RE UNGWELWA ROTLHE

JOE MOROLONG
LOCAL MUNICIPALITY

ANNUAL REPORT
2023-2024

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JOE MOROLONG
LOCAL MUNICIPALITY

CHAPTER 1

MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

VISION

The municipality shall be a financially and administratively established and operating municipality with all its people having access to all basic services, education, employment, safety, healthy and living in an economically sustainable and developed environment.

KEY POLICY DEVELOPMENTS

Council has adopted the IDP, Budget and SDBIP for the year under review and these tools have propelled the Municipality to continue to improve the livelihoods of our residents and contribute to the economic growth. There are numerous other policies that Council has adopted in order to improve the monitoring and evaluation as well as to improve the oversight role played by Councillors.

KEY SERVICE DELIVERY IMPROVEMENTS

The Service Delivery, Budget and Implementation Plan (SDBIP) was prepared in consultation with internal and external stakeholders. The Municipality has, over the years, assessed its performance on an annual basis. Performance results of such assessments are used to inform planning processes every year. Through the SDBIP, Council monitors performance on service delivery on quarterly bases, mid-year and annually.

PUBLIC PARTICIPATION

The municipality held regular IDP Representative Forum to create a suitable platform where Sector Departments, Mining houses, Development Trusts and other stakeholders tabled their plans and incorporated them with those of the Municipality. The Municipality also embarked on a process of consultation with local community through IDP and Budget Consultations in all the wards.

FUTURE ACTIONS

This Council will continue with legacy projects that we successfully flagged for this Municipality. Strengthening relations with Dikgosi and various stakeholders is of paramount importance for the growth and prosperity of the Joe Morolong Local Municipality. It is our credence that service delivery in its entirety is a shared responsibility between municipalities and traditional leaders for a rural municipality like ours. The two arms cannot work in isolation, so they need each other to successfully deal with service delivery challenges.

AGREEMENTS / PARTNERSHIP

The Department of Cooperative Governance and Traditional Affairs developed a Draft Simplified IDP Framework for smaller (B4) municipalities in October 2011. This framework guides us to focus on fewer functions, with the support from various stakeholders, in our instance, MISA for technical support. I would like to take this opportunity to thank all the mining houses within Joe Morolong and John Taolo District for their support in funding the municipality through Social Labour Plans for delivery of services to our communities more particularly for delivery of infrastructure projects and enterprise development.

CONCLUSION

In conclusion, let me take this opportunity to thank the Council of Joe Morolong Local Municipality, the Municipal Manager and her administration, as we proudly announce a significant improvement in the 2023/24 Audit Outcome, from moving from eight successive disclaimers to a Qualified Audit Opinion. This milestone not only reflects enhanced governance but also translates into better service delivery for our community.

This progress underscores the collective efforts of leadership, staff, and all our stakeholders in building a foundation for sustained improvement. The municipality remains committed to achieving an unqualified audit opinion in a near future, reflecting its dedication and excellence and good governance.

I thank you. Ke a leboga.

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Mayor: Cllr DD Leutlwetse-Tshabalala

COMPONENT B: EXECUTIVE SUMMARY

1.1 Municipal Manager's Overview

It is an honour and privilege for me to present the 2023/24 Annual Report for consideration by Council, the broader community of Joe Morolong Local Municipality, oversight bodies, as well as the stakeholders at large.

2023/24 has been faced with many challenges following the national elections in May 2024 which led to the formation of the Government of National Unity. The beginning of the financial year left the municipality having an acting Municipal Manager after the end of term of the former. The change in management brought in many doubts on whether the municipality will improve on its service delivery objectives and financial management in the new year.

It has been evident that the dedication and enthusiasm of the entire Council and staff led to the municipality receiving an improved audit opinion from the office of the Auditor General. Following years of disclaimers, the municipality improved to a qualified audit opinion. This was achieved through what can be described as a collaborated shift within management and everyone responsible. The mood and determination were felt by everyone including the lowest level officials in the institution. They all presented a new culture of taking responsibility towards their duties.

An introduction of the performance management system for the middle managers also played a role in ensuring that everyone performs to the best of their abilities. We intend to encourage a culture of outstanding performance so that municipal staff are encouraged and aspire to perform and excel in their field of work. We encourage them to use the opportunity available for them to further their education and acquire more skills. We increased the budget for the bursary to be able to financial assist them. Councillors were also encouraged to apply for further education and training with different institutions of higher learning.

In addition to an improved opinion, the municipality demonstrated good financial management in terms of ensuring that it maintains a positive cashflow. We have continued to make sure that we pay our creditors including paying all its creditors and third parties.

Joe Morolong has a high rate of unemployment. This prevented the municipality to generate own income. It is largely dependent on the national and provincial grants. Municipality is forced by these circumstances to Make sure that the little revenue received is spent effectively and efficiently. The municipality adopted cost containment policy developed in terms of MFMA Circular 82. The policy has been implemented where measures were put in place to contain costs.

We also take pride in ensuring that the conditional grants are spent and value for money achieved in the process. Provision of services to the communities are our biggest concern. That has been attested to by community members who appreciated the service they received during the IDP consultations.

Municipal Manager: Ms B. Motlhaping

1.2 Municipal Functions, Population and Environmental Overview

1.2.1 Powers and Functions of the Municipality

The mandates of the municipality as contained in section 152 of the Constitution are:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment
- To encourage the involvement of communities and community organizations in matters of local government

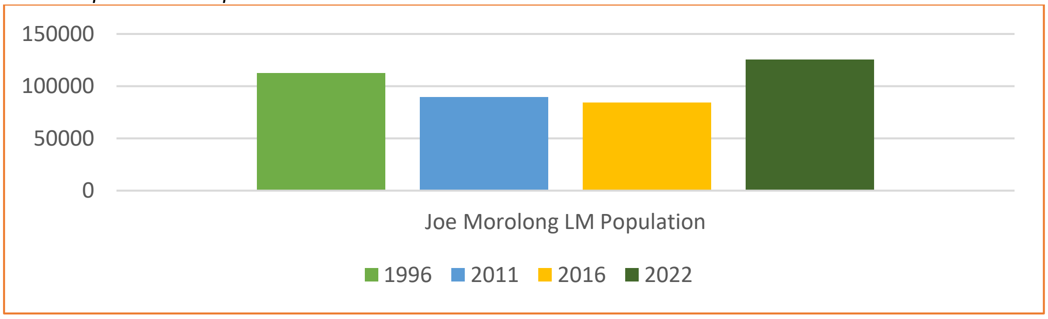
The functions that the Joe Morolong Local Municipality performs are:

- Cemeteries
- Municipal Planning
- Local Tourism and LED
- Sanitation
- Local Sports facilities
- Municipal roads
- Public spaces
- Street lighting
- Water reticulation
- Operations and maintenance of water
- Environmental management services
- Veld Fire fighting

1.2.2 Population Details

The population figures drawn from the 2022 Census indicate that an estimated total of 125 420 people reside in Joe Morolong Local Municipality's jurisdiction. This is indicative of an increase of about 41 219 people from the 84 201 in the 2016 community survey figures, as shown on the figure below. This is the first time there has been an increase in the JMLM population within the 26 years period between the year 1996 and 2022.

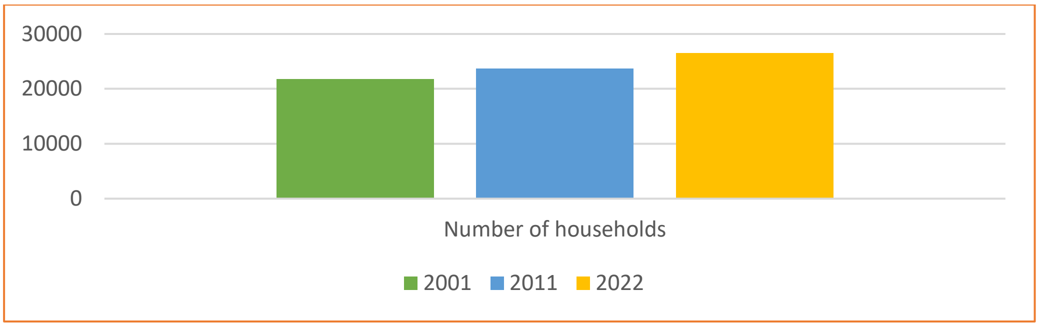
JMLM Population Composition



Source: StatsSA 1996, 2011, 2016 & 2022

The number of households in JMLM has increased by 1958 households in the period between 2001 and 2011; and by 2830 households between 2011 and 2022.

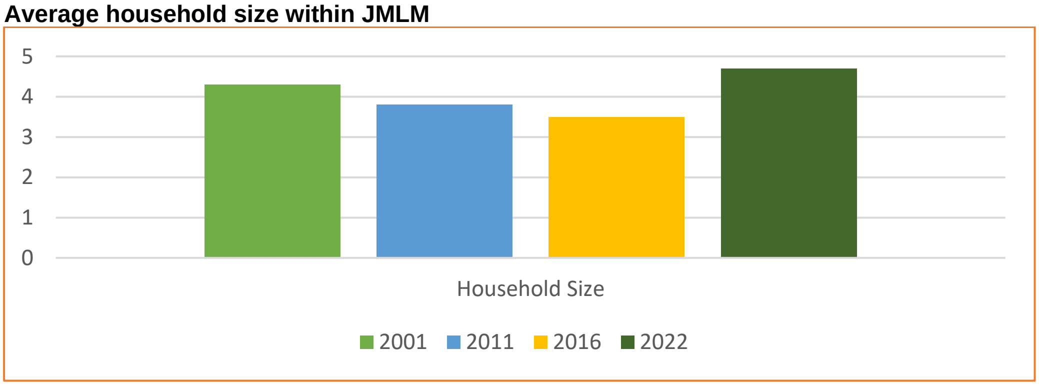
Number of households



Source: StatsSA 1996, 2011, 2016 & 2022

There has also been an increase in the average number of persons per household for the first time in the municipality; from 3.5 in 2016 to 4.7 in 2022.

Average household size within JMLM



Source: StatsSA 1996, 2011, 2016 & 2022

The age profile of the JMLM is shown on the figure below; which shows that young children who are between the ages of 0 - 14 years make up the majority of the population in the municipality. This, combined with the 7% ratio of the elderly, make up the economically inactive population. Although the economically inactive population has decreased from 48% in 2016 to 42% in 2022, the ratio is still significantly high. This indicates that the age dependency ratio in the municipality is very high, even before the consideration of the economic factors such as the unemployment rate. This places a greater pressure on government as the economically inactive people are the bigger recipients of government spending in terms of social welfare grants, health care, education, etc.

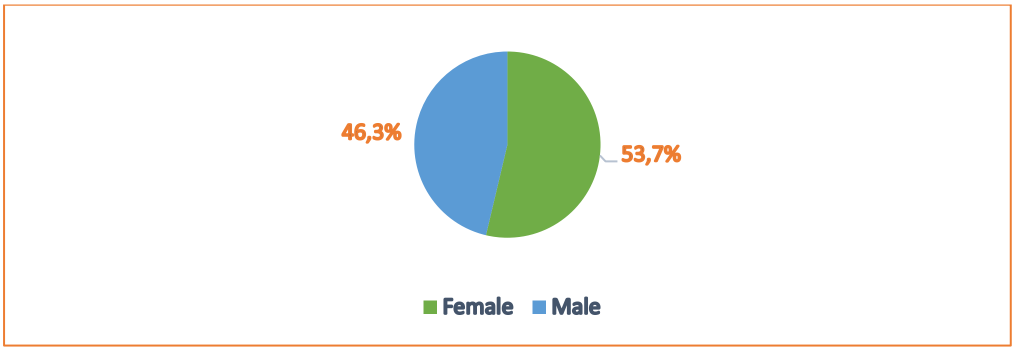
Age Distribution within JMLM

	2016	2022
0-14 (Children)	32 276	43 666
15-34 (Youth)	27 195	40 818
35-64 (Adults)	16 574	31 968
65+ (Elderly)	8 156	8 966

Source: StatsSA 2016

In terms of gender composition, the share of the female population is the highest in JMLM. This is generally due to the migration of the male working population who seek to earn for their families. According to StatsSA, this trend is prevalent in all the JMLM wards except for ward 4, where there are more males than females in relation to the total population. This may be as a result of job opportunities found in Hotazel and Vanzylsrus. The two towns consist of a few houses, small shops, a hotel, fuel filling station and a Post Office, which may provide some employment opportunities for the population around Joe Morolong LM.

Sex Ratio



Source: StatsSA 2022

The survey further reveals a marginal increase in the poverty head count, from 6.4% (2011) to 6.6% (2016). This has serious implications for the provision of basic services, including a continuous increase (percentage) in service backlogs. It also implies that the demand for economic opportunities to respond to the challenges of poverty are on the increase.

Furthermore, the increase in the demand for service delivery and poverty status places a lot of pressure on limited resources including infrastructure, which should be assisting the attempts to meet the current levels on the provision of basic services and the growing demand for more services.

1.3 Service Delivery Overview

The 2023-24 financial year service delivery commitments for Joe Morolong Municipality were set within the context of basic service delivery agenda, arising from the dedicated approach of the new term of local government. The focus was on ensuring improved, dependable and impactful service delivery to communities. The underpinning strategy for this trajectory of service delivery included the acceleration of responsiveness to speedily resolve service delivery backlogs and coordinate onsite responses to observed service delays for immediate community relief.

The municipality's efforts of improving service delivery also focused on the strengthening of the established service delivery processes and practices. The provision of sustainable basic services to improve the living conditions of the most disadvantages residents and pushing for growth and development through supporting initiatives for business development and job creation took centre stage.

In line with the commitment to improve the conditions of the poorest and disadvantaged residents, Joe Morolong Local Municipality made significant strides, as evidenced by the following service delivery highlights:

- We have been able to provide basic services to the people as per our mandate. Our indigents have been receiving their free basic water and electricity, but not without the usual challenges.
- Our communities also benefitted from 12 Water Supply projects, 6 Borehole Refurbishment projects, 4 Road- and 4 Dry Pit Sanitation projects.
- 93% of all Water related queries received and 96% of the Electrical queries received were resolved during the Financial Year.
- A total of 1 681,5 km of gravel roads were graded.
- The collection of refuse in Hotazel and Vanzylsrus has been improved and we are collecting waste twice on a weekly basis.
- Functionality of ward committees has assisted the municipality to foster a close relationship with the community and community organizations and in identifying service delivery challenges and attending to them speedily.

1.3.1 Achievements

- JMLM received a total of R 77 007 000,00 from MIG. This was utilised to construct new water infrastructure, double pit sanitation units, refurbish the Dithakong sport field and also to upgrade gravel to paving block roads.
- The municipality also received R 53 700 000,00 from DWS (WSIG-grant) which was used to implement Water Supply- and Borehole Refurbishment projects.
- Both grants were 100% spent at the end of the Financial Year.
- 271 Households were served with safe basic sanitation.
- 621,2km roads graded in the JMLM area as per maintenance programme

1.3.2 Challenges

Below are some of the key challenges JMLM had to mitigate during the financial year:

- Community stoppages due to dissatisfy members were managed as and when it appeared. Stoppages in Doxon 1&2 villages caused the project to be paused for the year and funds were allocated to another project – issues are resolved now
- The contractor on the Padstow Water Supply project was replaced due to non-performance
- Hard rock excavation on some project sites caused delays
- Infrastructure in our area were damaged due to heavy rains in the previous financial year, especially borehole equipment, roads and culvert bridges
- Budget constraints also put a damper on our ability to provide the service to our community we strive for, yet still, we repaired and resolved 95% of all (water and electricity) reported queries in the month they were reported.

1.4 Financial Health Overview

The fiscal year 2023/2024 was a time of increased economic activity. The economy experienced considerable expenses as a result of rising inflation and interest rates. The year under review was an improved year for the Joe Morolong Local Municipality due to improving collection rates.

The table below illustrates the Municipality's performance per National Key Performance Indicator as stipulated in the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act 32 of 2000 (MSA). These key performance indicators are tied to the National Key Performance Area (KPA), which is Municipal Financial viability and Management.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments that will occur in the ordinary course of business.

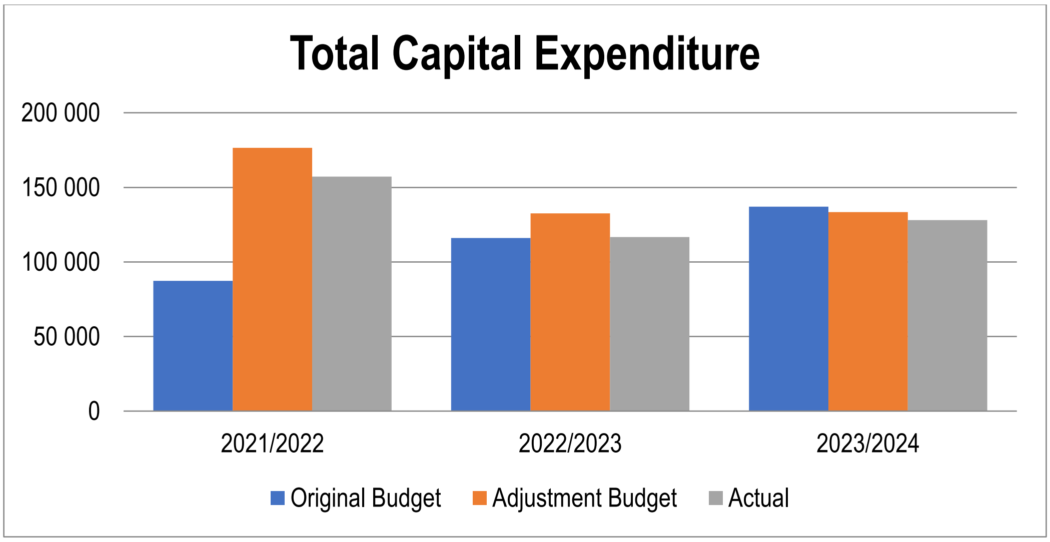
A number of factors affect the Municipality's ability to remain in business as usual. Management took into account the Municipality's present and future performance, the possibility of continued government funding, and, if needed, possible sources of replacement funding, among other things, when deciding whether the going concern assumption is suitable in the current economic climate.

The Municipality has also instituted programmes to rein in wasteful spending. This means that even though the Municipality is facing liquidity constraints in the short and medium term, it may still be considered a going concern.

Financial Overview: 2023/2024			
			R' 000
Details	**Original budget**	**Adjustment Budget**	**Actual**
Income:			
Grants	325 105	320 185	338 536
Taxes, Levies and tariffs	71 242	85 402	62 756
Other	1 725	5 854	40 220
Sub Total	398 072	411 441	441 512
***Less:* Expenditure**	440 474	540 682	473 655
Net Total*	-42 402	-129 241	-32 143
**** Note: surplus/(deficit)***			*T 1.4.2*

Operating Ratios	
Detail	**%**
Employee Cost	30%
Repairs & Maintenance	14%
Finance Charges & Impairment	7%
	T 1.4.3

Total Capital Expenditure: 2021/2022 to 2023/2024			
			R'000
Detail	**2021/2022**	**2022/2023**	**2023/2024**
Original Budget	87 283	116 115	137 121
Adjustment Budget	176 422	132 578	133 378
Actual	157 150	116 784	127 969
			T 1.4.4



1.5 Organisational Development Overview

The Joe Morolong Local Municipality acknowledges that the realisation of its growth and development objectives as well as acceptable service delivery levels depend on the existence of a capable workforce. Therefore, as part of its organisational development, the municipality prioritises capacity development, development and implementation of policies that support individual development while also creating an exciting work place for everyone to voluntarily improve competencies and efficiencies.

The ability to evolve and respond adequately to the changing labour market and individual employee needs is also a critical imperative, which the municipality strives to achieve. The municipality further acknowledges that to realise these noble intents, a holistic approach to human resources management and development is required.

In terms of the Employment Equity (EE) Plan, the municipality recorded commendable progress despite a series of challenges experienced. In its efforts to meet the overall EE targets, the municipality is doing reasonably well in the senior and middle management levels. The biggest challenge, as with all organisations, is the underrepresentation of people with disabilities. Consideration of suitability to avoid discrimination of people with disabilities is one of the contributing factors.

The Corporate Services Department is responsible for the effective and efficient execution of all the supporting administrative functions that include support needed to attract, retain and develop talent in the municipality, the coordination of systems and processes, to enable the municipality to perform matters of service delivery. The department also administers the Municipality’s human resource development and management, political offices, labour relations, information technology, facilities management and records management.

1.5.1 Staff Establishment

There are 208 employees of which 20 were appointed on contract, 5 finance interns and 29 Councillors in the Municipality. The total number of posts as per the approved structure is 321, and there are 113 vacant posts.

Staff establishment as at 30 June 2024

Department	Incumbents	Vacancies	Total
Corporate Services	41	6	47
Office of the Municipal Manager	21	9	30
Community Services	29	31	60
Technical Services	72	59	131
Financial Services	37	5	42
Economic Development Planning and Tourism	08	3	11
TOTAL	**208**	**113**	**321**

The following positions were filled in the 2023/2024 financial year.

1. SCM Officer
2. Budget Officer
3. Superintendent: Testing & Licencing
4. Disaster Coordinator
5. Labour Relations Officer
6. PMU Technician
7. Director LED

The following positions were filled on contract basis.

1. General Worker (16)
2. Cleaner (3)
3. Sewer Truck Operator

1.6 Auditor-General Report

The municipality received a Qualified of opinion for the 2023/2024 financial year. The issues leading to the qualification are listed on the table below.

The basis of the qualification
Property, Plant and Equipment
Consumer Debtors Disclosures
VAT Receivables
Service Charges
Total Revenue
Unauthorised Expenditure
Irregular Expenditure
Fruitless and Wasteful Expenditure
Commitments
Cash flow Statement
Statement of Comparison of Budget and Actual Amounts

This represented a significant improvement in its financial governance, moving from **eight successive disclaimers** to a **Qualified Audit Opinion**. This achievement highlights the significant progress made in strengthening accountability and fostering trust with the community.

The full Audit Report is contained in Chapter 6.

1.7 Statutory Annual Report Process

No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft 2023/2024 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January
		T 1.7.1

To comply with the statutory requirements dictated by all relevant legislation that guides the development of the Annual Report, it is critical that meeting the timelines set and ensuring that all the information provided in the report is credible, useful and reliable. The municipality has undertaken reasonable actions to ensure that information presented in this report is factual and can be supported although any identification of errors must not be seen as a deviation from this intent. The municipality always strives to ensure proper alignment between its plans as contained in the IDP, Service Delivery and Budget Implementation Plan (SDBIP), other plans and how reporting is handled to ensure proper accountability and transparency.

The annual report is intended to inform the community on how the municipality has performed financially and administratively in achieving its targets as clearly set out in our IDP and SDBIP.

This report also highlights the achievements, challenges and areas that need improvement. Our successes are real and measurable and the fact that we were able to complete most of our infrastructure projects is a pride to us, as it contributes not only to service delivery but as a stimulant for an increase in the economic activities.

The IDP remains a critical tool that we utilize to plan for our short, medium and long-term objectives. This annual report will highlight our improvement in performance and financial management.

JOE MOROLONG
LOCAL MUNICIPALITY

CHAPTER 2

GOVERNANCE

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Governance of the Joe Morolong Local Municipality is structured as follows:

STRUCTURE	RESPONSIBLE FOR	OVERSIGHT	ACCOUNTABLE TO
Council	Approve policies Adopt IDP Adopt the Budget	Mayor, Portfolio committee and Audit committee	Community
Mayor	Policies, and Budget outcomes Oversight over the Municipal Manager	Municipal Manager	Council
Municipal Manager	Overall administration	The Municipal administration	Council through the Mayor
CFO and other senior management	Administration of departments	Financial management and operational functions	Municipal Manager

2.1 Political Governance

The governance system of Joe Morolong Local Municipality is a mayoral system that has Section 80 committees:

- Finance, Human Resources and Administration
- Infrastructure
- Economic Development, Planning and Tourism
- Community Services

The Mayor heads the municipality and fulfils this task by working together with the councillors. The Mayoral committee is functional and it ensures that there is integration of the work of Council between portfolio committee and respective departments.

The Speaker of Council presides over Council meetings. Furthermore, the Speaker fulfils the role of strengthening democracy and managing community participation in local government, particularly through the ward committees by ensuring that the ward committee system functions effectively. The Speaker promotes public consultation, involvement and participation in the affairs of the municipality.

The Speaker is supported by the Council Whip, who is responsible for maintaining cohesion within the governing party and to build relationships with other political parties represented in Council. Other tasks include:

i. Ensuring that each of the political parties are properly represented on the various committees;
ii. Maintaining sound relations between the various political parties; and
iii. Attending to disputes between political parties.

The Municipal Council compromises of the governing and decision-making body of the Municipality whilst the municipal officials focus on the implementation of the Council resolutions. Council determines the direction of the Municipality by setting the course through the development of the IDP and allocation of resources. Council develops policies and the responsibility of the municipal staff is to ensure that those policies are implemented. Council therefore plays an oversight role over the implementation of those policies.

The Municipality is using the Audit, Risk, and Performance Committee shared services with the District Municipality. The committee provides opinions and recommendations on financial management, Risk and performance information.

The Municipal Public Accounts Committee (MPAC) acts as an oversight committee for the annual report in terms of Section 79 of the Municipal Structures Act, 117 of 1998. The aim of the committee is comprised of non-executive councillors, with the specific purpose of providing Council with comments and recommendations on Municipal Reports and any item that has been referred to the committee by the Council.

2.1.1 Political Structure

Mayor:
Cllr. D. Leutlwetse-Tshabalala

Speaker:
Cllr. V. Jordan

Council Whip:
Cllr. G. Tagane

The Executive Committee

The Mayor, as the Political Head, is supported by the following Executive Committee Members who head the respective portfolio committees:

Cllr. N. Kgosierileng
Community Services

Cllr. N. Mokweni
Economic Development, Planning & Tourism

Cllr. P. Kaotsane
Infrastructure

Cllr. B. Mbolekwa
Finance, HR & Admin

2.1.2 Councillors

Since the Local Government Elections held on 01 November 2021, 29 Councillors drawn from all political parties represented in Council make up the Council. These Councillors include 15 elected Ward Councillors and 14 appointed Proportional Representative Councillors.

The parties in Council are illustrated below.

POLITICAL PARTY	TOTAL SEATS	WARD SEATS	PR SEATS
ANC	18	13	5
EFF	8	2	6
DA	1	-	1
SARKO	1	-	1
F4SD	1	-	1
TOTAL	**29**	**15**	**14**

Each Ward Councillor chairs a Ward Committee as part of the Ward Participatory System that encourages participation at community level. Ward Councillors, as representatives of wards, have a responsibility to make sure that the voices of the communities in their respective wards are heard in Council and its structures. They are also responsible for creating a two-way link between these communities and Council and thus have direct access to the Speaker of Council.

A full list of Councillors (including committee allocations and attendance at council meetings) can be found in **Appendix A**; and committees and committee purposes are set out in **Appendix B**.

2.1.3 Political Decision-Making

Council is the highest decision-making structure of the municipality. The Council of Joe Morolong Local Municipality is made up of four Portfolio Committees which report to the Executive Committee (EXCO) and the EXCO reports to Council, who, eventually, takes the final decision. The Council decides whether to approve or reject reports after altering where it deems necessary to do so.

Once a decision has been taken by Council, the administration wing has to implement that decision and report back to Council in the form of a Council Resolution Register. The said register indicates how the administration has implemented the Council decision and progress thereof.

2.2 Administrative Governance

The Municipal Manager heads the municipal administration, with the support of the five heads of departments. The purpose of this senior management team is to perform activities that lead to the accomplishment of the mission and vision of Council. It is important for the Municipal Manager to develop an effective and efficient administration environment that allows for the successful implementation of the Integrated Development Plan (IDP). The heads of the different directorates manage the execution of the IDP based on their respective targets; which are aimed at responding to the needs of the communities and thereby ensuring service delivery.

The administrative governance of the JMLM is structured as follows:

Tier 1	Tier 2	Tier 3
Municipal Manager: Ms. B. Motlhaping	**Municipal Manager's Office** Ms. B. Motlhaping	Manager: Legal and Compliance (Vacant)
		Manager: Internal Audit
		Manager: Communications
		Chief Risk Officer
		Manager in the Office of the Mayor
	Director: Corporate Services Mr. T. Gopetse	Manager: Human Resources
		Manager: Information Technology
		Manager: Performance Management Development System
		Manager: Records Management
		Manager: Administration
		Manager: Council Committees
		Manager: Vanzylsrus Satelite Office
	Director:Technical Services Mr. L. Moinwe	Manager: Project Management Unit
		Manager: Roads and Stormwater
		Manager: Water and Sanitation
		Manager: Fleet Management
		Manager: Water Quality
		Manager: Electricity (Vacant)
	Director: Economic Developemnt Planning and Tourism Mr. P. Moseki	Manager: IDP/PMS
		Manager: LED
		Manager: Town Planning
	Chief Financial Officer Vacant	Senior Manager: Financial Control
		Manager: Financial Control
		Manager: Expenditure
		Manager: Supply Chain Management
		Manager: Budget & Reporting
		Manager: Assets Management
		Manager: Revenue
	Director: Community Services Vacant	Manager: Housing
		Manager: Disaster Management & Facilities
		Manager: Environmental Services
		Superintendent: Testing & Licensing

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 Intergovernmental Relations

Section 42 of the Constitution provides that all spheres of government must cooperate with one another in a mutual trust and good faith by establishing and providing for structures to promote intergovernmental relations.

The cooperation of all the spheres of government ensures the synergy and alignment of programmes and maximization of resources instead of working in silos which leads to the duplication of services and wasting of limited financial resources. Joe Morolong Local Municipality is participating in both the national and provincial intergovernmental structures.

2.3.1 National Intergovernmental Structures

The Municipality participates in various forums at national level. These forums include the CFOs Forum, MMs Forum and various Salga Forums.

2.3.2 Provincial Intergovernmental Structure

This structure is held on a quarterly basis. It is usually held after the District Intergovernmental Forum Meetings have been held. It is at the District Intergovernmental Forum Meeting where Sector Departments report their progress in terms of service delivery, together with other stakeholders. The District then consolidates a comprehensive report for the PIGR meeting that includes all the stakeholders in the province. This meeting is attended by the Premier as chair, all Mayors for District and Local Municipalities, Municipal Managers, HODs, Senior Managers in Sector Departments and Parastatals. The municipality is also part of forums such as the Joint Internal Audit and Risk Forum and the Provincial SPLUMA Forum.

2.3.3 District Intergovernmental Structure

This structure is constituted by the District Executive Mayor as a Chairperson, all Mayors of Local Municipalities, Municipal Managers, Senior Managers in Municipalities, Sector Departments and Parastatals. All stakeholders are expected to report in terms of annual plans and quarterly reports on progress regarding planned activities. The IGR is held on a quarterly basis and it is usually held after the Local Municipal IDP Representative Forum has been held. Sector Departments and other stakeholders report progress in terms of service delivery to the IDP Representative Forum. Following this, the Joe Morolong Municipality would then consolidate a comprehensive report and present it to the IGR Forum.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Public participation in the municipality is done through various platforms such as Community Consultation meetings (IDP Roadshows), Ward meetings, IDP Representative Forum meetings and social media. The success of public accountability and participation in the municipality is made possible by the activeness of the ward councillors and committees on the ground as well as the municipal communications team.

Ward councillors are expected to communicate the work of council through meetings with the established committees. In these meetings, Councillors report on the implementation of the IDP and budget. They also note the service delivery challenges that are experienced by communities, and forward all issues to the Executive Committee for intervention. Outside of Council, public participation is also enhance through the Speaker's Forum which is held on a quarterly basis.

2.4 Public Meetings

The public participation programme of the Joe Morolong Local Municipality is intended to create opportunities for the political principals to be actively involved in the sharing of information about what government and in particular the Joe Morolong Local municipality is doing to improve and add to the betterment of the lives of the community.

Through public participation, greater access to the decision-making processes of the municipality to all its stakeholders is opened up.

It implies that members of the general public or representatives of the affected community or the role players are actively involved in the planning process of the municipality.

To accomplish the above the municipality has developed a public participation plan which is intended to be rolled-out in collaboration with other role players; stakeholders and sector departments in the area of jurisdiction of the municipality. Through the public participation approach the municipality wishes to strengthen and enable good governance and sustained service delivery. It is therefore crucial that the stakeholders of the municipality be involved in the affairs of the municipality.

The participation processes that will be improved by the plan are as follows:

- ✓ Ward meetings;
- ✓ IDP and Budget Consultation meetings;
- ✓ Joint Outreach Programmes with other sectors of government; and
- ✓ Media briefings.

Public Meetings						
Nature and purpose of meeting	**Date of events**	**Number of Participating Municipal Councillors**	**Number of Participating Municipal Administrators**	**Number of Community members attending**	**Issue addressed (Yes/No)**	**Dates and manner of feedback given to community**
Community participation for the IDP analysis phase	06 – 21 November 2023	29	19	1394	Yes	08 – 22 April 2024 Community meetings in all wards

2.5 IDP Participation and Alignment

IDP/Budget participation

The Municipal System Act states that the Municipality must have a five (5) year vision for the long-term development of the Municipality and development priorities, which must be aligned with national and provincial sectoral plans and priorities. The IDP and Service Delivery Budget Implementation Plan (SDBIP) are reviewed and adopted annually by council. Municipal Performance is measured through the SDBIP.

Annually, the Municipality must base their performance against performance measure as clearly outlined in the SDBIP. The SDBIP includes the annual delivery agenda of the Municipality as it is spelt out in the IDP document.

The IDP Representative Forum has been functional but there are certain sector government departments that have not been participating. Government entities and mining companies are also participating in the forum. They have been reporting progress on the programme and projects that they are implementing in our municipal area.

Ward Committees

The Local Government: Municipal Structures Act, 1998 says: The objective of a ward committee is to enhance participatory democracy in local government. Ward committees are a part of local governance and an important way of achieving the aims of local governance and democracy mentioned in the Constitution, 1996.

The Local Government: Municipal Structures Act, 1998 is the Act that makes provision for the establishment of ward committees as a possible way of encouraging community participation in municipal matters. A general understanding has emerged that a ward committee is an area-based committee whose boundaries coincide with ward boundaries. All the 15 ward committees are functional and they have been holding their monthly meetings consistently and quarterly reports have been submitted to Council.

Council has had two community consultations for the purpose of developing/reviewing the Integrated Development Plan and Budget. The first meeting was for identifying community needs, followed by the second one to provide feedback in terms of available budget for implementation of identified projects and programmes.

IDP Participation and Alignment Criteria*	**Yes/No**
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
** Section 26 Municipal Systems Act 2000*	*T 2.5.1*

COMPONENT D: CORPORATE GOVERNANCE

The Municipal Council compromises of the governing and decision-making body of the Municipality whilst the municipal officials focus on the implementation of the Council resolutions. Council determines the direction of the Municipality by setting the course through the development of IDP and allocation of resources. Council develops policies and the responsibility of the municipal staff is to ensure that those policies are implemented.

2.6 Risk Management

Municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The strategic risk register has been developed through workshops. The top five risks of the municipality are as follows:

a) Material misstatements on the Annual Financial Statements

b) Inability to generate the projected revenue
c) Inadequate functioning the Financial System
d) Theft and abuse of assets
e) Fraud and corruption

2.7 Anti-Corruption and Fraud

The risk management function has the following anti-fraud and corruption objectives:

- To implement the fraud prevention plan which includes a fraud prevention policy in the district municipality.
- To develop and implement an investigation policy.
- To monitor a case management system that will ensure effective and efficient management of cases.
- To provide assurance to the council and the municipal manager on the management of fraud risks.
- Promote professional ethics in the district municipality.

The municipality has approved Fraud and Corruption policy, Fraud Response Plan, and a Whistle-Blowing policy. The municipality has functional Internal Audit and Risk Management units and the Audit, Risk and Performance Committee is in place. The municipality has also established a Disciplinary Board and the members thereof have been appointed.

2.8 Supply Chain Management

All Supply Chain Management officials comply with the prescribed levels required for their positions in terms of the MFMA Competency Regulation Guidelines.

There were adverse remarks in the Auditor General's Report for the previous financial year regarding the quality of the Supply Chain Management of Joe Morolong Local Municipality. This necessitated a need for skills review and wherein gaps where identified, training has been planned and adherence to the training plan is currently being monitored.

The Joe Morolong Local Municipality have adopted and implemented the following policies and practices relating to Supply Chain Management:

- Supply Chain Management Policy
- Contract Management Policy
- Preferential Procurement Policy
- Infrastructure Procurement and Delivery Management Policy

2.9 By-Laws

The JMLM currently has the following by-laws:

By-law	Department
Draft By-law for Tariffs	Finance Services
By-law for SPLUMA	Economic Development Planning and Tourism
Draft By-law for Water	Technical Services
Draft By-law for Environment	Community Services

By-law	Department
Draft By-law for Cemeteries	
Draft By-law for Waste Management	
Draft By-law for Spaza Shops	Economic Development Planning and Tourism
Draft By-law for Property Rates	Finance Services
Draft By-law for Use of Facilities	Community Services
Draft By-law for Use of Electricity	Technical Services

2.10 Websites

Municipal Website: 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	22 Mar 2024
All current budget-related policies	Yes	11 Sep 2023
The previous annual report (2022/2023)	Yes	05 Feb 2024
The annual report (2023/2024) published/to be published		
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2023/2024) and resulting scorecards	Yes	06 Sep 2023
All service delivery agreements (2023/2024)	No	
All long-term borrowing contracts (2023/2024)	No	
All supply chain management contracts above a prescribed value (give value) for 2023/2024	No	
An information statement containing a list of assets over a prescribed if value that have been disposed of in terms of section 14 (2) or (4) during 2024/2025	No	
Contracts agreed in 2023/2024 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in 2023/2024	No	
All quarterly reports tabled in the council in terms of section 52 (d) during 2023/2024	No	
		T 2.10.1

The Municipality will ensure that all required documents are timeously uploaded on the website, which will enhance public participation and guarantee compliance with various legistative requirements.

2.11 Public Satisfaction on Municipal Services

The Municipal Systems Act states that the Municipality must have a five (5) year vision for the long-term development of the Municipality and development priorities, which must be aligned with national and provincial sectoral plans and priorities. The IDP and Service Delivery Budget Implementation Plan (SDBIP) are reviewed and adopted annually by council. Municipal Performance is measured through the SDBIP. Annually, the Municipality must base their performance against performance measure as clearly outlined in the SDBIP. The SDBIP includes the annual delivery agenda of the Municipality as it is spelt out in the IDP document. The IDP Representative Forum has been functional with sector government departments participating, government entities and mines within our municipal jurisdiction. They have been reporting on the progress on the programme and projects that they are implementing in our municipal area.

JOE MOROLONG
LOCAL MUNICIPALITY

CHAPTER 3

SERVICE DELIVERY PERFORMANCE

CHAPTER 3 - SERVICE DELIVERY PERFORMANCE

The municipality is obliged to provide quality services to the communities within the municipal jurisdiction. The JMLM is committed to making the lives of its communities better. The municipality has been able to provide services to the people as per its mandate. The municipality's indigents have been receiving their free basic water and electricity without any hindrance. The collection of refuse in Hotazel and Vanzylsrus has improved and the municipality is collecting twice on a weekly basis.

There has been some improvement in the tracing of debtors and this has impacted positively on revenue collection by the municipality. The establishment of youth forums has assisted the municipality to interact with young people, both out of school, unemployed, employed and those in business as it is a structure that deals with challenges facing young people in our locality. Functionality of ward committees has assisted the municipality to foster a close relationship with the community and community organizations and in identifying service delivery challenges and attending to them speedily.

COMPONENT A: BASIC SERVICES

The Joe Morolong Local Municipality has an established Project Management Unit (PMU), whose aim is to assist the municipality to meet the pressing needs of basic service provisioning. The PMU integrates the efforts of all the various Departments within the Municipality, in order to achieve set standards and SDBIP objectives. Community Services, Corporate Services, Finance, Economic Development, Planning and Tourism and Technical Services are all important participants in the implementation of Water-, Sanitation-, Housing/Building- and Roads and Stormwater infrastructure projects.

3.1 Water Provision

Joe Morolong LM is providing water to 186 villages and Vanzylsrus Town by means of abstraction from boreholes. Only Hotazel town receives water from the Vaal-Gamagara Water Pipeline. Water infrastructure demands are documented and prioritised in our IDP, WSDP and 5-Year Water and Sanitation Services Plan. During the 2023-24 financial year, the following 12 water infrastructure projects were embarked on:

1. Padstow Water Supply
2. Skerma Water Supply
3. Gammakgatle Water Supply Phase 2
4. Dikhing Water Supply
5. Bush Buck Water Supply Phase 2
6. Esperanza/Churchill Water Supply Phase 2
7. Madula Ranch Water Supply Phase 2
8. Doxon 1&2
9. Heuningvlei Water Reticulation
10. Laxey Water Supply

11. Gamadubu/Lebokeng Water Supply
12. Glenred Water Supply

The following 3 water supply projects were successfully completed:

1. Gammakgatle Water Supply Phase 2
2. Bush Buck Water Supply Phase 2
3. Esperanza/Churchill Water Supply Phase 2

The remaining projects overlapped into the 2024-25 financial year due to various reasons.

Borehole Refurbishment projects were implemented in 6 villages. These villages were Heuningvlei (Lurie), Dithakong, Abbey, Dinokaneng, Metsimantsi Wyk 3 & 4 and Rustfontein Wyk 10.

Dinokaneng-, Heuningvlei (Lurie), and Rustfontein Refurbishment were completed.

The JMLM is the Water Services Authority (WSA). This means that it must regulate water issues within its jurisdiction guided by the National Water Act 32 of 1998. The municipality also serves as a Water Services Provider (WSP), meaning that it is of the municipality's best interest to ensure that water is provided to residents on acceptable standards including quality guided by SANS 241.

As the WSA, the municipality is still experiencing challenges on certain identified water systems and sources. This is because the predominant water source is ground water, which is dropping rapidly. JMLM's water quality program is implemented on a smaller scale due to budgetary constraints. Full SANS water quality monitoring was not implemented due to compliance issues. A tender for Laboratory services was advertised twice without getting any successful bidders.

Water Operations and Maintenance

JMLM has a fully functional and capable Operations and Maintenance (O&M) unit. The unit has sufficient resources to successfully undertake the O&M function. Due to vast distances between some villages and the JMLM office, the following satellite O&M offices are operational:

- Churchill office (main office)
- Heuningvlei office
- Vanzylsrus office

There are also six appointed Refurbishment Contractors to assist JMLM with the refurbishment of boreholes and associated equipment.

Some of the villages in JMLM have aging water infrastructure and, in some cases, boreholes levels are dropping. This causes water shortages and results in community complaints. For this reason, the municipality focuses its resources towards eradicating the water backlog in three main areas, namely: No Formal Infrastructure, Extension Needed and No Source.

No Formal Infrastructure

When considering RDP Standards, the following villages are without access to water and either receive water by means of truck delivery or through a windmill:

- Damros (1,2,3)
- Ga-Moheete
- Manaring
- Wesselsvlei
- Wilstead

Extension Needed

According to our IDP, there are 50 villages falling within this category. These are mostly areas that have been serviced with basic water infrastructure in the past, but there are some new extensions or scattered households falling outside the 200-meters to the nearest water point or stand tap.

No Source

Also included in our IDP are the areas where the water supply does not meet the demand. These areas do have water infrastructure, such as reticulation and water points, but are in need of a new borehole and/or water storage. In some cases, the water level has dropped in such a way that it warrants an all-new water source. There are 45 villages listed under this category

Service Levels

The table below display the number of households still below minimum service levels:

Water Service Delivery Levels				
				Households
Description	**2020/2021**	**2021/2022**	**2022/2023**	**2023/2024**
	Actual	**Actual**	**Actual**	**Actual**
	No.	**No.**	**No.**	**No.**
Water: (above min level)				
Piped water inside dwelling	2 157	2 157	2 157	2 157
Piped water inside yard (but not in dwelling)	100	1 149	1 951	1 951
Using public tap (within 200m from dwelling)	16 807	18 209	17 679	20 446
Other water supply (within 200m)	0	0	0	0
Minimum Service Level and Above sub-total	19 064	21 515	24 401	*24 555*
Minimum Service Level and Above Percentage	80%	81%	92%	93%
Water: (below min level)				
Using public tap (more than 200m from dwelling)	6 900	5 498	597	443
Other water supply (more than 200m from dwelling	0	0	1 539	1 539
No water supply				
Below Minimum Service Level sub-total	4 643	2 192	2 136	*1 982*
Below Minimum Service Level Percentage	20%	9%	8%	7%
Total number of households*	**23 707**	**23 707**	**26 537**	**26 537**
** - To include informal settlements*				*T 3.1.3*

Households - Water Service Delivery Levels below the minimum				
				Households
Description	**2020/2021**	**2021/2022**	**2022/2023**	**2023/2024**
	Actual	**Actual**	**Actual**	**Actual**
	No.	**No.**	**No.**	**No.**

Formal Settlements				
Total households	23 707	23 707	26 537	26 537
Households below minimum service level	4 643	2 192	2 136	1 982
Proportion of households below minimum service level	20%	9%	8%	7%
Informal Settlements				
Total households	23 707	23 707	26 537	26 537
Households ts below minimum service level	0	0	0	3
Proportion of households ts below minimum service level	0%	0%	0%	300%
				T 3.1.4

Capital Expenditure 2023/2024: Water Services					
					R' 000
Capital Projects	**2023/2024**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All	**125 202**	**124 903**	**118 847**	**-5%**	
Padstow Water Supply	5 030	5 030	5 042	0%	5 030
Skerma Water Supply	11 389	11 389	11 386	0%	11 389
Gammakgatle Water Supply Phase 2	4 912	4 912	4 912	0%	4 912
Dikhing Water Supply	10 849	10 849	10 914	1%	10 849
Bush Buck Water Supply Phase 2	2 382	2 382	2 438	2%	2 382
Esperanza/Churchill Water Supply Phase 2	8 235	10 046	11 671	29%	10 046
Madularanch Water Supply Phase 2	12 429	18 125	18 125	31%	18 125
Doxon 1&2 Water Supply	10 151	2 345	2 345	-333%	2 345
Heuningvlei Water Reticulation	11 130	11 130	11 114	0%	11 130
Laxey Water Supply	8 525	8 525	7 525	-13%	8 525
Gamadubu/Lebokeng Water Supply	35 600	35 600	35 397	-1%	35 600
Glenred Water Supply	9 600	9 600	3 020	-218%	9 600
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					*T 3.1.9*

The +20% variances are due to the following reasons:

- The allocation of Doxon 1&2 was reduced with R 7 805 878,26 due to community stoppages
- Of this, R 1 810 617,93 was allocated to Esperanza/Churchill Water Supply Phase 2 and R 5 695 775,38 to Madularanch Water Supply Phase 2
- Glenred Water Supply is still in-progress

Employees: Water Services				
Job Level	**2023/2024**			
	Posts	**Employees**	**Vacancies (fulltime equivalents)**	**Vacancies (as a % of total posts)**
	No.	**No.**	**No.**	**%**
0 - 3	0	0	0	0%
4 - 6	63	44	19	30%
7 - 9	23	16	7	30%
10 - 12	8	5	3	38%
13 - 15	1	1	0	0%

16 - 18	0	0	0	0%
19 - 20	1	1	0	0%
Total	96	67	29	30%

Water Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To provide bulk water and sanitation services	Number of water supply projects completed by 30 June	8	7	9	4	10
	Number of Boreholes Refurbished by 30 June 2024	7	7	10	6	9
	% of queries on water quarterly attended to and resolved in JMLM	100%	98%	90%	93%	N/A

3.2 Waste Water (Sanitation) Provision

Sanitation provisioning in the Joe Morolong Rural area is mainly by means of VIP or UDS Dry Pit latrines, depending on the water protocol in the particular area. Hotazel and Vanzylsrus, are connected to waterborne sanitation systems however the residential area of Vanzylsrus still uses VIP and septic tank for sanitation which needs funding to be connected to waterborne sanitation systems. Sanitation infrastructure demands are documented and prioritised in our IDP.

During the 2023-24 Financial Year, 271 new double pit sanitation units were erected in various villages. It should be noted that proper health and hygiene training forms part of all our dry pit sanitation projects.

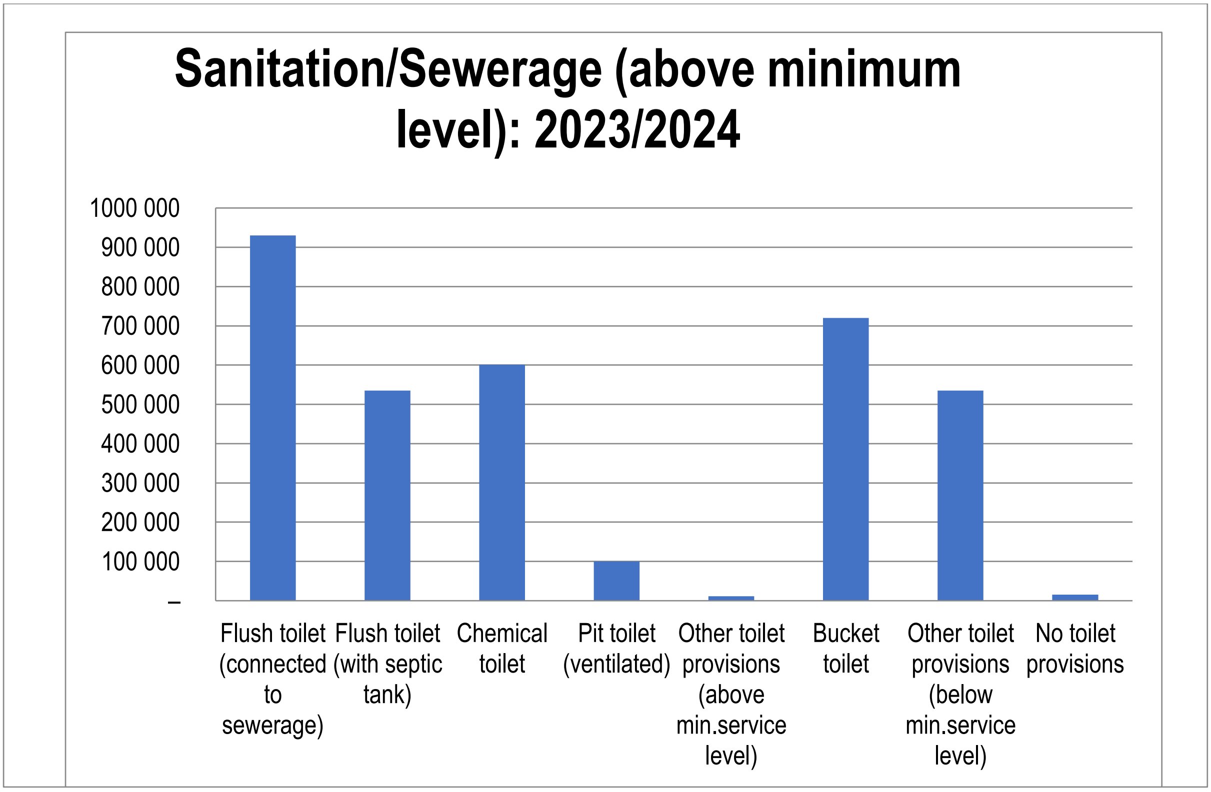


Table 3.2.3. indicates the Sanitation backlog:

Sanitation Service Delivery Levels				
				*Households
Description	2020/2021	2021/2022	2022/2023	2023/2024
	Outcome	Outcome	Outcome	Actual
	No.	No.	No.	No.
Sanitation/sewerage: (above minimum level)				
Flush toilet (connected to sewerage)	865	1 695	3 991	0
Flush toilet (with septic tank)	123	123	328	0
Chemical toilet	0	0	728	0
Pit toilet (ventilated)	17 002	18 268	16 091	16 362
Other toilet provisions (above min.service level)				
Minimum Service Level and Above sub-total	17 990	20 086	21 138	21 409
Minimum Service Level and Above Percentage	76%	85%	80%	81%
Sanitation/sewerage: (below minimum level)				
Bucket toilet	0	0	2 621	2 621
Other toilet provisions (below min.service level)	0	0	1 194	1 194
No toilet provisions			1 583	1 312
Below Minimum Service Level sub-total	5 717	3 621	5 398	5 127
Below Minimum Service Level Percentage	24%	15%	20%	19%
Total households	**23 707**	**23 707**	**23 707**	**26 537**
**Total number of households including informal settlements*				*T 3.2.3*

Households - Sanitation Service Delivery Levels below the minimum						
						Households
Description	2020/2021	2021/2022	2022/2023	2023/2024		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	23 707	23 707	23 707	23 707	23 707	26 537
Households below minimum service level	5 717	3 621	5 398	5 127	5 127	5 127
Proportion of households below minimum service level	24%	15%	23%	22%	22%	19%
Informal Settlements						
Total households	–	–	–	–	–	–
Households ts below minimum service level	N/A	N/A	N/A	N/A	N/A	N/A
Proportion of households ts below minimum service level	0%	0%	0%	0%	0%	0%
						T 3.2.4

Waste Water Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To provide bulk water and sanitation services	Number of households provided sanitation by 30 June	290	790	271	271	250

Below is the municipality's capital expenditure for the financial year:

Capital Expenditure Year 2023/2024: Sanitation Services					
					R' 000
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	15 380	10 596	10 548	-46%	
Dithakong Phase 2	9 045	5 165	5 165	-75%	25 835
Klein Eiffel Phase 2	1 579	1 354	1 313	-20%	1 313
Eiffel Phase 2	3 670	3 215	3 208	-14%	3 208
Rowell 2 Phase 2	1 086	862	862	-26%	862
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					*T 3.2.9*

A total of 271 new double pit dry sanitation units were erected during the reporting period, with a total allocation of R 10 263 000,00 MIG-funding. As with water, the sanitation backlog is a moving target in our area, mainly due to electrification projects. The water protocol of a specific village is used to determine the type of unit to be installed.

3.3 Electricity

The municipality provides electricity in Hotazel town, while Eskom covers the Vanzylsrus town and all the rural areas (villages). JMLM receives on average, 20 electricity related queries per month and all are resolved in the reporting month.

The municipality also acts as a project coordinator for electricity projects implemented by Eskom and the Department of Mineral Resources and Energy. The main objective for coordination is to engage Eskom and DMRE to increase the electrification budget in order to expedite the eradication of backlogs. On the operational aspect, the municipality will budget for high mast lights and electricity connections. The electrification of diesel driven boreholes will also receive attention. There is also a need for more electrical Operations & Maintenance budget and personnel.

Employees: Electricity Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	0	0	0%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0%
10 - 12	4	1	3	75%
13 - 15	1	0	1	100%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	5	1	4	80%

Electricity Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To provide electricity	% of queries on electricity quarterly attended to and resolved in JMLM by 30 June	100%	100%	90%	96%	N/A

3.4 Waste Management

a) Refuse removal

Refuse removal service is done twice a week according to a schedule for formal households, commercial properties, and industries. This service is rendered for a total of 840 households and 57 commercial businesses at two townships, namely Hotazel and Vanzylsrus. Waste is collected from kerbside and is sent to the licensed landfill sites situated in each area.

b) Environmental advocacy and awareness

Municipality further conducted waste management awareness campaigns, clear illegal dumpsites and conduct clean-up campaigns in communities as well as schools.

c) Integrated Waste Management Plan (IWMP) Implementation

The second review of IWMP was completed and the municipality collaborated its community consultation process with IDP.

JMLM in partnership with The Impact Catalyst collaborated to unlock integrated waste economy, drive enviro-socio-economic development and make an impact in climate change and livelihoods of the community. Through this partnership, litter picking and recycling program was piloted. 74 Individuals were appointed for the program and improvement was evident on the following:

- Minimization and reduction of waste to landfills.
- Reduction in the number of illegal dumps.
- Clean communities, streets and open spaces.

Challenges encountered for the year are:

- Insufficient landfill equipment.

Employees: Solid Waste Management Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	1	0	0	0%
4 - 6	14	9	5	36%
7 - 9	0	0	0	0%
10 - 12	2	0	2	100%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	18	10	7	39%

Waste Management Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To provide refuse removal services	Number of households provided with refuse removal services in Hotazel and Vanzylsrus by 30 June	818	818	818	841	840
	Number of Commercial businesses provided with refuse removal services in Hotazel and Vanzylsrus by 30 June	57	57	57	59	57

3.5 Housing

Joe Morolong LM Council will be adopting the Municipal Housing Sector Plan which will work as a planning tool for the Municipality in addressing various housing backlogs (Emergency housing, etc). This, along with other requirements, will assist the Muicipality in getting accreditation and subsequently being able to execute their own projects based on approved Business plans submitted. Currently, the Municipality is collecting backlog data on Housing need (which will also include the need for land for home builders).

The main challenges that the municipality faces in housing delivery are as follows:

a) Land acquisition (Land either privately owned or communal)
b) Dolomitic areas
c) Funding constraints for thorough geotechnical investigations in all villages

Submissions have been made to COGHSTA to avail more funding for an extended scope to cater for all villages withing JMLM for Dolomitic investigations as well as Geotechnical investigation to be conducted. This will enable us to easily get funded for eradication of the current backlog on housing. The municipality is in the process of acquiring land for housing development in the JMLM area. The development will be able to cater for all income groups, providing low-cost houses to rental units.

Since JMLM is not accredited for housing provision, all housing projects, including temporary relief caused by disasters, are currently being executed by the District Municipality. JMLM identifies and documents those community members affected by disasters and submits such information for inclusion into the NHNR and to the District Municipality for inclusion into Business plans for project funding.

The following is how JMLM will improve housing delivery service:

a) Housing Sector plan approval by Council
b) JMLM Accreditation
c) Source project funding through approved Business Plans

The delivery of human settlements is a core mandate of the Department of Human Settlements. The JMLM is faced with capacity challenges and financial constraints with regard to human settlements delivery. As such, the municipality relies on the support and guidance of the District, Department of

Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA), and the Department of Human Settlements.

JMLM mainly focuses on housing consumer education, to ensure that community members are fully capacitated on accessing various subsidy programmes offered by the Department of Human Settlements.

In trying to address the that are facing the municipality in so far as human settlements development is concerned, JMLM participates in the District Human Settlements Forum which takes place every quarter.

Employees: Housing Services				
Job Level	**2023/2024**			
	Posts	**Employees**	**Vacancies (fulltime equivalents)**	**Vacancies (as a % of total posts)**
	No.	**No.**	**No.**	**%**
0 - 3	0	0	0	0%
4 - 6	1	1	0	0%
7 - 9	0	0	0	0%
10 - 12	2	0	2	100%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	4	2	2	50%

Housing Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To promote integrated human settlement planning	Number of quarterly housing consumer education held in 15 wards by 30 June	4	4	4	4	4
	Number of quarterly housing consumer education held in 15 wards by 30 June	4	4	4	4	4

Capital Expenditure 2023/2024: Housing Services					
					R' 000
Capital Projects	**2023/2024**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All					
Magobing 89 BNG Housing project	7 824		4 443		7 824
JMLM 560 Frontloading project	134 400				134 400
Churchill Individual housing	391		244		391
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					*T 3.5.6*

3.6 Free Basic Services and Indigent Support

The provision of access to free basic services is to cater for the basic needs of indigent households is a constitutional imperative.

The municipality recently achieved a significant milestone by successfully approving over 3,000 applications for indigent support in compliance with the Municipal Systems Act. This process reflects the municipality's commitment to ensuring equitable access to essential services for its most vulnerable residents. Through a streamlined and efficient registration process, the municipality prioritized community outreach, clear communication, and robust verification measures to identify eligible applicants. This achievement not only enhances the provision of social relief but also strengthens the municipality's ability to allocate resources effectively and meet its statutory obligations under the Municipal Systems Act.

In response to this requirement, Joe Morolong Local Municipality developed an Indigent Support Policy. In the main, the policy addresses all issues related to the sustainable provision of basic services to indigent households in communities falling under the jurisdiction of JMLM. It further sets out procedures and guidelines for the effective subsidisation of basic service charges to approved indigent households within budgetary and intergovernmental grant guidelines. The policy also provides clarity on issues related to eligibility for benefiting from the basket of services organised under this policy.

Free Basic Service Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To promote and enhance the financial viability of the municipality	Indigent register annually developed and submitted to Council by 30 June	30 June	-	30 June	28 June	30 June

COMPONENT B: ROADS AND STORM WATER

3.7 Roads

Joe Morolong Local Municipality is a rural municipality with a total area of 20 172 km^2. It is estimated that 90% of municipal roads are gravel roads with a combination of access- and internal roads. According to the JMLM Roads and Stormwater Master Plan, there are more than 2 000 km of roads in the JMLM area. JMLM is mainly responsible for the Construction of new roads and bridges, Upgrading and Maintenance of the Access- and Internal Roads, and bridges, in the area. The municipality uses graders to maintain the gravel roads in all wards. During the financial year, a total of 1130,66 Km's of gravel roads were bladed. Demands for the upgrading of roads and storm water infrastructure are documented and prioritised in our IDP. These demands are documented in the following three categories:

Access Roads – there are 18 high priority access roads

Internal Roads – 27 internal roads are listed in our IDP

Bridges – 12 bridges need to be upgraded

During the 2023-24 Financial Year, two Grant-funded Road infrastructure projects were embarked on, of which a total of 940 meters of Internal Road was completed. The following roads were implemented:

- Ncwelengwe Internal Road – 940m paved road completed
- Gahohuwe to Dithakong Access Road – 700m (not completed)

As for SLP-funded projects, the following projects were embarked on in the FY:

- Kokfontein Access Road – in progress
- Masankong Access Road – 860m paved road completed on 11 July 2024
- Motolwaneng to Gadiboe Access Road – in progress
- Gamakgatle Culvert Bridge – completed 29 August 2023
- Gasese Culvert Bridge - completed 29 August 2023

Below is the state of gravel roads in the JMLM area (Please note that "Tar" also includes paving block roads):

Gravel Road Infrastructure				
				Kilometres
	Total gravel roads	**New gravel roads constructed**	**Gravel roads upgraded to tar**	**Gravel roads graded/maintained**
2021/2022	926,26	0,00	3,00	N/A
2022/2023	923,00	0,00	2,20	621,00
2023/2024	980,80	0,00	0,94	1 681,50
				T 3.7.2

Tarred Road Infrastructure					
					Kilometres
	Total tarred roads	**New tar roads**	**Existing tar roads re-tarred**	**Existing tar roads re-sheeted**	**Tar roads maintained**
2021/2022	87,00	3,30	0,00	0,00	0,00
2022/2023	89,20	2,20	0,00	0,00	0,00
2023/2024	90,14	0,94	0,00	0,00	0,00
					T 3.7.3

Employees: Road Services				
Job Level	**2023/2024**			
	Posts	**Employees**	**Vacancies (fulltime equivalents)**	**Vacancies (as a % of total posts)**
	No.	**No.**	**No.**	**%**
0 - 3	0	0	0	0%
4 - 6	22	6	16	73%
7 - 9	1	0	1	100%
10 - 12	0	0	0	0%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	24	7	17	71%

Road Service Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To provide roads and stormwater services	Number of quarterly progress reports on the blading of roads developed and submitted to the Municipal Manager by 30 June 2024	-	-	4	4	4
	Number of quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June 2024	-	-	4	4	4

Capital Expenditure 2023/2024: Road Services					
					R' 000
Capital Projects	**2023/2024**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All	20 387	20 387	20 388	0%	
Ncwelengwe Internal Road	12 000	15 447	15 448	22%	15 448
Gahohuwe to Dithakong Access Road	8 387	4 940	4 940	-70%	4 940
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					*T 3.7.9*

The municipality successfully implemented grant-funded projects relating to the upgrading of more than 900m of internal road projects during the reporting period. We also commenced with gravel to surfaced roads with SLP-funding from the mines. Further to this, we also constructed 2 culvert bridges with SLP-funding.

3.8 Waste Water (Stormwater Drainage)

JMLM is a rural area, where about 90% of our roads are gravel with no proper stormwater channels / facilities next to the roads. However, we do have a number of river-crossings, where mostly culvert bridges were constructed. Most of these bridges were damaged during recent floodings. We have managed to refurbish two stormwater bridges during the reporting period.

Capital Expenditure 2023/2024: Stormwater Services					
					R' 000
Capital Projects	**2023/2024**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All	18 141	18 141	18 141	0%	
Gasese Culvert Bridge	9 839	9 839	9 839	0%	
Gamakgatle Culvert Bridge	8 302	8 302	8 302	0%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					*T 3.9.8*

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: municipal integrated development planning and municipal performance management system (IDP/PMS); municipal Town Planning; and local economic development. The primary aim of the department, Economic Development, Planning and Tourism, is to ensure that the municipality through a consultative process, draws its an overarching strategic plans and roll-out its:

1. basic service delivery programme
2. spatial planning and land use management
3. economic development and growth management

LED is identified as part of the critical target areas for the municipality's Turn Around Strategy (TAS). It details the sectors the municipality has potential, dominant, untapped opportunities, and they are outlined below:

Potential sectors in the municipal area are as follows:

- Agriculture
- Mining Sector
- Energy Sector (Solar)
- Tourism Sector
- Services Sector (Construction, Mining Support, Other)
- Manufacturing

The following set of challenges seem to limit the effective and efficient functioning of LED:

- **Inadequate internal capacity to drive LED**
  The municipality has to increase capacity to match the related work demands.

- **Inadequate entrepreneurship skills**
  Communities seem to lack necessary entrepreneurial skills. That make it difficult for them to tap in the business opportunities presented by the growing demand for a variety of services. The demand is mainly driven by mining industry and basic infrastructure development by government.

- **Limited resources**
  Limited budget hinders LED Officials from implementing some projects that can enhance the local economic development. The municipality make a limited budget provision for Enterprise Development Support (EDS) fund due to other competing municipal interests. The EDS fund is aimed at either support startups or existing enterprises.

  There are instances where enterprises present sound and bankable business cases for consideration, but are not fully supported due to this challenge.

  We however rely on business development funds from other business development agencies such as mining houses' social labour plans, and from other state economic development agents within sector departments to help entrepreneurs with material support. Examples of the state economic development agencies are Small Enterprise Development Agency (SEDA), Small Enterprise Finance Agency (SEFA), Small Business Viability Programme, Industrial Development Corporation (IDC), Tourism Transformation Fund and Green Tourism Incentive Programme, Conservation SMME Development Programme etc.

- **Under-utilised tourism attractions**

  Our tourism industry is not organised enough, especially the heritage sites. If adequately organised and supported it may leave up to its potential.

3.9 Planning

The Town Planning Unit is a strategic division within the Municipality mandated to focus on the containment of an orderly built environment and proper land use management for various land uses. The Unit oversees the following functions:

a. Urban Planning services i.e. provision of zoning information and processing of various land use applications.

b. Building Control – Plan(s) submission, inspection and approval/disapproval thereof.

The Town Planning Unit is central in developing and promoting an integrated municipality that is committed to addressing spatial injustices and guides development towards vibrant, resilient and sustainable urban and rural areas. In response to spatial transformation, the Town Planning Unit acknowledges that spatial restructuring is necessary to accelerate investment and create opportunities that will enhance the economy and achieve the Joe Morolong Local Municipality's strategic goals.

The Municipality has established its own Municipal Planning Tribunal (MPT) in 2022 in terms of the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013. The MPT is fully functional and sits on a quarterly basis. The table below stipulates the land use development applications received by the municipality in the last two years.

Applications for Land Use Development						
Details	**Formalization of Townships**		**Rezoning**		**Built Environment**	
	2022/23	**2023/24**	**2022/23**	**2023/24**	**2022/23**	**2023/24**
Planning applications received	0	0	2	25	5	572
Determination made in year of receipt	0	0	2	25	5	572
Determination made in following year	0	0	0	0	0	0
Applications withdrawn	0	0	0	0	0	0
Applications outstanding at year end	0	0	0	0	0	0

The Spatial Development Framework (SDF) of the municipality was concluded in 2024. The SDF is compliant with Chapter 4 (S21) of the SPLUMA (Act 16 of 2013). The SDF is expected to accommodate any new circumstances and changes more so since the advent of Covid-19 that has brought a stronger digital economy in the midst of a poor global economic outlook.

The vision of the JMLM SDF is as follows:

"A transformed Joe Morolong Local Municipality, by 2034, where its rich natural resources, cultural heritage and diverse communities are nurtured to achieve sustainable development, spatial justice and improved quality of life for all."

The Land Use Management System of the Municipality was adopted in 2022.

Employees: Planning Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	0	0	0%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0%
10 - 12	3	0	3	100%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	1	1	0	0%
Total	5	2	1	20%

Planning Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Number of quarterly Municipal Planning Tribunal meetings held in terms of SPLUMA by 30 June	4	2	4	2	4
	% of land development applications quarterly processed as per request by 30 June	100%	100%	100%	100%	100%
	Land survey annually conducted by 30 June	30 June	-	30 June	30 June	30 June

3.10 Local Economic Development (Including Tourism and Market Places)

Joe Morolong has identified a number of sectors to support the economic development strategy. These are Agricultural sector with potential to increase crop and animal production, Mining sector as a booming industry which presents opportunities for employment and business, a booming Solar Energy sector that similarly presents opportunity for employment and business, and the Services sector that hinges on the strength of both the construction industry and mining.

- **Agriculture**

  The municipality needs to explore means to develop the sector related skills, knowledge and expertise and harness the opportunities presented by the sector.

  The primary agricultural production is not adequately explored and presents an untapped area that requires strategic thinking i.e. Crop Production Farming, Stock Production Farming (Big Stock {Cattle} and Small Stock {Sheep, Goats, Poultry, Piggery} and Dog Breeding)

  Similarly, the agro-processing would greatly contribute to the sustainable economic growth in the future.

The Municipality need to do Strength Weaknesses Opportunities and Threats analysis in each potential case and follow-through with intervention plan.

- Provide emerging farmers with technical and infrastructure support
- Link emerging farmers with established commercial farmers
- Training Farmers modern and sustainable farming techniques

- **Mining Sector**

  The Municipality area has high endowment of manganese and iron ore deposits. The minerals are currently explored. A good number of mining rights and mining permits are issued and most of these are in operation, while some are still preparing to resume operations.

  Mining has contributed directly to the growing economy of the municipality in both the direct and indirect economic activities. However, it still has not impacted to the befitting scale.

  More still has to be done to ensure that the Mining growth impacts the lives of the majority of the municipal inhabitants. i.e.

  Enterprise Supplier Development should be explored with the mining house through an outreach programme and ongoing monitoring and evaluation of their commitments on their Social and Labour Plans.

- **Energy Sector (Solar)**

  The Municipality area has high endowment of solar energy of a peculiar quality. The quality level of the solar raises that beams the municipal area and is availability has justified growth of the sector. We are anticipating more permits to be granted in the Eskom's future Independent Power Producers' (IPP) window periods for invitation of bids.

  A good number of IPP rights and mining permits are issued and most of these are in operation, while some are still pending.

  Similar to Mining, the sector's Enterprise Supplier Development Programme should be explored through an outreach programme and ongoing monitoring and evaluation of their commitments on their operating permit rights.

- **Tourism and Hospitality Sector**

  The Municipality is predominantly rural in nature with pockets of unexplored tourism opportunities. Game farming is among a thriving sub-sector of tourism that justifies growth of lodging (guest houses, lodges and hotels) and other subsidiary economic activities such as heritage and culture, security, public entertainment, and natural wonders.

  Tourism is one of the most important economic contributions to both provincial and regional areas in the Northern Cape. More needs to be done to enrich the sector by developing some of the identified heritage and cultural sub-sectors of tourism.

  The sector needs to be better organised and coordinated through the LED office.

We need to take stock of all tourism established products and link them with the municipality and tourism promotion companies (Tourism Indaba), including keeping and maintaining their development indices i.e. employment, visits for the period under review etc.

More needs to be done to enrich the sector by developing some of the identified heritage and cultural sub-sectors of tourism.

Further, we need to promote and enhance the Tourism and Hospitality Sector by:

- Developing a Tourism Marketing Strategy.
- Establishing a Calendar of Events, including staging local Celebrations.
- Training persons to develop creative skills.

- **Service Sector - Construction**
  The construction industry is playing a significant role in the economy of Joe Morolong. The industry is driven mainly by state basic service delivery programme, with special focus on basic infrastructure back lock, i.e. Water, Dry Sanitation, District and Local Roads, RDP Housing, Community Facilities (Schools, Early Childhood Development Centres Clinics, Community Halls, Sporting and Recreational Facilities)

  The Sector Development Programme should be drawn which should include but not limited to:

  - Facilitation of access to Entrepreneurial Training, Financial Management Training, Marketing and Sales Training, Bidding for State and Mining Tenders Training, Operations Management Training, Project Management Training.

- **Service Sector – Mining Support**
  The Mining Support Service Sector is playing a significant role in the economy of Joe Morolong. The industry is driven mainly by Mining operations within the municipal area i.e. Drilling Contractor, Blasting Contractor, Washing and Screening, Loading and Hauling, Logistics, Environmental Services, Conveyor belt Splicing, Mining Supplies and Delivery.

  The sector development programme should be drawn which should include but not limited to:

  - Facilitation of access to Mine Safety Training, Entrepreneurial Training, Financial Management Training, Marketing and Sales Training, Bidding for State and Mining Tenders Training, Operations Management Training, Project Management Training.

- **Service Sector - Other**
  Many other service sectors are collectively contributing towards the life of the economy of the municipal i.e.

1. Civils and Constructions Services i.e. Architecture, Civil Works (Water, Sani, Roads, Buildings), Survey, Plumbing, Electrical, Carpentry, Tiling, Painting, Car Wash, Motor

Mechanical and Electrical Services i.e. Motor Mechanic, Motor Electronics, Tire and Wheel Fixing, Body Painting Workshops, Public Transport, Filling

2. Retail Services i.e. General Dealers, Spaza Shops, Taverns, Bottle Stores, Hair Salon etc. General Dealer (Shops), Spaza Shop, Water Purification and Sale, Agricultural Cooperative (Koporasie), Hot Food Outlet (Restaurant), Gas Outlets, Petrol Outlets, Hardware Store, Liquor Sale / Store (Sin Trade, Harmful) , Artistry Services i.e. Music, Dance, Arts and Craft, Medical Service, Medical Consultancy Rooms (Doctors)

The sector development programme should be drawn which should include but not limited to:

- Facilitation of access to business management and entrepreneurial training Financial Management Training, Marketing and Sales Training, Bidding for State and Mining Tenders Training, Operations Management Training, Project Management Training.
- Promotion of the Development, Expansion and Modernization of the Services.
- Facilitation of the formation of associations of small and informal businesses.
- Facilitation of access to Business Development Services to help startups to develop bankable business plans to enable them access funding.

- **Manufacturing**

Manufacturing is one sector that is highly overlooked and remains amongst the sectors that should be prioritised, as it has the potential to drive self-employment, and leverage wealth redistributive effect. Key subsectors that needs to be further explored are Brick Making, Fashion Design and Dress Making/Sewing, Arts and Crafts, and Food Processing.

The sector development programme should be drawn which should include but not limited to:

- Facilitation of access to business management and Entrepreneurial Training, Financial Management Training, Marketing and Sales Training, Bidding for State and Mining Tenders Training, Operations Management Training, Project Management Training.

Local Economic Development (LED) is one of the Key Performance Areas in the JMLM. It is treated as an integral part between the community, sector departments and business sector within the JMLM.

Local Economic Development (LED) uses the development planning and implementation capacities of local government to accrue economic benefit to the locality with the aim of addressing development problems such as unemployment, poverty and market failure at the local level. While promoting the economic welfare of citizens is a critical objective of local government, the absence of specific indicators for LED measurement hampers their ability to successfully determine whether their efforts are achieving the expected results.

The main aim of the Joe Morolong Local Municipality as a local government is to deliver the local economic development results that it promises to its people. Local Economic Development goals are often expressed as intangible, long-term outcomes of what JMLM wishes to achieve or change in society. LED goals are translated into actionable policies, programmes and projects with more tangible outputs, which constitute progress towards attainment of the outcome.

JMLM has an effective LED unit which includes tourism SMME support and EPWP divisions. The main focus of the LED unit is to achieve sustainable socio-economic development in the municipality. The municipality has an approved LED strategy that deals with and addresses the unique set of problems and opportunities of JMLM.

Job creation through EPWP* projects		
Details	**EPWP Projects**	**Jobs created through EPWP projects**
	No.	**No.**
2021/2022		247
2022/2023		122
2023/2024	14	455
** - Extended Public Works Programme*		*T 3.11.6*

Employees: Local Economic Development Services				
Job Level	**2023/2024**			
	Posts	**Employees**	**Vacancies (fulltime equivalents)**	**Vacancies (as a % of total posts)**
	No.	**No.**	**No.**	**%**
0 - 3	0	0	0	0%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0%
10 - 12	3	3	0	0%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	4	4	0	0%

LED **Policy Objectives taken from IDP**						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To promote local economic development	240 jobs created through infrastructure projects by 30 June	240	122	240	455	240

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.11 Libraries; Archives; Museums; Galleries; Community Facilities; Other (Theatres, Zoos, Etc)

The Library service unit is responsible for provision of:

- Sufficient library services for all facets of the community.
- Access to library material.

The following are the function's strategic goals:

- Ensure the locals have access to updated information.
- Ensure library users receive service at a satisfactory level.
- Reduce the community's rate of illiteracy.

JMLM entered into an MOA with the Department of Sport, Arts and Culture for the operation of community libraries situated at Vanzylsrus, Cassel and Logaganeng. The JMLM has been receiving funding from the Department for the Library Services Programme since the 2018/19 financial year to date. The funding from the Department is however insufficient as it only covers employee related costs. The municipality always has to augment the budget from its own funds.

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	4	2	2	50%
4 - 6	28	14	14	50%
7 - 9	1	1	0	0%
10 - 12	3	1	2	67%
13 - 15	0	0	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	36	18	18	50%

Libraries; Archives; Museums; Galleries; Community Facilities; Other Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To develop community facilities	Business plan for the requisition of funds for libraries annually developed by 31 March	31 March	-	31 March	06 June	31 March
	Memorandum of Understanding (MOU) on library services annually adopted by Council and submitted to DSAC by 30 June	30 June	-	30 June	-	30 June
	Number quarterly reports on library programmes developed and submitted to the Municipal Manager and the Department of Sport, Arts and Culture by 30 June	4	4	4	4	4

3.12 Cemeteries and Crematoriums

This sub-function includes the maintenance of all cemeteries in JMLM. JMLM constructs cemeteries through the EPWP incentive grant. Due to the high backlog of cemeteries in the area, the municipality has priorities to construct cemeteries in 5 villages per financial year. The majority of the areas are situated in communial land and the cemeteries are managed in a tribal procedures.

There are no crematoriums in the Municipal area.

Cemeteries and Crematoriums Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To develop community facilities	Number of cemeteries fenced by June	5	4	5	5	-

3.13 Child Care; Aged Care; Social Programmes

The JMLM has a functional Special Programmes unit that deals with issues relating to and affecting vulnerable groups such as the youth, women, children, people living with disabilities, and the elderly.

Special Programmes Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target

To promote the interests and rights of targeted groups – women, children, youth, elderly, people living with disabilities, people living with HIV/AIDS	Local AIDS council established by 30 June	-	-	30 June	-	30 June
	Number of quarterly reports on Special Interest Groups programmes developed and submitted to the Municipal Manager by 30 June	4	4	4	4	4

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and costal protection.

3.14 Pollution control

JMLM environmental unit works closely with the Department of Environment, Forestry and Fisheries (DFFE) and the Department of Mineral Resources and Energy in reporting on illegal activities as well as administering the rehabilitation action of Section 30 (National Environmental Management Act, 107 of 1998) for emergency incidents.

Chapter 3 of the National Environmental Management: Air Quality Act (Act 39 of 2004, NEM:AQA) requires municipalities to develop an Air Quality Management Plan which serves as a guide to the municipality on all air quality aspects.

JMLM has assigned the duties of Air Quality Officer to the Manager: Environmental Management Services.

3.15 Bio-Diversity; Landscape (Incl. Open Spaces); and Other (Eg. Coastal Protection)

The JMLM area comprises four, separate ecological regions, which extend beyond the region's boundaries. These are the Kalahari Thornveld, Ghaap Plateau, Rocky Hills and Ridges and Kuruman Sourveld. These ecological regions are reportedly not as rich in species as many such similar regions located outside of the area. However, at a more detailed level, accepting that the species composition, vegetation form and individual landscape unit's change over small distances, some 60 vegetation-landscape units which are unique to the District can be identified.

The natural environment in JMLM is reportedly in a fair condition; although poor land management has resulted in degradation of the resource base. Of particular concern is the deterioration of the natural vegetation through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds. These factors are common to all veld types in Southern Africa, but the harsh climatic conditions and lack of surface water resources worsens the problems in the Northern Cape. They also contribute to a growing concern over the quality and quantity of the groundwater resources upon which much of the area depends.

The bulk of the transformation and degradation of the natural habitat has taken place in the eastern and northern parts of the JTGDM, with the western and southern regions experiencing a lower impact. Subsistence agricultural activities and sprawling, unplanned human settlement resulting in dense rural settlements are key contributors to these phenomena in the eastern part of the JMLM i.e. Ditshipeng and Bothithong areas. The desperate situation many of these communities find themselves in, leads to a greater frequency of survivalist-type coping strategies and farming activities, often involving livestock, which further worsens overgrazing and exploitation of the natural habitat in the area.

Land degradation is a major feature in the eastern and northern parts of the JMLM, whilst the western and southern sections are less impacted. The main cause of land degradation is poor land use management in the villages. Poor land use management is ascribed to a number of factors including overgrazing, alien and invasive species, overstocking, uncontrolled grazing, injudicious use of fire, limited awareness and urban development. It is argued that agriculture is most likely the greatest threat to the vegetation, in the form of overgrazing, which changes the plant community composition by eliminating certain species (generally palatable species) and encourages bush encroachment.

The mining activity in the municipality also has a direct impact on vegetation by way of the physical destruction of vegetation within the mining footprint. The effects of dust particulate emissions from the plants as well as along the transport routes will also have an impact on the vegetation.

COMPONENT F: HEALTH

The 9 Municipal Health functions defined as Environmental Health was delegated to District and Metro Municipalities in South Africa. Environmental Health is the only preventative health service designed to identify and contain environmental risk factors that have a detrimental effect to the health of communities.

3.16 Clinics

Health Care Facilities and Hazardous Medical Waste are monitored by the Municipal Health Section of JTGDM from an Environmental Health perspective.

3.17 Ambulances

This service is not provided by the JMLM, but by the Provincial Department of Health.

3.18 Health Inspection; Food & Abattoir Licensing; Inspections; Etc.

This function is carried out by the JTGDM Municipal Health Section. In the JMLM area, the District regularly do health inspections in schools and tuckshops in all the various villages.

COMPONENT G: SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

3.19 Police

This section falls under the function of the South African Police Service. The JMLM has the highest number of police stations as compared to the other two local municipalities. There are 13 police stations/precincts in the JTG District Municipality, five of which are located in Joe Morolong as shown on the figure below. It should however be noted that there are no magistrate courts linked to the police stations, except for the periodical court situated in Bothithong. This poses a challenge as there needs to be constant travelling to the courts situated in Ga-Segonyana LM.

3.20 Fire

Fire is an ecological disturbance which is required to maintain community structure and species diversity. Overgrazing eliminates the grassy sward and fires are carried less easily and frequently across the landscape. This encourages bush encroachment which further inhibits grass regrowth. Eventually, however, extreme wildfire conditions, i.e. drought and hot temperatures, lead to fires which are too intense for even trees to survive that can burn through encroached areas. The JMLM has signed an agreement with the Working on Fire (WoF) Organisation, who are appointed by the Department of Forestry, Fisheries and the Environment. Through the WOF, the municipality has a number of firefighters on site who specialise in the management of wildfires in JMLM and can even extend the function to the rest of JTGDM and the Northern Cape province where required. The service has it challenges, as the WoF does not work with structural fires.

The unit has managed to:

- minimise the amount and extent of veldfires in JMLM
- conduct awareness campaigns on fire safety.

Fire Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To provide Disaster Management Services	Number of quarterly reports on Veld and Forest fire suppression and emergency incidents attended to developed and submitted by 30 June 2024	4	4	4	4	4

3.21 Other (Disaster Management, Animal Licencing and Control, Control of Public Nuisances and Other)

All events hosted within the municipality’s jurisdiction require a section 6 application done at SAPS according to Safety at Sports and Recreational Events Act (SASREA), Act No.2 of 2010 is a South African law that aims to ensure the safety of people and property at events. In terms of legislation (Act 99 of 1987) Fire Brigade Service Act, and Disaster Management Act 57 of 2002, the aim of the service is:

- Preventing the outbreak or spread of a fire (fire prevention).
- Fighting or extinguishing of a fire (operational preparedness).
- Protection of live and property against fire or other threatening danger (public safety).
- Rescue of live or property from fire or other danger (operational preparedness).
- Assisting and protecting the public
- Providing relief to the public
- Protecting property
- Preventing or combating disruption; or
- Dealing with the disruptive and other effects of disaster

However, most of the events did not comply nor meet the standard as such it is the responsibility of the municipality to advise when leasing facilities to inform and advise for section 6 application and to ensure buildings are well maintained to provide with venue capacity and grading Certificate, and COC certificate for electricity.

COMPONENT H: SPORTS AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

3.22 Community Halls and Recreational Facilities

The municipality is responsible for 21 community halls and 3 sports facilities in their respective areas are maintained. The facilities are available throughout the year (365 days per annum) and can be booked for events such as meetings, training sessions, conferences, and community and social events.

Sports and Recreation Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To develop community facilities	Construction of the Washington Community Hall completed by 30 June 2024	-	-	30 June	30 June	

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate services policies, financial services, human resource services, ICT services, property services. All policies have been consulted with all stakeholders, thereafter the policies were submitted to Council for approval and implemented as required.

3.23 Executive and Council

The Mayor heads the municipality and fulfils this task by working together with the councillors. The Mayoral committee is functional and it ensures that there is integration of the work of Council between portfolio committee and respective departments. The Municipal Council compromises of the governing and decision-making body of the Municipality whilst the municipal officials focus on the implementation of the Council resolutions. Council determines the direction of the Municipality through the development of the IDP and allocation of resources. Council develops policies and the responsibility of the municipal staff is to ensure that those policies are implemented. The accounting officer is responsible for the administration of the municipality.

The Joe Morolong Local Municipality as outlined in its Integrated Development Plan set out clearly defined strategic objectives and targets in line with its powers and functions as guided by the Constitution of the Republic of South Africa, Act No. 108 of 1996 and relevant legislative requirements. Its endeavours to deliver sustainable and quality services were supported through the implementation and monitoring of adopted Council policies in an effort to deliver on its mandate. During this period, JMLM made great strides in delivering services to its communities.

Employees: The Executive and Council				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	1	0	0%
4 - 6	4	4	0	0%
7 - 9	4	3	1	25%
10 - 12	5	5	0	0%
13 - 15	0	0	0	0%
16 - 18	2	0	2	100%
19 - 20	0	0	0	0%
Total	15	13	3	20%

Executive and Council Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To govern municipal affairs	Council committee itinerary annually developed and submitted to Council by 30 June	30 June	30 June	30 June	30 June	30 June
	4 quarterly Council meetings held by 30 June 2024	4	4	4	4	4
	4 quarterly updated Council resolution registers developed and submitted to the Municipal Manager by 30 June 2024	4	4	4	4	4

3.24 Financial Services

The Chief Financial Officer heads the Financial Services Department, with six divisions in the department. The divisions are as follows:

a. Revenue Management

b. Expenditure Management

c. Supply Chain Management

d. Assets Management

e. Budget and Reporting

f. Financial Control

The financial services department is responsible for the implementation and compliance with Municipal Finance Management Act, Act No. 56 of 2003, the Municipal Property Rates Act, Act No. 6 of 2004, as amended, the Municipal Systems Act, Act No. 32 of 2000, as amended, Fiscal Powers and Functions Act, Act No. 12 of 2007, the Division of Revenue Act, to mention but a few.

The department is also responsible for ensuring general compliance with supply chain management policy of the municipality, whilst the expenditure section identifies any irregular expenditure that may have been incurred as a result of non-compliance.

Employees: Financial Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	0	0	0%
4 - 6	20	18	2	10%
7 - 9	1	0	1	100%
10 - 12	11	9	2	18%
13 - 15	4	4	0	0%
16 - 18	1	1	0	0%
19 - 20	1	0	1	100%
Total	38	32	6	16%

Financial Services Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To promote achievement of a clean annual audit outcome for the municipality	Audit Action Plan annually developed and adopted by Council by 31 January	31 Jan	31 Jan	31 Jan	30 Jan	31 Jan
To promote and enhance the financial viability of the municipality	Number of monthly cashbook and bank reconciliation reports developed and submitted to the Municipal Manager by 30 June	12	12	12	12	12
	Annual Financial Statements and supporting schedules submitted to AGSA by 31 August	31 Aug	31 Aug	31 Aug	1 Sept	31 Aug

3.25 Human Resource Services

Workforce management is part of the broader organisational management strategy which seeks to amongst others ensure that there is a defined process of accountability as well as adequate procedures to deal with administrative matters. To this end, the municipal Council has approved a number of policies and procedures aimed at improving management and administration affairs within the municipality. The Human Resource unit deals with the following issues: Labour relations, Health and Safety, Skills Development, Leave days, Employees Files, Medical aids and deduction from Employees' salaries.

Employees: Human Resource Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	0	0	0%
4 - 6	1	1	0	0%
7 - 9	3	3	0	0%
10 - 12	3	3	0	0%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	1	1	0	0%
Total	9	9	0	0%

Human Resource Policy Objectives taken from IDP						
Strategic Objective	Key Performance Indicator	2022/23		2023/24		2024/25
		Target	Actual	Target	Actual	Target
To govern municipal affairs	Number of vacant budgeted positions filled by 30 June 2024	86	41	86	6	45
	Work Skills Plan annually developed and submitted to LGSETA by 30 June 2024	30 Jun	30 Apr	30 Jun	30 Jun	30 Jun
	Number of quarterly training reports developed and submitted to the Municipal Manager by 30 June 2024	4	4	4	4	4

3.26 Information and Communication Technology (ICT) Services

The mandate of the Information Communication Technology (ICT) unit is to provide ICT services and support to the District Municipality and to provide secure, reliable and consistent platform for information accessibility. Information Technology in all its forms, is essential to manage the transactions, information and knowledge necessary to ensure that citizens' demand for service delivery, administration and operational efficiencies are met. Due to its pervasive nature, it is essential for Joe Morolong Local Municipality to ensure that the unit delivers its functions in an efficient manner.

It is noted that there are serious ICT network and infrastructure challenges in rural areas. This causes poor internet connection, which means that local communities cannot easily access the municipal info posted on the municipal website.

There has been significant improvement in the ICT environment within the municipality, the Voice Over IP telephony system have been supplied and installed working 100%, as well as high speed internet is being installed, the internet will be provided via satellite and with a failover of LTE, and it will cater to all the municipal buildings, with completion of internet installation the availability of them municipal website will be 100%.

The plans to improve ICT services in the next financial year includes the procurement of Multi-Functional Photocopy machines, CCTV cameras, hardware upgrade, as well as upgrade of the existing outdated network backbone in all municipality offices.

Employees: ICT Services				
Job Level	2023/2024			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	0	0	0	0%
4 - 6	0	0	0	0%
7 - 9	0	0	0	0%
10 - 12	3	3	0	0%
13 - 15	1	1	0	0%
16 - 18	0	0	0	0%
19 - 20	0	0	0	0%
Total	4	4	0	0%

ICT Services Policy Objectives taken from IDP						
Strategic Objective	**Key Performance Indicator**	**2022/23**		**2023/24**		**2024/25**
		Target	**Actual**	**Target**	**Actual**	**Target**
To improve public participation	Number of quarterly reports on publicized municipal activities/events published on the municipal website by 30 June	4	4	4	4	4
To provide IT services	Number of quarterly reports on IT developed and submitted to the Municipal Manager by 30 June	4	4	4	4	4

3.27 Property; Legal; Risk Management and Procurement Services

This function is performed to provide sound legal advice to the institution and also manage administration. In its quest to ensure that the Council is properly advised on issues relating to rule of law, management of information, safeguarding of municipal assets and the creation of environment that enables Council to perform its oversight function. Measurable objectives for the period under review were as follows:

- To ensure effective administration support and legal services
- To ensure effective Management of Municipal Offices
- To Ensure Proper Document Management

Key performance highlights:

Construction and maintenance of buildings (Property)

JMLM has various assets ranging from immovable property such as land and buildings to movable property such as motor vehicles and furniture. Land and buildings are generally considered to be investments. The Municipality has a duty to ensure that they not only safeguarded but also maintain them to appreciate in value. The lack of office space poses a serious risk to the municipality's ability to deliver in its core mandate, which is to provide basic service delivery. A workforce that is not properly accommodated and secure often have low morale.

Key performance highlights

The Municipality's property management system is implemented by Corporate Services directorate which deals only with daily maintenance of municipal offices. Joe Morolong Local Municipality intends to refurbish; construct and maintain municipal building offices as part of value driven process which seeks to contribute to developing its buildings in a lifelong perspective. The intention is also to apply sustainable technology when upgrading all existing municipal buildings, which is environmentally friendly to water and waste, energy efficiency and smart technology that give low operating costs and efficient building operations.

Provision of security management services to assets

The Joe Morolong Local Municipality values its human resources. Strides are continuously being taken to ensure that its employees and councillors are safeguarded. Although there are security breaches in the water treatment works, the municipality continue to use the services of security companies to ensure that assets and lives of officials are safeguarded.

Legal Services

Legal support is provided to senior management, directorates and Council on the exercise of powers, functions and decision making. The objective that relates to this function is to ensure effective administration support and legal services. Generally, the state of the Municipality's legal matters has been stable, with all the potential legal threats having been dealt with as and when they come to the attention of the institution.

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises.

The Municipality does not provide any of the above services.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
1.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	IDP Process Plan annually developed and submitted to Council by 31 August 2023	IDP Process Plan annually developed and submitted to Council by 31 August 2023	Date	Annually	31 Aug	-	-	-	**13 Dec**	**31 Aug**	-	-	-	**31 Aug**	**Achieved**	N/A	N/A	IDP Process Plan and Council Resolution	IDP Process Plan and Council Resolution
2.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of quarterly progress reports on the IDP process plan developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on the IDP process plan developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	**New KPI**	**1**	**1**	**1**	**1**	**4**	**Achieved**	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
3.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of IDP/Budget community consultation meetings bi-annually held in all wards by 30 June 2024	30 IDP/Budget community consultation meetings bi-annually held in all wards by 30 June 2024	Number	Bi-annually	-	15	-	15	**30**	**N/A**	**15**	**N/A**	**15**	**30**	**Achieved**	N/A	N/A	Reports and attendance registers	Reports and attendance registers
4.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Draft IDP annually developed and submitted to Council by 31 March 2024	Draft IDP annually developed and submitted to Council by 31 March 2024	Date	Annually	-	-	31 Mar	-	**New KPI**	**N/A**	**N/A**	**28 Mar**	**N/A**	**28 Mar**	**Achieved**	The Municipality's efficiency allowed for an earlier achievement date	N/A	Draft IDP and Council Resolution	Draft IDP and Council Resolution
5.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Final IDP annually developed and submitted to Council by 31 May 2024	Final IDP annually developed and submitted to Council by 31 May 2024	Date	Annually	-	-	-	31 May	**31 May**	**N/A**	**N/A**	**N/A**	**23 May**	**23 May**	**Achieved**	The Municipality's efficiency allowed for an earlier achievement date	N/A	Final IDP and Council Resolution	Final IDP and Council Resolution
6.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of quarterly IDP Representative Forum meetings held by 30 June 2024	4 quarterly IDP Representative Forum meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	**3**	**1**	**1**	**1**	**1**	**4**	**Achieved**	N/A	N/A	Minutes and Attendance Registers	Minutes and Attendance Registers
7.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Final Top-layer SDBIP annually developed and submitted to Council by 30 June 2024	Final Top-layer SDBIP annually developed and submitted to Council by 30 June 2024	Date	Annually	-	-	-	30 Jun	**30 Jun**	**N/A**	**N/A**	**N/A**	**-**	**-**	**Not achieved**	The SDBIP could not be submitted to Council on time due to late submission of inputs by management	The target will be reviewed as per section 53 of the MFMA	Top-layer SDBIP and Council Resolution	Signed Top-layer SDBIP
8.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP implementation progress against predetermined objectives	Number of quarterly performance reports on Top Layer SDBIP developed and submitted to Council by 30 June 2024	4 quarterly performance reports on Top Layer SDBIP developed and submitted to Council by 30 June 2024	Number	Quarterly	1	1	1	1	**4**	**1**	**1**	**1**	**1**	**4**	**Achieved**	N/A	N/A	Reports and Council Resolution	Reports and Council Resolution
9.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP implementation progress against predetermined objectives	Annual Performance Report annually developed and submitted to Council by 31 August 2023	Annual Performance Report annually developed and submitted to Council by 31 August 2023	Date	Annually	31 Aug	-	-	-	**31 Aug**	**31 Aug**	-	-	-	**31 Aug**	**Achieved**	N/A	N/A	Report and Council Resolution	Report and Council Resolution

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
10.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP implementation progress against predetermined objectives	Mid-year performance review report annually developed and submitted to Council by 31 January 2024	Mid-year performance review report annually developed and submitted to Council by 31 January 2024	Date	Annually	-	-	31 Jan	-	31 Jan	N/A	N/A	30 Jan	N/A	30 Jan	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Report and Council Resolution	Report and Council Resolution
11.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP implementation progress against predetermined objectives	Annual Report annually developed and submitted to Council by 31 January 2024	Annual Report annually developed and submitted to Council by 31 January 2024	Date	Annually	-	-	31 Jan	-	31 Jan	N/A	N/A	30 Jan	N/A	30 Jan	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Report and Council Resolution	Report and Council Resolution
12.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP implementation progress against predetermined objectives	Reviewed Organizational Performance Management Framework annually submitted to Council by 31 May 2024	Reviewed Organizational Performance Management Framework annually submitted to Council by 31 May 2024	Date	Annually	-	-	-	31 May	31 May	N/A	N/A	N/A	23 May	23 May	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Framework and Council Resolution	Framework and Council Resolution
13.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP and Budget implementation progress against predetermined objectives	Number of quarterly IDP/Budget/PMS Steering Committee meetings held by 30 June 2024	4 quarterly IDP/Budget/PMS Steering Committee meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	1	0	0	0	0	0	Not achieved	Members of steering committee were not yet appointed.	Appointment of steering committee members and development of meeting schedule.	Minutes and Attendance Registers	None
14.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure MSCOA compliance	Number of quarterly MSCOA and IT meetings held by 30 June 2024	4 quarterly MSCOA and IT meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	3	0	0	0	0	0	Not achieved	Members of steering committee were not yet appointed.	Appointment of steering committee members and development of meeting schedule.	Minutes and Attendance Registers	None
15.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly departmental meetings held by 30 June 2024	4 quarterly departmental meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	1	Achieved	N/A	N/A	Minutes and Attendance Registers	Minutes and Attendance Registers
16.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly management meetings held by 30 June 2024	4 quarterly management meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	1	Achieved	N/A	N/A	Minutes and Attendance Registers	Minutes and Attendance Registers
17.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly extended management meetings held by 30 June 2024	4 quarterly extended management meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	3	1	1	1	1	1	Achieved	N/A	N/A	Minutes and Attendance Registers	Minutes and Attendance Registers
18.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of Performance Agreements for Senior Managers and Accounting Officer developed and signed by 31 July 2023	6 Performance Agreements for Senior Managers and Accounting Officer developed and signed by 31 July 2023	Number	Annually	6	-	-	-	6	5	1	N/A	N/A	6	Achieved	N/A	N/A	Signed Performance Agreements	Signed Performance Agreements

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
19.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Annual performance assessments conducted for the Municipal Manager and Managers reporting directly to the Municipal Manager by 30 June 2024	Annual performance assessments conducted for the Municipal Manager and Managers reporting directly to the Municipal Manager by 30 June 2024	Date	Annually	-	-	-	30 Jun	30 Jun	N/A	N/A	N/A	N/A	-	Not achieved	Assessments were not conducted due to incompatible administrative activities	The outstanding assessments will be conducted in the next quarter	Report and attendance registers	Report
20.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly progress reports on Performance Management and Development Systems developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on Performance Management and Development Systems developed and submitted to the Municipal Manager by 30 June 2024	Number	Annually	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
21.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of bi-annual digital external newsletters compiled and published by 30 June 2024	2 bi-annual digital external newsletters compiled and published by 30 June 2024	Number	Bi-annually	-	1	-	1	2	N/A	0	N/A	1	1	Not achieved	Delays in supply chain processes with regard to the procurement of the editing software	The editing software to be procured in the next financial year	External Newsletters	Published monthly Newsflash reports
22.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly reports on publicized municipal activities/events published on the municipal website by 30 June 2024	4 quarterly reports on publicized municipal activities/events published on the municipal website by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports	Reports
23.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly municipal website reports compiled in line with MFMA section 75 by 30 June 2024	4 quarterly municipal website reports compiled in line with MFMA section 75 by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports	Reports
24.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of bi-annual workshops on Policies held by 30 June 2024	2 bi-annual workshops on Policies held by 30 June 2024	Number	Bi-annually	-	-	1	1	1	1	N/A	N/A	1	2	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Invitation and Attendance Registers	Invitation and Attendance Registers
25.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Council committee itinerary annually developed and submitted to Council by 30 June 2024	Council committee itinerary annually developed and submitted to Council by 30 June	Date	Annually	-	-	-	30 Jun	30 Jun	N/A	N/A	N/A	28 June	28 June	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Council committee itinerary and Council resolution	Council committee itinerary and Council resolution
26.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly Council meetings held by 30 June 2024	4 quarterly Council meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Agenda and attendance registers	Agenda and attendance registers
27.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly updated Council resolution registers developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly updated Council resolution registers developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Updated Council resolution registers	Updated Council resolution registers

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
28.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	System of delegation developed and submitted to Council by 31 July	System of delegation developed and submitted to Council by 31 July	Date	Annually	31 Jul	-	-	-	-	31 July	N/A	N/A	N/A	-	Not achieved	Draft system of delegation is in place, but still awaiting council approval	The system of delegation will be reviewed in the next financial year	System of delegation and Council resolution	None
29.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Strategic risk management assessment register annually developed and submitted to the Municipal Manager by 30 June 2024	Strategic risk management assessment register annually developed and submitted to the Municipal Manager by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Assessment register and proof of submission to the Municipal Manager	Assessment register and proof of submission to the Municipal Manager
30.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of quarterly reports on the monitoring of the strategic risk registers developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on the monitoring of the strategic risk registers developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	-	1	0	1	0	2	Not achieved	Time constraints and non-commitment by management	The unit will arrange a meeting with senior management to address the issue	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
31.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Operational risk management assessment registers developed and submitted to the Municipal Manager by 30 June 2024	Operational risk management assessment registers developed and submitted to the Municipal Manager by 30 June 2024	Date	Annually	-	-	-	30 Jun	New KPI	N/A	N/A	N/A	-	-	Not achieved	Time constraints and non-commitment by management	The unit will arrange a meeting with senior management to address the issue	Assessment register	None
32.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of quarterly reports on the monitoring of the operational risk registers developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on the monitoring of the operational risk registers developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	0	0	0	0	0	Not achieved	Time constraints and non-commitment by management	The unit will arrange a meeting with senior management to address the issue	Reports and proof of submission to the Municipal Manager	None
33.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of risk management governance policies developed and submitted to Council by 30 June	5 risk management governance policies developed and submitted to Council by 30 June	Number	Annually	-	-	-	5	5	N/A	N/A	N/A	5	5	Achieved	N/A	N/A	Policies and Council resolutions	Policies and Council resolutions
34.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly reports on internal audit performed and submitted to the Audit, Risk and Performance Committee by 30 June 2024	4 quarterly reports on internal audit performed and submitted to the Audit, Risk and Performance Committee by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Audit, Risk and Performance Committee	Reports and proof of submission to the Audit, Risk and Performance Committee
35.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Internal Audit Policy annually adopted by Council by 30 June 2024	Internal Audit Policy annually adopted by Council by 30 June 2024	Date	Annually	-	-	-	30 Jun	New KPI	N/A	N/A	N/A	-	-	Not achieved	The draft Internal Audit policy is in place, however, awaits approval	The policy to be submitted to the Audit Committee in line with the Internal Audit function methodology in the next financial year.	Policy and Council Resolution	None

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
36.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Annual Internal Audit Charter approved by the Audit, Risk and Performance Committee by 30 June 2024	Annual Internal Audit Charter approved by the Audit, Risk and Performance Committee by 30 June 2024	Date	Annually	-	-	-	30 Jun	New KPI	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Internal Audit Charter and proof of submission to Audit, Risk and Performance Committee	Internal Audit Charter and proof of submission to Audit, Risk and Performance Committee
37.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	One- and three-year audit plans annually approved by the Audit, Risk and Performance Committee by 30 June 2024	One- and three-year audit plans annually approved by the Audit, Risk and Performance Committee by 30 June 2024	Date	Annually	-	-	-	30 Jun	New KPI	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Audit plans and proof of submission to Audit, Risk and Performance Committee	Audit plans and proof of submission to Audit, Risk and Performance Committee
38.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly Audit, Risk and Performance Committee meetings held by 30 June 2024	4 quarterly Audit, Risk and Performance Committee meetings held by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Minutes and Attendance Registers	Minutes and Attendance Registers
39.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly Audit, Risk and Performance Committee reports developed and submitted to Council by 30 June 2024	4 quarterly Audit, Risk and Performance Committee reports developed and submitted to Council by 30 June 2024	Number	Quarterly	1	1	1	1	0	0	0	0	0	0	Not achieved	Council meetings itinerary inconsistencies.	The reports to be presented in the next Council meeting.	Reports and Council Resolution	None
40.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote oversight and public accountability	Number of reports on MPAC developed and submitted to the Municipal Manager by 30 June 2024	4 reports on MPAC developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	1	1	1	1	0	3	Not achieved	Time constraints and non-commitment by management	The committee will sit as soon as all reports are submitted	Reports and Proof of submission to the Municipal Manager	None
41.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Labour relations matters developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Labour relations matters developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	1	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
42.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Legal Services matters developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Legal Services matters developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	1	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
43.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	% of SLAs, MOUs and MOAs reviewed per request by 30 June 2024	100% of SLAs, MOUs and MOAs reviewed per request by 30 June 2024	Percentage	Annually	-	-	-	100%	0%	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	Request for review and list of reviewed SLA, MOU and MOA's	Request for review and list of reviewed SLA, MOU and MOA's

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44.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on the development and gazetting of By-Laws developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on the development and gazetting of By-Laws developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	0	0	0	0	0	Not achieved	There draft by-laws are in place, however awaits consultation process and to be gazetted	By-law consultation processes to unfold in the next financial year	Reports and proof of submission to the Municipal Manager	None
45.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on Employment Equity Plan (EEP) reviewed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Employment Equity Plan (EEP) reviewed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
46.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on job descriptions developed/reviewed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on job descriptions developed/reviewed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
47.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of vacant budgeted positions filled by 30 June 2024	86 vacant budgeted positions filled by 30 June 2024	Number	Annually	-	-	-	86	41	N/A	N/A	N/A	6	6	Not achieved	Delay on recruitment processes	The remaining will be appointed in the first quarter of new financial year	Report and appointment letters	Report and appointment letters
48.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Work Skills Plan annually developed and submitted to LGSETA by 30 June 2024	Work Skills Plan annually developed and submitted to LGSETA by 30 June 2024	Date	Annually	-	-	-	30 Jun	30 Apr	N/A	N/A	N/A	30 Jun	30 Jun	Achieved	N/A	N/A	Work Skills Plan and proof of submission to LGSETA	Work Skills Plan and proof of submission to LGSETA
49.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly training reports developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly training reports developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
50.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide record management services	Number of quarterly records management reports developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly records management reports developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
51.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide facilities management services	Number of quarterly facilities management services reports developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly facilities management services reports developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
52.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide IT services	Number of quarterly reports on IT developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on IT developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
53.	Basic Service Delivery and Infrastructure Development	Electricity	To provide electricity	% of queries on electricity quarterly attended to and resolved in JMLM by 30 June 2024	90% of queries on electricity attended to and resolved in JMLM by 30 June 2024	Percentage	Quarterly	90%	90%	90%	90%	100%	89%	96%	100%	100%	96%	Achieved	Improvement in procurement of store items such as electrical motors	N/A	Reports, Electricity queries register and signed off job cards	Reports, Electricity queries register and signed off job cards
54.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 900m of the Ncwelengwe Internal Road from gravel to paving blocks completed by 30 June 2024	Upgrade of 900m of the Ncwelengwe Internal Road from gravel to paving blocks completed by 30 June 2024	Length	Annually	-	-	-	900m	New KPI	N/A	N/A	N/A	940m	940m	Achieved	Hard rock excavation was less than originally planned; thus, a lower excavation rate was used. This lower rate caused the road length to increase with 40m	N/A	Close out report and Practical Completion Certificate	Close out report and Practical Completion Certificate
55.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 700m of the Gahuwe to Dithakong Access Road from gravel to paving blocks completed by 30 June 2024	Upgrade of 700m of the Gahuwe to Dithakong Access Road from gravel to paving blocks completed by 30 June 2024	Length	Annually	-	-	-	700m	New KPI	N/A	N/A	N/A	0	0	Not Achieved	The budget was reduced due to community interruptions, resulting in the project not being completed – all issues were resolved in May 2024	**Community Engagement:** Increase engagement with the community to understand and address their concerns before the project begins.	Close out report and Practical Completion Certificate	Revised MIG implementation plan and council resolution
56.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 2 Culvert Bridges in Gamakgatle and Gasese completed by 30 June 2024	Upgrade of 2 Culvert Bridges in Gamakgatle and Gasese completed by 30 June 2024	Number	Annually	-	-	-	2	New KPI	N/A	N/A	N/A	2	2	Achieved	N/A	N/A	Close out report and Practical Completion Certificate	Close out report and Practical Completion Certificate
57.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on the blading of roads developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on the blading of roads developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
58.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
59.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of water supply projects completed at Heuningvlei, Padstow, Esperanza/Churchill, Doxon 1&2, Gammakgatle, Dikhing, Madularanch, Bushbuck and Skerma by 30 June 2024	9 water supply projects completed at Heuningvlei, Padstow, Esperanza/Churchill, Doxon 1&2, Gammakgatle, Dikhing, Madularanch, Bushbuck and Skerma by 30 June 2024	Number	Annually	-	-	-	9	New KPI	N/A	N/A	N/A	4	4	Not Achieved	Eskom related matters as well as delays in the delivery of Lister Engines in the country affected the completion of several water supply projects	**Inventory Management:** Contractors were instructed to maintain a buffer stock of critical components to prevent delays due to late deliveries; and to follow up with Eskom.	Close out report and Practical Completion Certificates	Close out report, Practical Completion Certificates, and project progress report/minutes
60.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of Boreholes Refurbished at Galotlhare, Abbey, Dinokaneng, Metsimantsi Wyk 3 & 4 and Rustfontein Wyk 10 by 30 June 2024	10 Boreholes Refurbished at Galotlhare (2), Abbey (2), Dinokaneng (2), Metsimantsi Wyk 3 & 4 (2) and Rustfontein Wyk 10 (2) by 30 June 2024	Number	Annually	-	-	-	10	7	N/A	N/A	N/A	6	6	Not Achieved	There was slow contractor performance in Abbey and water source challenges in Metsimantsi Wyk 3 & 4.	Abbey: The scope was withdrawn from the underperforming contractor and reallocated. Metsimantsi Wyk 3 & 4: The municipality to establish a new site to drill a new borehole	Close out report and Practical Completion Certificates	Close out report, Practical Completion Certificates, and project progress report/minutes
61.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	% of queries on water quarterly attended to and resolved in JMLM by 30 June 2024	90% of queries on water quarterly attended to and resolved in JMLM by 30 June 2024	Percentage	Quarterly	90%	90%	90%	90%	98%	93%	90%	95%	94%	93%	Achieved	The municipality acquired more fleet; material and tools were delivered to stores timeously	N/A	Reports	Reports
62.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of quarterly reports on Water Balance developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Water Balance developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
63.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households provided with Sanitation at Dithakong, Klein Eiffel, Eiffel and Rowell 1&2 by 30 June 2024	271 households provided with Sanitation at Dithakong, Klein Eiffel, Eiffel and Rowell 1&2 by 30 June 2024	Number	Annually	-	-	-	271	290	N/A	N/A	N/A	271	271	Achieved	N/A	N/A	Close out report and Practical Completion Certificates	Close out report and Practical Completion Certificates
64.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Number of quarterly Municipal Planning Tribunal meetings held in terms of SPLUMA by 30 June 2024	4 quarterly Municipal Planning Tribunal meetings held in terms of SPLUMA by 30 June 2024	Number	Quarterly	1	1	1	1	2	1	0	0	1	2	Not achieved	The tribunal meetings could not be held on time as the public participation processes by applicants were still pending	Follow up with applicants to address the delay in the next financial year	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
65.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	% of land development applications quarterly processed as per request by 30 June 2024	100% of land development applications quarterly processed as per request by 30 June 2024	Percentage	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
66.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Land survey annually conducted by 30 June 2024	Land survey annually conducted by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Report	Report
67.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing data collection reports developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly housing data collection reports developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
68.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing consumer education held in 15 wards by 30 June 2024	4 quarterly housing consumer education held in 15 wards by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and Attendance Registers	Reports and Attendance Registers
69.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards by 30 June 2024	4 quarterly environmental awareness campaigns held in 15 wards by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and Attendance Registers	Reports and Attendance Registers
70.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly awareness campaigns held in 15 wards on the usage of recreational facilities by 30 June 2024	4 quarterly awareness campaigns held in 15 wards on the usage of recreational facilities by 30 June 2024	Number	Quarterly	1	1	1	1	2	1	1	0	2	4	Achieved	N/A	N/A	Reports and Attendance Registers	Reports and Attendance Registers
71.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly disaster management awareness campaigns held in 15 wards by 30 June 2024	4 quarterly disaster management awareness campaigns held in 15 wards by 30 June 2024	Number	Quarterly	1	1	1	1	2	1	1	1	1	4	Achieved	N/A	N/A	Reports and Attendance Registers	Reports and Attendance Registers
72.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly reports on Veld and Forest fire suppression and emergency incidents attended to developed and submitted by 30 June 2024	4 quarterly reports on Veld and Forest fire suppression and emergency incidents attended to developed and submitted by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports	Reports
73.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of households provided with refuse removal services in Hotazel and Vanzylsrus by 30 June 2024	818 households provided with refuse removal services in Hotazel and Vanzylsrus by 30 June 2024	Number	Quarterly	818	818	818	818	818	818	818	841	841	841	Achieved	N/A	N/A	Reports	Reports

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
74.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of Commercial businesses provided with refuse removal services in Hotazel and Vanzylsrus by 30 June 2024	57 Commercial businesses provided with refuse removal services in Hotazel and Vanzylsrus by 30 June 2024	Number	Quarterly	57	57	57	57	57	57	57	59	59	59	Achieved	N/A	N/A	Reports	Reports
75.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of quarterly reports on Hotazel landfill site developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Hotazel landfill site developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
76.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Phase 1 of the renovation of the Dithakong sports field completed by 30 June 2024	Phase 1 of the renovation of the Dithakong sports field completed by 30 June 2024	Date	Annually	-	-	-	30 June	New KPI	N/A	N/A	N/A	-	-	Not achieved	Delays in contractor performance	Contractor has increased resources on site to fast-track progress	Phase 1 Close out report and Phase 1 Practical Completion Certificate	Project progress report/minutes
77.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of sports fields maintained at Laxey and Ncwelengwe by 30 June 2024	2 sports fields maintained at Laxey and Ncwelengwe by 30 June 2024	Number	Annually	-	-	-	2	0	N/A	N/A	N/A	1	1	Not achieved	Contractor was not allocated for Laxey project	A tender has been advertised for panel of contractors and the project will be achieved in the next FY	Reports	Project progress report/minutes
78.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Phase 1 of the construction of the Perdmonkie Community Hall completed by 30 June 2024	Phase 1 of the construction of the Perdmonkie Community Hall completed by 30 June 2024	Date	Annually	-	-	-	30 June	New KPI	N/A	N/A	N/A	-	-	Not achieved	Finalisation of funding delayed the commencement of the project	Project to commence in the next FY	Close out report and Practical Completion Certificates	Report
79.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Construction of the Washington Community Hall completed by 30 June 2024	Construction of the Washington Community Hall completed by 30 June 2024	Date	Annually	-	-	-	30 June	0	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Close out report and Practical Completion Certificates	Close out report and Practical Completion Certificates
80.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of community halls maintained at Rusfontein Wyk 10, Laxey and Vanzylsrus by 30 June 2024	3 community halls maintained at Rusfontein Wyk 10, Laxey and Vanzylsrus by 30 June 2024	Number	Annually	-	-	-	3	2	N/A	N/A	N/A	0	0	Not achieved	Contractor not allocated for the projects in Rusfontein Wyk 10 and Laxey and the mine stopped the project in Vanzylsrus due to poor workmanship.	A tender has been advertised for panel of contractors and the mine has resolved to appoint a new contractor to finish works in Vanzylsrus	Reports	Report
81.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Assessment of the Drivers Licensing and Testing Centres (DLTC) annually conducted by Department of Transport, Safety and Liaison by 30 June 2024	Assessment of the Drivers Licensing and Testing Centres (DLTC) annually conducted by Department of Transport, Safety and Liaison by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Report	Report

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
82.	Basic Service Delivery and Infrastructure Development	Community Development	To provide refuse removal	Number of internal audits performed on the Vanzylsrus and Glenred landfill sites by 30 June 2024	2 internal audits performed on the Vanzylsrus and Glenred landfill sites by 30 June 2024	Number	Annually	-	-	-	2	New KPI	N/A	N/A	N/A	2	2	Achieved	N/A	N/A	Reports	Reports
83.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of quarterly compliance reports on Section 16 of NEMA developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly compliance reports on Section 16 of NEMA developed and submitted by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
84.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Integrated Waste Management Plan reviewed by 30 June 2024	Integrated Waste Management Plan reviewed by 30 June 2024	Date	Annually	-	-	-	30 June	New KPI	N/A	N/A	N/A	28 June	28 June	Achieved	N/A	N/A	Integrated Waste Management Plan and Council Resolution	Integrated Waste Management Plan and Council Resolution
85.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote the interests and rights of targeted groups – women, children, youth, elderly, people living with disabilities, people living with HIV/AIDS	Local AIDS council established by 30 June 2024	Local AIDS council established by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	-	-	Not achieved	Unavailability of local civil society organisations	Special Programmes officials to conduct door-to-door visits at various stakeholders for the purpose of outlining the roles and responsibilities of Civil Society Organisations	Report and proof of submission to the Municipal Manager	Report and proof of submission to the Municipal Manager
86.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote the interests and rights of targeted groups – women, children, youth, elderly, people living with disabilities, people living with HIV/AIDS	Number of quarterly reports on Special Interest Groups programmes developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Special Interest Groups programmes developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
87.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Business plan for the requisition of funds for libraries annually developed by 31 March 2024	Business plan for the requisition of funds for libraries annually developed by 31 March 2024	Date	Annually	-	-	31 Mar	-	-	N/A	N/A	-	06 June	06 June	Not achieved	Late intervention between the municipality and DSAC	The business plan was developed and submitted to DSAC in the fourth quarter	Business Plan	Business Plan
88.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Memorandum of Understanding (MOU) on library services annually adopted by Council and submitted to DSAC by 30 June 2024	Memorandum of Understanding (MOU) on library services annually adopted by Council and submitted to DSAC by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	-	-	Not achieved	The MOU was submitted to DSAC; however, it was not submitted to council as it is not a prerequisite for council submission	The KPI will be revised in the next financial year to state submission to DSAC only	MOU, Council resolution and proof of submission to DSAC	MOU and proof of submission to DSAC
89.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number quarterly reports on library programmes developed and submitted to the Municipal Manager and the Department of Sport, Arts and Culture by 30 June 2024	4 quarterly reports on library programmes developed and submitted to the Municipal Manager and the Department of Sport, Arts and Culture by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports, and Proof of submission to the Municipal Manager and DSAC	Reports, and Proof of submission to the Municipal Manager and DSAC

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
90.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung by 30 June 2024	5 cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung by 30 June 2024	Date	Annually	-	-	-	5	4	N/A	N/A	N/A	5	5	Achieved	N/A	N/A	Report	Report
91.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly Ward Committee meetings held by 30 June 2024	180 quarterly Ward Committee meetings held by 30 June 2024	Date	Annually	45	45	45	45	173	45	45	45	45	180	Achieved	N/A	N/A	Reports and attendance registers	Reports and attendance registers
92.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote good intergovernmental-relation in the municipality	Number of quarterly Speaker's Forum meetings coordinated by 30 June 2024	4 quarterly Speaker's Forum meetings coordinated by 30 June 2024	Number	Quarterly	1	1	1	1	4	0	1	1	1	3	Not achieved	Unavailability of key stakeholders	Engage with key stakeholder on prioritizing attendance	Minutes and attendance registers	Minutes and attendance registers
93.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote achievement of a clean annual audit outcome for the municipality	Audit Action Plan annually developed and adopted by Council by 31 January 2024	Audit Action Plan annually developed and adopted by Council by 31 January 2024	Date	Annually	-	-	31 Jan	-	31 Jan	N/A	N/A	30 Jan	N/A	30 Jan	Achieved	N/A	N/A	Audit Action Plan and Council Resolution	Audit Action Plan and Council Resolution
94.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote achievement of a clean annual audit outcome for the municipality	Number of quarterly reports on the implementation of the audit action plan developed and submitted to Council and Treasury by 30 June 2024	4 quarterly reports on the implementation of the audit action plan developed and submitted to Council and Treasury by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports, Council Resolution and proof of submission to Treasury	Reports, Council Resolution and proof of submission to Treasury
95.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly cashbook and bank reconciliation reports developed and submitted to the Municipal Manager by 30 June 2024	12 monthly cashbook and bank reconciliation reports developed and submitted to the Municipal Manager by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
96.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Annual Financial Statements and supporting schedules submitted to AGSA by 31 August 2023	Annual Financial Statements and supporting schedules submitted to AGSA by 31 August 2023	Date	Annually	31 Aug	-	-	-	31 Aug	1 Sept	N/A	N/A	N/A	1 Sept	Not achieved	The Municipality officials were struggling with network connectivity throughout the week from the 29th to 31st of August 2023.	The AFS were eventually submitted	Annual Financial Statements and supporting schedules and proof of submission to AGSA	Annual Financial Statements and supporting schedules and proof of submission to AGSA
97.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on timeous billing and mailing of accounts to customers developed and submitted to the Municipal Manager by 30 June 2024	12 monthly reports on timeous billing and mailing of accounts to customers developed and submitted to the Municipal Manager by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
98.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Bad debts report annually submitted to Council by 30 June 2024	Bad debts report annually submitted to Council by 30 June 2024	Date	Annually	-	-	-	30 June	4	N/A	N/A	N/A	28 June	28 June	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024				ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
99.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on debtors' reconciliation developed and submitted to the Municipal Manager by 30 June 2024	12 monthly reports on debtors' reconciliation developed and submitted to the Municipal Manager by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
100.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Indigent register annually developed and submitted to Council by 30 June 2024	Indigent register annually developed and submitted to Council by 30 June 2024	Date	Annually	-	-	-	30 June	-	N/A	N/A	N/A	28 June	28 June	Achieved	N/A	N/A	Indigent Register and Council Resolution	Indigent Register and Council Resolution
101.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Draft Budget annually compiled and submitted to Council by 31 March 2024	Draft Budget annually compiled and submitted to Council by 31 March 2024	Date	Annually	-	-	31 Mar	-	31 Mar	N/A	N/A	28 Mar	N/A	28 Mar	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Draft Budget and Council Resolution	Draft Budget and Council Resolution
102.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Adjustment Budget annually compiled and submitted to Council by 28 February 2024	Adjustment Budget annually compiled and submitted to Council by 28 February 2024	Date	Annually	-	-	28 Feb	-	28 Feb	N/A	N/A	28 Feb	N/A	28 Feb	Achieved	N/A	N/A	Adjustment Budget and Council Resolution	Adjustment Budget and Council Resolution
103.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Final Budget annually compiled and submitted to Council by 31 May 2024	Final Budget annually compiled and submitted to Council by 31 May 2024	Date	Annually	-	-	-	31 May	31 May	N/A	N/A	N/A	23 May	23 May	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Final Budget and Council Resolution	Final Budget and Council Resolution
104.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly Section 71 reports developed and submitted to the Municipal Manager and Treasury by 30 June 2024	12 monthly Section 71 reports developed and submitted to the Municipal Manager and Treasury by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager and Treasury	Reports and proof of submission to the Municipal Manager and Treasury
105.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Section 72 report annually developed and submitted to Council by 31 January 2024	Section 72 report annually developed and submitted to Council by 31 January 2024	Date	Annually	-	-	31 Jan	-	31 Jan	N/A	N/A	30 Jan	N/A	30 Jan	Achieved	The Municipality's efficiency allowed for an earlier achievement date	N/A	Report and Council Resolution	Report and Council Resolution
106.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on withdrawals developed and submitted to Council and Treasury by 30 June 2024	4 quarterly reports on withdrawals developed and submitted to Council and Treasury by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions
107.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly conditional grants expenditure reports developed and submitted to the Municipal Manager and Treasury by 30 June 2024	12 monthly conditional grants expenditure reports developed and submitted to the Municipal Manager and Treasury by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager and Treasury	Reports and proof of submission to the Municipal Manager and Treasury

KPI NO	KPA	IDP PROGRAMME (IDP PRIORITY AREA)	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN Q1	Q2	Q3	Q4	AUDITED ANNUAL PERFORMANCE (2022/2023)	ACTUAL QUARTERLY PERFORMANCE 2023/2024 Q1	Q2	Q3	Q4	ACTUAL ANNUAL PERFORMANCE 2023/2024	ACHIEVED / NOT ACHIEVED	REASONS FOR DEVIATION	CORRECTIVE MEASURES TO BE TAKEN	POE REQUIRED AS PER SDBIP	ACTUAL POE PROVIDED
108.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on investments made developed and submitted to Council and Treasury by 30 June 2024	4 quarterly reports on investments made developed and submitted to Council and Treasury by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions
109.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly updated contract registers submitted to Council by 30 June 2024	4 quarterly updated contract registers submitted to Council by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Contract Registers and Council Resolutions	Contract Registers and Council Resolutions
110.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on inventory stock counts developed and submitted to the Municipal Manager and Treasury by 30 June 2024	12 monthly reports on inventory stock counts developed and submitted to the Municipal Manager and Treasury by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager and Treasury	Reports and proof of submission to the Municipal Manager and Treasury
111.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Procurement plan annually developed and submitted to Council and Treasury by 30 September 2024	Procurement plan annually developed and submitted to Council and Treasury by 30 September 2024	Date	Annually	30 Sep	-	-	-	-	30 Sep	N/A	N/A	N/A	30 Sep	Achieved	N/A	N/A	Procurement plan and Council Resolutions	Procurement plan and Council Resolutions
112.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly procurement plan monitoring reports developed and submitted to Council by 30 June 2024	4 quarterly procurement plan monitoring reports developed and submitted to Council by 30 June 2024	Number	Quarterly	1	1	1	1	0	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions
113.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on the monitoring of the performance of contracts developed and submitted to Council by 30 June 2024	4 quarterly reports on the monitoring of the performance of contracts developed and submitted to Council by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions
114.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on the Unauthorized Irregular, Fruitless and Wasteful expenditure developed and submitted to the Municipal Manager by 30 June 2024	12 monthly reports on the Unauthorized Irregular, Fruitless and Wasteful expenditure developed and submitted the Municipal Manager by 30 June 2024	Number	Monthly	3	3	3	3	12	3	3	3	3	12	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
115.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Number of quarterly updated GRAP compliant asset registers developed and submitted to Office of the Auditor General by 30 June 2024	4 quarterly updated GRAP compliant asset registers developed and submitted to Office of the Auditor General by 30 June 2024	Number	Quarterly	1	1	1	1	0	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions
116.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Number of quarterly reports on the physical verification of assets approved by Council and submitted to Office of the Auditor General by 30 June 2024	4 quarterly reports on the physical verification of assets approved by Council and submitted to Office of the Auditor General by 30 June 2024	Number	Quarterly	1	1	1	1	0	1	1	1	1	4	Achieved	N/A	N/A	Reports and Council Resolutions	Reports and Council Resolutions

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								Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4						
117.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Disposal report annually approved by Council and submitted to Office of the Auditor General by 30 June 2024	Disposal report annually approved by Council and submitted to Office of the Auditor General by 30 June 2024	Date	Annually	-	-	-	30 June	0	N/A	N/A	N/A	-	-	Not achieved	Disposal list is available however it was not submitted to council	There will be a special council meeting before 31 August 2024 in order to approve the disposal list.	Report, Council Resolution and proof of submission to AG	Report, Council Resolution and proof of submission to AG
118.	Local Economic Development	Local Economic Development	To promote local economic development	Number of jobs created through infrastructure projects by 30 June 2024	240 jobs created through infrastructure projects by 30 June 2024	Date	Annually	-	-	-	240	122	N/A	N/A	N/A	455	455	Achieved	A higher number was achieved due to pump operators' stipend increase	N/A	Report	Report
119.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly reports on SMMEs developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on SMMEs developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	4	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
120.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly reports on coordinated and supported Local Economic Development Projects submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on coordinated and supported Local Economic Development Projects submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
121.	Local Economic Development	Local Economic Development	To promote local economic development	LED summit annually held by 30 June 2024	LED summit annually held by 30 June 2024	Date	Annually	-	-	-	30 June	30 June	N/A	N/A	N/A	-	-	Not achieved	Inadequate funding	The municipality to prioritise funding for the LED summit in the next financial year	Report	Report
122.	Local Economic Development	Local Economic Development	To promote local economic development	SMME Funding Policy annually reviewed by 30 June 2024	SMME Funding Policy annually reviewed by 30 June 2024	Date	Annually	-	-	-	30 June	New KPI	N/A	N/A	N/A	14 Dec	14 Dec	Achieved	Target was completed before the set date	N/A	Policy and Council Resolution	Policy and Council Resolution
123.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism exhibition annually attended by 30 June 2024	Tourism exhibition annually attended by 30 June 2024	Date	Annually	-	-	-	30 June	30 June	N/A	N/A	N/A	30 June	30 June	Achieved	N/A	N/A	Report	Report
124.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly reports on tourism attraction sites identified submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on tourism attraction sites identified submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	1	1	1	1	1	4	Achieved	N/A	N/A	Reports and proof of submission to the Municipal Manager	Reports and proof of submission to the Municipal Manager
125.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly tourism promotion events participated in by 30 June 2024	4 quarterly tourism promotion events participated in by 30 June 2024	Number	Quarterly	1	1	1	1	New KPI	1	1	1	1	4	Achieved	N/A	N/A	Reports and Attendance Registers	Reports and Attendance Registers

JOE MOROLONG
LOCAL MUNICIPALITY

RE UNGWELWA ROTLHE

CHAPTER 4

ORGANISATIONAL DEVELOPMENT PERFORMANCE

CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

Chapter 7 Section 51 of the Municipal Systems Act (MSA) 32 of 2000, mandates the Municipality to establish and organise its administration in a manner that would enable the municipality to be responsive to the needs of the local community. Furthermore, Section 67(1) of the MSA compels the municipality to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

The strategic objective of the directorate is to establish and maintain a skilled, healthy labour force guided by relevant policies, systems, procedures that are geared towards realising the needs of the communities. Municipal transformation and organisational development is key to service delivery, hence much emphasis is on implementation of Batho Pele principles in all municipal structures, systems, procedures, policies and strategies.

The Corporate Services administers the Municipality's human resource development and management, political offices, labour relations, information technology and facilities management.

4.1 Employee Totals, Turnover and Vacancies

Employees					
Description	2022/2023	2023/2024			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water			54	38	%
Waste Water (Sanitation)			11	2	%
Electricity			2	2	%
Waste Management			10	7	%
Housing			2	3	%
Waste Water (Stormwater Drainage)			0	0	%
Roads			13	25	%
Transport			3	2	%
Planning			4	2	%
Local Economic Development			4	0	%
Planning (Strategic & Regulatary)			0	0	%
Local Economic Development			0	0	%
Community & Social Services			29	31	%
Enviromental Proctection			0	0	%
Health			0	1	%
Security and Safety			0	1	%
Sport and Recreation			0	0	%
Corporate Policy Offices and Other			0	0	%
Totals	–	–	0	0	–
Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.					*T 4.1.1*

2.3.2. Vacancy Rate

Vacancy Rate: 2023/2024			
Designations	***Total Approved Posts**	***Vacancies (Total time that vacancies exist using fulltime equivalents)**	***Vacancies (as a proportion of total posts in each category)**
	No.	**No.**	**%**
Municipal Manager	1	0	0,00
CFO	1	1	100,00
Other S57 Managers (excluding Finance Posts)	4	3	75,00
Other S57 Managers (Finance posts)	1	0	0,00
Fire fighters	6	6	100,00
Senior management: Levels 13-15 (excluding Finance Posts)	23	4	17,39
Senior management: Levels 13-15 (Finance posts)	6	0	0,00
Highly skilled supervision: levels 9-12 (excluding Finance posts)	42	32	76,19
Highly skilled supervision: levels 9-12 (Finance posts)	13	2	15,38
Total	**97**	**48**	**49,48**

2.3.3. Turnover

Turn-over Rate			
Details	**Total Appointments as of beginning of Financial Year**	**Terminations during the Financial Year**	**Turn-over Rate***
	No.	**No.**	
2021/2022	50	18	36%
2022/2023	50	12	24%
2023/2024	27	8	30%
**** Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year***			*T 4.1.3*

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Municipal Workforce management is part of the broader organisational management strategy which seeks to amongst others ensure that there is a defined process of accountability as well as adequate procedures to deal with administrative matters. To this end, the municipal council has approved a number of policies and procedures aimed at improving management and administration affairs within the municipality. Tabulated below are the policies that are in place.

4.2 Policies

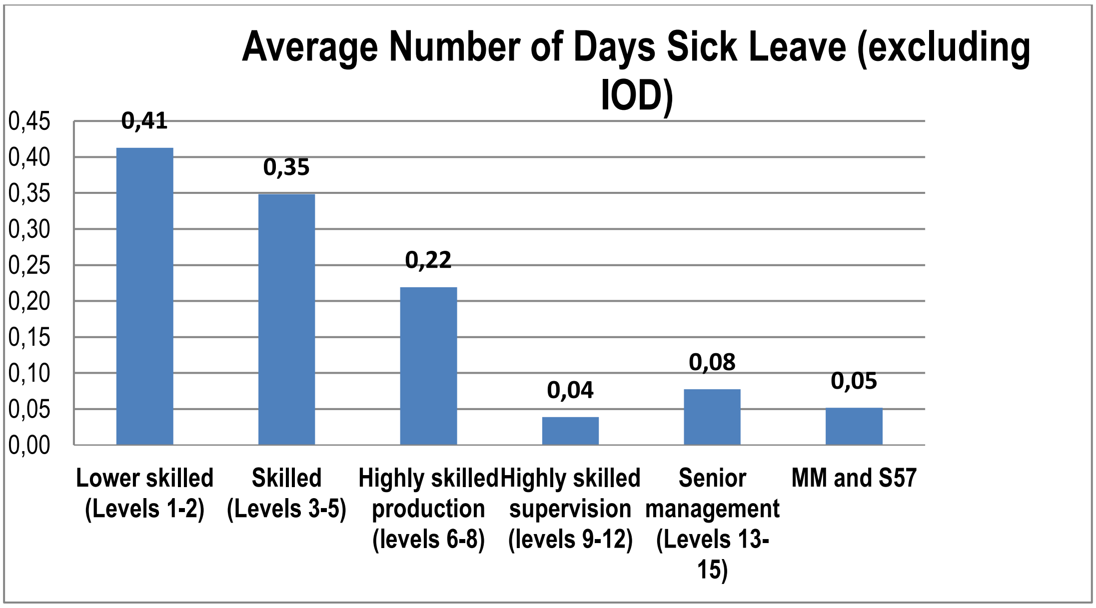
HR Policies and Plans				
	Name of Policy	**Completed**	**Reviewed**	**Date adopted by council or comment on failure to adopt**
		%	**%**	
1	Affirmative Action	0%		
2	Attraction and Retention	0%		
3	Code of Conduct for employees	100%		SALGBC collective agreement
4	Delegations, Authorisation & Responsibility	0%		
5	Disciplinary Code and Procedures	100%		SALGBC collective agreement
6	Essential Services	100%		SALGBC collective agreement

7	Employee Assistance / Wellness	0%		
8	Employment Equity	0%		
9	Exit Management	0%		
10	Grievance Procedures	50%		Pending approval
11	HIV/Aids	0%		
12	Human Resource and Development	0%		
13	Information Technology	100%		
14	Job Evaluation	100%		
15	Leave	100%		
16	Occupational Health and Safety	50%		Pending approval
17	Official Housing	100%		
18	Official Journeys	100%		
19	Official transport to attend Funerals	0%		
20	Official Working Hours and Overtime	100%		
21	Organisational Rights	100%		
22	Payroll Deductions	0%		
23	Performance Management and Development	100%		
24	Recruitment, Selection and Appointments	100%		
25	Remuneration Scales and Allowances	0%		
26	Resettlement	0%		
27	Sexual Harassment	0%		
28	Skills Development	100%		
29	Smoking	0%		
30	Special Skills	0%		
31	Work Organisation	0%		
32	Uniforms and Protective Clothing	0%		
33	Other:	0%		
Use name of local policies if different from above and at any other HR policies not listed.				*T 4.2.1*

4.3 Injuries, Sickness and Suspensions

There were no injuries on duty in the year under review and no suspensions.

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	**Total sick leave**	**Proportion of sick leave without medical certification**	**Employees using sick leave**	**Total employees in post***	***Average sick leave per Employees**	**Estimated cost**
	Days	**%**	**No.**	**No.**	**Days**	**R' 000**
Lower skilled (Levels 1-2)	64	0%	34	30	0,41	
Skilled (Levels 3-5)	54	0%	22	22	0,35	
Highly skilled production (levels 6-8)	34	0%	19	58	0,22	
Highly skilled supervision (levels 9-12)	6	3%	34	26	0,04	
Senior management (Levels 13-15)	12	2%	12	11	0,08	
MM and S57	8		4	8	0,05	
Total	**178**	**1%**	**125**	**155**	1,15	**0**
**** - Number of employees in post at the beginning of the year***						*T 4.3.2*
****Average is calculated by taking sick leave in colunm 2 divided by total employees in colunm 5***						



4.4 Performance Rewards

The municipality has, as a response to the call by municipal council, set in place a process of cascading performance management to levels below section 57 management. During the year under review, a draft policy to deal with performance management was developed and submitted to council. it is anticipated that early in the next financial year, the policy will be implemented accordingly. therefore, no performance bonuses were awarded for the year under review for lower-level employees. with respect to section 57 managers (including the municipal manager), once the final annual report has been approved by council, a formal process of assessing the performance of these managers will ensue after which panel recommendations on the awards will be submitted to council for consideration.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 Skills Development and Training

Skills Matrix														
Management level	**Gender**	**Employees in post as at 30 June 2024**	**Number of skilled employees required and actual as at 30 June 2024**											
			Learnerships			**Skills programmes & other short courses**			**Other forms of training**			**Total**		
		No.	**Actual: End of 2022/2023**	**Actual: End of 2023/2024**	**2023/2024 Target**	**Actual: End of 2022/2023**	**Actual: End of 2023/2024**	**2023/2024 Target**	**Actual: End of 2022/2023**	**Actual: End of 2023/2024**	**2023/2024 Target**	**Actual: End of 2022/2023**	**Actual: End of 2023/2024**	**2023/2024 Target**
MM and s57	Female		0	0	0	0			0	0	1			1
	Male									1	2		1	2
Councillors, senior officials and managers	Female		0	0	0	15	15	15	0	3	3		18	18
	Male		0	0		14	14	14	0	4	4		18	18
Technicians and associate professionals*	Female		0	0	2	0	0	4	0	2	2		2	8
	Male		0	0	2	0	0	2	0	8	9		8	13
Professionals	Female		0	2	10	0	24	30	0	6	6		32	46
	Male		0	3	10	0			0	2	2		2	2
Sub total	Female		0	2	12	0	39	49		11	12		52	73
	Male		0	3	12		14	16		15	17		29	35
Total		0	0	10	48	29	106	130	0	52	58	0	162	216
***Registered with professional Associate Body e.g CA (SA)**														*T 4.5.1*

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c)	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	1	2	1	1	1
Chief financial officer	1	1	2	1	0	1
Senior managers	3	3	6	3	3	3
Any other financial officials	29	29	58	0	0	8
Supply Chain Management Officials						
Heads of supply chain management units	1	1	2	0	0	0
Supply chain management senior managers	0	0	0	1	1	1
TOTAL	**35**	**35**	**70**	**6**	**5**	**14**
**** This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)***						*T 4.5.2*

Work Place Skills Development Plan was adopted by Council for the current financial year and has been implemented.

The Municipality also implemented a number of skills development-related programmes, which include:

- Implementation of the Workplace Skills Plan 2023/2024;
- Learnership Programme (MFMP)`
- National Treasury Minimum Competency Requirement

Course name	Service provider	Total trained (officials)	Total trained (Councillors)
Municipal Finance Management Programme	Wits University	06	0
Finance and Payroll	Inzalo Ems	6	0
Supply Chain Management	SALGA	0	29
Women in leadership	SALGA	0	4
Employment Equity Training	SALGA/Dept of Labour	3	0
Financial Applications and Modelling MS Excel	Northwest University	12	0
Ledger Training	Inzalo Ems	6	0
Billing Training	Inzalo Ems	4	0
SCM, Invoicing, Payments and Contracts Management	Inzalo Ems	16	0
Municipal Leaders Media and Stakeholders-Political	SALGA	0	6
Municipal Stakeholders Engagement-Administrative	SALGA	01	0
Municipal Finance Management Programme	Pioneer Consulting	5	0
Total		**53**	**39**
Overall total		**92**	

Number Of Employees Whose Salaries Were Increased Due to Their Positions Being Upgraded		
Beneficiaries	**Gender**	**Total**
Lower skilled (Levels 1-2)	Female	0
	Male	0
Skilled (Levels 3-5)	Female	0
	Male	0
Highly skilled production (Levels 6-8)	Female	0
	Male	17
Highly skilled supervision (Levels9-12)	Female	0
	Male	0
Senior management (Levels13-16)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		17
Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above).		*T 4.6.2*

JOE MOROLONG
LOCAL MUNICIPALITY

CHAPTER 5

FINANCIAL PERFORMANCE

CHAPTER 5 - FINANCIAL PERFORMANCE

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

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

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

This component provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

During the year under review, the municipality adopted Three Pillars Financial Plan to drive the financial strategy of the municipality for the period under review.

The Three Pillars Financial Plan (TPFP) is drafted in line with the requirements of Part 2 of the MBRR – budget-related policies. This policy aims to ensure that all long-term financial planning is based on a structured and consistent methodology therefore enabling delivery of Municipality strategies whilst ensuring the Municipality's long term financial sustainability and affordability in order to achieve objectives over the medium- and long term.

The 2023/24 TPFP process commenced with an in-depth analysis on previous year's performance outcomes with emphasis on reducing areas of underperformance. In an effort to safeguard the provision of municipal services but still ensure financial sustainability, no expenditure parameter was applied to contracted services and other operational costs. This strategy freed up funds to assist with reprioritization of needs and balancing the budget at affordable levels.

- Conduct a comprehensive review of expenditure patterns to identify areas for optimization and efficiency gains.
- Prioritize spending on critical services such as infrastructure development, health, education, and social welfare.
- Implement stringent cost-control measures to contain expenditure growth while maintaining service quality.

In addition, the Draft Consultancy Reduction and the Municipality's Cost Containment Policy are embedded in the Municipality's operations also continued to assist in driving down costs and ensuring that value for money is achieved and resources of the municipality used effectively, efficiently and economically.

5.1 Statements of Financial Performance

Reconciliation of Table A1 Budget Summary

Description	2023/2024											2022/2023			
R thousands	Original Budget	Budget Adjustments (i.t.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s31 of the MFMA)	Virement (i.t.o. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Financial Performance															
Property rates	30 500		43 924			43 924	46 859		(2 935)	107%	154%				34 024
Service charges	40 742		37 862			37 862	15 897		21 965	42%	39%				44 677
Investment revenue	8 043		8 043			8 043	7 842		201	97%	97%				6 234
Transfers recognised - operational	192 454		192 454			192 454	187 072		5 382	97%	97%				176 443
Other own revenue	15 597		25 304			25 304	65 003		(39 699)	257%	417%				18 730
Total Revenue (excluding capital transfers and contributions)	287 336		307 587			307 587	322 673		(15 086)	105%	112%				280 109
Employee costs	126 134		115 446			115 446	120 727	–	(5 281)	105%	96%	3 084	–	(3 084)	94 442
Remuneration of councillors	13 799		16 624			16 624	15 934	–	690	96%	115%	497	–	(497)	13 636
Debt impairment	–		–			–	32 195	(28 738)	(32 195)	100%	100%	–	–	–	256 672
Depreciation & asset impairment	56 730		121 737			121 737	138 759	(42 486)	(17 022)	114%	245%	163 279	–	(163 279)	248 181
Finance charges	260		512			512	981	(26)	(469)	192%	377%	286	–	(286)	1 109
Materials and bulk purchases	31 730		58 589			58 589	14 013	(485)	44 575	24%	44%	5 782	–	(5 782)	26 890
Transfers and grants	500		–			–	14 404	(9 953)	(14 404)	100%	2881%	24 732	–	(24 732)	30 010
Other expenditure	94 835		121 782			121 782	168 837	(1 932)	(47 055)	139%	178%	17 857	–	(17 857)	85 098
Total Expenditure	**323 988**		**434 689**			**434 689**	**505 850**		(71 161)	116%	156%	215 516	–	(215 516)	756 037
Surplus/(Deficit)	(36 652)		(127 102)			(127 102)	(183 177)		56 075	144%	500%				(475 929)
Transfers and subsidies - capital (monetary allocations)	132 651		127 131			127 131	130 707		(3 576)	103%	99%				124 959
Transfers and subsidies - capital (in-kind - all)	–		600			600	20 757		(20 157)	3459%	100%				2 229
Surplus/(Deficit) after capital transfers & contributions	95 999		629			629	(31 713)		32 342	-5045%	-33%				(348 740)
Share of surplus/ (deficit) of associate			–			–			–	0%	100%				–
Surplus/(Deficit) for the year	95 999		629			629	(31 713)		32 342	-5045%	-33%				(348 740)
Capital expenditure & funds sources															
Capital expenditure															
Transfers recognised - capital	132 651		127 131			127 131	130 707		(3 576)	103%	99%				124 959
Public contributions & donations			–			–	20 757		(20 757)	100%	100%				2 229
Borrowing			–			–			–	100%	100%				
Internally generated funds	4 470		5 467			5 467			5 467	0%	0%				
Total sources of capital funds	137 121		132 598			132 598	151 464		(18 866)	114%	110%				127 188
Cash flows															
Net cash from (used) operating	258 944		130 008			130 008	3 694		126 314	3%	1%				(152 074)
Net cash from (used) investing	(132 101)		(132 598)			(132 598)	88 236		(220 834)	-67%	-67%				(119 610)
Net cash from (used) financing	(207)		(207)			(207)	(40)		(166)	19%	19%				(129)
Cash/cash equivalents at the year end	186 706		32 160			32 160	18		32 142	0%	0%				(214 996)

T 5.1.1

Financial Performance of Operational Services						
						R '000
Description	2022/2023	2023/2024			2023/2024 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						
Municipal governance and administration	**149 391**	**137 318**	**183 317**	**227 859**	**39,74%**	**19,55%**
Mayor and Council	19 372	22 256	25 884	24 572	9,42%	-5,34%
Municipal Manager, Town Secretary and Chief Executive	7 128	9 292	7 214	6 025	-54,21%	-19,73%
Executive and council	**26 500**	**31 548**	**33 098**	**30 597**	**-3,11%**	**-8,17%**
Administrative and Corporate Support	11 259	21 962	13 659	20 622	-6,50%	33,77%
Asset Management	893	1 589	15 792	1 084	-46,66%	-1357,26%
Finance	74 997	44 565	75 135	128 237	65,25%	41,41%
Fleet Management	12 443	11 319	20 162	21 312	46,89%	5,40%
Human Resources	15 047	10 475	12 743	14 804	29,24%	13,92%
Information Technology	5 232	7 067	7 261	5 660	-24,87%	-28,29%
Risk Management	995	1 500	1 332	1 315	-14,12%	-1,31%
Supply Chain Management	–	4 463	1 861	2 163	-106,32%	13,97%
Finance and administration	**120 866**	**102 941**	**147 944**	**195 196**	**47,26%**	**24,21%**
Governance Function	2 025	2 829	2 275	2 066	-36,93%	-10,10%
Internal audit	**2 025**	**2 829**	**2 275**	**2 066**	**-36,93%**	**-10,10%**
Community and public safety	***28 629***	***27 984***	***25 439***	***75 727***	***63,05%***	***66,41%***
Cemeteries, Funeral Parlours and Crematoriums	546	2 159	2 159	1 082	-99,58%	-99,58%
Community Halls and Facilities	3 338	7 581	5 990	7 742	2,09%	22,64%
Libraries and Archives	1 288	1 252	1 252	1 383	9,45%	9,45%
Community and social services	**5 173**	**10 992**	**9 401**	**10 207**	**-7,69%**	**7,90%**
Police Forces, Traffic and Street Parking Control	1 259	2 901	1 984	2 071	-40,09%	4,19%
Public safety	**1 259**	**2 901**	**1 984**	**2 071**	**-40,09%**	**4,19%**
Housing	22 198	14 091	14 055	63 449	77,79%	77,85%
Housing	**22 198**	**14 091**	**14 055**	**63 449**	**77,79%**	**77,85%**
Corporate Wide Strategic Planning (IDPs, LEDs)	460	1 389	1 340	612	-126,86%	-118,81%
Economic Development/Planning	5 502	7 641	6 637	15 803	51,65%	58,00%
Town Planning, Building Regulations and Enforcement, and City Engineer	1 353	2 387	1 471	1 298	-83,87%	-13,31%
Project Management Unit	3 683	5 332	4 639	4 277	-24,67%	-8,46%
Economic and environmental services	**97 088**	**26 260**	**34 623**	**131 919**	**80,09%**	**73,75%**
Planning and development	**10 999**	**16 748**	**14 086**	**21 991**	**23,84%**	**35,94%**
Roads	81 846	7 656	18 602	106 364	92,80%	82,51%
Road Transport	**81 846**	**7 656**	**18 602**	**106 364**	**92,80%**	**82,51%**
Pollution Control	4 243	1 855	1 935	3 565	47,96%	45,73%
Environmental protection	**4 243**	**1 855**	**1 935**	**3 565**	**47,96%**	**45,73%**
Electricity	19 120	41 464	59 062	18 845	-120,02%	-213,40%
Trading services	**117 077**	**132 427**	**191 310**	**65 105**	-103,40%	-193,85%
Energy sources	**19 120**	**41 464**	**59 062**	**18 845**	**-120,02%**	**-213,40%**
Water Distribution	94 021	82 143	112 615	103 014	20,26%	-9,32%
Water management	**94 021**	**82 143**	**112 615**	**103 014**	**20,26%**	**-9,32%**
Sewerage	1 659	3 785	15 796	(59 989)	106,31%	126,33%
Waste Water Treatment	225	500	500	613	18,45%	18,45%
Waste water management	**1 884**	**4 285**	**16 296**	**(59 376)**	**107,22%**	**127,45%**
Solid Waste Removal	2 052	4 534	3 337	2 621	-72,98%	-27,31%
Waste management	**2 052**	**4 534**	**3 337**	**2 621**	**-72,98%**	**-27,31%**
Total Expenditure	**392 185**	**323 988**	**434 689**	**500 610**	35,28%	13,17%
In this table operational income is offset agaist operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						*T 5.1.2*

Statement of Financial Performance Revenue		Reasons for variances
Revenue from exchange transactions		
Sale of goods		
Service charges	**1**	Corrections relating to estimates
Rental of facilities and equipment	**2**	The Budgeted amount is less than actual as the actual includes rental of premises and rental of grader
Interest received (trading)	**3**	The interest rate charged in respect of customer accounts increased.
Prepaid Services	**4**	There were no prepaid services budgeted amount as this was previously mapped under service charges
Other income	**5**	The budget is more than the actual due to insurance claim fees
Investment revenue	**6**	Less monies were deposited in investments accounts
Taxation revenue **Property rates**	**7**	Increases in market values on the valuation roll
Interest - Non-Exchange Transactions	**8**	The interest rate charged in respect of customer accounts increased.
Transfer revenue **Government grants & subsidies**	**9**	Increase in allocation on Grants
Public contributions and donations	**10**	Public donations were not on budget, the actual amount is based on mining subsidies and laptops donated.
Expenditure **Employee Related Costs**	**11**	The budgeted is more and the actual is less due to vacancies as the municipality had vacant positions for CFO and planning and development director
Remuneration of councillors	**12**	The budget is more and the actual is less, the municipality overbudgeted due to provision of backpay to councillors for 2 years
Depreciation and amortisation	**13**	The budgeted is more and the actual is less because the budgeted figure was based on estimates
Finance costs	**14**	some suppliers could not be paid within 30 days, which resulted in interest charged
Lease rentals on operating lease	**15**	Photocopier machine rentals not budgeted for
Debt Impairment	**16**	The item is not budgeted for
Bulk purchases	**17**	Bulk purchases are within the budgeted amount
Contracted services	**18**	The actual amount also includes repairs and maintenance costs
Transfers and Subsidies	**19**	The budgeted amount is less than actual due to sanitation projects transfers
General Expenses	**20**	General expenditure is within the budget amount.
Statement of Financial Position		
Inventories		
Receivables from exchange	**21**	Projections were made based on the assumption that the rates will increase
transactions **Receivables from non-exchange**	**22**	Projections were made based on the assumption that outstanding amounts will be recovered
transactions **VAT receivable**	**23**	Vat returns filed; vat refund still needs to be received
Cash and cash equivalents	**24**	Projections were done based on the assumption that receipts will increase
Employee benefit obligation	**25**	The item is not budgeted for
Provisions	**26**	The current year valuation of the landfill resulted in lower cost than projected

5.2 Grants

Grant Performance R' 000						
Description	2022/2023	2023/2024			2023/2024 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
<u>Operating Transfers and Grants</u>						
National Government:	**183 139**	**194 540**	**189 933**	**185 823**	**-4,69%**	**-2,16%**
Equitable share	170 404	185 704	181 312	180 561	-2,85%	-0,41%
Expanded Public Works Programme Integrated Grant	1 140	2 159	2 159	2 159	0,00%	0,00%
Local Government Financial Management Grant	3 100	3 100	2 886	3 100	0,00%	7,42%
Municipal Infrastructure Grant	8 496	3 576	3 576	2 726,00	0,00%	-99,92%
Provincial Government:	–	–	–	–		
Health subsidy						
Housing						
Ambulance subsidy						
Sports and Recreation						
0-Jan-00						
District Municipality:	–	–	–	–		
[insert description]						
Other grant providers:	**3 514**	**3 058**	**3 058**	**21 927**		
Northern Cape Arts and Cultural	1 800	1 252	1 252	1 252	0,00%	0,00%
Mining Companies	1 714	1 806	1 806	20 675		
Total Operating Transfers and Grants	**186 653**	**197 598**	**192 991**	**207 750**		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Full list of provincial and national grants available from published gazettes.						*T 5.2.1*

There were no material variances on Grant spending. The municipality has spent 100% of the budgeted grant for a second year.

5.3 Asset Management

The Asset Management Unit is responsible for the development and implementation of the Asset Management Policy of the Joe Morolong Local Municipality. It also manages the development, updating and maintenance of the asset register for the entire JMLM. Financial reporting of assets in terms of the applicable accounting standards resides within this division. It also facilitates the development and implementation of the Asset Management and Maintenance Plans for the different categories of assets.

The asset management functions of the Accounting Officer in terms of Chapter 8 of the MFMA as well as those of the Chief Financial Officer in terms of Chapter 9 of the MFMA are implemented by this division. This division also monitors the insurance profile of the municipality and loss of assets.

The municipality managed to reduce the number of issues raised by the Auditor General of South Africa relating to Asset Management. This was one of the key reasons for the improved Audit Opinion.

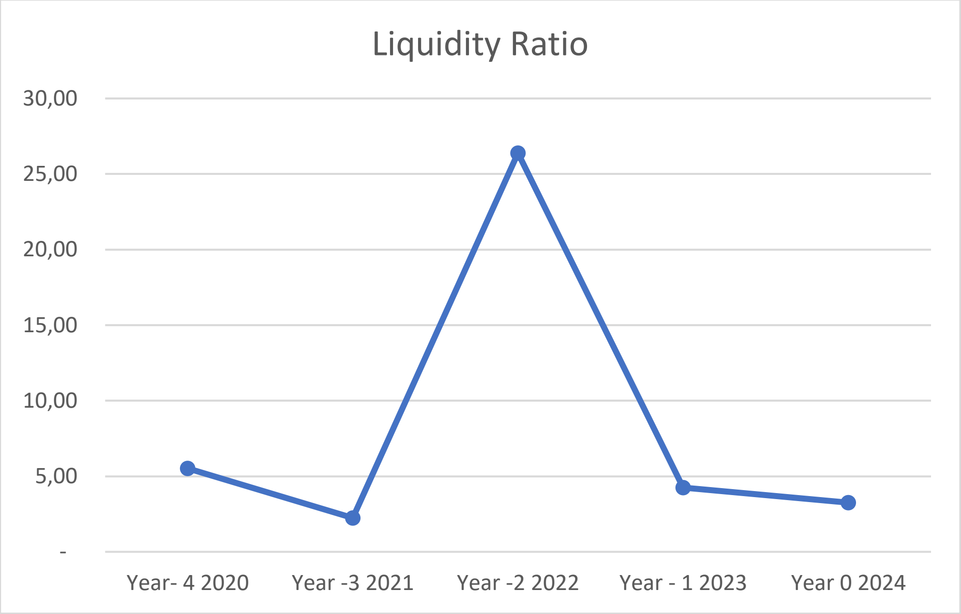
Plan for the upcoming year is to resolve all the outstanding issues, which might result in an Unqualified Audit Opinion for the 2024/2025 Financial Year.

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2023/2024	
Asset 1	
Name	Isuzu D/Cab Bakkie
Description	Isuzu D/Cab 1.9 Dmax (43911)

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2023/2024				
Asset Type	Motor Vehicles			
Key Staff Involved	Municipal Staff			
Staff Responsibilities	Fleet Department			
	2020/2021	2021/2022	2022/2023	2023/2024
Asset Value				467 644,36
Capital Implications				
Future Purpose of Asset	Assist in Service Delivery			
Describe Key Issues				
Policies in Place to Manage Asset				
Asset 2				
Name	Isuzu D/Cab Bakkie			
Description	Isuzu D/Cab 1.9 Dmax (43912)			
Asset Type	Motor Vehicles			
Key Staff Involved	Municipal Staff			
Staff Responsibilities	Fleet Department			
	2020/2021	2021/2022	2022/2023	2023/2024
Asset Value				467 644,36
Capital Implications				
Future Purpose of Asset	Assist in Service Delivery			
Describe Key Issues				
Policies in Place to Manage Asset				
Asset 3				
Name	Isuzu S/Cab Bakkie X 2			
Description	Isuzu S/Cab 1.9 Dmax (43582)			
Asset Type	Motor Vehicles			
Key Staff Involved	Municipal Staff			
Staff Responsibilities	Fleet Department			
	2020/2021	2021/2022	2022/2023	2023/2024
Asset Value				749 494,06
Capital Implications				
Future Purpose of Asset	Assist in Service Delivery			
Describe Key Issues				
Policies in Place to Manage Asset				
				T 5.3.2

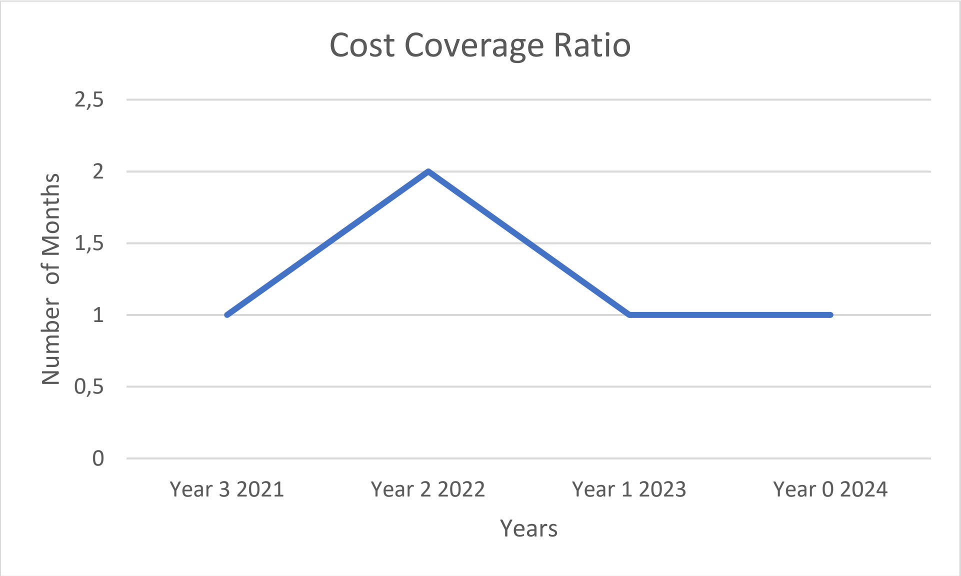
Repair and Maintenance Expenditure: 2023/2024				
				R' 000
	Original Budget	**Adjustment Budget**	**Actual**	**Budget variance**
Repairs and Maintenance Expenditure	14 530,00	14 030,00	6 149,01	58%
				T 5.3.4

5.4 Financial Ratios based on Key Performance Indicators

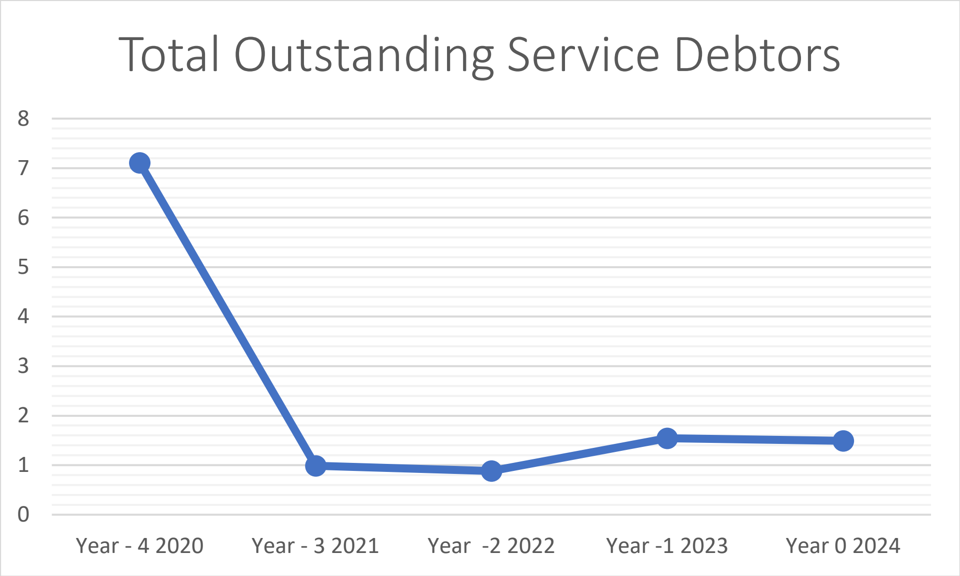


National Treasury typically recommends a minimum liquidity ratio of 1:1 (or higher). A ratio above 1 means the municipality has sufficient current assets to cover its current liabilities.

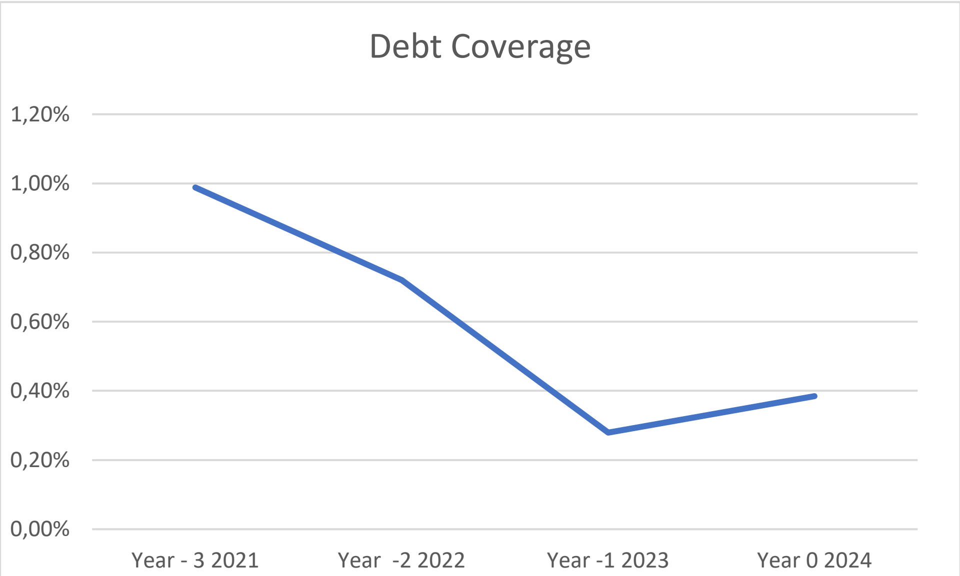
3.26 is well above this threshold, suggesting the municipality is in a good position to meet its short-term obligations.



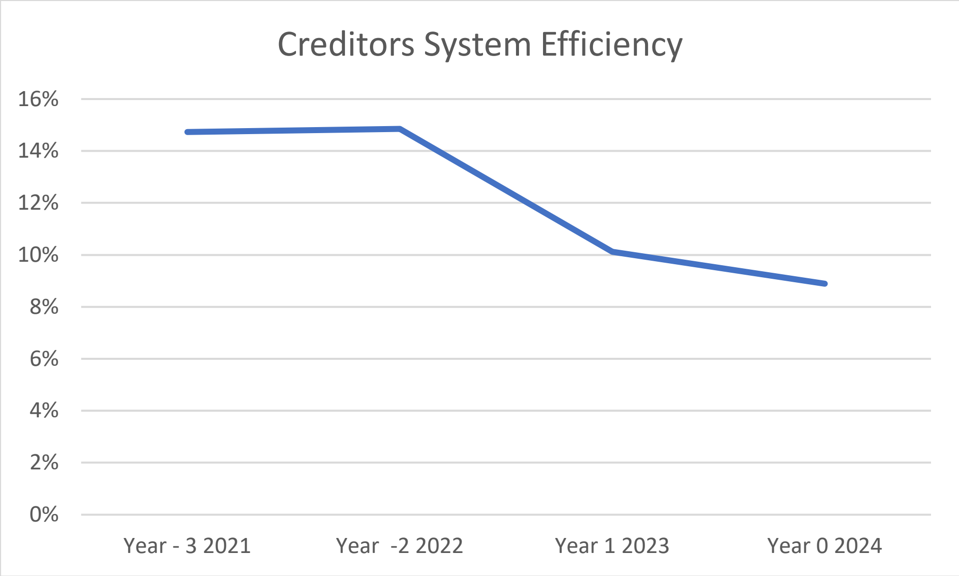
National Treasury's guideline suggests a minimum cost coverage ratio of **1–3 months** as ideal for financial sustainability. A ratio of **1** indicates the municipality can just cover one month of operating expenses with its cash reserves and cash-backed surpluses.



- A ratio above **1** means the outstanding debtors exceed the annual revenue generated, which is unsustainable in the long term. This suggests that the municipality struggles with revenue collection or that a large portion of its revenue is tied up in unpaid service charges.
- The reduction from **1.54 to 1.49** is positive but marginal, signalling the need for a more aggressive approach to improve collections.

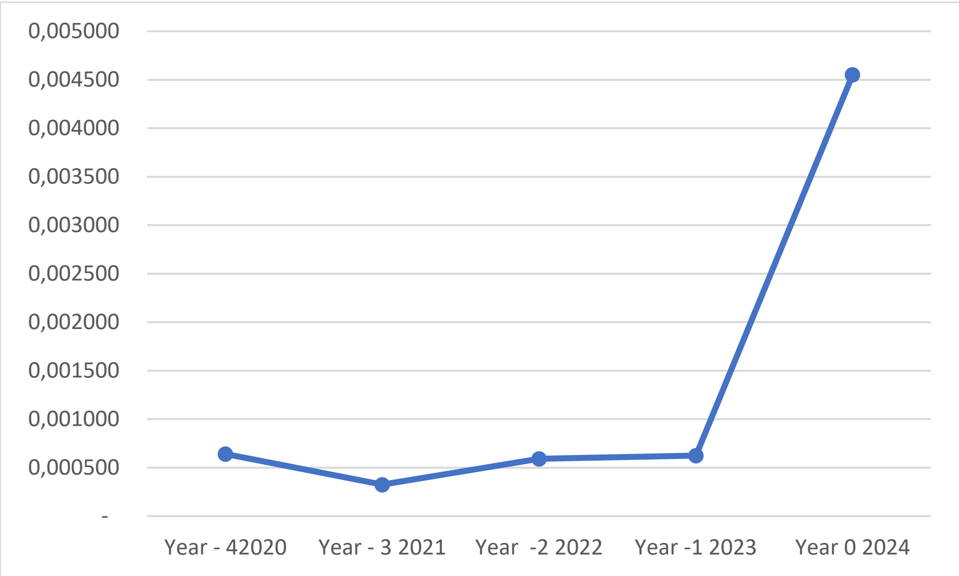


The increase from **0.28 to 0.38** reflects some improvement, which could result from reduced borrowing, increased revenue, or better debt management practices. However, the municipality is still far from achieving a sustainable debt coverage level.

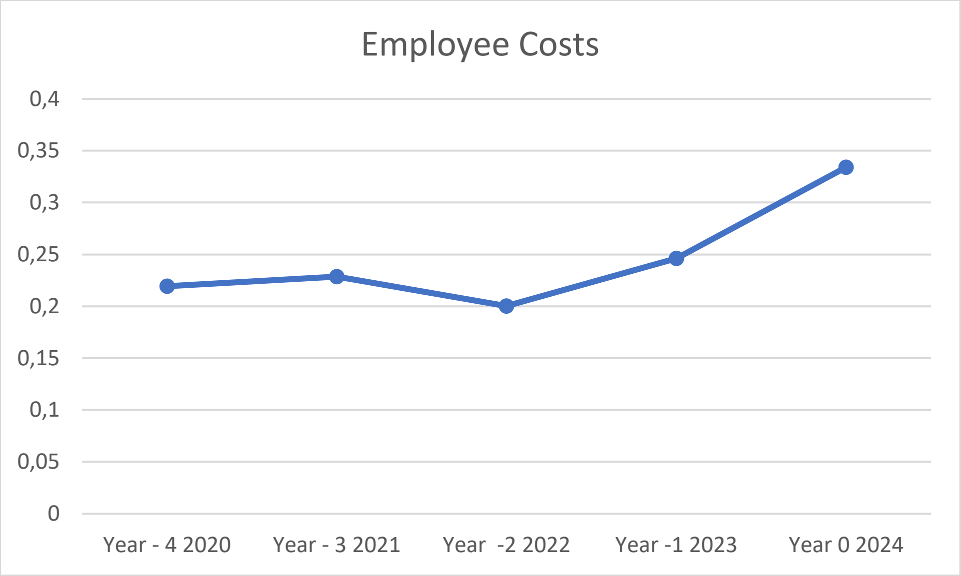


The **MFMA** (Section 65(2)(e)) requires that municipalities settle all creditors within **30 days of receiving invoices**, unless otherwise agreed upon.
A ratio of **9%** suggests significant inefficiency in creditor payments, indicating most invoices are not being settled on time.

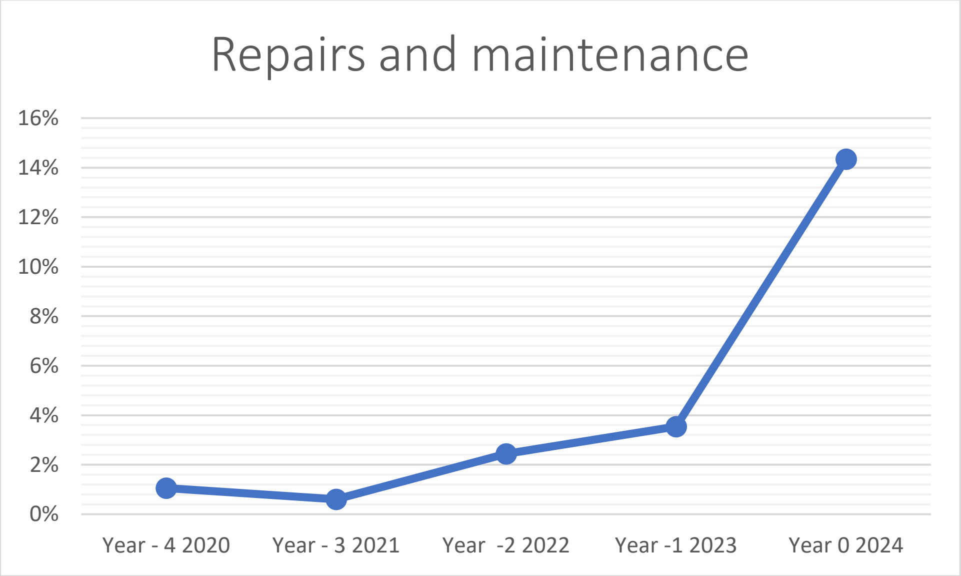
Capital Charges to Operating Expenditure Ratio



- National Treasury recommends that municipalities maintain a **prudent balance between operating and capital expenses** to avoid overburdening the operating budget with debt servicing.
- Ratios below **6%** are generally considered sustainable. A ratio of **0.5%** is still low and manageable, indicating that debt servicing is not yet placing significant pressure on operating resources.



- National Treasury recommends that **employee costs should ideally not exceed 25% to 40%** of total operating expenditure.
- A ratio of **30%** falls within this range but reflects an upward trend that should be carefully monitored to avoid crowding out funds for service delivery and operational requirements.

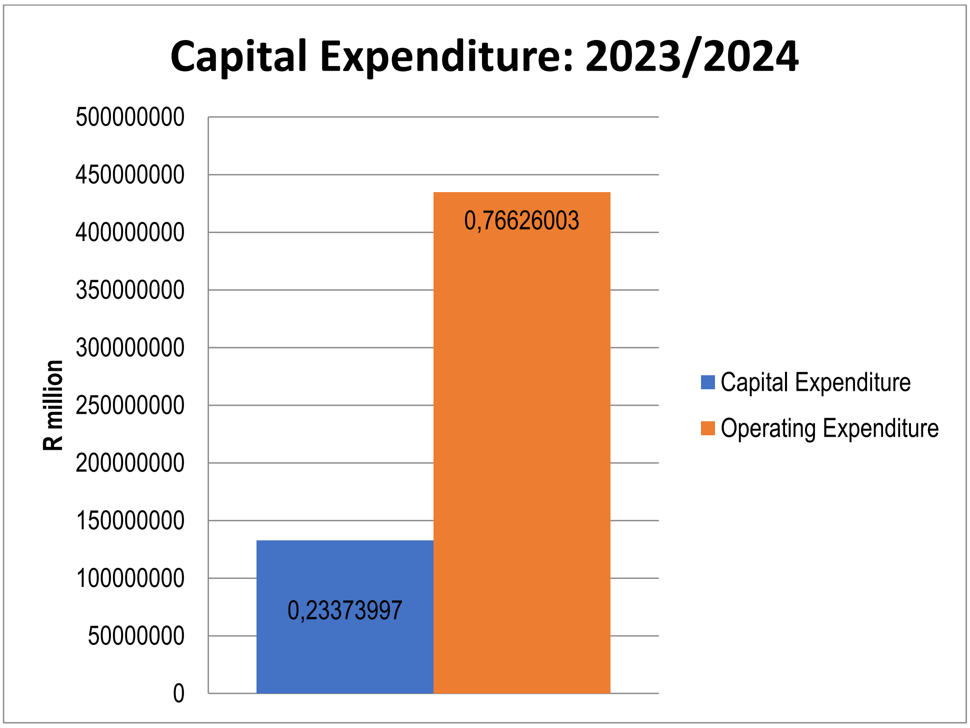


- National Treasury recommends municipalities allocate at least **8-10% of the value of Property, Plant, and Equipment (PPE)** to repairs and maintenance annually.
- A ratio of **14%** exceeds this benchmark, which suggests the municipality is prioritizing the upkeep of infrastructure—essential for extending asset lifespans and ensuring reliable service delivery.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

Component B deals with capital spending indicating where the funding comes from and whether Joe Morolong Local Municipality was able to spend the funding as planned. Capital expenditure is funded from grants, borrowing, operating expenditure and surpluses.

5.5 Capital Expenditure



5.6 Sources of Finance

Capital Expenditure - Funding Sources: 2022/2023 to 2023/2024 R' 000						
Details	2022/2023	2023/2024				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance						
External loans	3542	5500	5520	5511	0,36%	0,20%
Public contributions and donations	248	300	390	421	30,00%	40,33%
Grants and subsidies	3451	3700	3700	3856	0,00%	4,22%
Other	2451	4500	4600	4565	2,22%	1,44%
Total	**9692**	**14000**	**14210**	**14353**	**32,59%**	**46,19%**
Percentage of finance						
External loans	36,5%	39,3%	38,8%	38,4%	1,1%	0,4%
Public contributions and donations	2,6%	2,1%	2,7%	2,9%	92,1%	87,3%
Grants and subsidies	35,6%	26,4%	26,0%	26,9%	0,0%	9,1%
Other	25,3%	32,1%	32,4%	31,8%	6,8%	3,1%
Capital expenditure						
Water and sanitation	1845	4300	4250	4256	-1,16%	-1,02%
Electricity	1562	2400	2480	2453	3,33%	2,21%
Housing	1243	2700	2800	2685	3,70%	-0,56%
Roads and storm water	1352	1500	1400	1486	-6,67%	-0,93%
Other	3690	3500	3450	3473	-1,43%	-0,77%
Total	**9692**	**14400**	**14380**	**14353**	**-2,22%**	**-1,08%**
Percentage of expenditure						
Water and sanitation	19,0%	29,9%	29,6%	29,7%	52,4%	95,2%
Electricity	16,1%	16,7%	17,2%	17,1%	-150,1%	-205,4%
Housing	12,8%	18,8%	19,5%	18,7%	-166,8%	51,7%
Roads and storm water	13,9%	10,4%	9,7%	10,4%	300,2%	86,8%
Other	38,1%	24,3%	24,0%	24,2%	64,3%	71,7%
						T 5.6.1

5.7 Capital Expenditure of 5 largest projects

Capital Expenditure of 5 largest projects* Grant-funded R' 000					
Name of Project	Current: 2023/2024			Variance: 2023/2024	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Skerma Water Supply	R 11 389	R 11 389	R 11 386	0%	0%
Ncwelengwe Internal Road	R 12 000	R 15 447	R 15 448	22%	0%
Esperanza/Churchill Water Supply Phase 2	R 8 235	R 10 046	R 11 671	29%	14%
Madula Ranch Water Supply Phase 2	R 12 429	R 18 125	R 18 125	31%	0%
Heuningvlei Water Reticulation	R 11 130	R 11 130	R 11 114	0%	0%
** Projects with the highest capital expenditure in 2023/2024*					
Skerma Water Supply					
Objective of Project	To provide potable water to the community				
Delays	Delivery of engines				
Future Challenges	Maintenance				
Anticipated citizen benefits	142 Households				

Ncwelengwe Internal Road	
Objective of Project	To upgrade the gravel road to paving blocks
Delays	None (additional funding was allocated)
Future Challenges	None
Anticipated citizen benefits	500 cars/month
Esperanza/Churchill Water Supply Phase 2	
Objective of Project	To provide potable water to the community
Delays	None - Additional funding was allocated
Future Challenges	None
Anticipated citizen benefits	144 Households
Madula Ranch Water Supply Phase 2	
Objective of Project	To provide potable water to the community
Delays	None - additional funding was allocated
Future Challenges	None
Anticipated citizen benefits	455 Households
Heuningvlei Water Reticulation	
Objective of Project	To provide potable water to the community
Delays	None
Future Challenges	Dependant on the bulk water scheme
Anticipated citizen benefits	1 150 Households
	T 5.7.1

As indicated above, some projects received additional allocations. This was possible by removing funds from two projects which were performing slow.

5.8 Basic Service and Infrastructure Backlogs – Overview

There are about 186 rural villages in the Joe Morolong Local Municipality area that need access to basic services like water, electricity, sanitation, housing and roads. Although STATS SA showed a decrease in total population for the area, there is a trend towards disaggregation of families into more than one housing unit. It was also noted that people, sometimes families, tend to move back into some villages. This is mainly due to the electrification of houses. This situation caused a yearly increase of the number of households, which makes it very difficult to estimate the actual backlog of services and infrastructure. For the purpose of the ratios, the total number of households were taken as 23 707 (as published).

Distances between the various villages makes it very difficult to provide basic services as bulk infrastructure to be shared between villages are practical impossible. This has a huge effect on the unit- and maintenance cost. The table below indicates the estimated backlogs. Please note that due to migration into some villages, especially after electrification, these numbers might be higher.

Service Levels

Service Backlogs as at 30 June Year 0				
				Households (HHs)
	*Service level above minimun standard		**Service level below minimun standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	17 987,00	76%	5 720,00	24%
Sanitation	18 419,00	78%	5 288,00	22%
Electricity				
Waste management				
Housing				
*% HHs are the service above/below minimum starndard as a proportion of total HHs. 'Housing' refrs to * formal and ** informal settlements.*				*T 5.8.2*

During the financial year, heavy rains were experienced in our area which caused serious damages to road and water infrastructure. It is anticipated that this had a negative impact on our service backlogs. Business Plans were developed and submitted to possible funders to do emergency repairs.

A portion of the MIG grant was use to upgrade roads in the area, to improve access to decent sanitation facilities and to provide more people with access to basic water. The WSIG grant was also utilized to eradicate the water backlog but also to refurbish boreholes and associated equipment. SLP-funding was spent mainly on the upgrading of roads and water infrastructure. During the financial year, our backlog was adjusted to be in-line with our WDSP and DWS figures.

Municipal Infrastructure Grant (MIG)* Expenditure Year 0 on Service backlogs						
						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjust-ments Budget	
Infrastructure - Road transport						
Roads, Pavements & Bridges	20387	20387	20388	0%	0%	
Storm water						
Infrastructure - Electricity						
Generation						
Transmission & Reticulation						
Street Lighting						
Infrastructure - Water						
Dams & Reservoirs						
Water purification						
Reticulation	32181	32181	32255	0%	0%	
Infrastructure - Sanitation						
Reticulation (Double Dry Pit)	15381	10598	10549	-46%	0	
Sewerage purification						
Infrastructure - Other						
Waste Management						
Transportation						
Gas						
Other Specify:						
Dithakong Sport Field Refurbishment	11000	10263	10262	-7%		
Total	78949	73429	73454	-0,5299687	0	
** MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.*						*T 5.8.3*

Our Total MIG-allocation for 2023-24 FY was R 77 007 000,00, of which R 73 430 650,00 was allocated to reduce the persisting backlogs on infrastructure.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

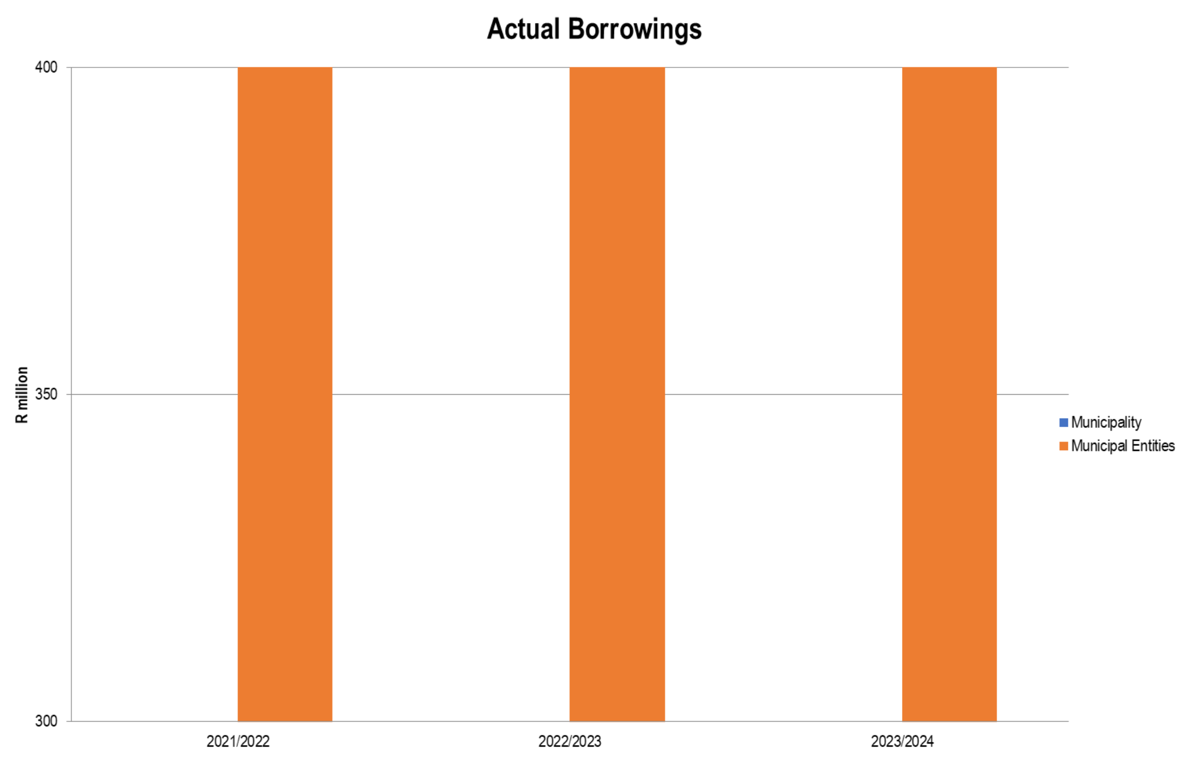
5.9 Cash Flow Outcomes

Cash Flow Outcomes				
				R'000
Description	2022/2023	Current: 2023/2024		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	12 879	17 738	39 666	46 859
Service charges		35 198	32 781	15 897
Other revenue		354	399	11 413
Transfers and Subsidies - Operational	176 443	192 952	192 454	187 072
Transfers and Subsidies - Capital	124 959	132 101	127 131	130 707
Payments				
Suppliers and employees	373 642	(119 400)	(262 423)	(257 947)
Finance charges	–	–	–	400
Transfers and Grants	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	**562 965**	**126 843**	**2 877**	**3 694**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
Payments				
Capital assets	119 610	(132 101)	(132 598)	88 236
NET CASH FROM/(USED) INVESTING ACTIVITIES	**119 610**	**(132 101)**	**(132 598)**	**88 236**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing				
Increase (decrease) in consumer deposits	–			3
Payments				
Repayment of borrowing	(129)	(207)	(207)	(43)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(129)**	**(207)**	**(207)**	**(40)**
NET INCREASE/ (DECREASE) IN CASH HELD	**682 445**	**(5 464)**	**(129 927)**	**91 890**
Cash/cash equivalents at the year begin:				–
Cash/cash equivalents at the year end:		**(5 464)**	**(129 927)**	**91 890**
Source: MBRR A7				*T 5.9.1*

5.10 Borrowing and Investments

Managing the cash resources as Municipality remains a key requirement to ensure liquidity of the Municipality in order to meet its financial obligations, both currently and into a sustainable future. Cash flow is actively monitored to enable the municipality to meet its obligations as they become due. Both major revenue (grants, equitable share etc.) and expenditure (purchases and loan repayments) categories have been identified and accounted for appropriately to ensure that repayments are made on time and that surplus funds are invested in order to earn a favourable return on investment.

Actual Borrowings: 2021/2022 to 2023/2024			
			R' 000
Instrument	**2021/2022**	**2022/2023**	**2023/2024**
Municipality			
Long-Term Loans (annuity/reducing balance)	773913	644720	601446
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	773 913	644 720	601 446
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	0	0	0
			T 5.10.2



Municipal and Entity Investments			
			R' 000
Investment* type	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual
Municipality			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	40471	20546	2452
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	40471	20546	2452
Municipal Entities			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	0	0	0
Consolidated total:	40471	20546	2452
			T 5.10.4

5.11 Public Private Partnerships

The Municipality does not have any public private partnerships.

COMPONENT D: OTHER FINANCIAL MATTERS

5.11 Supply Chain Management

All Supply Chain Management officials comply with the prescribed levels required for their positions in terms of the MFMA Competency Regulation Guidelines.

There were adverse remarks in the Auditor General's Report for the previous financial year regarding the quality of the Supply Chain Management of Joe Morolong Local Municipality.

The Joe Morolong Local Municipality have adopted and implemented the following policies and practices relating to Supply Chain Management:

- Supply Chain Management Policy
- Contract Management Policy
- Infrastructure Procurement and Delivery Management Policy

5.12 GRAP Compliance

The Municipality is GRAP compliant. As part of addressing capacity challenges experienced in Budget and Treasury Office, for the year under review, officials in the Budget and Treasury Office were assigned to work with the team appointed to assist in compiling the Annual Financial Statements. This was done as part of the Consultants Reduction Plan and is to continue in the foreseeable future.

Even though the municipality managed to improve the audit opinion, it was far from the desired audit outcome.

The municipality has put in place measures to improve the Audit outcome for the financial year.

JOE MOROLONG
LOCAL MUNICIPALITY

CHAPTER 6

AUDITOR GENERAL AUDIT FINDINGS

CHAPTER 6 - AUDITOR GENERAL AUDIT FINDINGS

The Auditor General audited the financial and performance information for the 2023/24 Financial Year after the audit was concluded the Auditor General's office presented Joe Morolong Local Municipality with an audit's opinion which will be enclosed in Volume III.

Subsequent to that, Joe Morolong Local Municipality developed an action plan that will address the Auditor General's findings. The action plan will also be enclosed in Volume III.

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2022/2023

6.1 Auditor-General Opinion on Financial Statements 2022/22023 (Previous Year)

Auditor-General Report on Financial Performance Year 2022-2023	
Status of audit report:	Disclaimer
Non-Compliance Issues	**Remedial Action Taken**
Bid adjudication minutes not submitted	1) The Municipality has decided to enhance document management system by scanning all the documents such as payment vouchers and service level agreements. No payments 2) Officials who request documents are issued with photocopies to minimise the risk of losing original documents. 3) All documentation must go through Internal control to ease the transfer of information. 4) Management to check information before it gets submitted to Internal control to ensure that all the relevant documentation are on file. 5) Internal Control to double check the information before it gets sent to the Auditors. 6) AG to acknowledge the receipt of all information
AOPO: Performance management system of the municipality not adequate	1) Develop and adopt a performance management system or framework that will describe how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting
UIFW incurred not reported to council and no investigations performed	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it
No controls in place for the prevention of UIFW	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.

General Expenses: Payment of expenditure incurred was not made within 30 days of receipt of invoice	1) Ensuring strict adherence to 30 day timelines allocated for processing of an invoice through weekly meetings with different Managers 2) Turnaround time of invoices within BTO to be reviewed (15 days) 3) Payment should only be processed with a Creditors Statement, delivery note and signed invoice confirming receipt and accuracy of the goods or services 4) Implement Payment Checklists that will be reviewed by Internal Control and the CFO 5) Perform monthly Creditors' Reconciliation Statement 6) Consequence management to be implemented against officials who are delaying payments
AOPO: Measurability could not be confirmed	1) Management will ensure that performance information is adequately reviewed to ensure that it adheres to the SMART Principles 2) Ensure that there are adequate controls and processes over the review, collection, monitoring and reporting of performance information
AOPO: Indicators with ambiguous definitions	1) Management will ensure that performance information is adequately reviewed to ensure that it adheres to the SMART Principles 2) Ensure that there are adequate controls and processes over the review, collection, monitoring and reporting of performance information
Bulk purchases: Payment of expenditure incurred was not made within 30 days of receipt of invoice	1) Ensuring strict adherence to 30 day timelines allocated for processing of an invoice through weekly meetings with different Managers 2) Turnaround time of invoices within BTO to be reviewed (15 days) 3) Payment should only be processed with a Creditors Statement, delivery note and signed invoice confirming receipt and accuracy of the goods or services 4) Implement Payment Checklists that will be reviewed by Internal Control and the CFO 5) Perform monthly Creditors' Reconciliation Statement 6) Consequence management to be implemented against officials who are delaying payments
General Expenses: Payment of expenditure incurred was not made within 30 days of receipt of invoice	1) Ensuring strict adherence to 30 day timelines allocated for processing of an invoice through weekly meetings with different Managers 2) Turnaround time of invoices within BTO to be reviewed (15 days) 3) Payment should only be processed with a Creditors Statement, delivery note and signed invoice confirming receipt and accuracy of the goods or services 4) Implement Payment Checklists that will be reviewed by Internal Control and the CFO 5) Perform monthly Creditors' Reconciliation Statement 6) Consequence management to be implemented against officials who are delaying payments

Deviation reasons for not following the SCM process were not valid	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Deviation reasons for not following the SCM process were not valid	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
No evidence in the bidding documents that the winning bidder's tax matters wrere in order	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
No evidence in the bidding documents that the winning bidder's was registered on the CIDB database.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.

The municipality did not comply with legislation applicable on contracts entered into and monitoring of the contracts	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
The municipality did not comply with the PPPFA relating to local content and production	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
The municipality did not comply with relevant legislation and regulation applicable to the use of consultants	1) Internal audit will ensure that they perform a compliance audit and identify all governance and internal control deficiencies and then submit regular reports to management and governance structures on compliance with key legislation
The procurement through a panel of contractors was not according to SCM related legislation	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Contract awarded to more than one bidder. Bidders that did not score the highest points were appointed.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
SCM: Declaration of interest not submitted by suppliers who were appointed by the municipality	1) Internal audit will ensure that they perform a compliance audit and identify all governance and internal control deficiencies and then suubmit regular reports to management and governance structures on compliance with key legislation

The municipality does not have delegations of authority in place, however expenditure transactions were approved	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements. 5) Ensure that a delegation of authority is developed and approved
Competitive Bidding: No approved deviation for a bid above R10Million advertised for less than 30 days	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Complince relating to contract management could not be confirmed, and information requested was not submitted.	1) The Municipality has decided to enhance document management system by scanning all the documents such as payment vouchers and service level agreements. No payments 2) Officials who request documents are issued with photocopies to minimise the risk of losing original documents. 3) All documentation must go through Internal control to ease the transfer of information. 4) Management to check information before it gets submitted to Internal control to ensure that all the relevant documentation are on file. 5) Internal Control to double check the information before it gets sent to the Auditors. 6) AG to acknowledge the receipt of all information
Municipality underspent significantly on repairs and maintenance of assets.	1) Internal audit will ensure that they perform a compliance audit and identify all governance and internal control deficiencies and then submit regular reports to management and governance structures on compliance with key legislation
Budgeted amount for maintenance of water infrastructure assets is not adequate	1) Internal audit will ensure that they perform a compliance audit and identify all governance and internal control deficiencies and then submit regular reports to management and governance structures on compliance with key legislation

CCG invoices have insufficient information to determine if cost containment measures were considered	1) Ensuring strict adherence to 30 day timelines allocated for processing of an invoice through weekly meetings with different Managers 2) Turnaround time of invoices within BTO to be reviewed (15 days) 3) Payment should only be processed with a Creditors Statement, delivery note and signed invoice confirming receipt and accuracy of the goods or services 4) Implement Payment Checklists that will be reviewed by Internal Control and the CFO 5) Perform monthly Creditors' Reconciliation Statement 6) Consequence management to be implemented against officials who are delaying payments
SCM: The winning quotation is similar (format/wording/pricing) with any other losing quotation	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
SCM: The reasons for deviation provided do not make it impossible/ impractical to obtain 3 written quotations.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
SCM: Deviations were not reported to council	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it
Compliance with contract management related requirements could not be confirmed.	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it

SCM: The winning provider's tax matters has not been declared by SARS to be in order	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Annual Financial Statements (AFS) and Annual Performance Report (APR) were not submitted with 2 months after year end, which is the legislated deadline for submission of AFS and APR	1)Management should use the National Treasury GRAP disclosure checklist on their website to facilitate all GRAP disclosure requirements. 2) Management should enhance their annual financial statements review processes in order to ensure that their prepared financial statements comply with GRAP framework.
The Annual Report was only approved on 16 September 2021, which is after 2 months from the financial year end, and not within 2 months as required by DoRA 12(5). Furthermore it could not be confirmed that the business plan or implementation plan was submitted within 2 months after year-end to the transferring officer.	1) Internal audit will ensure that they perform a compliance audit and identify all governance and internal control deficiencies and then submit regular reports to management and governance structures on compliance with key legislation
Note: The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.*	
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COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2023/2024

6.2 Auditor-General Opinion 2023/2024

Auditor-General Report on Financial Performance 2023/2024*	
Status of audit report:	Qualified
Non-Compliance Issues	**Remedial Action Taken**
Some of the quotations were accepted from bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM Regulation 13(c).	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.

Some of the goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1). Similar non-compliance was also reported in the prior year	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Some of the contracts were awarded to bidders based on points given for legislative requirement that were not stipulated /differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21(b) and 28(1)(a)(i) and the Preferential Procurement Regulations.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
Sufficient appropriate audit evidence could not be obtained that the preference point system was applied in all procurement of goods and services as required by section 2(1)(a) of the Preferential Procurement Policy Framework Act. Similar non-compliance was also reported in the prior year.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements.
The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.	Management is ensuring that performance of contractors and service providers are monitored on a monthly basis.
The contract performance and monitoring measures were not in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the MFMA.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation
Persons in service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of SCM regulation 46(2)(e) / the code of conduct for councillors issued in terms of the Municipal Systems Act / the code of conduct for staff members issued in terms of the Municipal Systems Act.	1) Implement SCM compliance checklists to supplement policies and procedures 2) Strengthen the SCM control environment by conducting regular training to improve skills 3) Submit regular reports to management and governance structures on compliance with key legislation 4) Upon receipt of the procurement Bids SCM undergoes mandatory governance compliance checks which includes Tax Status, mandatory forms and documents, Local Content and CIDB requirements. 5) Management to ensure that officials whose close family members who has a private or business interest in contracts with the municipality should disclose such interests.

Money owed by the municipality was not always paid within 30 days as required by section 65(2) (e) of the MFMA.	1) Ensuring strict adherence to 30 day timelines allocated for processing of an invoice through weekly meetings with different Managers 2) Turnaround time of invoices within BTO to be reviewed (15 days) 3) Payment should only be processed with a Creditors Statement, delivery note and signed invoice confirming receipt and accuracy of the goods or services 4) Implement Payment Checklists that will be reviewed by Internal Control and the CFO 5) Perform monthly Creditors' Reconciliation Statement 6) Consequence management to be implemented against officials who are delaying payments
Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1) (d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for qualification paragraph.	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it
Reasonable steps were not taken to prevent unauthorised expenditure and fruitless and wasteful expenditure as required by section 62(1) (d) of the MFMA. The full extent of the unauthorised expenditure and fruitless and wasteful expenditure could not be quantified as indicated in the basis for qualification paragraph.	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it
Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it
Irregular and fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.	1) Internal audit should annually conduct a determination test or analyse the particulars of non-compliance in order to establish the facts and losses, if any, related to the transaction and submit the report to the accounting officer 2) The accounting officer should submit the internal audit report to council as soon as he receives it 3) Council to appoint MPAC to do investigations of the UIFW.
No KPIs were set in respect of the provision of basic water and electricity services, as required by section 43(2) of the MSA and municipal planning and performance management regulation 10(a).	1) Management will ensure that performance information is adequately reviewed to ensure that it adheres to the SMART Principles 2) Ensure that there are adequate controls and processes over the completeness, review, collection, monitoring and reporting of performance information
An adequate management, accounting and information system which accounts for revenue, debtors and receipt of revenue was not in place, as required by section 64(2)(e) of the MFMA.	1) Management to ensure that an adequate management, accounting and information system is in place to account for revenue, debtors and receipt of revenue.

An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA.	1) Management to ensure that an adequate management, accounting and information system is in place to account for revenue and debtors.
An adequate management, accounting and information system which accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.	1) Management to ensure that an adequate management, accounting and information system is in place to account for assets.
Note: The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance 2023/2024.* T 6.2.1	

Auditor-General Report on Service Delivery Performance: 2023/2024*	
Status of audit report:	
Non-Compliance Issues	**Remedial Action Taken**
Municipality does not have a waste water management license	For the year ending 30 June 2024, we were operating our waste works under General Authorization as per the National Water Act. Management is in the process of obtaining a wastewater works licence for the 2024/2025 financial year and moving away from general authorization.
Lack of Environmental Policy	The environmental requirements are addressed in the Integrated Waste Water Management Plan and EPRP that forms part of the application and gets reviewed bi - annually or as and when the need arises
High level of vacancies in the Technical services directorate.	Management have filled the vacancies
Qualifications of Director not in line with the Municipal staff regulations	Senior managers are appointed in terms of regulation with clear requirement. Director Technical services is having five years' experience as stipulated in the regulation for the appointment of senior managers.
The project Management office (PMU) does not have Standard Operating procedures (SOP) s for infrastructure delivery project management in place	JMLM has an established- and well functional PMU which follows processes as outlined by the PMU Business Plan. It should also be noted that the GCC is used in all contractor interactions, e.g. Approvals of invoices, monitoring of progress and quality on site, etc.
The Municipality does not have performance management and development system in place.	The implementation started with development and signing of 2023-2024 Performance Agreements for all Middle Managers below Directors and that process was followed by the quarterly assessments of those Middle Managers to ensure the monitoring, measuring and evaluating of performance management of staff. These processes included Technical Services Department's Middle Managers.

Prior year findings on Glenred landfill Site (Solid waste management)	The municipality hired security to mitigate chances of vandalism and those are the only personnel on site hence auditors found it clean. The municipality does not have all of the above mentioned because there has not been a budget allocated to the landfill however, the municipality is working on getting all necessary item to get it running and serve the community.
Prior year finding on Non compliance with NEMWA section 11(4)(a)(ii) (Solid Waste Management)	Management have a Integrated Waste Management Plan.

** This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0*
*** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.*

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APPENDICES

APPENDIX A: Full list of Councillors, committee allocation, and attendance to meetings

NO.	NAME	WARD/PR	EXCO
1	Cllr D. Leutlwetse-Tshabalala	**PR Councillor**	**Mayor**
2	Cllr V. Jordan	**PR Councillor**	**Speaker**
3	Cllr N. Kgosierileng	**PR Councillor**	**Yes**
4	Cllr N. Mokweni	**PR Councillor**	**Yes**
5	Cllr G. Kaotsane	**Ward Councillor**	**Yes**
6	Cllr M. Mbolekwa	**Ward Councillor**	**Yes**
7	Cllr N. Tswere	**PR Councillor**	**No**
8	Cllr G. Tagane	**Ward Councillor**	**No**
9	Cllr E. Maamogwa †	**Ward Councillor**	**No**
10	Cllr K. Lebatlang	**Ward Councillor**	**No**
11	Cllr G. Kgositau	**Ward Councillor**	**No**
12	Cllr T. Gaobuse	**Ward Councillor**	**No**
13	Cllr L. Machogo	**Ward Councillor**	**No**
14	Cllr S. Manzana	**Ward Councillor**	**No**
15	Cllr P. Filipo	**Ward Councillor**	**No**
16	Cllr T. Mosegedi	**Ward Councillor**	**No**
17	Cllr L. Manankong	**Ward Councillor**	**No**
18	Cllr K. Majoro	**Ward Councillor**	**No**
19	Cllr S. Choche	**Ward Councillor**	**No**
20	Cllr O. Kolberg	**Ward Councillor**	**No**
21	Cllr I. Matebese	**PR Councillor**	**No**
22	Cllr D. Kopeledi	**PR Councillor**	**No**
23	Cllr D. Gaoorwe † (Replaced by Cllr P. Witbooi)	**PR Councillor**	**No**
24	Cllr E. Kehologile	**PR Councillor**	**No**
25	Cllr T. Magano	**PR Councillor**	**No**
26	Cllr O. Etshetshang	**PR Councillor**	**No**
27	Cllr J. Tikane	**PR Councillor**	**No**
28	Cllr V. Mosimanyana	**PR Councillor**	**No**
29	Cllr M. Gaetsewe	**PR Councillor**	**No**

The Portfolio Committee members were elected in terms of Section 80 of the Local Government Municipal Structures Act (Act no 117 of 1998) as follows:

NAME OF COMMITTEE	MEMBERS
Finance, Human Resource and Administration	Cllr B. Mbolekwa (Chairperson) Cllr G. Kgositau Cllr P. Filipo Cllr K. Majoro Cllr G. Tagane Cllr D. Kopeledi Cllr T. Magano
Development and Town Planning	Cllr N. Mokweni (Chairperson) Cllr L. Manankong

	Cllr T. Gaobuse Cllr O. Kolberg Cllr L. Machogo Cllr E. Kehologile
Infrastructure	Cllr G. Kaotsane (Chairperson) Cllr E. Maamogwa† Cllr S. Manzana Cllr T. Mosegedi Cllr O. Etshetshang Cllr K. Lebatlang Cllr J. Tikane
Community Services	Cllr N. Kgosierileng (Chairperson) Cllr I. Matebese Cllr N. Tswere Cllr S. Choche Cllr V. Mosimanyana Cllr M. Gaetsewe Cllr P. Witbooi

ATTENDANCE TO MEETINGS

EXCO

NO.	**NAME**	**NO. OF SCHEDULED MEETING**	**NO. OF MEETINGS ATTENDED**
1	Cllr D. Leutlwetse-Tshabalala	4	4
2	Cllr G. Kaotsane	4	4
3	Cllr M. Mbolekwa	4	4
4	Cllr N. Mokweni	4	4
5	Cllr N. Kgosierileng	4	4

ATTENDANCE TO SPECIAL COUNCIL MEETINGS

NO.	**NAME**	**NO. OF MEETINGS**	**NO. OF MEETINGS ATTENDED**
1	Cllr D. Leutlwetse-Tshabalala	3	2
2	Cllr V. Jordan	3	2
3	Cllr N. Mokweni	3	3
4	Cllr G. Kaotsane	3	3
5	Cllr M. Mbolekwa	3	3
6	Cllr N. Kgosierileng	3	3
7	Cllr N. Tswere	3	3
8	Cllr G. Tagane	3	2
9	Cllr E. Maamogwa †	3	3
10	Cllr K. Lebatlang	3	3
11	Cllr G. Kgositau	3	3
12	Cllr T. Gaobuse	3	3
13	Cllr L. Machogo	3	3
14	Cllr S. Manzana	3	3
15	Cllr P. Filipo	3	3

16	Cllr T. Mosegedi	3	3
17	Cllr L. Manankong	3	3
18	Cllr K. Majoro	3	3
19	Cllr S. Choche	3	3
20	Cllr O. Kolberg	3	3
21	Cllr I. Matebese	3	2
22	Cllr D. Kopeledi	3	3
23	Cllr P. Witbooi	3	3
24	Cllr E. Kehologile	3	3
25	Cllr T. Magano	3	3
26	Cllr O. Etshetshang	3	3
27	Cllr J. Tikane	3	3
28	Cllr V. Mosimanyana	3	-
29	Cllr M. Gaetsewe	3	1

ATTENDANCE TO ORDINARY COUNCIL MEETINGS

NO.	NAME	NO. OF SCHEDULED MEETINGS	NO. OF MEETINGS ATTENDED
1	Cllr D. Leutlwetse-Tshabalala	3	2
2	Cllr V. Jordan	3	3
3	Cllr N. Mokweni	3	2
4	Cllr G. Kaotsane	3	2
5	Cllr B. Mbolekwa	3	3
6	Cllr N. Kgosierileng	3	1
7	Cllr G. Tagane	3	3
8	Cllr N. Tswere	3	3
9	Cllr E. Maamogwa †	3	-
10	Cllr K. Lebatlang	3	3
11	Cllr G. Kgositau	3	3
12	Cllr T. Gaobuse	3	3
13	Cllr L. Machogo	3	1
14	Cllr S. Manzana	3	3
15	Cllr P. Filipo	3	2
16	Cllr T. Mosegedi	3	3
17	Cllr L. Manankong	3	3
18	Cllr K. Majoro	3	3
19	Cllr S. Choche	3	3
20	Cllr O. Kolberg	3	3
21	Cllr I. Matebese	3	1
22	Cllr D. Kopeledi	3	2
23	Cllr P. Witbooi	3	1
24	Cllr E. Kehologile	3	2
25	Cllr T. Magano	3	2
26	Cllr O. Etshetshang	3	2
27	Cllr J. Tikane	3	3
28	Cllr V. Mosimanyana	3	3
29	Cllr M. Gaetsewe	3	3

ATTENDACE TO PORTFOLIO COMMITTEE MEETINGS

FINANCE, HUMAN RESOURCES AND ADMINISTRATION

NO.	NAME	NO. OF SCHEDULED MEETING	NO. OF MEETINGS ATTENDED
1	Cllr M. Mbolekwa	3	3
2	Cllr G. Tagane	3	3
3	Cllr G. Kgositau	3	3
4	Cllr M. Filipo	3	2
5	Cllr K. Majoro	3	3
6	Cllr D. Kopeledi	3	2
7	Cllr T. Magano	3	3

INFRASTRUCTURE

NO.	NAME	NO. OF SCHEDULED MEETING	NO. OF MEETINGS ATTENDED
1	Cllr G. Kaotsane	3	2
2	Cllr E. Maamogwa †	3	-
3	Cllr S. Manzana	3	3
4	Cllr T. Mosegedi	3	3
5	Cllr K. Lebatlang	3	3
6	Cllr J. Tikane	3	3
7	Cllr O. Etshetshang	3	3

ECONOMIC DEVELOPMENT, PLANNING & TOURISM

NO.	NAME	NO. OF SCHEDULED MEETING	NO. OF MEETINGS ATTENDED
1	Cllr N. Mokweni	3	2
2	Cllr L. Manankong	3	-
3	Cllr T. Gaobuse	3	3
4	Cllr O. Kolberg	3	3
5	Cllr L. Machogo	3	3
6	Cllr E. Kehologile	3	3

COMMUNITY SERVICES

NO.	NAME	NO. OF SCHEDULED MEETING	NO. OF MEETINGS ATTENDED
1	Cllr N. Kgosierileng	3	2
2	Cllr I. Matebese	3	-
3	Cllr N. Tswere	3	3
4	Cllr S. Choche	3	3
5	Cllr V. Mosimanyana	3	3
6	Cllr M. Gaetsewe	3	3
7	Cllr P. Witbooi		

APPENDIX B: Committees and Committee Purposes

AUDIT COMMITTEE

The Municipality has signed a Memorandum of Agreement for the Audit Committee Shared Service with the John Taolo Gaetsewe District Municipality for the year under review.

Primary functions of the audit committee include:

- Monitoring the integrity of Council;
- Review of financial statements;
- Reviewing the effectiveness of Council's internal control and risk management;
- Overseeing the relationship between management and the municipality's external auditors;
- The Committee will make recommendation to management via Council, resulting from activities carried out by the Committee in terms of the reference;
- The compilation of reports to Council, at least twice during a financial year;
- To review the quarterly reports submitted to it by the Internal Audit;
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation;
- Review audit results and actions plans implemented by management; and
- Making recommendations to Council and also carrying out its responsibility to implement the recommendations.

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

MPAC was established by Council on the 20th December 2021, resolution RESCNL2022-00203. In terms of Section 79 of the Municipal Structures Act, 117 of 1998.

The committee is composed as follows:

i. Cllr. N. Tswere (Chairperson)

ii. Cllr. D. Kopeledi

iii. Cllr. P. Witbooi

iv. Cllr. G. Kgositau

v. Cllr. T. Mosegedi

vi. Cllr. L. Manankong

vii. Cllr. V. Mosimanyana

viii. Cllr. J. Tikane

ix. Cllr. M. Gaetsewe

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

This is discussed in Chapter 2 under Governance and no additional information is provided here.

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

This is discussed in Chapter 1 under Executive summary and no additional information is provided here.

APPENDIX E – WARD REPORTING

This is discussed in Chapter 2 under Intergovernmental Relations and no additional information is provided here.

APPENDIX F – WARD INFORMATION

This is discussed in Chapter 2 under Intergovernmental Relations and no additional information is provided here.

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2023/2024

1. Legislative requirements

The purpose of this report is to communicate to Council the Audit, Risk and Performance Committee's (ARPC) assessment in carrying out its oversight responsibilities in terms of section 166 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003, as amended) (MFMA), read with circulars 65 and 127 published by the National Treasury for the year ended 30 June 2024.

The MFMA obliges every municipality to establish an independent audit committee, which must advise the municipal council, political office- bearers, accounting officer and management staff of the municipality on matters relating to internal financial controls and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation, and any other issues referred to it by the municipality.

The ARPC is governed by formal terms of reference, which are annually reviewed and approved by the Council. The ARPC hereby presents its report for the financial year ended 30 June 2024.

2. ARPC members and attendance

The ARPC has been appointed by the John Taolo Gaetsewe District Municipality. Service level agreements between the District and Gamagara, Ga-Segonyana and Joe Morolong Local Municipalities provide for a shared ARPC within the District.

The ARPC is governed by formal terms of reference, which are regularly reviewed and approved by council. The ARPC consists of the members listed hereunder and should meet 4 times per annum as per its approved terms of reference. During the current year, 5 meetings were held:

Name of member	Number of meetings
Snyders J. (Chairperson)	5
Nkoe K.	5
Ntsheno N. (Resigned 3 August 2023)	1
Mathibela B. (Appointed 1 April 2024)	1

The members of the ARPC held meetings with the municipal manager as the accounting officer, senior management of the municipality, the internal audit function and external auditors, collectively and individually, on matters related to governance, internal control and risk in the municipality, throughout the reporting period.

On invitation, the ARPC presented reports to Council on governance, internal control, risk, performance and financial information and other relevant matters concerning the municipality.

3. ARPC's responsibility

The ARPC could only partially comply with its responsibilities arising from section 166 of the MFMA read with MFMA Circulars 65 and 127, and reports that it operated in terms of the ARPC charter read in conjunction with the internal audit charter.

A work schedule was compiled and communicated to management to facilitate oversight as required. However, management did not fully respond to the work schedule, resulting in limited oversight.

4. Effectiveness of internal control

The APRC relies on the Auditor General of South Africa (AGSA) and internal audit for the assessment of internal control. The non-responsiveness to address the control weaknesses (internal audit findings and AGSA action plan) resulted in an ineffective control environment.

5. The quality of reports submitted in terms of the MFMA and DORA

The ARPC noted the monthly and quarterly/mid- year reports prepared and issued during the year under review in compliance with the statutory framework.

The ARPC has engaged with management to remedy shortcomings, especially relating to the reports on performance against predetermined objectives.

The ARPC has recommended that the municipality prepare interim financial statements that comply with Standards of Generally Recognised Accounting Practice (GRAP), which could assist in performing reconciliations timeously to minimize year-end adjustments.

The ARPC has reviewed and commented on the municipality's annual financial statements (AFS) and report on performance information and their timely submission to the external auditors by 31 August.

6. Internal audit function

The accounting officer is obliged, in terms of section 165 of the MFMA, to ensure that the entity has a system of internal audit under the control and direction of the ARPC.

An in-house internal audit unit exists with a structure of 7 staff members. Currently there are 3 incumbents. The current audit manager is in the position since September 2022. The internal audit unit reports to the Municipal Manager administratively and functionally to the ARPC.

The internal audit plan for 2023/2024 was approved to facilitate the delivery of assurance services for this financial year. Based on limited resources internal audit planned 8 audit components and completed 2 audit components only. This limitation impacts on the oversight responsibility of the ARPC.

Internal audit to commence with the implementation of a quality assurance improvement program and combined assurance plan in the next financial year.

The internal audit manager is not at a senior manager level and does not attend all senior management and Council meetings. It was recommended that the internal audit manager attend senior management and Council meetings as ex officio, to be kept abreast of processes and decisions impacting the risk profile of the municipality. This will enforce the role of the internal audit function in providing assurance on governance, risk management and controls in the municipality. Management has committed to address it in the new financial year.

The internal audit function also provides the secretariat function for the ARPC.

7. Evaluation of the annual financial statements

The ARPC has performed a desktop review of the annual AFS. Except for the matters identified by the external auditors in the auditor's report, ARPC noted that the AFS has been prepared in terms of the General Recognised Accounting Practice (GRAP) and the MFMA. However, supervision and review of the AFS is to be enhanced to improve the quality of the AFS before submission.

8. External auditor's report

The ARPC concurs with and accepts the conclusion and qualified audit opinion of the external auditors of the AFS. The ARPC also concurs with the material findings on the reported performance information and compliance with legislation.

The ARPC confirms that it has been actively involved throughout the audit process and has been thoroughly appraised of the issues giving rise to the audit opinion. Significant improvements have been noted for the 2023/2024 financial year.

The external audit function, performed by AGSA is independent of the municipality.

In view of the above, the ARPC is of the view that the audited AFS be accepted and read together with the report of the external auditors.

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

No long-term contracts were entered into during 2023/24. There are no public private partnerships.

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

ANNUAL PERFORMANCE ASSESMENT OF SERVICE PROVIDERS 2023/2024 FINANCIAL YEAR								
Project name	**Name of Service provider**	**Source of funding**	**Start date**	**Completion date**	**Progress to date**	**Challenges and interventions**	**Assessment of service provider (Scale 1-5)** **1 – Poor, 2 – Fair, 3 - Average, 4 – Good, 5 – Excellent**	**Assessment Comments**
BID NO: B226/2023 – PROVISION OF PROFESSIONAL SERVICES – RURAL WATER PROGRAMME FOR A PERIOD OF THREE YEARS	BVi Consulting Engineers Central	MIG, WSIG and SLP-Funds	16 Nov 2023	13 Nov 2026	In-progress until Completion Date	None	4	Always on time and submit good quality documents
	KMSD Engineering Consultants				In-progress until Completion Date	Initially understaffed- more staff was made available by the Company after various discussions	3	Achieved reporting and other deadlines in the 23-24FY, Site supervision is on standard. Close-out reports were on standard,
	Leano BK Consulting Engineers				In-progress until Completion Date	None	4	Always on time and submit good quality documents. Fully staffed.
	Tsela Tsweu Consulting Engineers				In-progress until Completion Date	A meeting was convened to urge them to improve on site supervision.	3	Mostly on time with submissions of good quality docs. Site Supervision must improve.
B225/2023 – PROVISION OF PROFESSIONAL SERVICES-RURAL ROAD PROGRAMME FOR A PERIOD OF THREE YEARS	BVi Consulting Engineers Central	MIG and SLP-Funds	16 Nov 2023	13 Nov 2026	In-progress until Completion Date	None	3	Mostly on time with submissions of good quality documents
	KMSD Engineering Consultants				In-progress until Completion Date	Initially understaffed- more staff was allocated by the Company.	3	Mostly on time with submissions of good quality documents
	NEP Consulting Engineers				In-progress until Completion Date	No projects were allocated	NA	NA

ANNUAL PERFORMANCE ASSESMENT OF SERVICE PROVIDERS 2023/2024 FINANCIAL YEAR								
Project name	**Name of Service provider**	**Source of funding**	**Start date**	**Completion date**	**Progress to date**	**Challenges and interventions**	**Assessment of service provider (Scale 1-5)** **1 – Poor, 2 – Fair, 3 - Average, 4 – Good, 5 – Excellent**	**Assessment Comments**
	Tsela Tsweu Consulting Engineers				In-progress until Completion Date	No projects were allocated	NA	NA
B227/2023 – PROJECT MANAGEMENT, SUPERVISION OF RURAL HOUSEHOLD DRY SANITATION PROGRAMME	KMSD Engineering Consultants	MIG	16 Nov 2023	13 Nov 2026	In-progress until Completion Date	No Challenges	4	Always on time and submit good quality documents
	Leano BK Consulting Engineers		16 Nov 2023	13 Nov 2026	In-progress until Completion Date	No Challenges	3	Mostly on time with submissions of good quality documents
	Maruapula Engineers		16 Nov 2023	13 Nov 2026	In-progress until Completion Date	No Challenges	3	Mostly on time with submissions of good quality documents
SUPPLY AND INSTILLATION OF MUNICIPAL BUSINESS ENHANCEMENT PROCESSES FOR A PERIOD OF THREE YEARS	Bitsware	Equitable share	01 Mar 2019	01-May-23	In-progress until completion date	No challenges	4	Happy with the services provided with the service provider
PROVISION OF PROFESSIONAL SERVICES FOR RURAL BUILDING AND COMMUNITY FACILITIES	Bvi Consulting Engineers Central	Equitable Share, SLP	01 May 2020	01-May-23	In-progress until completion date	Site supervision was not on standard – meeting was held to resolved the outstanding work	3	Reporting was on time and good quality documents submitted; Supervision improved after intervention.
	KMSD Engineering Consultants					Site supervision was an issue due to lack of staff – meeting was held to	3	Quality assurance was a challenge due to lack of supervision but was addressed.

ANNUAL PERFORMANCE ASSESMENT OF SERVICE PROVIDERS 2023/2024 FINANCIAL YEAR								
Project name	**Name of Service provider**	**Source of funding**	**Start date**	**Completion date**	**Progress to date**	**Challenges and interventions**	**Assessment of service provider (Scale 1-5) 1 – Poor, 2 – Fair, 3 - Average, 4 – Good, 5 – Excellent**	**Assessment Comments**
						resolved the outstanding work		
FINANCIAL SYSTEM	Sebata/Inzalo	Equitable share/ Own Revenue	12 July 2001	Ongoing	In-progress until completion date	Submitted quality reports. However, they were occasionally slow to respond.	4	Submitted quality reports. However, they were occasionally slow to respond.
PROVISION OF VALUE ADDED TAX RECOVERY SERVICES	Maximum Profit Recovery (Regulation 32)	Own Revenue	30-Oct-19	30-Nov-21	In-progress until completion date	Reports are submitted on time and accurate.	4	Poor end of year support
GENERAL VALUATION, PREPARATION AND UPDATING OF VALUATION ROLL: 01 JULY 2020 TO 30 JUNE 2025	TT Property Consultants	Own Revenue	01-May-20	25-Apr-25	In-progress until completion date	Communication remains the main issue, constant monitoring and communication.	3	Poor communication
REQUEST FOR PROVISION OF LEGAL SERVICES FOR A PERIOD OF THREE YEARS.	Morwaagae Attorneys Inc		01-May-20	01-May-23	Service provider still addressing outstanding matters	Slow reporting	4	Does not submit reports on time

ANNUAL PERFORMANCE ASSESMENT OF SERVICE PROVIDERS 2023/2024 FINANCIAL YEAR								
Project name	**Name of Service provider**	**Source of funding**	**Start date**	**Completion date**	**Progress to date**	**Challenges and interventions**	**Assessment of service provider (Scale 1-5) 1 – Poor, 2 – Fair, 3 - Average, 4 – Good, 5 – Excellent**	**Assessment Comments**
REQUEST FOR PROVISION OF LEGAL SERVICES FOR A PERIOD OF THREE YEARS.	Kgomo Attorneys Inc		01-May-20	01-May-23	Service provider still addressing outstanding matters	Poor performance	3	Does not deliver according to the municipality's expectations
PANEL OF CONTRACTORS FOR PROVISION OF CONSTRUCTION SERVICES FOR BUILDING PROJECTS (3 YEARS PERIOD)	Uyapo Engineering Projects		19-Apr-21	18-Mar-24	Project is complete	Slow contractor performance	3	The project went over the stipulated time due to slow performance
PANEL OF CONTRACTORS FOR PROVISION OF CONSTRUCTION SERVICES FOR BUILDING PROJECTS (3 YEARS PERIOD)	Mercycon JV NJ Multi Spillage		19-Apr-21	18-Mar-24	Contract Expired - Extension has been issued	None	4	Good
PROVISION FOR SECURITY SERVICES (THREE MONTHS PERIOD)	Baphalane Security and Projects		01-May-21	30-Jun-21	Contract was extended and it expired in April 2024	None	2	Fair
REQUEST FOR PROVISION OF SHORT-TERM INSURANCE SERVICES FOR A PERIOD 36 MONTHS	Kunene Makopo Risk Solution		01-May-21	30-Apr-24	Contract was extended to 30 September 2024	Poor communication	3	Claim turnaround time

ANNUAL PERFORMANCE ASSESMENT OF SERVICE PROVIDERS 2023/2024 FINANCIAL YEAR								
Project name	**Name of Service provider**	**Source of funding**	**Start date**	**Completion date**	**Progress to date**	**Challenges and interventions**	**Assessment of service provider (Scale 1-5)** **1 – Poor, 2 – Fair, 3 - Average, 4 – Good, 5 – Excellent**	**Assessment Comments**
RENTAL OF COPIER MACHINES	Indlela Data (Pty) Ltd		02-May-23	02-Aug-23	In-progress until completion date	They are slow to attend to machines that need to be attended to	3	They are slow to attend to machines that need to be attended to
REQUEST FOR PROPOSALS FOR THE COMPILATION OF GRAP COMPLIANT ANNUAL FINANCIAL STATEMENTS AND FIXED ASSETS REGISTER (3 YEARS PERIOD)	Imani Business Advisory Services		01-Aug-23	31-Jul-26	In-progress until completion date	Late submission of reports	3	The quality of reports is not always up to standard
PROVISION OF PROFESSIONAL VAT RECOVERY SERVICES (3 YEARS PERIOD)	Maximum Profit Recovery (Pty) Ltd		30-Oct-23	31-Oct-26	In-progress until completion date	Consultant indicated delayed on voucher submission of documents especially Eskom and projects, Municipality continuously communicate with Eskom and PMU (Infrastructure) to submit.	4	Reports are submitted on time and accurate.

APPENDIX J: DISCLOSURES OF FINANCIAL INTERESTS

Financial interests are disclosed in the Audited Annual Financial Statements and no further information is provided.

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
						R '000
Description	2022/2023	Current: 2023/2024			2023/2024 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	26 485	23 572	28 075	23 042	-2%	-22%
Property rates - penalties & collection charges	8 541	8 285	9 054	8 456	2%	-7%
Service Charges - electricity revenue	12 355	10 254	12 478	13 219	22%	6%
Service Charges - water revenue	14 232	13 235	13 662	12 097	-9%	-13%
Service Charges - sanitation revenue	6 542	5 496	5 954	6 346	13%	6%
Service Charges - refuse revenue	1 865	1 622	1 865	1 510	-7%	-23%
Service Charges - other	5 643	5 530	5 925	5 304	-4%	-12%
Rentals of facilities and equipment	5 643	5 530	5 925	5 304	-4%	-12%
Interest earned - external investments	5 322	4 470	5 747	4 630	3%	-24%
Interest earned - outstanding debtors	8 455	8 455	8 624	9 554	12%	10%
Dividends received	1 254	1 003	1 191	1 354	26%	12%
Fines	2 516	2 063	2 264	2 340	12%	3%
Licences and permits	6 846	6 230	7 256	6 640	6%	-9%
Agency services	12 546	10 413	11 793	11 542	10%	-2%
Transfers recognised - operational	2 355	2 190	2 425	2 402	9%	-1%
Other revenue	48 542	40 776	48 542	46 115	12%	-5%
Gains on disposal of PPE	4 565	3 698	4 337	4 291	14%	-1%
Enviromental Proctection	5 649	4 971	6 157	4 971	0%	-24%
Total Revenue (excluding capital transfers and contributions)	**179 353**	**157 791**	**181 274**	**169 118**	**6,70%**	**-7,19%**
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						*T K.2*

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Grant information details are disclosed in the Audited Annual Financial Statements and no further information is provided.

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

Capital expenditure details are disclosed in the Audited Annual Financial Statements and no further information is provided.

APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2023-2024

Capital expenditure details are disclosed in the Audited Annual Financial Statements and no further information is provided.

VOLUME I: ANNUAL FINANCIAL STATEMENTS

The Audited Annual Financial Statements for the 2023/24 Financial Year is enclosed hereto.

VOLUME II: ACTION PLAN 2023/24

The Action Plan for the 2023/24 Financial Year is enclosed hereto.

VOLUME III: AUDITOR-GENERAL’S REPORT

The Auditor General’s Report 2023/24 is enclosed hereto.

LIST OF ABBREVIATIONS

CFO – Chief Financial Officer

CLLR - Councillor

COGHSTA – Cooperative Governance, Human Settlements and Traditional Affairs

DOE – Department of Energy

DORA – Division of Revenue Act

EPWP – Expanded Public Works Programme

EXCO – Executive Committee

FY – Financial Year

HOD – Head of Department

HR – Human Resources

ICT – Information and Communication Technology

IDP – Integrated Development Plan

IGR – Inter-governmental Relations

IT – Information Technology

JMLM – Joe Morolong Local Municipality

JTGDM – John Taolo Gaetsewe District Municipality

KPA – Key Performance Area

KPI – Key Performance Indicator

LED – Local Economic Development

LGSETA – Local Government Sector Education and Training Authority

LM – Local Municipality

MFMA – Municipal Financial Management Act

MHS – Municipal Health Section

MIG – Municipal Infrastructure Grant

MM – Municipal Manager

MPAC – Municipal Public Accounts Committee

MSA – Municipal Systems Act

PIGR – Provincial Inter-governmental Relations

PMS – Performance Management System

PMU – Project Management Unit

SALGA – South African Local Government Association

SANS – South African National Standard

SDBIP – Service Delivery and Budget Implementation Plan

SDF – Spatial Development Plan

SLP – Social Labour Plan

SPLUMA – Spatial Planning and Land Use Management Act

STATSSA – Statistics South Africa

VAT – Value Added Tax

WSA – Water Services Authority

WSDP – Water Services Development Plan

WSIG – Water Services Infrastructure Grant

WSP – Water Services Provider