tap
- The public is encouraged to source any Municipal related information from the website.
- Unemployed Youth is encourage to visit the vacancy tab regularly for vacancies and/ or learner ships and internships on regular basis.
- Suggestion on the improvement of the website may be sent by using the **IT HELP DESK TAB and SELECTING IT HELP DESK ON THE CONTACTS DROP DROWN**

PUBLIC SATISFACTION ON MUNICIPAL SERVICES

The public is moderately satisfied on the website views.

The municipality did not conduct the customer service survey for 2024/25 financial year due to limited resources.

MUNICIPAL OVERSIGHT COMMITTEE

The municipality established a Municipal Public Accounts Committee (MPAC) during this financial year, but it was not functional due unavailability of members.

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART 1)

COMPONENT A: BASIC SERVICES

INTRODUCTION TO BASIC SERVICES

Phokwane Local Municipality provides basic services including electricity, sanitation, water, roads and stormwater to its residents. The following are an overview of the services provided by the municipality:

- Electricity: The municipality provides electricity to 18,110 households and non-domestic customers, with about 1253 households receiving free basic services.
- Sanitation: Sanitation services are provided to 19,964 households and non-domestic customers with 1253 households receiving free basic services. The breakdown includes the following:
 - Flush toilet-14,025
 - Flush toilet-Septic tank: 725
 - Ventilated pitlatrin:1434
- Water: Water services is provided to 22,015 households and non-domestic customers with 1253 households receiving free basic services.

3.1 WATER PROVISION

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
Year 2024-2025	-	-	386	3141	-
T3.1.2					

Water Service Delivery Levels Households				
Description	Year -2	Year -1	Year 0	Year 1
	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)				
Piped water inside dwelling	5205	-5206	-6656	-6772
Piped water inside yard (but not in dwelling)	4026	4026	7033	7080
Using Public tap (within 200m for dwelling)	2284	2284	2171	2380
Other water supply (within 200m)	1274	-	-	-
Minimum Service Level and Above Percentage	90%	90%	90%	90%
Water: (below min level)	1122	1122	1122	1055
Using public tap (more than 200m from dwelling)	562	562	562	951
No water supply	1684	1684	1684	1780
Below Minimum Service Level sub-total	10.9%	9.6%	9.6%	9.8%
Below Minimum Service Level Percentage	15 453	17 544	17 544	17 580
Total number of households*				
* To include informal settlements				T3.1.3

Households – Water Service Delivery Level						
s below the minimum Households						
Description	Year -2	Year -1	Year 0	Year 1		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements	15 453	17 544	17 544	17 544	17 544	17 600
Total households	1 684	1 684	1 684	1 684	1 684	1 700
Households below minimum service level	10.9%	9.6%	9.6%	9.6%	9.6%	9.6%
Proportion of households below minimum service level						
Informal Settlements						
Total households						
Households below minimum service level						
Proportion of households below minimum service level						

Water Service Policy Objectives Taken from IDP	
Water and sanitation	To ensure through effective monitoring that a 90% Blue Drop Status on quality compliance is achieved by 30 June 2025. Monthly Water samples submitted for analysis by 30 June 2025 To ensure through effective monitoring that a 90% Green Drop Status on effluent quality compliance is achieved by 30 June 2025 Monthly Sewage effluent samples submitted for analysis by 30th June 2025 Quarterly Reports on maintenance all Sewer Reticulation System by unblocking drains and mainlines within 8 hours of logged call by 30 June 2025 Quarterly Reports on Maintenance of 2 WWTW, repairs to equipment and cleaning of facilities on monthly basis by 30 June 2025 Refurbishment of Waste Water Treatment Works in Jan Kempdorp by 30 June 2025 New pump station and related bulk sewer outfall line in Masakeng. by June 2025

Emergency upgrades of the sewer pump station in Jan kempdorp and bulk main line phase 1 by 30 June 2025

TASK GRADES	No of employees	No of Posts	No of Vacancies
T3 (General Workers)	10	18	8
T6 (Plant Operators)	29	31	2
T9 (Team Leaders)`	1	3	2

Financial performance year 01: Water services 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	YTD %
Revenue - Functional				
Water Management	106,488	124,989	18,505	17%
Expenditure - Functional				
Water Management	93,242	29,027	-64,215	-69%

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The total operating revenue collected for water services amounts to R124 million of the R106 million that was anticipated, which is R18 million or 17% more than expected. The total operating expenditure amounts to R29 million of the R93 million that was budgeted, which is an under expenditure of R64 million or -69%. The municipality succeeded in achieving most of its performance targets set for water services for the 2024/2025 financial year with the cashflow constraints and aged infrastructure by implementing and completing the following projects:

Capital Expenditure - Water Services				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance %
Project description				
Emergency upgrade of waste water pumpstation and bulk outfall line in Jan-Kempdorp	37,000	28,792	8,208	22%

The municipality has been faced with numerous challenges regarding service delivery, these challenges are:

- Aging infrastructure: Burst pipes, water and sewer treatment plant which frequently causes interruption of services.
- Electricity outages due to inadequate capacity and old infrastructure.
- Potholes and huge backlog of gravel roads.
- Poor water quality due to aged infrastructure which needs huge capital investment to renew.

Despite the above-mentioned challenges, the municipality is working hard to meet service delivery demands of the community. This is well outlined in the 2024/2025 IDP in which number of infrastructure project are planned to address service delivery challenges.

Comment on water services and Blue Drop Quality

To ensure safe drinking water, the municipality has a water quality monitoring programme in place, which entails testing water quality on monthly basis. The water quality is monitored through the use of a private laboratory as well as Francis Baard District Municipality. There are however challenges with regard to water quality which is as a result of aging infrastructure that needs to be renewed.

In terms of Blue Drop requirements, it is required that on an annual basis:

- 95 % compliance to the specification of SANS 241: 2023 is achieved for each for each determinant listed in the standard.
- No E.coli is detected in 99.9 % of the final water samples.

The quality of the final water is indicated below on the table attached. During the period January to December 2023 the quality of final water from both Works (Jan Kempdorp & Hartswater) was good even though the turbidity failures were experienced because of aging infrastructure at both plants. The filtration systems at both plants were under duress of handling high water demand during the months of November and December 2023 and the filter media was replaced in this current financial year to address turbidity failures. Bacteriological failures also occurred in the distribution network and hence monitoring and sampling frequency was increased. Investigations were done and corrective and preventative measures were implemented like post chlorination was applied at the reservoirs.

The overall compliance of Phokwane Municipality for both Hartswater and Jan Kempdorp was as follows:

HARTSWATER WATER PLANT

- Microbiological : 90.1%
- Chemical : 99.9%
- Physical : 95.2 %

JAN KEMPDORP WATER PLANT

- Microbiological : 92.9 %
- Chemical : 99.9 %
- Physical & Organoleptic : 99.1 %

Consumers are urged to visit DWA website on “**My Water**” to acquaint themselves with status of our water on regular basis, www.dwa.gov.za and click on “My Water”.

3.2 WASTE WATER (SANITATION) PROVISION

WASTE WATER (SANITATION) PROVISION

The municipality is currently faced with challenges of sewer spillage due to aging infrastructure and insufficient capacity. Despite these challenges the municipality has managed to address some of these challenges through maintenance programmes and capital projects. The following sanitation challenges were addressed during the year under review:

SEWER SPILLAGES IN THE AREA OF 604, KINGSTON.

More than 20 houses were flooded with sewer to such an extent that the owners had to abandon the houses. The spillage continued for than 7 years, resulting in contamination of the Ganspan Pan and the Harts River. This matter was also reported on numerous occasions on the national television about its potential health risk to the community.

Presence of cholera in the Harts and Vaal River

During September 2024, the Department of Water and Sanitation detected the presence of Cholera in the Harts and Vaal River and notified the municipality about it. The Department of water and Sanitation requested all municipalities in the province to put measures in place to monitor water quality and prevent sewer spillages which may cause contamination of the water source.

According to the DWS, the main source of contamination on the Harts River was sewer spillage from Pampierstad and Jan Kemp. Thus, therefore the presence of cholera in the Harts River is either from Jan Kemp or Pampierstad area. The contamination of the water source poses a risk to all communities who use water at the down-stream of the river, particular villages such as Kgomotso, Losasaneng, Spitskop and Barkley West etc. It is against this background that all sewer spillages must be attended to as a matter of urgency to prevent disaster.

Given the potential risk of cholera outbreak in the community of Jan Kemp due to sewer spillages and contamination of the water source, it is imperative that an emergency repair work be carried speedily to prevent any potential disaster.

Any delay to address these spillages speedily so, may have undesirable consequences and litigations against the municipality. The DWS have issued the municipality with more than three directives of non-compliance,

which were never responded to previously and as a result of non-response, a criminal case was opened against the accounting officer.

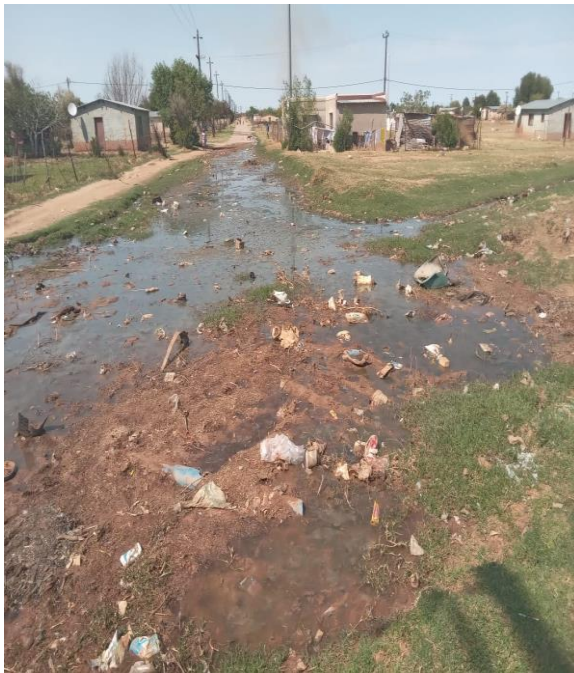
Failure to speedily address these spillages will result in a fine or the accounting officer being arrested.

INTERVENTION PROGRESS

In order to alleviate the problem of sewer spillage in Kingston and surrounding areas, we embarked on the following:

- ▶ Installed temporary bypass submersible pump
- ▶ Unblocked all manholes and sewer lines
- ▶ Cleaned the roads and surrounding environment
- ▶ Raise manholes
- ▶ Re-graveled some roads which were flooded
- ▶ Immediately stop pumping sewer into the veld

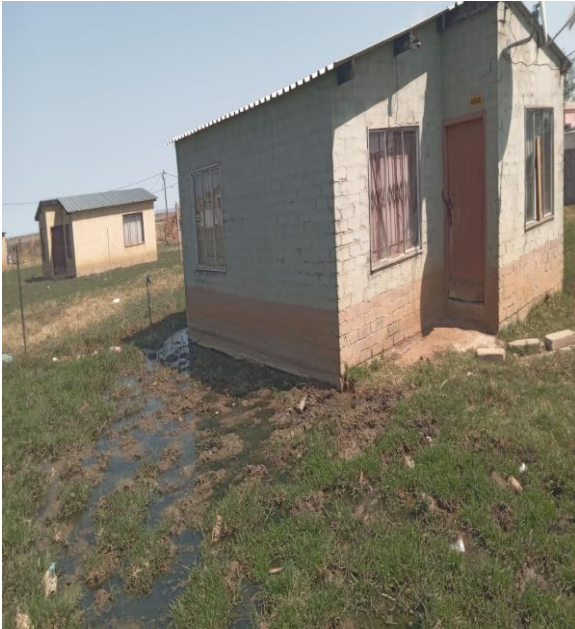
BERFORE



AFTER



BEFORE



AFTER



BEFORE



AFTER



SEWER SPILLAGE IN KOLONG, PAMPIERSTAD

The residents near Kolong Street in Pampierstad have been subjected to unbearable smell of sewer for a long time. This spillage is caused by old cement asbestos pipes in the network which collapses on frequent basis. The spillage in the area ends up in the nearby storm water system and flows into the Harts River which is also nearby the residential area.

The department of Water and Sanitation have on numerous occasion complained about the contamination of Harts River by raw sewer which flows into it. The recent court case against the Municipality is due to the contamination of the Harts River which poses a risk to the downstream users. The recent cholera outbreak in the Harts and Vaal River are as a result of raw sewers being discharged into the water source.

It was necessary that the municipality urgently attend to these sewer spillages as a matter of urgency to avoid potential spread of disease in the community. The municipality then sourced quotations from the local contractors to speedily address the situation and to beef-up the current municipal maintenance team.

PROGRESS ACHIEVED

The following are the areas which were affected by sewer spillages:

- Kolong and trench Street
- Court area
- Home affairs
- Kolong storm water

SEWER REPAIRS AT KOLONG AREA IN PAMPIERSTAD



PIPE REPLACEMENT IN KOLONG AREA



SEWER PIPE REPLACEMENT IN MOKGELE STREET, PAMPIERSTAD

The Phokwane Local Municipality implemented the sewer refurbishment as a response to the Sewer spillage and blockages which needed urgent intervention. Prior to commencement of this project, major challenges were encountered in the community which included sewer spillages that were running on the streets of Pampierstad and resulted in road damages. Complaints were received from residents and councillors about Sewer spillages which was affecting their health. A resolution was reached to alleviate difficulties experienced by refurbishing and deviating the existing line. Kgatoentle Mining Explosive was appointed to be the contractor on the refurbishment. The following activities were defined as the scope of refurbishment work for the project. — Construction of 306 meters of 250mm Sewer line. — Construction of 210 meters of 160mm subline. — Construction of 8 Manhole ring on 250 main line which connects the sub-line. Approximately 128 households, at an estimated population of 612 benefited from the project.

PROGRESS ACHIEVED

EXCAVATIONS



PIPE LAYING



HARTSWATER, THAGADIPELAYANG SEWER MAINTENANCE AND PIPE REPLACEMENT

The Phokwane Local Municipality implemented the sewer refurbishment as a response to the Sewer spillage and blockages which needed urgent intervention. Prior to commencement of this project, major challenges were encountered in the community which included sewer spillages that were running on the streets.

The following activities were defined as the scope of refurbishment work for the project.

- Construction of 500 meters of 250mm Sewer line.
- Removal and installation of Paving bricks
- Removal and installation of Kerbs
- Construction of 110 meters of 160mm deviated Sewer line.
- Construction of 11 Manhole ring on 250 main line and 1 Manhole ring on the 160 deviated line. Approximately 62 households, at an estimated population of 350 will benefit from the project.

PROGRESS ACHIEVED

PIPELINE SURVAYING AND PIPE LAYING



Sanitation Service Delivery Levels Households				
Description	2021/2022	2022/2023	2023/2024	2024/2025
	Outcome No.	Outcome No.	Outcome No.	Actual No.
Sanitation / Sewerage (above minimum level)				
Flush toilet (connected to sewerage)	9 018	9 018	11 964	12 400
Flush toilet (with septic tank)	1 018	1 018	308	404
Chemical toilet	-	-	33	40
Pit toilet (ventilated)	891	891	853	890
Other toilet provisions (above min service level)				
Minimum Service Level and above	10 927	10 927	13 158	14 178
Sub-total				
Minimum Service Level and above				
Percentage				
Sanitation / Sewerage: (below minimum level)				
Bucket toilet	184	184	323	824
Other toilet provisions (below min.service level)	1 331	1 331	2 428	2 728
No toilet provisions	1 329	1 329	1 637	1 797
Below Minimum Service Level sub- total	2 844	2 844	4 388	5 789
Below Minimum Service Level				
Percentage	9 018	9 018	11 964	11 457
Total households				

REFUSE REMOVAL

The communal and own dumping refuse dumps amounts have decreased over the past 10 years. There are three landfill sites located within this municipality at the following locations Hartswater, Pampierstad and Jan Kempdorp. Of all three landfill sites the new Hartswater Landfill site has been licensed while the Pampierstad and Jan Kempdorp site are still yet to be licensed.. No management is being practiced on these sites and burning of waste is a frequent occurrence due to waste not being covered. Residential areas are serviced by municipal collectors. Hazardous waste is collected only from Hospitals by the Health Collector. Illegal dumping in the municipality is also currently a challenge. Waste disposal that is not dealt with in a controlled environment offers many threats to sustainable living.

SOLID & WASTE MANAGEMENT SERVICES

TASK GRADES	No of employees	No of Posts	No of Vacancies
T6 (Plant Operators	35	77	42
T9 (Team Leaders)	2	04	2

Financial performance year 01: Waste management service 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	YTD %
<i>Revenue - Functional</i>				
Waste Management	27,605	28,238	633	2%
<i>Expenditure - Functional</i>				
Waste Management	32,159	15,664	-16,494	-51%

COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL:

The total revenue achieved amounts to R28 million, of the R27 million that was budgeted. The total operating expenditure amounts to R15 million of the R32 million that was budgeted for, which is R16 million less than budgeted.

3.3 ELECTRICITY

Policy objective taken from IDP.

Electricity	To ensure and facilitate access to electricity by needy households to achieve universal access by 2025.
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ELECTRICITY

TASK GRADES	No of Employees	No of Posts	No of Vacancies
T4 (General Workers)	7	10	3
T6 (Plant Operators)	2	2	1
T9 (Team Leaders)	5	9	4

The Municipality faces several challenges of electricity supply including the following:

- **Aging Infrastructure:** The municipality's electricity infrastructure is outdated, leading to frequent power outages and disruptions.
- **Inadequate capacity:** The municipality is waiting for Eskom to provide an additional capacity of 8MVA to meet the growing demand.
- **Theft and vandalism:** electricity theft and vandalism are significant concerns, resulting in financial loss.
- **Localized load shedding:** High electricity demand in winter which exceed the municipality's maximum notified demand (NMD) and cause the municipality to implement localized load shedding.

Financial performance year 01: Electricity services 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	YTD %
Revenue - Functional				
Energy sources	183,868	122,748	-61,120	-33%
Expenditure - Functional				
Energy sources	154,140	29,380	-124,759	-81%

Capital expenditure - Electricity services				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance %
Project description				
Electricification of Ganspan EXT.350 % 124 connections in Donkerhoek	10,526	4,201	6,325	60%

COMMENT ON ELECTRICITY SERVICES

Total operating revenue earned was R122,7 million of the R183.8 million that was anticipated, which is under collection of R61 million. This is attributed to illegal electricity connections and selling of electricity at a loss.

Electrification of Gaspan EXT spent R4,2 million of the R10.5 million that was budgeted.

3.4 HOUSING

Policy Objective taken from IDP.

• Housing	To facilitate the provision of quality housing by 2024
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Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
Year 2024/2025	Formal – 3068 Informal – 835 Total - 3903	Formal- 3068	23.5%

Employee: Housing Services

Task Grades	No of Employees	No of Posts	No of Vacancies
T7 – T9	1	3	2
T10 – T 12	1	1	0
T13 – T 15	0	1	1

COMMENT ON HOUSING SERVICES PERFORMANCE OVERALL

Since the funding of the housing is still a competency of the Provincial Department of Human Settlement, the Municipality is not in a position to fast-track housing projects but engagement are always made to make the Provincial Department to increase the number of housing allocations.

Key Issues and Challenges on Housing and town planning

- Slowness of the Housing Subsidy System (HSS) to approve housing beneficiaries Large and growing informal settlements in Hartswater, Pampierstad and Jan Kempdorp.
- Illegal Occupation of land and unlawful evictions in farming areas.
- Unavailability of bulk infrastructure to support housing development in rapidly growing areas.
- Slow housing delivery by the National Department of Human Settlements
- Shortage of land for human settlements

3.5 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R1,100 per month								
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
		Total	Access	%	Access	%	Access	%	Access	%
Year -1	1167	1167	523	44.82%	1167	100	673	57.67 %	1167	100%
Year 0	1808	1808	1605	88.77%	1808	100%	1111	61.45 %	1808	100%
Year 1										

FINANCIAL PERFORMANCE YEAR 1: FREE BASIC SERVICES	
Details	R'000
	Adjustment Budget
WATER	40 125
ELECTRICITY	6 173
WASTE WATER(SANITATION)	14 973
WASTE MANAGEMENT(SOLID WASTE)	11 124
TOTAL	92 048

BASIC SERVICES

Service Delivery and Infrastructure Development	To ensure sustainable delivery in respect of water, Sanitation, Electricity, Waste management, Roads and Stormwater Services to all Households within Phokwane Municipal areas	Ensure that 278 households are connected to water network by June 2020 access to water network	278	64	212	908
		Number of household with access to Sewer network	1357	1160	197	-
		Kilometre of Roads surfaced/paved by June 2020	22km	7km	12km	3km

COMPONENT B: ROAD TRANSPORT

INTRODUCTION TO ROAD TRANSPORT

3.6 ROADS

INTRODUCTION TO ROADS

The municipality's roads and Storm water are a critical aspect of the local economy and transportation.

- **Road Network:** The municipality is responsible for maintaining a network of roads, including gravel and paved roads.
- **Storm water Management:** The municipality also manages stormwater infrastructure to prevent floods and ensure safe drainage system.
- **Challenges:** Aging infrastructure, lack of maintenance due to inadequate funding which hinders effective management of infrastructure.
- **Initiatives:** The municipality is working on upgrading roads and storm water systems; with various projects aimed at improving access and reducing risks of floods.

Despite some of the challenges mentioned above, the following achievements were made during the financial year under review:

POTHOLE PATCHING AND RESEALING GOUSBLOM STREET IN ANDALUCIA PARK.

-During the year under review, the municipality has resealed 600m of entrance road to Andalusia Park.



RESEALING OF KORHAAN AVENUE IN HARTSWATER: 700M



POTHOLE PATCHING IN VARIOUS AREAS



Tarred Road Infrastructure Kilometers				
	Total tarred roads	New tarred roads	Existing tar roads re-tarred	Tar roads maintained
Year -1	5 065 km	4 064 km	19 090 km	0
Year 0	0	3 667 km	13 304	0
Year 1	0	0	0	0

Cost of Construction / Maintenance R'000						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year -1	17 000	0	0	17 000	0	0
Year 0	0	0	0	0	0	0
Year 1	0	0	0	0	0	0

Road Service Policy Objectives Taken from IDP

Roads and Stormwater

To upgrade 1.2 km of Kolong street with paving by 30 June 2025.

To upgrade 1 km of Cwaile street with paving by 30 June 2025.

Patching and resealing of 40 000 square meters of roads in Phokwane municipal area by 30 June 2025.

To re-gravel at least 6km of roads in Phokwane Municipal area by 30 June 2025

Maintain and clean at least 20 km of storm channels by 30 June 2025

Employees: Roads Services			
Task Grades	No Employees	No of posts	No of vacancies
T3 (General Worker)	13	9	22
T6 (Grade Operator)	2	3	1
T6 Operators	4	6	2
T10 (Team Leader)	2	3	1

Financial performance year 01: Road services 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	YTD %
Revenue - Functional				
Road transport	42,686	24,208	18,478	43%
Expenditure - Functional				
Road transport	44,054	19,139	24,915	57%

Capital Expenditure - MIG				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance%
Project description				
Pampierstad: Upgrading of Kolong street Stormwater	11,178	749	10,429	93%
New pumpstation and related bulk sewer outfall lines	18,797	3,278	15,519	83%
Upgrading of the Ganspan sporting complex	10,000	-	10,000	100%
Refurbishment and Re-Alignment of the Pampierstad Water Distribution System (MIG1630: Pampierstad: Asbestos water reticulation Phase 5 revised)	-	12,095	-12,095	
TOTAL	39,975	16,122	23,853	60%

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The total operating revenue budget for roads amounts to R42 million. The total operating revenue spent amounts to R24 million. The capital projects budgeted for this department for the 2024/25 financial year was R39 million and R16 million was spent, which is an under expenditure of R 23 million.

TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

The District Integrated Transport Plan addressed the mode, status and challenges of rail, road and freight and non-motorized transport in the District. Amongst other transport related matter addressed where the implementation of Local Integrated Transport Plans (LITP) for the 3 local municipalities namely Dikgatlong, Magareng and Phokwane local municipalities and the rationalization of bus and taxi services.

Road Transport

The road infrastructure of Frances Baard District Municipality is anchored by three national roads that are; N12 running south to north, N18 that running east to west in the north and N8 running east to west in the south. Also there are other provincial roads that act as major corridors. The whole road network for Frances Baard District Municipality is 1 851.92 km. This road infrastructure supports a high percentage of freight in the District as well as private and public transport. The rail infrastructure for the district consists of three corridors that primarily serve freight. In these corridors, there are 32 stations. Two are utilized for passengers and freight and eight (8) are utilized only for freight.

Rail Transport

Even though the rail infrastructure is well spread out in the District, there is one rail passenger services called transit inter-city service between Cape Town and Pretoria and it is available thrice a week. This service uses Kimberley Station and Warrenton station in the District. Another mode that is extensively used in the district is walking and cycling. The municipalities have reasonably provided for this service around the district though that provision is biased towards walking than cycling.

Freight Transport

Kimberley has an airport that has two terminals that provide air passenger travel. Passengers using the airport are limited to private vehicles usage and metered taxis when coming into or leaving the airport. There's also a small operation of metered taxis and tram services that cater for mainly tourist in the city of Kimberley.

The DITP expresses vision for a better transportation system for the District in the future, and provides a transitional plan to achieve the desired objectives by that dates as provided for in the programme. With the help of a partnership between the three spheres of government, the private sector and civil society, this vision and programme for a safe, well-regulated, accessible and affordable integrated transport system that serves the needs of both users and operators can become a reality in Frances Baard District Municipality.

Employees: Transport Services			
Task Grades	No of Employees	No of posts	No of vacancies
T10 Administration	1	1	0

FINANCIAL PERFORMANCE YEAR 1: TRANSPORT SERVICES			
Details			
	Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-
Expenditure:			-
Employees	420 845	378 502	-101 859.00
Repairs and Maintenance	7 010 000	4 530 540	-4 526 497.00
Other	898 831	497 309	435 532.00
Total Operational Expenditure	8 329 676	5 406 351	-4 192 824.00
Net Operational Expenditure	-8 329 676	-5 406 351	4 192 824.00

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

Phokwane Local Municipality does not have transport services regardless of the public transport operators. The municipality has internal fleet management services and has managed to acquire additional fleet during the 2023/2024 financial year. This will assist in ensuring that employees to attend to service delivery needs of the community.

3.7 WASTE WATER (STORM WATER DRAINAGE)

Stormwater Infrastructure Kilometers				
	Total Stormwater measures	New stormwater measures	Stormwater measures upgrades	Stormwater measures maintained
Year -1	-	-	-	-
Year 0	-	-	-	-
Year 1	-	-	-	-
				-

Cost of Construction / Maintenance			
	Stormwater Measures		
	New	Upgraded	Maintained
Year -1	-	-	-
Year 0	-	-	-
Year 1	-	-	-

Storm water, other Policy Objectives Taken from IDP

Priority Issue: Storm Water

Road Service Policy Objectives Taken from IDP

Roads and Stormwater	Maintain and clean at least 20 km of storm channels by 30June 2025
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WASTE WATER (STORM WATER DRAINAGE)

TASK GRADES	No of Employees	No of Posts	No of Vacancies
T4 (General Workers)	22	29	17
T6 (Plant Operators)	10	23	3
T8 Senior Processor	0	2	2
T9 (Team Leaders)	2	03	01

COMMENTS ON WASTE WATER

The management of stormwater in Phokwane Municipality remains a major challenge; especially in low-lying areas as well as newly constructed roads where no consideration whatsoever was made for Stormwater management. The population growth experienced over the years and new surfaced roads has resulted in additional surface runoff, thus requiring upgrading of storm water infrastructure to accommodate the additional discharge. The effects of flooding downstream also create new problems in the receiving streams i.e. high peak flows, excessive erosion and sedimentation, increased pollution and general decreased value of the environment.

Operation and maintenance of roads and stormwater infrastructure remain a great challenge due to inadequate personnel and financial resources and the absence of yellow fleet machinery specifically for the cleaning of major storm water canals and unblocking of catch pits. The under budgeting of operation and maintenance operations is also main contributor to the state of infrastructure at the municipality.

COMPONENT C: PLANNING AND DEVELOPMENT

INTRODUCTION TO PLANNING AND DEVELOPMENT

3.8 PLANNING

INTRODUCTION TO PLANNING

FINANCIAL YEAR	2024/2025
Number of Applications Received	5
Number of Applications for Township Establishment	2
Number of Applications for Rezoning	7
Number of Applications for Subdivision	7
Number of Applications Approved	3
Number of Applications not yet approved	4
Number of applications withdrawn	0

3.9 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

LED SERVICES

Task Grades	Number of Employees	Number of posts	Number of Vacancies
T11-15	3	3	0

Economic Activity by Sector R'000			
Sector	Year -1	Year 0	Year 1
Agric, forestry and fishing	0	0	0
Mining and quarrying	0	0	0
Manufacturing	0	0	0
Wholesale and retail trade	0	0	0
Finance, property, etc.	0	0	0
Govt, community and social services	0	0	0
Infrastructure services	0	0	0
Total	0	0	0

Economic Employment by Sector Jobs			
Sector	Year -1 No.	Year 0 No.	Year 1 No.
Agric, forestry and fishing	0	0	0
Mining and quarrying	0	0	0
Manufacturing	0	0	0
Wholesale and retail trade	0	0	0
Finance, property, etc.	0	0	0
Govt, community and social services	0	0	0
Infrastructure services	0	0	0
Total	0	0	0

Jobs Created during Year 1 by LED Initiatives (Excluding EPWP projects)				
Total jobs created / Top 3 initiatives	Jobs created	Jobs lost / displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created / lost
Total (all initiatives)	100	0	100	
Job creation through EPWP* projects				
Details	EPWP Projects		Jobs created through EPWP projects	
	No.		No.	
Year -1	1		100	
Year 0	1		100	
Year 1	1		233	

COMMENT ON LOCAL JOB OPPORTUNITIES

Local Economic Development has over the years gained prominence in development theory and practice. As a result, numerous concepts have emerged to implement viable strategies in an effort to realize a conducive environment for Micro, Small and Medium (MSME). The concepts endeavours to create an environment where people are spoilt for opportunities and that their dreams are made possible for the benefit of their economic growth and sustainability. The ultimate goal attached to the objectives of LED and Tourism is to create direct and indirect job opportunities through collaborations between government and private initiatives. These collaborations will increase opportunities and promote enterprise development for women; youth and people with disabilities, as well as skills development.

Financial year

In terms of short term job opportunities, the LED endeavours did not succeed in collaborating with any other government or private department to fund any skills development programme or EPWP programme. We have only managed to accommodate an internship programme for three (3) learners who were required to do their in service training at the municipality over a period of 24 months. The programme started in 2024 financial year until the end of 2026.

We have continued to empower our MSME and expose them to greater exhibition. We continue to create an empowering environment that gives one of our local small business a platform to showcase their goods and services in an international tourism arena. We afforded an opportunity to Mr. Lesedi Moseki, the founder of a registered company called Thuanyo Igrovest group which is an agricultural service company. The company provides tailor-made solutions for sustainable farming, agro-processing and bio-technology services. The company went to exhibit their organic castor oil products at the 2025 Africa tourism Indaba in Durban. This platform gives micro, small and unknown enterprises an opportunity to market their products and services. It has been proven over the past years that our businesses lack exposure in the world stage and that prohibit growth.

COMPONENT D: COMMUNICATION & SOCIAL SERVICES INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

3.10 LIBRARIES, ARCHIEVES, MUSEUM, GALLERIES, COMMUNITY FACILITIES, OTHER (THEATRES, ZOOS, ETC).

INTRODUCTION TO LIBRARIES, ARCHIEVES, MUSEUM, GALLERIES, COMMUNITY FACILITIES, SERVICES STATISTICS FOR

LIBRARY SERVICES

TASK GRADES	No of Employees	No of Posts	No of Vacancies
T3 – T11 (Administration)	10	18	8

Financial performance year 01: Library services 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance %
<i>Revenue - Functional</i>				
Library services	1,308	1,308	-	0%
<i>Expenditure - Functional</i>				
Library services	1,308	832	476	36%

The total operating revenue from libraries amounts to R1,3 million of the R1.3 million that was budgeted, and the total operating expenditure amounts to R832 thousand of the R1,3 million that budgeted.

3.11 CEMETRIES AND CREMATORIUMS

INTRODUCTION TO CEMETRIES AND CREMATORIUMS SERVICE STATISTICS FOR CEMETORIES & CREMATORIUMS

PARKS & CEMETERIES

TASK GRADE	No of Employees	No of Posts	No of Vacancies
T2 (General Workers)	19	35	16
T6 (Truck Operators)	2	8	6
T9 (Team Leaders)	04	04	00

FINANCIAL PERFORMANCE YEAR 1: PARKS & CEMETRIES SERVICES R'000			
Details			
	Budget	Actual	Variance to Budget
Total Operational Revenue	3 287 122	3 231 099	56 023
Expenditure:			-
Employees	16 226 365	14 646 874	1 579 491
Repairs and Maintenance	3 560 000	3 319 513	240 487
Other	183 204	119 475	63 729
Total Operational Expenditure	19 969 569	18 085 862	1 883 707
Net Operational Expenditure	-16 682 447	-14 854 763	-1 827 684

Capital Expenditure Year 1: Cemeteries and Crematoriums Services R'000					
Capital Projects	Year 1				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0	0
Project A: PPE	0	0	0	0	0

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIALS OVERALL:

Phokwane municipality's vote structure provides for the clustering of Parks and Cemeteries into single programme or cost center. The department did not bring any revenue to the municipality for the 2023/24 financial year.

COMPONENT E: ENVIRONMENTAL PROTECTION

INTRODUCTION TO ENVIRONMENTAL PROTECTION

3.12 BIO-DIVERSITY, LANDSCAPE (INCL, OPEN SPACE), AND OTHER (E,G, COASTAL PROTECTION)

INTRODUCTION TO BIO-DIVERSITY AND LANDSCAPE

SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE

3.13 FIRE

INTRODUCTION TO FIRE SERVICES

Financial Performance Year 1: Fire Services R'000					
Details	Year 0	Year 1			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-
Expenditure:					
Fire fighters	-	-	-	-	-
Other employees	-	-	-	-	-
Repairs and Maintenance		-	-	-	-
Other		-	-	-	-
-	-	-	-	-	-
Net Operational Expenditure		-	-	-	-

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

Fire services and disaster management does not form part of the core programmes of the municipality at this stage this function is coordinated at Frances Baard District Municipality, where the district is rendering this service as shared service to the local municipalities. Phokwane Local Municipality has only policy on disaster management services on its IDP.

OTHER (DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL OF PUBLIC NUISANCES AND OTHER)

INTRODUCTION TO DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL OF PUBLIC NUISANCES, ETC

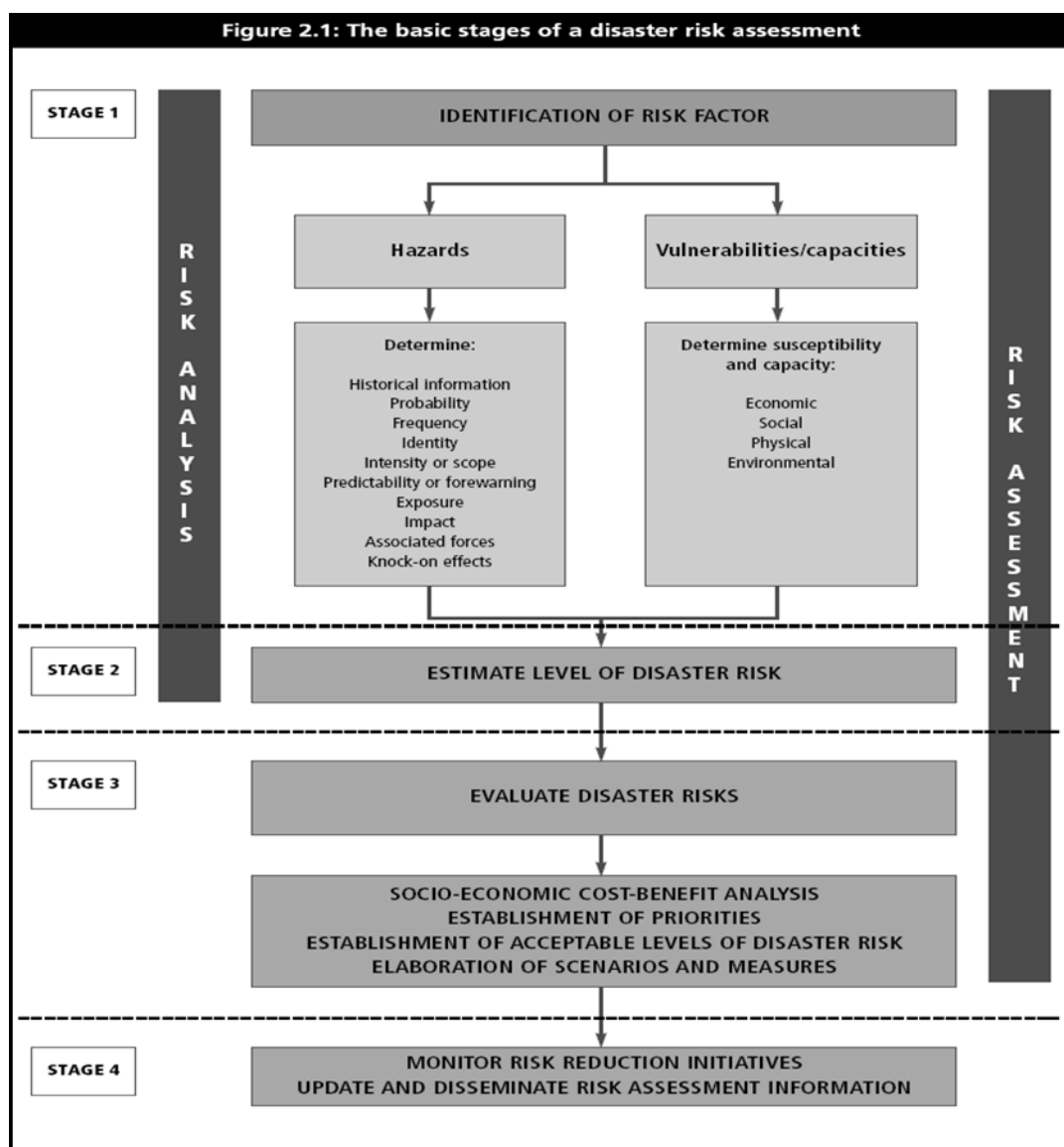
SERVICE STATISTICS FOR DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL OF PUBLIC NUISANCES, ETC

TAKEN FROM IDP
DISASTER MANAGEMENT PLAN

According to the Disaster Management Act (Act 57 of 2002), Section 42(1-2); “each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area with the inclusion of the amongst others the local municipalities, non-governmental *institutions* involved in disaster management and the private sector”. The main purpose of the Disaster Management Plan (DMP) is to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP was prepared in 2006 and the review of the document was prepared in 2012.

In order to align with the National Disaster Management Framework and to achieve an integrated, holistic and cost-effective approach in disaster management; the DMP developed **4 Key Performance Areas** which form the bases of the review, as follows:

- a) **Institutional Capacity for the Disaster Risk Management:** Establishes the requirements which will ensure the establishment of effective institutional arrangements in the provincial sphere for the integrated and coordinated implementation of disaster (risk) management policy and legislation. It addresses the principles of cooperative governance and places emphasis on the involvement of all stakeholders in disaster (risk) management in order to strengthening the capabilities of provincial and municipal organs of state.
- b) **Disaster Risk Reduction:** Addresses the need for disaster risk assessment and monitoring to set priorities, guide risk reduction action and monitor the effectiveness of our efforts. In addition, the key performance area outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within all spheres of government. A critical facilities risk analysis was conducted to determine the vulnerability of key individual facilities or resources within the community such as schools, clinics, shelters. **Figure 2.1** illustrates the disaster risk assessment process.



- c) **Disaster Management Planning and Implementation:** This key performance area addresses requirements for disaster management planning within provincial and municipal spheres of government. It gives particular attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into on-going programmes and initiatives.
- d) **Disaster Response and Recovery:** The Key Performance Area focuses on preparedness of an area for disasters, rapid and effective response to disasters and post-disaster recovery and rehabilitation. When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles, responsibilities, funding arrangements and the procedures to be followed.

To facilitate the implementation of the objectives of the four KPAs mentioned above, three enablers were identified as per the National Disaster Management Framework. The enablers are as follows:

a) Information and Communication

Disaster risk management is a collaborative process that involves all spheres of government, as well as NGOs, the private sector, a wide range of capacity-building partners and communities. It also requires effective preparation for, and response to a diverse range of natural and other threats. It requires systems and processes that enable timely and appropriate decision making in not only in times of emergency but also to inform development planning on the part of government officials, other role players as well as at-risk communities and households.

b) Education, Training, Public Awareness and Research

Sections 20(2) and 15 of the Disaster Management Act specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training throughout the Republic, and the promotion of research into all aspects of disaster risk management. This key performance area addresses the development of education and training for disaster risk management and associated professions and the incorporation of disaster risk management in school curricula.

c) Funding

The provision of funding for disaster risk management is likely to constitute the single most important factor contributing to the successful implementation of the Act by provincial and municipal spheres of government. The Act, with the exception of Chapter 6 on funding of post-disaster recovery and rehabilitation, does not provide clear guidelines for the provision of funding for disaster risk management. Nevertheless funding from a range of sources will be required to deal with disaster management.

COMPONENT F: SPORT AND RECREATION

INTRODUCTION OT SPORT AND RECREATION

3.14 SPORT AND RECREATION

SERVICE STATISTICS FOR SPORT AND RECREATION

PARKS & CEMETERIES

TASK GRADE	No of Employees	No of Posts	No of Vacancies
T2 (General Workers)	19	35	16
T6 (Truck Operators)	2	8	6
T9 (Team Leaders)	04	04	00

Sports and Recreation Policy Objectives Taken from IDP

Service Objective xxx

Sports and Recreational Facilities	-To maintain sports and recreational facilities	To facilitate the provision of recreational and sports facilities in the municipal areas by 2016.	• To apply for funding from relevant institutions e.g. sports trust, lottery, Department of Sports Arts and Culture etc. • Ensure community participation in establishment and maintains of sports and recreational facilities • Promote cultural activities through sports & recreational facilities • Formation of Phokwane Sports forum to ensure ownership of facilities by community
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Financial Performance Year 1: Sports and Recreation R'000					
Details	Year 0	Year 1			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
-	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational Expenditure	-	-	-	-	-

Capital Expenditure Year 1: Sports and Recreation R'000					
Capital Projects	Year 1				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A	0	0	0	0	0
Project B	0	0	0	0	0
Project C	0	0	0	0	0
Project D	0	0	0	0	0

COMPONENT G: CORPORATE POLICY OFFICES AND OTHER SERVICES

INTRODUCTION TO CORPORATE POLICY OFFICES, ETC

3.15 EXECUTIVE AND COUNCIL

INTRODUCTION TO EXECUTIVE AND COUNCIL

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

Employees: The Executive and Council			
Task Grades	No of Employees	No of Posts	No of Vacancies
T7 – T15	8	8	0

Financial performance year 01: Executive and council 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance%
Revenue - Functional				
Executive and council	142,291	109,767	-32,524	-23%
Expenditure - Functional				
Executive and council	38,054	30,044	-8,010	-21%

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL

Total Operating Revenue under Council and Executive amounted to R142 million which is mainly derived from the Equitable Share allocation. There was no capital projects planned for Council and Executive. The overall operational expenditure for the year amounted to R30 million for the 2024/25 financial year.

3.16 FINANCIAL SERVICES

INTRODUCTION TO FINANCIAL SERVICES

Debt Recovery R'000								
Details of the types of account raised and recovered	Year 0		Year 1			Year 2		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %
Property Rates	6132459		16913485				10402600	
Electricity – B			4819103.98				2607236	
Electricity – C	29957870		32631591.70				35280379	
Water – B			2328870.16				2704219	
Water – C	30674917.82		16958859.10				20935977	
Sanitation	7771900.40		8528517.68				9074293	
Refuse	8428802.26		9475316.18				5852647	
Other	216601.59		217107.12				462482.60	
		53.69%			57.7%			

FINANCIAL SERVICES

TASK GRADE	No of Employees	No of Posts	No of Vacancies
T5-T15	54	75	21

Financial performance year 01: Financial services 2024/25				
Details	Budget (R'000)	Actual (R'000)	Variance (R'000)	Variance%
Revenue - Functional				
Financial services	67,554	64,905	-2,649	-4%
Expenditure - Functional				
Financial services	85,828	52,432	-33,396	-39%

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL

The finance department earned a total operating revenue of R64 million of the R67 million that was budgeted. The total operating expenditure amounts to R52 million of the R85 million that was budgeted for. The department collected less than what was spent.

3.17 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

Priority issue: Institutional Transformation

Human Resources Service Policy Objectives Taken from IDP

Institutional Transformation

- To ensure compliance with the Municipal Staff Regulations, 2021
- To develop work skills plan and skills needs analysis
- To develop an annual training report
- To fill Budgeted Vacant posts
- To foster a good relationship with organised labour forum
- To ensure employee wellness within the organisation
- To ensure employee Wellness within the organization
- Ensure availability of regular back-up recordings of all critical electronic system
- To ensure effective functioning of ICT committee in the municipality
- Ensure effective functioning of the Record Management System
- To ensure effective and efficient functioning of the legal services

FINANCIAL PERFORMANCE YEAR 1: HUMAN RESOURCE SERVICES R'000			
Details			
	Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-
Expenditure:			-
Employees	5,625,993	10,647,999	5,022,006
Repairs and Maintenance	52,450	883,784	831,334
Other	2,600,959	1,053,016	1,547,943
Total Operational Expenditure	8,279,402	12,584,799	4,305,397
Net Operational Expenditure	-	-	-
	8,279,402	12,584,799	4,305,397

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The total operating expenditure amount to R12,5 million of the R8,2 million that was budgeted, with an over expenditure of R4,3 million,

Human Resources Services had no capital projects for the 2024/25 financial year.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO COMMUNICATION TECHNOLOGY (ICT) SERVICES SERVICE STATISTICS FOR ICT SERVICES

Employees: ICT Services			
Task Grades	No of Employees	No of posts	No of vacancies
T11 Administration	2	3	1

FINANCIAL PERFORMANCE YEAR 1: INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES R'000			
Details			
	Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-
Expenditure:			-
Employees	1,340,301	76,763	1,263,538

Repairs and Maintenance	1,052,450	1,272,008	- 219,558
Other	136,661	195,384	- 58,723
Total Operational Expenditure	2,529,412	1,544,155	985,257
Net Operational Expenditure	- 2,529,412	- 1,544,155	- 985,257

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

Municipality managed to install various ICT systems in the workplace and provided support to several users and contributed to the efficiency in the communication systems.

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COMPONENT H: ORGANISATIONAL PERFORMANCE SCORECARD

Annual Performance Report (APR) 2024/25

PHOKWANE MUNICIPALITY



ANNUAL PERFORMANCE REPORT **2024/2025**

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1. PURPOSE

- 1.1** The purpose of this report is to inform Council regarding the progress made with the implementation of the Key Performance Indicators (KPI) in the realisation of the development priorities and objectives as determined in the Municipality's Integrated Development Plan (IDP) as well as the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) of the 2024/25 financial year.

2. LEGISLATIVE REQUIREMENTS

- a.** The SDBIP is defined in terms of Section 1 of the Local Government: Municipal Finance Management Act, 56 (Act 56 of 2003) (MFMA), and the format of the SDBIP is prescribed by the MFMA Circular 13.
- b.** Section 41 (1)(e) of the Local Government: Municipal System Act, 32 (Act 32 of 2000) (MSA), prescribed that a process must be established of regular reporting to Council.
- c.** This report is a rent in terms of Section 52 of the MFMA which provide for:
 - The Mayor, to submit to council within 30 days of the end of each quarter, a report on the implementation of the budget and financial state of affairs of the municipality.
 - The Accounting Officer; while conducting the above must take into account:
 - ✓ Section 71 Reports.
 - ✓ Performance in line with the Service Delivery and Budget Implementation Plans (SDBIP).

3. BACKGROUND TO THE FORMAT AND MONITORING OF THE SDBIP

3.1 Format

- a.** The municipality's SDBIP consists of a Top Layer (TL) as well as a Departmental Plan for each Department.
- b.** For purposes of reporting, the TL SDBIP is used to report to Council and the Community on the organisational performance of the Municipality.
- c.** The Top Layer SDBIP measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of the Local Government: Municipal Planning and Performance Regulations of 2001. National Key Performance Areas and Strategic Objectives as detailed in the Integrated Development Plan (IDP) of the Phokwane Municipality. The Top Layer SDBIP 2024/25 was approved by Council on 11 June 2024.
- d.** The departmental SDBIP measures the achievement of performance indicators that have been determined with regard to operational services delivery within each department and have been aligned with the Top Layer SDBIP. The Departmental Plans have been approved by the Municipal Manager.
- e.** The Annual Performance Assessment Report is structured to report on the five (5) Municipal Key Performance Areas.

- f. The overall assessment of actual performance against targets set for the key performance indicators as documented in the SDBIP is illustrated in paragraph 4.
- g. Performance reports on the Top Layer SDBIP is submitted to the Mayoral Committee and Council on a quarterly, half yearly (Mid-year Budget and Performance Assessment Report) and annual basis (Annual amendments to the Top Layer SDBIP must be approved by the Council following the submission of the Mid-year Budget and Performance Assessment Report and the approval of the adjustment budget).
- h. This non-financial part of the report is based on the Top Layer SDBIP 2024/2025 and comprises the following:
- Summary of the overall performance of the Municipality in terms of the National Key Performance Areas of Local Government.
 - Summary of the overall performance of the Municipality in terms of the five (5) Municipal Key Performance Areas; and
 - A detailed performance review per Municipal Key Performance Area (MKPA)

3.2 Monitoring

- a. The Municipality utilises the manual way of updating actual performance on monthly basis by entering data into the computer using Spreadsheet and Word Processing.
- b. Deadline for every month is between the 10th and 15th day for updates of the previous month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes places.

4. ACTUAL PERFORMANCE FOR 2024/25 FINANCIAL YEAR

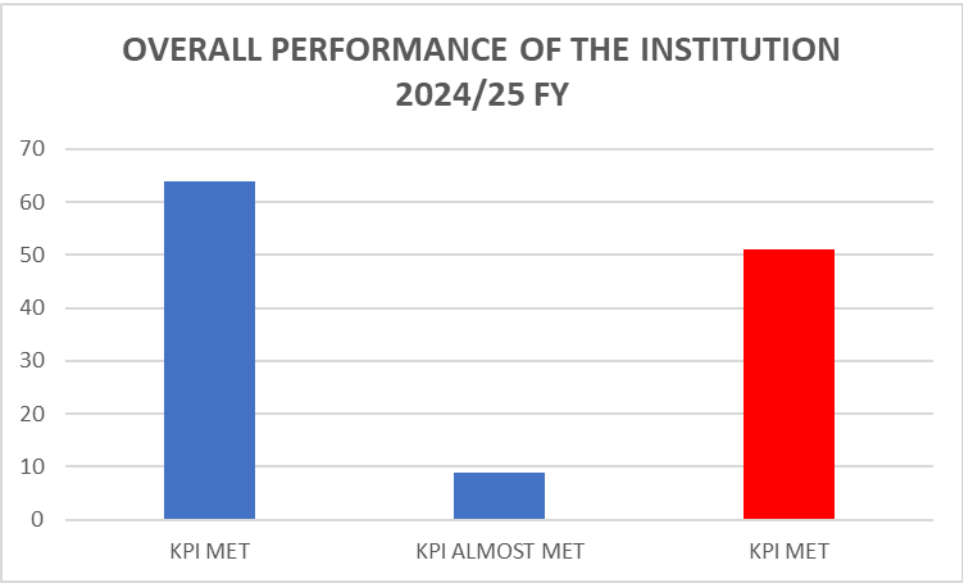
4.1 The Top Layer SDBIP contains performance indicators per Municipal Key Performance Area and comments with corrective measures with regard to targets not achieved.

4.2 This is a detailed analysis of actual performance for the financial year of 2024/25.

Colour	Category	Explanation
	KPI Not Yet Measured	KPI's with no targets or actual results for the selected period.
	KPI Not Met	Actual vs. target less than 75%
	KPI Almost Met	Actual vs. target between 75% and 100%
	KPI Met	Actual vs. target 100% achieved.
	KPI Well Met	Actual vs. target more than 100% and less than 150% achieved.
	KPI Extremely Well Met	Actual vs. target more than 150% achieved.

5. OVERALL PERFORMANCE OF THE INSTITUTION

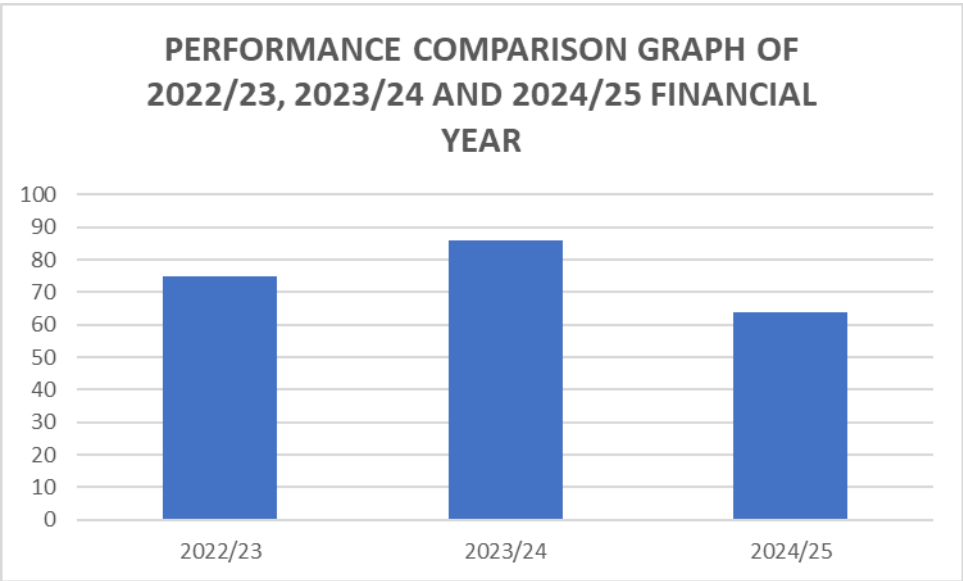
The following graph depicts the overall performance of the institution for the 2024/25 financial year.



In the 2022/23 financial period, the municipality had 75 KPIs of which 66 were met, 8 not met and 1 almost met.

In the 2023/24 financial period the municipality had 86 KPIs which were met, were almost met and were not met.

In the 2024/25 financial period the municipality had 124 KPIs which 64 were met, 09 were almost met and 51 were not met.



5. ACTUAL STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED

6.1. KEY PERFORMANCE AREA (KPA): INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE											
KPA			INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
DEPARTMENT			CORPORATE SERVICES								
Strategic Objective	Strategy	Baseline 2023/24	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly Projections/Process Indicator		Performance Colour Coding	Reason For Deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25	KPI Not Measured KPI Not Met KPI Almost Met KPI Met KPI Well Met KPI Extremely Well Met			
To improve organisational cohesion and efficiency	To ensure compliance with the Municipal Staff Regulations ,2021	2016	KPI-1 Organizational structure annually reviewed and approved by Council by 30 June 2025	Council Resolution	OpEx	1	0	KPI NOT MET	Consultation process on the structure is still underway.	To finalize the consultation process by May 2026.	Council Resolution and copy of approved Organisational Structure
		2016	KPI-2 Review and approval of 5 critical HR policies: ➤ Skills Development Policy, ➤ Internal Bursary Policy, ➤ Job Evaluation Policy, ➤ Development of Staff Establishment Policy,	Number of Policies approved and Council Resolution		5	0	KPI NOT MET	Policies were done but still under consultation with relevant stakeholders.	Policies to be adopted by the beginning of the new financial year.	Skills Development Policy, Internal Bursary Policy, Job Evaluation Policy, Staff Establishment Policy and Council Resolutions

		➤ Retention and Succession Planning Policy by 30 June 2025		OpEx						
SKILLS DEVELOPMENT										
To develop work skills plan and skills needs analysis	23-Apr-24	<u>KPI-3</u> Annual compilation of Municipal Workplace Skills Plan (WSP) submitted to LGSETA by 30 th April 2025	Number of employees vs plans and Submission Register	OpEx	1	1	KPI MET			Acknowledgement letter and Copy of Workplace Skills Plan
To develop an annual training report	23-Apr-24	<u>KPI-4</u> Compilation of Annual Training Report and submission to LGSETA by 30 April 2025	Submission register	OpEx	1	0	KPI NOT MET	The training budget submitted but not approved in budget hence no implementation on the WSP	Training budget to be implemented according to the WSP submitted online	Acknowledgement letter and Copy of Annual Training Report
To fill vacant posts	15-Mar-22	<u>KPI-5</u> To Conduct a Skills Audit and submit to LGSETA by 31 January 2025	Report Outcome	OpEx	1	0	KPI NOT MET	No skills audit conducted, because the organizational structure is not yet approved.	Skills audit to be done once the organizational structure is approved.	Skills Audit Report
To fill Budgeted Vacant posts	47%	<u>KPI-6</u> 10 Number of Budgeted vacant Posts filled by 30 June 2025	Number of budgeted post filled vs number of posts budgeted	OpEx	10	11	KPI MET			Adverts, Employment offer letter/ Employment contracts
EMPLOYEE WELNESS										

	To foster a good relationship with organised labour forum	0	<u>KPI-7</u> 4 LLF meetings coordinated by 30 June 2025	Number of meetings held	N/A	4	3	KPI ALMOST MET	The other meeting did not sit, it was postponed	To ensure meetings are held as scheduled.	Attendance Register
		NEW	<u>KPI-8</u> Engaging employees in Consultation process in regards of workplace activities	Number of employee activities attended	N/A	4	3	KPI ALMOST MET	Other activities were postponed.	To ensure activities are held as scheduled.	Attendance registers & Reports
	To ensure employee wellness within the organisation	0	<u>KPI-9</u> Conducting 1 end year reward Ceremony by 15 December 2024 and 1 Welcome Ceremony by 30 March 2025	Number of employees attended	OpEx	2	0	KPI NOT MET	KPI was budgeted for but no funds available when needed to be implemented	Funds will be sourced from external funders	Certificates and Attendance registers/Programme
	To ensure employee Wellness within the organisation	0	<u>KPI-10</u> Develop Wellness Policy 2024/25 FY by 30 June 2025	Number of Policy and Council Resolution	N/A	1	0	KPI NOT MET	More consultation was needed with stakeholders	Once consultation process is completed, policy will be approved.	Wellness Policy 2024/25 FY and Council Resolution
	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)										
	Ensure availability of regular back-up recordings of all critical	0	<u>KPI-11</u> 90 back-up rans done on the Financial System (Munsoft & Payday) done by	Number of back up rans on the financial system	OpEx	90					Back-up e-mail confirmation

To provide a reliable and effective IT system	electronic system		30 June 2025				90	KPI MET			
	To ensure effective functioning of ICT committee in the municipality	100%	KPI -12 Publication of number of compliance documents on website by 30 June 2024	Number of compliance documents on the municipal website	N/A	12	2	KPI NOT MET	Service Provider do not upload documents in time as legislated and as requested by IT and end users	Functions of uploading information on the website will be removed from the Service Provider to ICT unit	Website screen shots / email correspondence from end users
		0	KPI -13 4 Meetings held by ICT Committee by 30 June 2025	Number of meetings held	N/A	4	0	KPI NOT MET	The committee not yet established	The Committee will be established in the next financial year	Attendance register and Minutes
			KPI -14 Reviewed and approved 4 ICT Policies ✓ Data back up Policy ✓ Password Protection and Sharing Policy ✓ ICT User Access Management Policy Information Security Policy By 30 March 2025	Number of approved policies and council resolution	OpEx	4	4	KPI MET			Copy of reviewed ICT Policy and Council resolution
RECORD MANAGEMENT											
To Provide a Reliable Electronic Records Management System	Ensure effective functioning of the Record Management	0	KPI -15 Review Records Management Policy by 30 March 2025	Council Resolution	N/A	1		KPI MET			Copy of reviewed Record management Policy and Council resolution

	t System						1				
LEGAL SERVICES											
To ensure an effective and efficient legal administration of all litigations against the municipality	To ensure effective and efficient functioning of the legal services	New	KPI -16 Quarterly reports on litigation cases and labour disputes submitted to the Accounting Officer by 30 th June 2025	Number of reports submitted and submission registration	OpEx	4	4	KPI MET			Acknowledgement of Receipt by AO
		New	KPI -17 Quarterly Reports on amount of budget spent on litigation cases and labour disputes against the municipality by 30 June 2025	Number of reports & amount of budget spent	OpEx	4	4	KPI MET			Quarterly Expenditure Report on litigations and labour disputes

6.2. KEY PERFORMANCE AREA: BASIC SERVICES (INFRASTRUCTURE MANAGEMENT)

KPA			BASIC SERVICES								
DEPARTMENT			TECHNICAL SERVICES								
Strategic Objective	Strategy	Baseline 2023/2024	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly Projections/Process Indicator		Performance Colour Coding	Reason for Deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25	KPI Not Measured			
								KPI Not Met KPI Almost Met KPI Met			

								KPI Well Met			
								KPI Extremely Well Met			
ELECTRICITY											
Basic and Sustainable Service Delivery and Infrastructure Developm	To ensure the adequate provision, upgrading, and maintenance of electricity services infrastructure	New project	<u>KPI-18</u> Electrification of 350 sites in Ganspan by 30 June 2025.	Number of households connected to electricity (Accumulative measurement used)	R10 526 000	350	0	KPI NOT MET	The contractor was only appointed in June 2025 and physically occupied the construction site in July 2025. The reasons for late starting are the delay in procurement which was mainly caused by vacancies in senior management who are supposed to form part of the adjudication committee.	Thus in order to speed up the procurement process in the municipality, the accounting officer requested assistance from Magareng municipality to second two senior managers to serve on the adjudication committee. Although this a solution, it also came with its challenges with regard to the availability of these senior managers.	Funding allocation letter /Advert / Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report
		57% total electricity losses	<u>KPI-19</u> Decrease electricity losses from 57% to 16% by 30 June 2025	Percentage losses. (Accumulative measurement)	R1 000 000	16%	46.21%	KPI NOT MET	By-pass and tampering of electrical meters	The electrical department is still busy with the by-passed and tempered electricity meters	Quarterly Reports

ent		Total functional = 60 Total not functional = 8	<u>KPI-20</u> Quarterly Reports on Maintenance of 60 High mast lights as and when reported in all wards by 30 June 2025	Number of Quarterly reports on high mast lights maintained (Maintenance schedule & recurring repairs)	O & M	4	4	KPI MET			Quarterly Reports with pictures, job cards and complaint register
WATER PROJECTS/PROGRAMMES											
To ensure the adequate provision, upgrading and maintenance of water and sanitation	New	<u>KPI-21</u> Pampierstad Asbestos Water Reticulation Phase 5 by 30 June 2025	Percentage of project components completed per project plan	R6 000 000	100%	90%	KPI ALMOST MET	The delay is a result of Eskom to connect the bulk electricity meter connection for the pump station. The invoice for the connection was paid last year in December 2024 already. The completion of the project is entirely delayed by Eskom.	We are in constant engagement with Eskom to expedite the process for the connection supply point.	Funding allocation letter /Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report	
	New	<u>KPI-22</u> Complete designs for upgrading of Hartswater Water Treatment Works by 30 June 2025.	Percentage of project components completed per project plan	R4 000 000	100%	100%	KPI MET			Funding allocation letter /Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report	
	Km of Water Reticulation Network in Phokwane	<u>KPI-23</u> Maintain all water reticulation networks by attending to pipe burst within 8 hours after logged call by 30 June 2025	Number of pipes burst attended and number of complaints logged	OpEx	4	4	KPI MET			Quarterly Reports with pictures, Job Cards and Complaint Registers on Pipe	

	services infrastructure										Bursts
		3	KPI-24 Maintenance of 2 WWTW, repairs of equipment and cleaning of facilities on a monthly basis by 30 June 2025	Number of maintenances completed per schedule .	O & M	12	12	KPI MET			Monthly Report with pictures and Maintenance schedule
		76% of total water loose	KPI-25 Decrease water losses from 76% to 15% by 30 June 2025.	Percentages losses	OpEx	15%	17%	KPI ALMOST MET	Ageing infrastructure, old asbestos pipes, as well as lack zonal meters.	Installation of bulk meters and accurate monthly readings of water meters is required to ensure that the information is accurate.	Quarterly Reports
		SANITATION PROJECTS/PROGRAMMES									
		NEW	KPI-26 Emergency upgrades of the sewer pump station in Jan kempdorp and bulk main line phase 1 by 30 June 2025	Percentage of project components completed.	R30 334 000	100%	100%	KPI MET			Funding allocation letter /Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report .

		New	<u>KPI-27</u> New pump station and related bulk sewer outfall line in Masakeng. by June 2025	Percentage of project components completed	R 18 796 638	100%	84%	KPI ALMOST MET	This project entails the construction of new pump station and upgrading of sewer outfall lines. All civil works have been completed; the project is delayed by approval of Eskom to supply electricity to the new pump station.	We are in constant engagements with Eskom with regard to the availability of electricity supply.	Funding allocation letter /Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report
		New	<u>KPI-28</u> Refurbishment of Waste Water Treatment Works in Jan Kempdorp by 30 June 2025	Percentage of project components completed	R34 000 000	100%	100%	KPI MET	1.		Funding allocation letter /Appointment letter of Service Provider/Progress Reports/ completion Certificate/Completion Report
		Km of Reticulation Network in Phokwane	<u>KPI-29</u> Quarterly Reports on maintenance all Sewer Reticulation System by unblocking drains and mainlines within 8 hours of logged call by 30 June 2025.	Number of blockages attended and number of complaints logged	OpEx	4	4	KPI MET			Quarterly Reports with pictures / Job Cards and complaint register .
		3	<u>KPI-30</u> Quarterly Reports on Maintenance of 2 WWTW, repairs to equipment and cleaning of facilities on monthly basis by 30 June 2025	Number of maintenances completed per schedule	O & M	4	4	KPI MET			Quarterly Reports with pictures and Maintenance Schedule

QUALITY OF DRINKING WATER AND WASTE WATER										
To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation Blue and Green drop certification	1	KPI-31 To ensure through effective monitoring that a 90% Blue Drop Status on quality compliance is achieved by 30 June 2025.	Blue drop compliance report.	OpEx	1	0	KPI NOT MET	Last blue drop report was issued in 2023. DWS has not yet conducted any assessment for 2024/2025.	The municipality need more technical skills to be able to address water quality issues.	Blue Drop Report
	12	KPI-32 Monthly Water samples submitted for analysis by 30 June 2025	Results of report from Lab	OpEx	3	3	KPI MET			Monthly Results and reports from testing Lab.
	1	KPI-33 To ensure through effective monitoring that a 90% Green Drop Status on effluent quality compliance is achieved by 30 June 2025	Green drop compliance report.	OpEx	1	0	KPI NOT MET	The green drop assessment was only conducted in March/April 2025. The report has not yet been finalized. We are awaiting final report from DWS.	The municipality need more technical skills to be able to address water quality issues.	Green Drop Report
	12	KPI-34 Monthly Sewage effluent samples submitted for	Results of report from Lab	OpEx	3	3	KPI MET			Monthly Results from testing Lab

			analysis by 30 th June 2025								
ROADS AND STORMWATER											
Basic and Sustainable Service Delivery and Infrastructure Development	To address the poor condition of the Roads in Phokwane Local Municipality through maintenance and upgrading projects	New	<u>KPI-35</u> To upgrade 1.2 km of Kolong street with paving by 30 June 2025.	Kilometers of road paved.	R11 788 363	1.2 km	0 km	KPI NOT MET	The procurement process was delayed due to non-availability of senior managers in adjudication committee.	The accounting officer have since received assistance with secondment of directors from Magareng Municipality to assist with adjudication process.	Advert/ Appointment letter/ Progress Reports/Completion Report/ Completion certificate
		New	<u>KPI-36</u> To upgrade 1 km of Cwaile street with paving by 30 June 2025.	Kilometer of road paved.	R8 000 000	0.8km	0.km	KPI NOT MET	The budget could not be obtained as promised by DWS to replace the paving after sewer pipes are installed.	Business plan will be compiled for funding in the new financial year.	Advert/ Appointment letter/ Progress Reports/Completion Report/ Completion certificate
		Km of existing internal roads in Phokwane	<u>KPI-37</u> Patching and resealing of 40 000 square meters of roads in Phokwane municipal area by 30 June 2025.	Number of square meters of potholes patched.	R15 000 000	10 000	15000	KPI MET			Advert/ Appointment letter/ Progress Reports/Completion Report/ Completion certificate .
		Km of existing gravel roads in	<u>KPI-38</u> To re-gravel at least 6km of roads in Phokwane Municipal area by 30 June 2025	Kilometers of roads re-	O & M	6km	0km		The availability of machinery and material is currently a challenge; this is also coupled with the	We need to get more funding and resources to implement this	Quarterly reports.

		Phokwane		graveled.				KPI NOT MET	budget availability.	programme.	
		Km of existing Storm water channels in Phokwane	<u>KPI-39</u> Maintain and clean at least 20 km of storm channels by 30 June 2025.	Kilometers of storm water channel cleaned.	O & M	20km	1km	KPI NOT MET	Shortage of machines and equipment hampered the progress.	Better planning of resources and align with what we have with the targets.	Quarterly Report with Pictures
FLEET											
Basic and Sustainable Service Delivery and Infrastructure Development	To ensure the adequate provision, upgrading, and maintenance of Fleet Management	New	<u>KPI-40</u> Quarterly Reports on Percentage budget spend on municipal Fleet on repairs and maintenance by 30 th June 2025	Number of reports and Percentage of budget spent on fleet repairs & maintenance	O & M	4	4	KPI MET			Quarterly Expenditure Reports on Fleet
		New	<u>KPI-41</u> Quarterly Reports on the Number of incidents Reports by 30 June 2025	Incident Reports and case numbers	OpEx	1	4	KPI MET			Advert/ Appointment letter/ Progress Reports/Completion Report/ Completion certificate
		New	<u>KPI-42</u> Installation of tracking devices on number Service Delivery Vehicles by June 2025	Number of tracking devices installed	R3 000 000	15	0	KPI NOT MET	Budget could not be availed due to budgetary constraints.	To improve revenue collection by enforcing credit control, for the municipality to be able to fund its internal projects.	Proof of Payment

KPA	BASIC SERVICES
DEPARTMENT	COMMUNITY SERVICES

6.4. KEY PERFORMANCE AREA: BASIC SERVICES

Strategic Objective	Strategy	Baseline 2023/2024	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly Projections / Process Indicator		Performance Colour Coding	Reason for Deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25	KPI Not Measured KPI Not Met KPI Almost Met KPI Met KPI Well Met KPI Extremely Well Met			
REFUSE COLLECTION											
Ensure a clean environment	Collection of refuse	19 599 total dwellings	<u>KPI-43</u> Collection of Refuse Removal per schedule from households by 30 June 2025	Number of households serviced	OpEx	19 599	14 699.25	KPI ALMOST MET	Breakdown of the refuse truck	Ensure timeously repair of the refuse truck.	Schedule and Quarterly Report with Pictures
		20 skips	<u>KPI-44</u> Refuse Removal per Schedule from Skips at business points by June 2025	Number of business points serviced	OpEx	20	20	KPI MET			Quarterly Report with Pictures
LANDFILL SITES											

To ensure a sustainable, clean and healthy environment	To ensure maintenance of landfill sites	0	KPI-45 Compacting of landfill sites on a monthly basis by 30 June 2025	Number of Compacting and cleaning done.	OpEx	4	4	KPI MET			Quarterly Report with Pictures
		0	KPI-46 1km Fencing around the landfill site in Hartswater by 30 June 2025	Km of fencing	OpEx	1 km	0 km	KPI NOT MET	Cashflow Challenges	Will be budgeted for the next financial year	Report with Pictures
	To comply with the (NEMWA) National Environment Management Waste Act	0	KPI-47 Drafting and approval of Waste Management Policy and Integrated Waste Management Plan (IWMP)	Council Resolution and Copy of IWMP	OpEx	1	0	KPI NOT MET	The municipality is in the process of drafting the policy	To be approved during the new financial year	Copy of Approved Policy & Council Resolution
	PARKS AND CEMETRIES										
	To ensure maintenance and servicing of cemeteries	0	KPI-48 Quarterly reports on maintenances for Jankemp, Ganspan, Hartswater and Pampierstad cemeteries by 30 June 2025	Number of reports and maintenance schedule	OpEx	1	1	KPI MET			Quarterly Reports with Pictures and maintenance schedule
ENVIRONMENTAL HEALTH SERVICES (EHS)											

To ensure a sustainable, clean and healthy environment	To ensure compliance of food hygiene and safety according to legislation (Regulation 638)	NEW	<u>KPI-49</u> Monitoring of support from district on Monthly Inspection of food premises (supermarkets, take aways, convenient stores, Spaza shops, restaurants, butchery, bakeries, caterers) by 30 June 2025	Number of monitoring reports	Budgeted by FBDM	3	3	KPI MET			Quarterly inspection checklists and/reports
		NEW	<u>KPI-50</u> Monitoring of support from the district on Quarterly training for food handlers by 30 June 2025	Number of monitoring reports	Budgeted by FBDM	3	3	KPI MET			Attendance register
	To ensure health surveillance of premises	NEW	<u>KPI-51</u> Monitoring of support from the district on Monthly inspection of non-food premises (School, creches, accommodation establishments, old age homes, landfill sites, Prison cells, funeral parlour, salons, health facilities) by 30 June 2025	Number of monitoring reports	Budgeted by FBDM	3	3	KPI MET			Quarterly inspection checklists and/reports
	To conduct environmental health	NEW	<u>KPI-52</u> Monitoring of support from the district: Quarterly environmental health	Number of monitoring reports	Budgeted by FBDM			KPI MET			Attendance registers

	campaigns		Campaigns conducted by June 2025			3	3				
SPORT FACILITIES											
To facilitate the provision of Recreational and sports facilities in the municipal areas	To ensure Establishment of sport facilities	NEW	<u>KPI-53</u> Upgrading of the Sports Facility in Ganspan by 30 June 2025	Project percentage completed according to project plan	R10 000 000	100%	0%	KPI NOT MET	The project was funded previously, so the funder did not want to fund the project again due to negligence of vandalism happened at the project	To look for alternative funding	Advert/Appointment letter/Progress Reports/ Completion Certificate/ Completion Report
HUMAN SETTLEMENTS											
To facilitate the provision of quality housing	To ensure issuing of title deeds	0	<u>KPI-54</u> Issuing of 1000 title deeds by 30 June 2025	Number of title deeds issued	OpEx	1000	46	KPI NOT MET	Reasons from beneficiaries which led to less issuing of title deeds, reasons like, death, absence of community members during issuing period.	Create community awareness on title deeds issuing.	Acknowledgement of Receipt for Beneficiaries
					R300 0				Conveyancer not yet	To appoint panel of	

		NEW	<u>KPI-55</u> Rectification of 600 title deeds by 30 June 2025	Number of title deeds and Submission of application	00	600	0	KPI NOT MET	appointed.	Conveyancer	Acknowledgment of receipt by conveyors
	Housing consumer education / workshops	NEW	<u>KPI-56</u> Conducting 1 workshop on housing development for the 71 housing allocation in Ganspan by 30 June 2025	Number of housing consumer education workshop held.	OpEx	1	1	KPI MET			Attendance Register and report
To ensure additional land is acquired to support integrated Human settlement	Provision of land	0	<u>KPI-57</u> Formalisation and allocation of 150 sites in Sonderwater, Jan Kempdorp by 30 June 2025	Number stands formalized	R300 000	150	0	KPI NOT MET	No work done due to delay in SCM	To engage SCM to speed up the procurement process	Site lay-out
		0	<u>KPI-58</u> Subdivision of portion of land in Valspan for erf 2320 and erf 1203 by 30 June 2025	Number of Site layout of Erf 2320 and erf 1203	R240 000	1	0	KPI NOT MET	Layout plan has been done, still awaiting approval of the surveyor general.	Communicate and engage with surveyor general.	Site layout
		0	<u>KPI-59</u> Subdivision of erf 1172 in Hartswater by 30	Number of site layout of Erf 1172	R300 000	1	0	KPI NOT MET	No work done due to delay in SCM	To engage SCM to speed up the	Site layout

			June 2025							procurement process	
		0	<u>KPI-60</u> Amendments of general plan of erf 259 (Donker hoek) in Hartswater by 30 June 2025	Original plan verses amended plan	R400 000	1	0	KPI NOT MET	No work done due to delay in SCM	To engage SCM to speed up the procurement process	Approved Amendment Plan
TRAFFIC SERVICES											
To Administer Public Safety	To examine learners and vehicles	0	<u>KPI-61</u> Monthly Report on Examination of learners for acquiring licenses by 30 June 2025	Number of learners examined per applications received	OpEx	12	12	KPI MET			Monthly Report on Licenses and Learners issued
		0	<u>KPI-62</u> Monthly report on Examination of vehicles for roadworthiness conducted by 30 June 2025	Number of vehicles examined per applications received	OpEx	12	12	KPI MET			Monthly Report on roadworthy test conducted on vehicles
	To ensure Public Safety	0	<u>KPI-63</u> 4 Roadblocks conducted for public transport by 30 June 2025	Number of Roadblocks conducted	OpEx	4	3	KPI ALMOST MET	The weather was not conducive during the planned roadblock.	To develop contingency plan that will be implemented to address issue of the unfavorable weather condition.	Roadblock Registers

MUNICIPAL BY-LAWS											
To promote and maintain the health, safety and wellbeing of the community	Review all existing by-laws to ensure that they are up to date and enforceable	2007	<u>KPI-64</u> Municipality By-Laws reviewed by 30 th June 2025	Number of by-laws reviewed and gazette	OpEX	1	0	KPI NOT MET	The process of reviewing by-laws is still in process	By-laws will be approved upon completion of its review.	Meeting Attendance Registers, Public Participation Report and Council Resolution
	To Publish the new by law in the gazette and other channels	2007	<u>KPI-65</u> Publishing of municipal by -law by 30 June 2025	Num	Opex	1	0	KPI NOT MET	By-laws could not be published because the process of reviewing them is still in process.	Publishing by-laws by the new financial year	Copy of Gazette

6.5. KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

KPA			LOCAL ECONOMIC DEVELOPMENT								
DEPARTMENT			COMMUNITY SERVICES								
Strategic Objective	Strategy	Baseline 2023/2024	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly projections/process indicator		Performance Colour Coding	Reason for deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25				
								KPI Not Measured KPI Not Met KPI Almost Met KPI Met KPI Well Met KPI Extremely Well Met			
To create an enabling environment for economic transformation, growth, tourism and agriculture	To support SMME's	Assistance provided	KPI-66 To conduct 4 programmes to Assist/Support 30 Emerging Small-scale Farmers in various aspects (Non-Financial) by 30 June 2025	Number of Programmes conducted	OpEx	4	0	KPI NOT MET	Due to delay in SCM.	SCM to implement process and not stall procedure.	Programme/ Attendance Register/Report
		4	KPI-67 Conduct 4 workshops and capacity building programmes quarterly for SMME's by 30 June 2025	Number of workshops held	OpEx	4	4	KPI MET			Programme/ Attendance registers /Report
	To create jobs through EPWP Programmes or other projects	45	KPI-68 15 people employed through the EPWP Programmes or all other projects	Number of employees employed and Employment letters	OpEx	15	25	KPI MET			Copy of Employment letters/Contracts
To create a conducive environment for enterprise development	To conduct LED Expo	2	KPI-69 2 LED Expo (digital) to provide platforms for SMME to exhibit their products by June 2025	Number of LED Expo's conducted	OpEx	2	2	KPI MET			Report
	To conduct tourism campaigns	0	KPI-70 1 tourism campaign conducted by 31 October 2024	Number of tourism campaigns conducted	OpEx	1	1	KPI MET			Attendance registers or report
	To establish business support	Approved in 2016	KPI-71 Review of LED Strategy Policy by 30 September 2024	Number of LED Strategy Policy	OpEx	1	0	KPI NOT MET	Strategic Policy to be aligned with national framework	Policy to be complete after election of new council	Approved LED Strategy and Council Resolution

6.6. KEY PERFORMANCE AREA: FINANCIAL SUSTAINABILITY AND VIABILITY

KPA		FINANCIAL SUSTAINABILITY AND VIABILITY									
DEPARTMENT		FINANCE SERVICES									
Strategic Objective	Strategy	Baseline 2023/2024	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly projections/process indicator		Performance Colour Coding	Reason for Deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25	KPI Not Measured KPI Almost Met KPI Met KPI Well Met KPI Extremely Well Met			
	To ensure a compliance with legislation	1369	KPI 72 - Increase Indigent Registration to 2000 by 31-July-2024	Number of increased indigent registration	Op Ex	2000	1767	KPI ALMOST MET	Not enough applications received	Awareness campaign to be done by Cllrs	Copy of Indigent Register
	To review financial policy	15	KPI 73 -To Review and approval of 15 financial related policies ➤ Assets Related Policies = 3 ➤ SCM Related Policies = 3 ➤ Budget Related Policies = 1 ➤ Expenditure Related Policies = 4 ➤ Revenue Related Policies = 4 By 30 September 2024	Number of Approved Policies and council resolution	N/A	15	15	KPI MET			Council Resolution & Approved Policy
To promote sustainable	To ensure compliance with legislation	31 August 2024	KPI 74 -Timeous Submissions of Annual Financial Statement to the Office of the Auditor General by 31 August 2024	Submission register	OpEx	1	1	KPI MET			Acknowledgement of receipt by AG
	REVENUE										

and sound financial management	To improve the collection rate in 2024/2025 FY	63.30%	KPI-75 To improve a collection rate to 70% per quarter (Billing Amounts vs Payment Received) by 30 June 2025	Percentage of collection rate (Billing Amounts vs Payment Received)	OpEx	70%	56.38%	KPI NOT MET	Illegal connections of electricity and water, protest of community, Officials will be forced to reconnect without any payment, Eskom supply areas where it cannot be collected	The municipality is about to embark on meter audits, TID is also implemented and will assist, Eskom area is still huge challenge we may hand over the consumers that owes other debt in Eskom areas, Cllrs need to have an outreach/educational program.	Payment Level Report
	To ensure a compliance with legislation	BUDGET									
		12 Reports	KPI-76 12 Section 71 Reports submitted to the office of the Municipal Manager, National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 30 June 2025	Number of Section 71 Report submitted	N/A	12	12	KPI MET			Acknowledgement of Receipt from MSCOA System (Provincial Treasury) and copy of Section 71 Reports
		4 Reports	KPI-77 4 Section 52 Report submitted to the office of the Municipal Manager (AO)Provincial Treasury within 30 days after the end of each Quarter (Income and expenditure reports) by 30 June 2025	Number of Section 52 Reports and Submission register	N/A	4	4	KPI MET			Acknowledgement of receipt from the AO office, Provincial treasury, and copy of Section 52 Reports
		Draft Budget	KPI-78 Timeous Tabling of the 2024/2025 Draft budget to council by 31 March 2025	Number of Draft Budget Council Resolution	N/A	1	1	KPI MET			Copy of Draft budget, Related Policies and tariffs policies and Council resolution
	Final Budget		KPI-79 Timeous submission of the 2024/2025 Final Budget, Related Policies and Tariffs to Council by 30 June 2025	Number of Policies approved and Council	N/A	1	1	KPI MET			Copy of 2024/2025 budget, Financial Related Policies and Council Resolution

To ensure a compliance with legislation			Resolution							
	1	KPI-80 Mid-year budget report annually submitted to the Mayor in terms of Section 72	Council resolution and	OpEx	1	1	KPI MET			Copy of Mid-year budget report and Council Resolution
	Adjustment budget 22-Feb-24	KPI-81 Timeous submission of the Adjustment budget to Council for approval by 28 February 2025	Council Resolution	N/A	1	1	KPI NOT MET	Cllrs didn't attend the meeting as scheduled	Office of the Speaker to liaise with Cllrs in regard to their absence.	Copy of Adjustment Budget and Council Resolution
	SUPPLY CHAIN MANAGEMENT(SCM)									
	90 days	KPI-82 To improve SCM turn-around time for appointment of tenders after closing date of bids within 90 Days	Percentage of adverts verses Percentage of Appointments	OpEx	100%	%	KPI NOT MET	Vacancy of senior managers	Secondment from Magareng to assist in adjudication committee	Copy of Advert of tenders and Copy of Appointment letters
	4 Reports	KPI-83 SCM comprehensive quarterly report reports submitted to the AO within 10 days after the end of each quarter	Number of SCM Reports Submitted and submission register	OpEx	4	4	KPI MET			Copy of Quarterly Reports& Acknowledgement of Receipt from AO
	1 Report	KPI-84 Mid-Year report submitted to the AO within 15 working days after mid-year (SCM REPORTS) by 25 January 2025	Number of Report and submission register	OpEx	1	1	KPI MET			Copy of Mid-year report & Acknowledgement of receipt from AO
	12 Reports	KPI-85 - 12 Monthly reports submitted to Treasury within 10 working days of all tenders awarded by the municipality by 30 June 2025 (SCM REPORTS)	Number of monthly reports	OpEx	12	0	KPI NOT MET	Monthly reports are available but was not submitted to Treasury	Reports to be submitted to Treasury in the new financial year.	Acknowledgement of receipt from Provincial Treasury & Copy of Reports
	New	KPI 86 - Annual Procurement Plan approved by Council by 31 st May 2025. Procurement of the following Critical Yellow Fleet and Assets to improve service delivery by 30 June 2025 <u>Fleet:</u> ➤ 1 x Cherry Picker Truck,	Number of Delivery Notes, signed invoices by end-users and Procurement plan	R 12 280 000	1	1				Tender Adverts for Systems, Appointment letters of systems, Copy of Delivery Notes , signed invoices by end-users and Procurement plan

To ensure a compliance with legislation		➤ 2 x Bakkies for Electrical Unit, ➤ 1 x Bakkie for Refuse Unit, ➤ 2 x Water Tankers ➤ 1 x long base bakkie for SCM Unit, ➤ 1x vehicle for MM's Office <u>Electronic Systems:</u> ➤ Customer Care System ➤ Asset Management System ➤ Performance Management System ➤ Record Management System <u>Other Assets:</u> ➤ Office Furniture ➤ Air- conditioners ➤ Laptops ➤ printer ➤ 1 Loud-hailer					KPI MET			
	EXPENDITURE									
	85%	KPI-87 100% Budget spent on capital projects on the IDP and SDBIP by 30 June 2025	Percentage Expenditure	OpEx	100%	61%	KPI NOT MET	Less revenue received than anticipated	Increase collection rate	Expenditure report
	75%	KPI-88 100% Operational budget spent on the IDP and SDBIP by 30 June 2025	Percentage Expenditure	OpEx	100%	48%	KPI NOT MET	Less revenue received than anticipated and cash flow challenges	Increase collection rate	Expenditure report
	New	KPI-89 100% Payments for bulk creditors within 30 days of receipt of valid invoice	Percentage of bulk creditors paid	OpEx	100%		KPI NOT MET	Cash flow challenges	Increase revenue collection	Creditors Ageing Analysis Report/ Copy of Memorandum of Understanding (MOU) or Copy of Payment Arrangement
	6 VAT bi-monthly returns submitted	KPI-90 12 VAT monthly returns submitted to SARS by 30 June 2025	Number of VAT monthly returns	OpEx	12	12	KPI MET			VAT monthly returns

		12 Recons	KPI-91 12 Bank reconciliations prepared within 5 Days of the following month by 30 June 2024	Number of bank reconciliation	OpEx	12	12	KPI MET			Signed Bank reconciliation
		ASSET MANAGEMENT									
		1	KPI-92 Annual asset reconciliation prepared between General ledger and the Asset register by 30 June 2025	Number of annual reconciliations done	OpEx	1	1	KPI MET			Annual Asset Register
		2	KPI-93 1 moveable Assets verification conducted by 30 June 2025	Number of moveable assets verification done	OpEx	1	1	KPI MET			Asset verification Report on Moveable Assets
			KPI-94 1 Immovable Assets verification conducted by 15 December 2025	Number of immovable assets verification conducted	OpEx	1	1	KPI MET			Asset verification Report on immovable Assets
		New	KPI-95 Refurbishment of Stores Building in Hartswater by 30 June 2025	Percentage of project components completed	R500 000	100%	0%	KPI NOT MET	No work done on the store due to low cash flow.	Increase revenue collection	Monthly Progress reports and Completion Report

6.7. KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
DEPARTMENT			OFFICE OF THE MUNICIPAL MANAGER AND THE POLITICAL OFFICE								
Strategic Objective	Strategy	Baseline 2023/2024	Key Performance Indicators (KPI)	Unit of Measurement	Budget	Quarterly projections/process indicator		Performance Colour Coding	Reason for deviation	Remedial Action	Portfolio of Evidence
						Annual Performance Target 2024/25	Annual Performance Actual 2024/25	KPI Not Measured KPI Not Met KPI Almost Met KPI Met KPI Well Met KPI Extremely Well Met			
To create a conducive environment for community participation in the affairs of the municipality	To ensure that community are participating in the affairs of the municipality	10 in 2024/25 FY	KPI-96 20 IDP/Budget Ward consultative meetings by 30 April 2025	Number of meetings	OpEx	20	10	KPI NOT MET	No meeting held in Pampierstad due to community unrest.	Publish information that was suppose to be shared at these meetings in the municipal website	Attendance Registers and Report
		0	KPI-97 1 Mayoral Outreach Programs (Imbizo) conducted by 30 June 2025	Notice, agenda, attendance register, outcome report	OpEx	1	0	KPI NOT MET	No imbizo held due to financial constraints	Increase collection rate	Notice, agenda, attendance register, outcome report
		CUSTOMER CARE									
		0	KPI-98 1 Community satisfaction Surveys for 10 households per ward conducted on Service Delivery by 30 June 2025	Survey Results Report	OpEx	1	0	KPI NOT MET	Lack of resources hinders progress in conducting the survey.	To ensure prior if resources like vehicles are available to be utilized for the purpose of the survey,	Survey Report
		new	KPI-99 12 monthly customer care Consolidated reports submitted by 30 June 2025	Number of customer care reports.	OpEx	100%	50%	KPI NOT MET	The report was not consolidated because reference was made to the complaint register	To create a report and merge it with the complaint register.	Monthly reports with Complaint register and Job Cards
COMMUNICATIONS											

To uphold the principles of good governance in the structures of the municipality - (COMMUNICATIONS)	To conduct radio talk shows	2	<u>KPI-100</u> 2 talk shows conducted by 30 June 2025	Number of talk shows conducted	OpEx	1	1	KPI MET			Reports
	To publish municipal newsletter	2	<u>KPI-101</u> 2 External Newsletter published on municipal website by 30 June 2025	Number of newsletters published	OpEx	1	0	KPI NOT MET	Budget input for communication was submitted but was not allocated due to financial constraint	To strengthen credit control in order to improve revenue collection.	Newsletters
	To ensure effective communication to communities	NEW	<u>KPI-102</u> Urgent Notices/ Statements published on the Municipal Facebook page in regards to service delivery challenges as and when the need occurs	Percentage of notices/statements published	N/A	100%	100%	KPI MET			Facebook page screenshots and copies of notices/statements
		2016	<u>KPI-103</u> Communication Strategy reviewed by 30 th June 2025	Council resolution and approved communication strategy	OpEx	1	0	KPI NOT MET	Strategy must be aligned with national framework	Strategy will be developed and implemented with next elected council term	Council resolution and copy of approved communication strategy
INTEGRATED DEVELOPMENT PLAN (IDP)											
To uphold the principles of good governance in the structures of the municipality - (IDP)	Tabling of process plan to Council for approval	Submitted to council before end August 2024.	<u>KPI-104</u> Timeous submission of the 2025/2026 IDP Process Plan to Council by 30 August 2024	Council Resolution	N/A	1	1	KPI MET			Copy of IDP process plan and Council resolution
	To review the IDP	NEW	<u>KPI-105</u> Timeous tabling of the 2025/2026 Draft IDP to Council by 31 March 2025	Number of Draft IDP and Council Resolution	N/A	1	1	KPI MET			Copy of 2025/2026 Draft IDP and Council resolution
		31-May-23	<u>KPI-106</u> Timeous submission of the 2024/2025 Final IDP to Council for adoption by 31 May 2025	Number of final IDP and Council Resolution	N/A	1	1	KPI MET			Copy of Final IDP and Council Resolution
	To conduct Rep Forum Meetings	0	<u>KPI-107</u> 2 IDP Rep Forum Meetings Convened by 30 June 2025	Number of IDP Rep Forum Meetings held	OpEx	2	0	KPI NOT MET	Invites were sent out but no confirmation of attendance were received.	To do an awareness to rep forum members and explain the importance of these meetings.	Attendance registers and Minutes

PERFORMANCE MANAGEMENT SYSTEM (PMS)											
To uphold the principles of good governance in the structures of the municipality - (PMS)	Tabling of Top-layer SDBIP to Council	Approved SDBIP in 2023/24 FY	<u>KPI-108</u> Top-layer SDBIP annually approved by the Mayor within 28 days of the approval of the budget	Approved SDBIP Council Resolution	N/A	1	1	KPI MET			Copy of Approved Final SDBIP and Council Resolution
	Tabling of the PMS Framework to Council	2013	<u>KPI-109</u> Develop and submit for adoption the PMS Policy to Council by July 2024	Approved PMS Policy and Council Resolution	N/A	1	1	KPI MET			Copy of the PMS Policy and Council Resolution
	To ensure signing of performance agreements by Senior managers	5	<u>KPI-110</u> 5 Performance Agreements Signed by Section 54 A & 56 Managers by July 2024	Number of signed Performance agreements signed	N/A	5	5	KPI MET			Copy of Performance Agreements Signed by Section 54A and 56 Managers and Council resolution
	Timeous submission of Quarterly Performance Reports	4	<u>KPI-111</u> Quarterly Performance Reports submitted to Internal Audit Office within 30 days after the end of each quarter by 30 June 2024	Submission register to Internal Audit Office/ Chair of ARP Committee	N/A	4	4	KPI MET			Acknowledgement of Receipt from Internal Audit Office
		4	<u>KPI-112</u> Quarterly performance reviews held per department, 10 days after end of each quarter by June 2025	Number of performance reviews held	OpEx	4	2	KPI ALMOST MET	PMS not cascaded down to manager level.	PMS to be cascaded down to management level	Attendance Registers
	To obtain Mayoral approval for the Mid-year Performance report	1	<u>KPI-113</u> 1 Mid-Year Performance Report submitted to the Mayor by 25th Jan 2025	Submission register to the Mayor	N/A	1	1	KPI MET			Acknowledgement of Receipt and copy of the Mid-year Performance Report Council Resolution
	Timeous submission of Annual Performance Report to AG	Submitted on 29 September 2023	<u>KPI-114</u> Annual Performance Report submitted to Auditor General by 31st August 2024	Submission Register to AG	N/A	1	1	KPI MET			Acknowledgment of Receipt from AG

COUNCIL & TOP MANAGEMENT

Effective Functioning & Oversight of Council & Management	Ensure effective functioning of Section 79 Committees	4	<u>KPI-115</u> 4 Section 79 Committee Meetings to be held by 30 June 2025	Number of Section 79 Committee Meetings	N/A	4	1	KPI NOT MET	MPAC members requested more financial training	MPAC Members to be provided with detail financial training in order to comprehend financial reports	Attendance Register and Minutes
	Ensure effective functioning of section 80 Committee	4	<u>KPI-116</u> 4 Sub-Committee meetings held per quarter by 30 June 2025	Number of Section 80 Committee Meetings	N/A	4	3	KPI NOT MET	Chairpersons of the sub-committee keep postponing the planned meetings or no quorum formed	To develop a meeting schedule and adhere to it.	Attendance Register and Minutes
	Ensure effective functioning of EXCO /Mayoral Committee Meetings	4	<u>KPI-117</u> 4 Exco/Mayoral Committee Meetings held per Quarter by June 2025	Number of EXCO meetings	N/A	4	4	KPI MET			Attendance Register and Minutes
	To ensure that the welfare and interest of all wards are taken to the entire Council.	0	<u>KPI-118</u> Submission of Quarterly Reports on Ward Committee meetings by 30 th June 2025	Submission register from office of the speaker and Number of Ward Committee meetings held	N/A	4	4	KPI MET			Acknowledgement of receipt from the office of the Speaker & Copy of Quarterly Reports
	Ensure effective functioning of Council	4	<u>KPI-119</u> 4 Ordinary council meetings held by 30 June 2025	Number of ordinary council meetings held	N/A	4	4	KPI MET			Attendance Register and Minutes/ Council Resolution Register
	Ensure effective functioning of Management	4	<u>KPI-120</u> Quarterly Extended Management Meetings held by 30 June 2025	Number of Extended Management meetings held	N/A	4	4	KPI MET			Attendance Registers and Minutes
	Tabling of oversight report to council	1	<u>KPI-121</u> Timeous submission of 1 Oversight Report tabled to Council by 28 March 2025	Number of oversight Report and Council Resolution	OpEx	1	0	KPI NOT MET	MPAC couldn't sit to interrogate the municipal annual report	To ensure the MPAC is effective	Copy of Oversight Report and Council Resolution

	Tabling of Audit Action Plan to Council	0	<u>KPI-122</u> Management to Develop and Monitor an Audit Action Plan to address internal controls deficiencies identified in the Final Management Report by AG by 30 June 2025	Number of Internal Control Deficiency Implemented and management Report	OpEx	1	0	KPI NOT MET	Audit action plan is done online	Monitor the audit action plan on monthly basis	Copy of Final Management Report By AG 2022/23 FY Copy of approved Audit Action Plan and Council Resolution
INTERNAL AUDITING											
To uphold the principles of good governance in the structures of the municipality (Internal audit and Audit Committee)	Ensure Effective functioning of Audit Performance & Risk Committees	1	<u>KPI-123</u> 4 Audit, Risk & Performance (ARP) Committee meetings held by 30 June 2025	Number of Audit, Risk and Performance meetings held	OpEx	4	.0	KPI NOT MET	The internal audit unit was not capacitated.	To fill vacant posts in the internal audit unit	Attendance Register and Minutes
	To conduct MPAC meetings	0	<u>KPI-124</u> Quarterly meetings held by 30 June 2025	Number of meetings held	OpEx	4	1	KPI NOT MET	The internal audit unit was not capacitated.	To fill vacant posts in the internal audit unit	Attendance Registers and Minutes

CONCLUSION

For the 2024/25 financial year out of 124 Key Performance Indicators: 64 were met and 9 were almost met, 51 were not met, this is due to no evidence of actuals received.

Other pressing issue that led to under and or no performance, is the challenge on resources and an unfunded budget that the municipality is encountering.

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of SDBIP outcomes. This report provides strategic achievement of the municipality, in terms of the pre-determined objectives and basic service delivery mandate.

The Municipality has taken a posture to implement performance management system and promote a performance orientated organizational culture.

The overall institutional performance declined in the 2024/25 financial year, for several reasons:

High vacancy rate in senior management, which will be addressed in the next financial year
Cashflow constraints as most of the KPIs not met require financial injection.

Zithulele Nikani
MUNICIPAL MANAGER

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Approved Posts	Employees No.	Vacancies No.
<i>Housing</i>	5	2	3
<i>Traffic</i>	48	23	25
<i>Environmental Health</i>	1	0	1
<i>Library</i>	19	10	9
<i>Transport</i>	3	2	1
<i>Finance</i>	75	54	21
<i>LED</i>	3	3	0
<i>Electricity</i>	23	15	8
<i>Roads & Stormwater</i>	47	21	26
<i>Solid Waste</i>	22	7	15
<i>Parks & Cemeteries</i>	47	25	22
<i>Refuse Removal</i>	59	30	29
<i>Water Supply</i>	52	40	12
<i>Sewerage Plant & Water plant</i>	55	32	23
<i>Corporate Services</i>	38	22	16
Totals	497	286	208

VACANCY RATE 2024/25

Designation	Total Approved Posts	• Vacancies (Total time that vacancies exist using full time equivalent No.)	• Vacancies (as a portion of total posts in each category) No.
Municipal Manager	1	0	0
CFO (excluding finance posts)	1	0	0
Other S57 Managers	4	2	2
Police Officers	N/A	N/A	N/A
Fire Fighters	N/A	N/A	N/A
Senior Management: Level 13-15 (excluding Finance posts)	15	1	14
Senior Management: Level 13-15 (Finance Posts)	5	01	1
Highly skilled supervision: levels 9-17 (excluding finance posts)	71	04	15
Highly skilled supervision: Levels 9-17 (Finance posts)	19	02	10
Total	115	10	42

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No	Termination during the Financial Year No.	Turn-over Rate*
2024/2025	3		

COMMENT ON VACANCIES AND TURNOVER

73% of budgeted posts in the Municipal Organogram are filled, and 1% was advertised to be filled during the 2024/25 financial year.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

4.2 POLICIES

There were financial policies and PMS policy that were approved by Council during the 2024/2025 financial year:

COMMENT ON WORKFORCE POLICY DEVELOPMENT

There are some of the policies that still have to go to council for review and approval for 2024/2025 FY.

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average injury leave per employee	Total Estimate Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	1 1 1 1	None 2 weeks 3 days 6 days		± 80 circle	
Temporary total disablement	1	1	0.3	30	R2000.00
Permanent disablement	None	0	0	0	0
Fatal	none	0	0	0	0
Total		1	0.3	30	0
					R2000.00

COMMENTS:

Total estimate for injuries costs are incurred by the Compensation Fund through the Department of Labour, there was no major injuries during 2024/2025 FY and also leaves regarding injuries were not high.

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 finalised	Date Finalised
3	Alleged misconduct relating to financial		cases still in the process of finalization. Disciplinary hearing scheduled for the 13 November 2025	n/a

COMMENT ON SUSPENSIONS AND CASES OF MISCONDUCT

Although the Accounting Officer is ultimately responsible for discipline within the municipality, all personnel have to lead by example by adhering to the Disciplinary Code at all times, more specifically managers and supervisors who have to ensure that there is discipline within their departments.

NAME & SURNAME	DATE	TYPE OF RETIREMENT	SECTION
Menong KJ	2024.11.29	Resignation	Community Services: Examiner: Driving License
Seipone EK	31.09. 2024	Resignation	Technical Services: Relief Plant Operator
Phokoje IK	31.12.2024	Retirement	Finance: Cashier
Boekhouers M	30.04. 2025	Retirement	Technical Services: Road and Stormwater
Khumalo J	2024.11.12	Death	Finance: Team leader: Meter Reader
Fish AB	2024.12.23	Death	Finance: Meter Reader
Arends SA	22.05. 2025	Death	Technical Services: Worker: Road & stormwater
Kulwane TA	23.12.2024	Death	Technical Services: Water Plant Operator
Willemse A	22.05. 2025	Death	Technical Services: Road and Stormwater
Moremi KF	30 .06 2025	Retirement	Finance: Supply Chain Management

4.4 PERFORMANCE REWARD

Performance Rewards by Gender					
Designations	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1 R'000	Proportion of beneficiaries within group %
Lower skilled (Level1-2)		None	None	None	None
Skilled (Level 3-5)		None	None	None	None
Highly skilled supervision (Levels 9-		None	None	None	None

12)					
Senior management (Levels 13-15)		None	None	None	None
MM and S57		None	None	None	None
Total		None	None	None	None

COMMENT ON PERFORMANCE REWARDS:

No performance reward was awarded during the 2024/2025 financial year.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

4.5 SKILLS DEVELOPMENT AND TRAINING

Management Level	Gender	Employees In the post as at 20 June Year 1 No.	Number of skilled employees required and actual as at 30 June Year 1						
			Learnership	Skills programmes & Other short coursers				Other forms of training	TOTAL
				Actual: End of Year 0	Actual: End of Year 1	TARGET	Act ual: End of Year 0	Act ual: End of Year 1	TARGET
MM & s57	female	1	01	0	1	0	0		1
									0
	male	2	2	0	2	0	0		2
Councilors, Senior	female	15	15	10	15	10	10	0	10

officials and managers	male	22	22	13	22	22	22	0	22
Technicians and associate professionals	female	19	0	6	20	6	6	6	6
	male	36	0	0	0		0	0	0
Clerks & Admin	Female	36	0	5	0	5	5		5
	Male	65	0	3	0	2	2		2
Labourers	Female	28	28	0	0		0	0	0
	Male	80	Plumbing / Electrical artisans	5	10	5	5		5
TOTAL									

Skills Development Expenditure														
Management level	Gender	Emplo yees in post as at 20 June Year 1	Original Budget and Actual Expenditure on skills development Year 1											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
		No.	Actu al: End of Year 0	Actual: End of Year 1	Tar get	Actua l: End of Year 0	Actu al: End of Year 1	Targ et	Actu al: End of Year 0	Actu al: End of Year 1	Targ et	Actual: End of Year 0	Actual: End of Year 1	Target
MM and s57	Female													
	Male													
Councilors, senior officials and managers	Female													
	Male													
Technicians and associate professionals	Female													
	Male													
Sub Total	Female													
	Male													
Total	R 1222 691. 81													

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

Section 56, Middle Managers and a majority of senior officials in the finance department have completed the minimum competency requirement training during 2024/2025.

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Number of Employees Whose Salaries Were Increased Due to Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Level 1-2)	Female	None
	Male	None
Skilled (Level 3-5)	Female	None
	Male	None
Highly skilled production (Level 6-8)	Female	None
	Male	None
Highly skilled supervision (Level 9-12)	Female	None
	Male	None
Senior management (Levels 13-16)	Female	None
	Male	None
MM and S57	Female	None
	Male	None
Total		None

Employees Whose Salary Levels Exceed The Grade Determined by Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	None	None	None	None
None	None	None	None	None
None	None	None	None	None
None	None	None	None	None

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointment	Reason for appointment when no established post exist
None	None	None	None	None
None	None	None	None	None
None	None	None	None	None
None	None	None	None	None

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

2024/2025 financial year there was no posts or salaries that were upgraded due to any circumstances

4.7 TRANSVERSAL ISSUES

IDP Implementation

- The IDP is being reviewed

Number of stakeholders who participated in the review

- Stakeholders; 65

Comments and Challenges

Stakeholders that attend in most cases they send junior staff that can't take decisions so we have raised that concern, at least if senior managers can begin to attend the IDP reviews commit and take decisions.

SDF Implementation

- Is being approved by October 2024 and is still under the review process.

Submission of the SDF?

- It will be submitted by March 2025.

Implementation of the SDF?

- It will be implemented after the final approval by Council.

State of readiness on Disaster Management

Functional Disaster Management Centre.

Has the disaster management centre head been appointed.

Has disaster management forum been established.

Does the municipality have a disaster management plan.

All the services above are shared services from the District Municipality.

Comments and Challenges

The Disaster Management services in Phokwane Local Municipality is a shared service from the Frances Baard District Municipality.

Functionality of National Disaster.

Disaster management center established and fully functional at the District Municipality.

Comments and challenges

Disaster management in Phokwane Municipality is a shared service, but still considering having a disaster management service establishment.

Realignment of municipalities

- Phokwane Municipality did not experience any challenges on the municipal alignment.

Comments and challenges

No challenges that were experienced by the municipality on alignment.

Performance Highlights per the 5 KPA

1. Basic service delivery and infrastructure development – Output 60%
2. Municipal transformation and development – Output 75%
3. Local economic development – Output 50%
4. Municipal financial viability and management – Output 75%
5. Good governance and public participation – Output 85%

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

COMMENT ON FINANCIAL PERFORMANCE

The above table depicts the financial performance of the municipal in accordance various operational sources of funding and the types of operational services of the municipality. The table depicts the audited actual performance of the different sources of income and expenditure as at 30 June 2024/25 financial year.

5.2 GRANTS

The following grants were received during 2024/25 financial year:

- R 126 232 000 from the Equitable Share Grant,
- R 26 209 000 from the Municipal Infrastructure Grant,
- R 37 000 000 from the Water Service Infrastructure Grant,
- R 6 316 000 from the Integrated National Electrification Programme Grant (Municipal),
- R 3 000 000 from the Finance Management Grant,
- R 1 064 000 Expanded Public Works Programme Integrated Grant,
- R 1 308 000 Library Grant,

Capital grants:

Capital Revenue Budget			
Description	Budget	Received	Variance
Municipal Infrastructure grant	R 39 975 000	R 26 209 000	R 13 766 000
Integrated National Electrification Programme Grant	R 10 526 000	R 6 316 000	R 4 210 000
Water Service Infrastructure Grant	R 25 000 000	R 37 000 000	-R 12 000 000
Total	R 75 501 000	R 69 525 000	R 5 976 000

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

Asset Management

The Asset management office was established on May 2014 under the SCM unit. According to the Audit findings and our municipal records our Asset Register need to be updated in accordance with the relevant Generally Recognized Accounting Practice to enable compliance as required by Section 63 (2) (a) of the MFMA.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

NC094 Phokwane - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 - June										
Vote Description	Ref	2023/24 Audited	Original	Adjusted	Monthly	Budget Year 2024/25 YearTD actual	YearTD	YTD	YTD %	Full Year
R thousands	1									
Single Year expenditure appropriation	2									
Vote 1 - EXECUTIVE AND COUNCIL ADMINISTRATION		-	-	-	-	-	-	-		-
Vote 2 - MUNICIPAL MANAGER		-	1,000	-	-	295	1,000	(705)	-70%	1,000
Vote 3 - FINANCE DEPARTMENT		40	800	-	30	712	800	(88)	-11%	800
Vote 4 - CORPORATE SERVICES AND DEVELOPMENT		1,007	1,100	-	14	92	1,100	(1,008)	-92%	1,100
Vote 5 - PLANNING AND OPERATIONS		-	14,060	-	-	58	14,060	(14,002)	-100%	14,060
Vote 6 - WATER		4,075	12,678	-	-	3,184	12,678	(9,494)	-75%	12,678
Vote 7 - SEWERAGE		34,048	43,797	-	9,594	37,491	43,797	(6,306)	-14%	43,797
Vote 8 - ELECTRICITY		12,001	11,126	-	3,045	3,653	11,126	(7,473)	-67%	11,126
Vote 9 - PLANNING AND HUMAN SETTLEMENT		18,048	-	-	-	1,639	-	1,639	#DIV/0!	-
Vote 10 - ROADS AND STORMWATER		-	-	-	-	-	-	-		-
Vote 11 - REFUSE		-	700	-	-	-	700	(700)	-100%	700
Vote 12 - PROJCT MANAGEMENT UNIT		5,467	4,750	-	-	-	4,750	(4,750)	-100%	4,750
Vote 13 -		-	-	-	-	-	-	-		-
Vote 14 -		-	-	-	-	-	-	-		-
Vote 15 -		-	-	-	-	-	-	-		-
Total Capital single-year expenditure	4	74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011
Total Capital Expenditure		74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011
Capital Expenditure - Functional Classification										
Governance and administration		1,047	2,900	-	44	1,099	2,900	(1,801)	-62%	2,900
Executive and council		-	1,000	-	-	295	1,000	(705)	-70%	1,000
Finance and administration		1,047	1,900	-	44	804	1,900	(1,096)	-58%	1,900
Internal audit		-	-	-	-	-	-	-		-
Community and public safety		-	14,060	-	-	58	14,060	(14,002)	-100%	14,060
Community and social services		-	11,060	-	-	58	11,060	(11,002)	-99%	11,060
Sport and recreation		-	-	-	-	-	-	-		-
Public safety		-	3,000	-	-	-	3,000	(3,000)	-100%	3,000
Housing		-	-	-	-	-	-	-		-
Health		-	-	-	-	-	-	-		-
Economic and environmental services		23,515	4,750	-	-	1,639	4,750	(3,111)	-65%	4,750
Planning and development		-	-	-	-	-	-	-		-
Road transport		23,515	4,750	-	-	1,639	4,750	(3,111)	-65%	4,750
Environmental protection		-	-	-	-	-	-	-		-
Trading services		50,124	68,301	-	12,640	44,328	68,301	(23,973)	-35%	68,301
Energy sources		12,001	11,126	-	3,045	3,653	11,126	(7,473)	-67%	11,126
Water management		4,075	12,678	-	-	3,184	12,678	(9,494)	-75%	12,678
Waste water management		34,048	43,797	-	9,594	37,491	43,797	(6,306)	-14%	43,797
Waste management		-	700	-	-	-	700	(700)	-100%	700
Other		-	-	-	-	-	-	-		-
Total Capital Expenditure - Functional Classification	3	74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011
Funded by:										
National Government		67,835	75,501	-	12,640	44,464	75,501	(31,037)	-41%	75,501
Provincial Government		-	-	-	-	-	-	-		-
District Municipality		-	-	-	-	-	-	-		-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies,		-	-	-	-	-	-	-		-
Transfers recognised - capital		67,835	75,501	-	12,640	44,464	75,501	(31,037)	-41%	75,501
Borrowing	6	-	-	-	-	-	-	-		-
Internally generated funds		6,851	14,510	-	44	2,660	14,510	(11,850)	-82%	14,510
Total Capital Funding		74,686	90,011	-	12,684	47,124	90,011	(42,887)	-48%	90,011

5.6 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION OT BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

Service Backlogs at Year 1 Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	%HHs	No. HHs	% HHs
Water	1200	50	200	150
Sanitation	1500	300	200	65
Electricity	700	30	45	50
Waste management				
Housing	1600	500	120	100

	Capital Expenditure Budget			
Description	Budget	Received	Spent	Variance (Rec-Spent)
Municipal Infrastructure grant	R 39 975 000	R 26 209 000	R 13 810 964.95	R 12 398 035.05
Integrated National Electrification Programme Grant	R 10 526 000	R 6 316 000	R 4 202 247.28	R 2 113 752.72
Water Service Infrastructure Grant	R 25 000 000	R 37 000 000	R 27 736 542.50	R 9 263 457.50
Total	R 75 501 000	R 69 525 000	R 45 749 754.73	R 23 775 245.27

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

5.7 CASH FLOW

Phokwane Local Municipality

(Registration number NC094)

Annual Financial Statements for the year ended 30 June 2025

Cash Flow Statement

Figures in Rand	Notes	2025	2024 Restated*
Cash flows from operating activities			
Receipts			
Sale of goods and services		78,729,405	37,156,309
Grants		203,628,998	221,779,417
Interest income		99,254,023	92,509,123
		381,612,426	351,444,849
Payments			
Employee costs		(131,958,746)	(127,634,651)
Suppliers		(130,863,608)	(2,512,325)
Finance costs		(74,387,998)	(73,135,221)
		(337,210,352)	(203,282,197)
Net cash flows from operating activities	45	44,402,074	148,162,652
Cash flows from investing activities			
Purchase of property, plant, and equipment	11	(47,865,020)	(144,358,807)
Proceeds from sale of property, plant, and equipment	11	793,694	36
Proceeds from sale of investment property	10	24,659	-
Purchase of other intangible assets	12	-	(2,010,000)
Net cash flows from investing activities		(47,046,667)	(146,368,771)
Cash flows from financing activities			
Net increase/(decrease) in cash and cash equivalents		(2,644,593)	1,793,881
Cash and cash equivalents at the beginning of the year		6,890,620	5,096,739
Cash and cash equivalents at the end of the year	9	4,246,027	6,890,620

The accounting policies on pages 14 to 47 and the notes on pages 48 to 115 form an integral part of the annual financial statements.

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

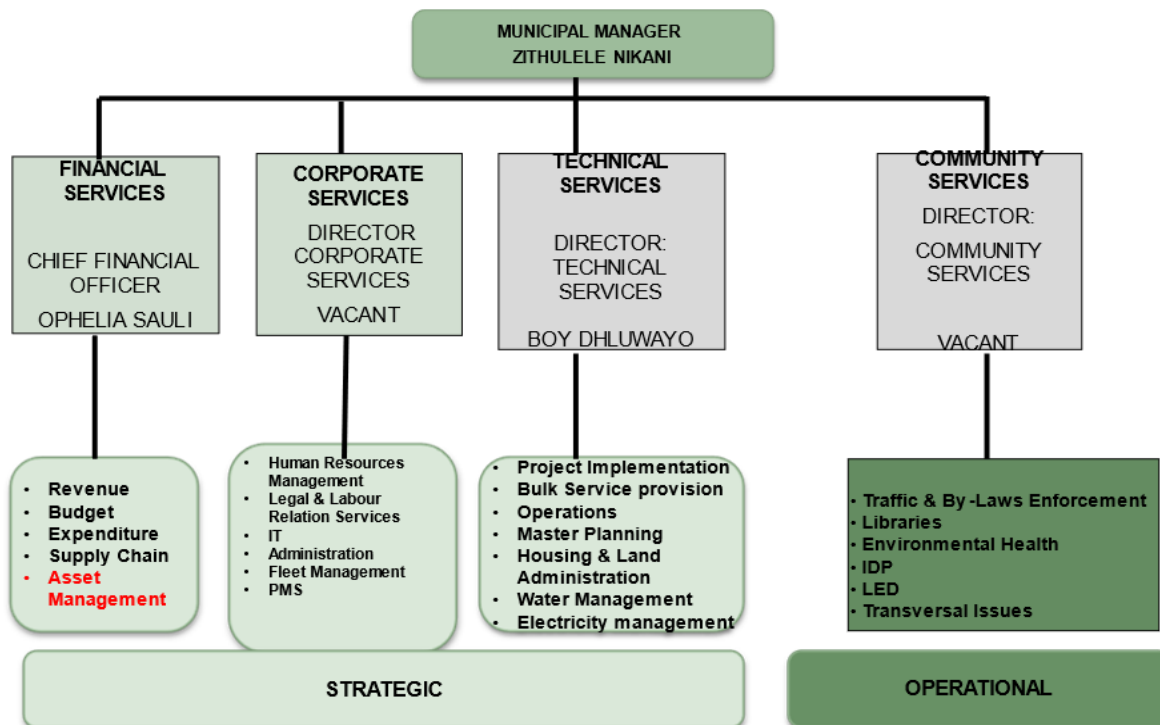
Portfolio Committees were established during the 2024/25 financial year.

COMMITTEE	COMMITTEE PURPOSE
Corporate Services Sub-Committee	To deal with corporate matters such as HR and ICT.
Technical Services Sub-Committee	To deal with infrastructure matters, both new and maintenance of existing infrastructure.
Community Services Sub-Committee	To deal with social matters and consider reports on environmental health and housing.
Finance Sub-Committee	To deal with all financial matters.

APPENDIX C – ORGANOGRAM OF THE ADMINISTRATIVE STRUCTURE



MANAGEMENT STRUCTURE



APPENDIX D – WARD INFORMATION

Ward	Households	Population	Councillor
Ward 1	2435	8253	Cllr Pieters
Ward 2	1417	5285	Cllr Khosa
Ward 3	1389	4595	Cllr Olebogeng Tumodi
Ward 4	1956	5898	Cllr Tebogo Afrika
Ward 5	2453	9421	Cllr Willem Harmse
Ward 6	1130	3314	Cllr Tsholofelo Diloke
Ward 7	2400	9392	Cllr Remaketse Selogilwe
Ward 8	2310	9293	Cllr Ernest Meyer
Ward 9	2054	7886	Cllr Portia Mohale
Ward 10	997	2 301	Cllr Samson Mokgobo

APPENDIX E – WARD REPORTING

Ward No.	Ward Councilor	Reported (Yes/No)
1	Cllr Pieters	Yes
2	Cllr Khosa	Yes
3	Cllr Olebogeng Tumodi	Yes
4	Cllr Tebogo Afrika	Yes
5	Cllr Willem Harmse	Yes
6	Cllr Tsholofelo Diloke	Yes
7	Cllr Remaketse Selogilwe	Yes
8	Cllr Ernest Meyer	Yes
9	Cllr Portia Mohale	Yes
10	Cllr Samson Mokgobo	Yes

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 1

The Audit Committee was established during the year under review, but the vacancy of the Chief Audit Executive led to ineffectiveness of this committee.

APPENDIX H – DISCLOSURE OF FINANCIAL INTERESTS

Disclosure of Financial Interests

Position	Name	Description OF Financial Interests (Nil/or details)
Mayor	W Harmse	None
Members of EXCO	P Pitso	None
	P Janki	None
Councillors	P Selogilwe	None
	N Pieters	None
	M Khosa	None
	T Afrika	None
	W Harmse	None
	T Diloke	None
	E Meyer	None
	P Mohale	None
	S Mokgobo	None
	T van Wyk	None
	T Mocumie	None
	M Van Wyk	None
	J le Roux	None
	E Davies	None
	M Setlhogomi	None
Municipal Manager	Z Nikani	None
Director: Technical Services	B Dhlwayo	None
CFO	O Sauli	None

APPENDIX I – ANNUAL PERFORMANCE REPORT (2024/2025)

(Refer to page 79 – 115)

APPENDIX J – CAPITAL PROJECTS PER WARD for 2024/25

WARD	PROJECT	STATUS
5	Electrification of 420 Plakerskamp and 80 sites in Donkerhoek	Completed
8	New Jan kemp sewer pump station and outfall line.	In progress

VOLUME 2

The financial statements for 2024/25 financial year

(See attached Financial Statements for 2024/25 financial year

Audit Action Plan

The municipality has prepared an audit action plan with detailed audit findings and remedial actions thereof; this is done online as per the Treasury Regulation.

(Web based Audit Action Plan - fmcmmm.aap@treasury.gov.za)