

**Moretele Local Municipality**

**Draft Annual Report**

**2022/2023**



---

**Version  
Control  
Version  
June 2023**

---

**Enquiries  
Strategic Services  
IDP/PMS Unit  
Tel: 012 716 1321/1428**  
**Error! Hyperlink reference not valid.**

---

**We invite your comments.**

**Email: [stemmer43@gmail.com](mailto:stemmer43@gmail.com)**

---

## Contents

<b>Chapter 1: Mayor’s foreword and executive summary</b> .....	<b>9</b>
1.3.1. Vision, Mission and Values .....	12
1.3.2. Municipal functions, population, and geographical overview .....	13
<b>Functions of the municipality</b> .....	<b>13</b>
<b>Economic Analysis</b> .....	<b>19</b>
1.3.3. Key economic activities .....	23
1.3.4. National key performance indicators – Municipal Financial Viability and Management (Ratios) .....	23
1.3.5. Organisational Development Overview .....	24
1.3.6. Auditor General Reports .....	24
1.3.7. 2022/2023 IDP/Budget Process .....	25
<b>Chapter 2: Governance</b> .....	<b>26</b>
<b>2.1 Political governance structure</b> .....	<b>26</b>
2.1.1 Council .....	26
2.1.2 Executive Committee .....	26
2.1.3 Portfolio Committees .....	27
<b>2.2 Administrative governance structure</b> .....	<b>28</b>
2.3.1. Local and District Intergovernmental Structure .....	29
2.3.2 National and Provincial Intergovernmental Structures.....	29
<b>2.4. Public accountability and participation</b> .....	<b>30</b>
2.4.1. Public Meetings .....	30
<b>2.5. CORPORATE GOVERNANCE IN THE MUNICIPALITY</b> .....	<b>33</b>
2.5.1. Risk management .....	33
2.5.2. Fraud and Anti-corruption.....	34
2.5.3. Supply chain management .....	35
2.5.4. By-Laws.....	46
2.5.5. Municipal Website .....	46
2.5.6. Communication .....	46
2.5.7. Public Satisfaction on Municipal Services .....	47
2.5.8. Oversight Committees and Structure.....	47
<b>3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION</b> .....	<b>49</b>
3.1.1 Legislative requirements .....	50
3.1.2 Organisational performance .....	50
3.1.3. The performance management system followed for 2022/2023.....	51
3.1.4. Performance Management .....	53

<b>3.2.</b>	<b>INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2022/202354</b>	
3.2.1.	Strategic Service Delivery and Budget Implementation Plan (Top Layer) .....	54
<b>3.2.1.1.</b>	<b>BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT .....</b>	<b>55</b>
<b>3.2.1.2.</b>	<b>KPA: Community Development Services .....</b>	<b>81</b>
<b>3.2.1.3.</b>	<b>KPA: Financial Management and Viability.....</b>	<b>88</b>
<b>3.2.1.4.</b>	<b>KPA: Local Economic Development .....</b>	<b>90</b>
<b>3.2.1.5.</b>	<b>KPA: Institutional Development and Transformation .....</b>	<b>108</b>
3.2.1.6.	Good Governance and Public Participation .....	110
3.3.	SERVICE PROVIDERS STRATEGIC PERFORMANCE .....	132
<b>3.4.</b>	<b>COMPONENT A: INFRASTRUCTURE DEVELOPMENT: BASIC SERVICES 133</b>	
3.4.1.	Water Provision .....	133
3.4.2.	Housing .....	136
<b>3.5.</b>	<b>COMPONENT B: ROADS AND STORMWATER.....</b>	<b>137</b>
<b>3.6.</b>	<b>COMPONENT C: COMMUNITY DEVELOPMENT .....</b>	<b>140</b>
<b>3.7.</b>	<b>COMPONENT D: LOCAL ECONOMIC DEVELOPMENT .....</b>	<b>148</b>
3.7.1.	Waste Management (Refuse collection, waste disposal, street cleaning and recycling).....	150
<b>3.8.1.</b>	<b>NATIONAL KEY PERFORMANCE INDICATORS.....</b>	<b>151</b>
3.9.1.	Employment Equity .....	153
3.9.2.	Vacancy Rate .....	154
3.9.3.	Turnover rate .....	155
3.10.1.	Injuries.....	155
3.10.2.	Sick Leave .....	156
3.10.3.	Policies and plans reviewed and approved. ....	156
<b>caucus</b>	<b>156</b>	
3.11.1.	Skills matrix.....	158
3.11.4.	MFMA Competencies (Minimum Competency Requirements) .....	160
3.11.5.	Personnel Expenditure .....	161
3.11.6.	National key performance indicators – Municipal Financial Viability and Management (Ratios) .....	163
<b>4.</b>	<b>COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE .....</b>	<b>163</b>
4.1.1.	Revenue collection by Vote.....	171
4.1.2.	Revenue collection by Source.....	173
4.1.3.	Financial Performance of Operational Service.....	176
4.2.1.	Storm water and Roads .....	179
4.2.2.	Project Management Unit.....	181

4.2.3.	Electricity .....	182
4.2.4.	Housing .....	183
4.2.5.	Water .....	184
4.2.6.	Technical Services (Admin) .....	188
4.2.6.1.	Local Economic Development.....	188
4.2.6.2.	Community Development .....	189
4.2.7.	Grants .....	200
4.2.7.1.	Employee Costs .....	200
<b>4.3.</b>	<b>COMPONENT B: SPENDING AGAINST CAPITAL BUDGET .....</b>	<b>201</b>
<b>4.3.1.</b>	<b>Analysis of Capital and Operating Expenditure .....</b>	<b>201</b>
<b>4.3.2.</b>	<b>Sources of Finance .....</b>	<b>205</b>
4.4.	Supply Chain Management Compliance.....	207
5.	AUDITOR'S REPORT .....	208
	Qualified opinion.....	208
	Annexure - Auditor-general's responsibility for the audit .....	218
	Financial statements .....	219
	Communication with those charged with governance .....	219
<b>6</b>	<b>MUNICIPALITY'S ANNUAL FINANCIAL STATEMENTS 2022/2023 .....</b>	<b>221</b>
<b>7.</b>	<b>Appendix A: Councillors, Committee Allocation and Council Attendance</b> <b>222</b>	
	<b>Appendix B: Committee and committee purposes .....</b>	<b>227</b>
	<b>APPENDIX C: THIRD TIER ADMINISTRATIVE STRUCTURE.....</b>	<b>230</b>
	<b>Appendix D: Functions of the municipality .....</b>	<b>233</b>
	<b>Appendix E: Ward Reporting .....</b>	<b>235</b>
	<b>Appendix F: Ward Committees and their functionality .....</b>	<b>251</b>

## Terms, acronyms, and abbreviations

<b>Term, Acronym or Abbreviation</b>	<b>Description</b>
AC	Audit Committee
BTO	Budget and Treasury Office
CDS	Community Development Services
COGTA	Department of Co-operative Governance and Traditional Affairs
CPF	Community Police Forum
CPI	Consumer Price Index
DPME	Department: Monitoring and Evaluation
DORA	Division of Revenue Act
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EE	Employment Equity
EEP	Employment Equity Plan
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GIS	Geographic information system
HH	Households
HIV/AIDS	Human Immunodeficiency Virus Infection/Acquired Immunodeficiency Syndrome
HR	Human Resources
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDS	Infrastructure Development Services
IT	Information Technology
KPI	Key performance Indicator
LAN	Local Area Network
LED	Local Economic Development
LLF	Local Labour Forum
MFMA	Local Government: Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPRA	Local Government: Municipal Property Rates Act 6 of 2004
MSA	Local Government: Municipal Systems Act 32 of 2000
MTEF	Medium- term Expenditure Framework
NDP	National Development Plan
NGO	Non-government Organisation

PIP	Performance Improvement Plan
PMS	Performance Management System
PMU	Project Management Unit
PR	Proportional Representation
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SETA	Sectoral Education Training Authority
SLA	Service Level Agreement
SMMEs:	Small, Micro and Medium Enterprises
WAN	Wireless Area Network
WSP	Workplace Skills Plan



**PART I**  
**NON-FINANCIAL REPORTING**



## **Chapter 1: Mayor's foreword and executive summary**

### **1.1 Mayor's Foreword**

One of the key milestones of Local Government is to ensure accountability and transparency in municipal matters and in terms of the Municipality one of those matters is to table the annual report which is a count of progress made in addressing service delivery.

This being my second term as Mayor of Moretele Local Municipality and the second annual report for the new term of Council, I must acknowledge and thank my predecessors for steering this ship to where it is.

The strategic objective and philosophy of Council remain the same mainly to improve the quality of life of our people. The 2021/2026 term of Council will strive to improve on the achievements of our predecessors and accelerate the provision of the much-needed municipal services focusing on the five developmental local government key performance areas:

Infrastructure and Service Delivery; Institutional Transformation and Development; Local Economic Development and Planning; Financial Viability, Good Governance & Public Participation. Whilst the role of my office has been to provide political guidance and ensuring that the governance structures exist and are functional, it is also the mandate that is granted and contained in the Municipal Finance Management Act that I present this report to all Moretele Local Municipal stakeholders.

Section 127 (2) of the Local Government Municipal Finance Management Act 56 of 2004 states that, "the mayor of a municipality must, within seven months after the end of the financial year, table in the Municipal Council the Annual Report of the Municipality and of any Municipal Entity under the Municipality's sole or shared control".

We take seriously the values of good governance and believe we are capable of obtaining the clean audit opinions. We need to inculcate in all concerned a culture of excellence, care, accountability, and good governance. A clean administration and, consequently, audit are not entirely lodged solely on the shoulders of administrators but requires of all of us i.e., Council, administration, business, and residence to take part and assume our individual and collective responsibility with prestige, impunity, and integrity.

Chapter 4 of the Municipal Systems Act, 2000 compels the municipality to create conditions for communities to participate in its affairs. Our municipality, as a client centered organization, values the role of its stakeholders. We have notably benefited from support programmes and initiatives by external stakeholders including traditional leaders (Magosi), religious groups and sector departments.

In view of all the basic service delivery backlogs within our municipality, our municipal officials, together with sector departments, through the District Development Model (DDM) have developed strategies and programmes to address service delivery challenges. The current status of basic services backlog shows a decrease in the number of people who do not have access to basic services.

With these results to date, it clearly indicates that Moretele Local Municipality will be one of the municipalities to provide universal access to basic services in the next two decades.

## **Performance Overview.**

We have made positive strides in the right direction to ensure that sustainable municipal governance principles support our continuous drive to deliver municipal services which reflect our passion for our community needs, which will always be the catalyst to keep us focused on our mandate to serve with pride. We acknowledge that:

- Our people need sustainable bulk infrastructure.
- Our roads need to be put in a condition suitable for promoting economic development.
- We must create job opportunities for our people to lift themselves out of poverty.

## **Public Participation**

The Council is a legislative political structure which is entrusted with an oversight responsibility on matters pertaining to the developmental progress and implementations of service delivery projects. There are various portfolio committees which are chaired by the members of the Executive Committee who are playing a political oversight on various activities that are implemented by municipal administration departments, those portfolio committees are Finance, Infrastructure Development Services, Local Economic Development, Planning, Corporate Services, Special Programmes, IDP/PMS, Sports, Education, Art & Culture and Municipal Public Accounts Committee.

There are various statutory participation mechanisms that have been established as to promote and enhance community participation on matters of service delivery namely and participation in Council affairs; Mayoral Izimbizos, which are an annual initiatives by the Mayor and Executive Committee members to reach out to communities in order to listen to the community views on service delivery projects being undertaken in their respective localities and further allow communities to identify needs to be incorporated in the next financial planning and budgeting processes.

## **Going forward,**

Council and communities must unequivocally strive towards the eradication of key municipal developmental and service delivery challenges. This calls for joint planning and prioritizes core challenges into implementable projects and interventions.

I, therefore, beseech you, my council, administration, and my people to join me on this demanding, challenging, but conquerable journey.

I thank you.

**CLLR Masango George Manyike**  
**MAYOR**

## **1.2 Accounting officers' foreword**

On behalf of the Moretele Local Municipality Council and officials, I hereby present this Annual Report for the financial Year 2022/2023. This report will outline our performance on the targets we set ourselves to do over this period as detailed in our Service Delivery and Budget Implementation Plan

The report will give our stakeholders and communities an insight into the performance and achievements of the Municipality. The mandate of Moretele Local Municipality is not unique to the broader mandate given to Local Government by the South African Constitution, chapter 7. The only uniqueness we have are the different legitimate expectations of our constituency. Our specific mandate is drawn from the representative forums and Imbizo's we embark upon in drafting our Integrated Development Plan, which is our guiding document in our performance.

Our resolve is based on servicing our communities wherever they live. The current Annual Report outlines our successes and shortcomings in relation to our political mandate as provided in the key focus areas of Local Government as prescribed in the Constitution of South Africa.

Moretele local Municipality regressed in terms of its audit opinion, and this has been of major concern to the management and leadership of the municipality. In response to this management embarked on the recruitment of a CFO in a permanent position as prescribed by the amended Municipal Systems Act. The aim is to bring much needed stability within the Budget and Treasury unit. With regards to the audit of performance information, an E-PMS system was procured to enhance the credibility of performance information.

On the positive side the municipality managed to adopt a funded budget for the 2022/2023 financial year. This was a result of prudent financial management which ensured that the municipality had enough reserves to fund our budget. Also, the municipality did not have any borrowings for the year under review. The implementation of the new rates tariffs forced the municipality to adjust its revenue forecasts down which resulted in reduced revenue collection. MSCOA compliance continues to be one of our main focuses. This is achieved by continuous training to keep up with new reporting reforms.

Our Risk Management unit has been outstanding and very supportive in assisting management to make critical decisions. The unit extended its scope to cover fraud risk as well as capital project risks. This turned out to be a blessing as poor performing projects were minimal as compared to previous years as reflected in the IDS performance in implementing its SDBIP. The municipality ended the 2022/2023 Financial Year with a full complement of senior managers which should translate into stability within the municipality and an improved audit opinion.

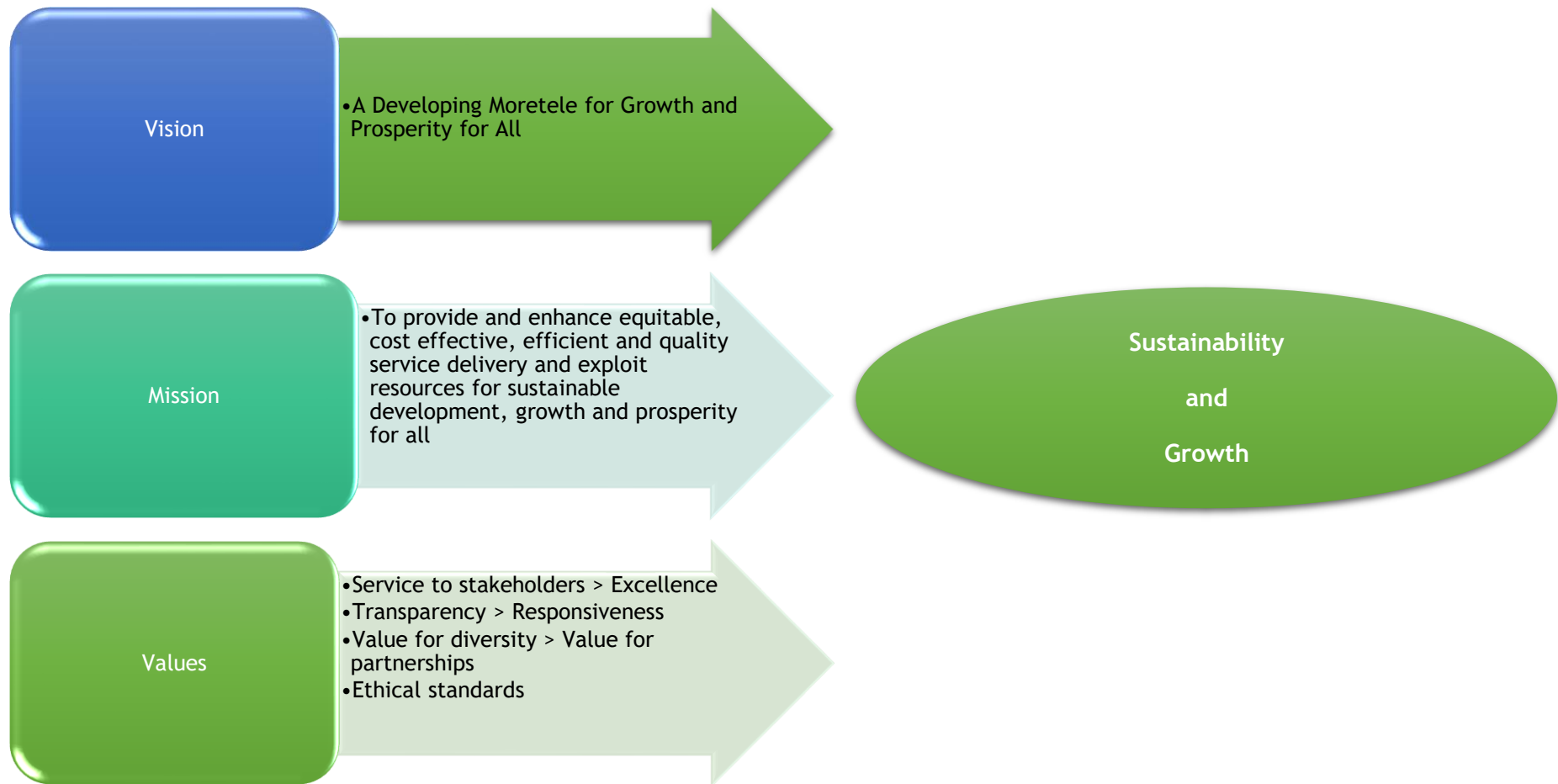
-----

**Sipho Ngwenya**

**Municipal Manager**

### 1.3. Overview of the Municipality

#### 1.3.1. Vision, Mission and Values



### 1.3.2. Municipal functions, population, and geographical overview

Functions of the municipality

Municipal Function	Municipal Function Yes/No	Performance Analysis
<b>Constitution Schedule 4, Part B functions</b>		
Air Pollution	Yes	Not performed
Building Regulation	Yes	Not adequately performed
Child Care Facilities	Yes	Not performed
Electricity	No	DME / Eskom
Fire Fighting	No	Performed as part of the district function
Local Tourism	Yes	Performed though not optimally
Municipal Airport	Yes	Not performed.
Municipal Planning	Yes	Performed. IDP and other planning processes
Municipal Health Services	No	Performed as part of the district function
Municipal Public Transport	Yes	Not adequately performed
Pontoons and Ferries	Yes	Not performed
Storm Water	Yes	Not adequately performed.
Trading Regulations	Yes	Not performed
Water (potable)	Yes	Performed
Sanitation	Yes	Performed
<b>Constitution Schedule 5, Part B functions</b>		

Beaches and Amusement Facilities	Yes	Not performed
Billboards and the Display of Advertisement in Public Places	Yes	Not performed
Cemeteries, Funeral Parlours and Crematoria	Yes, including the District Municipality's function	Not adequately performed
Cleansing	Yes	Not performed
Control of Public Nuisance	Yes	Not performed
Control of Undertaking that Sell Liquor to the public	Yes	Not performed
Facilities for the accommodation, care and burial of animals	Yes	Not performed
Fencing and Fences	Yes	Not performed
Licensing of dogs	Yes	Not performed
Licensing of undertakings that sell food to the Public	Yes	Not performed
Local Amenities	Yes	Not performed
Local Sports Facilities	Yes	Performed though not optimally
Markets	Yes	Not performed

Municipal Abattoirs	Yes	Not performed
Municipal Parks and Recreation	Yes	Performed though not optimally
Municipal Roads	Yes	Performed though not optimally
Noise Pollution	Yes	Not performed
Pounds	Yes	Not performed
Public Places	Yes	Not performed
Refuse Removal, refuse Dumps and solid waste disposal	Yes	Performed though not optimally. The project has since collapsed
Street Trading	Yes	Not performed
Street Lighting	Yes	Performed though not optimally
Traffic and Parking	Yes	Not performed

The municipality, over and above the functions listed above, performs the following functions:

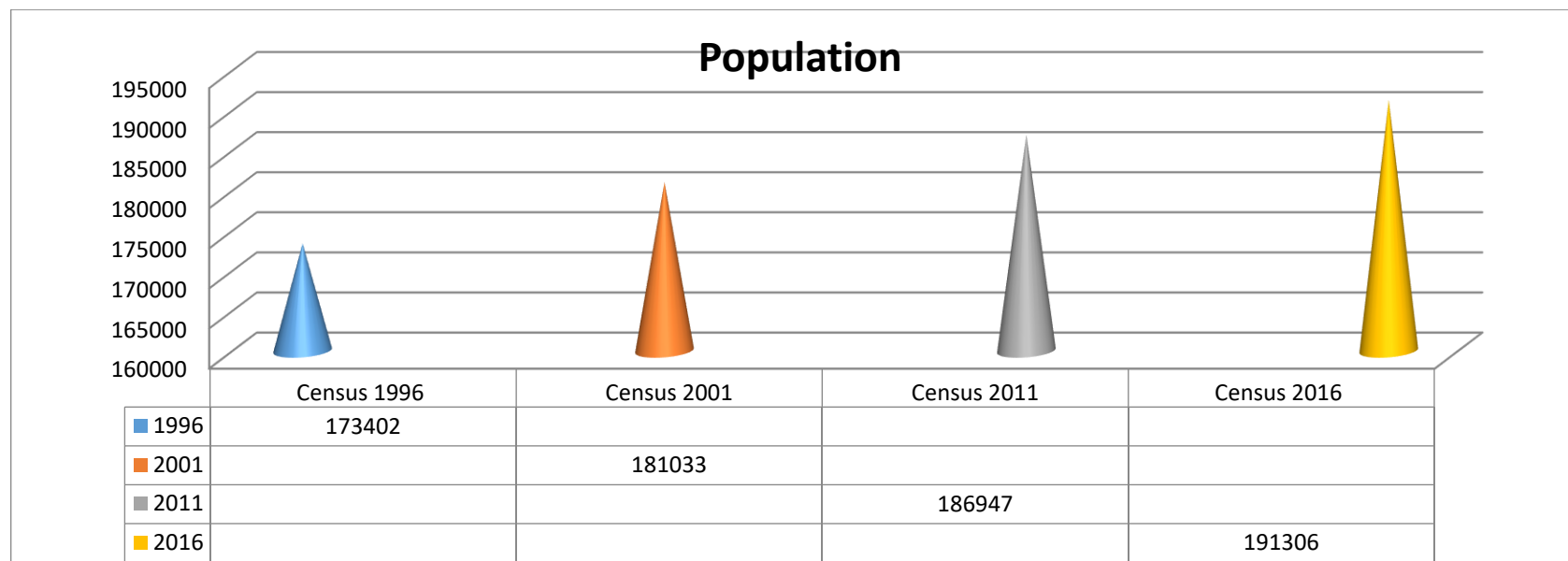
- Health coordination
- Disaster management

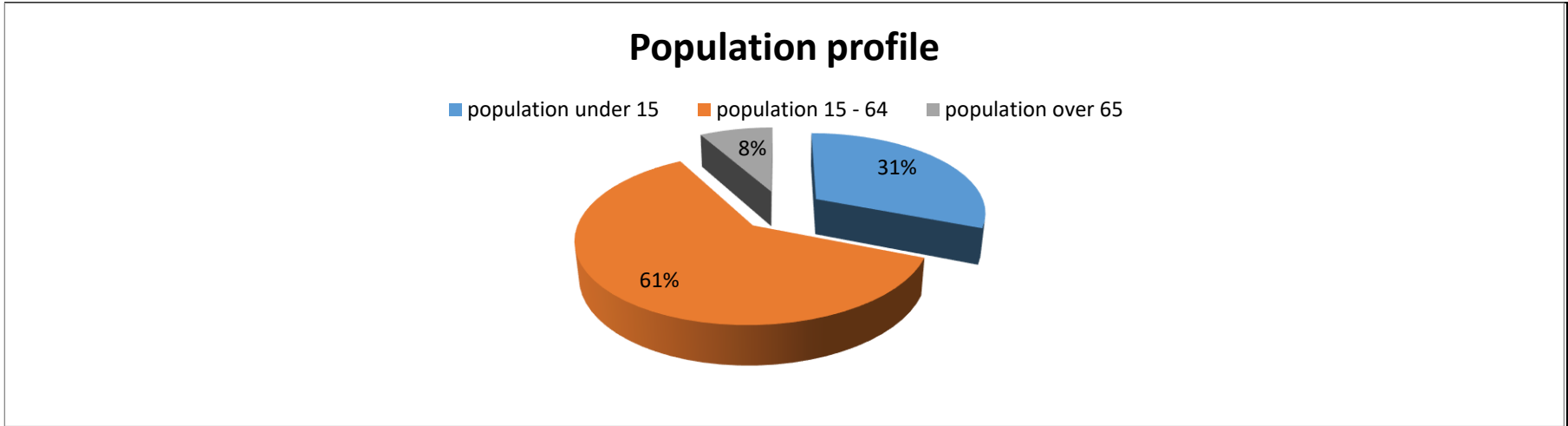
The Municipality provides the following basic services to the population of Moretele:

<b>Description of basic service</b>	<b>Percentage access</b>
Flush toilets connected to sewerage	4.4%
Weekly refuse removal	1.0%
Piped water inside dwelling	9.0%
Electricity lighting	94.0%
Source: Census 2011 Municipal Fact Sheet, published by Statistics South Africa	

### 1.3.2.1. Population

According to Community Survey (2016) the Moretele Local Municipality's population (as depicted in the figure below) has increased from 186 533 in 2011 to 191 306 by 2016, which represents a growth of 0,33% which is highly rural with 88% of the population residing in traditional areas, about 7,4% residing in urban areas and about 3% residing on smallholdings. Black Africans constitute 99, 5% of the Moretele Local Municipality's population. The most spoken or dominating language is Setswana.

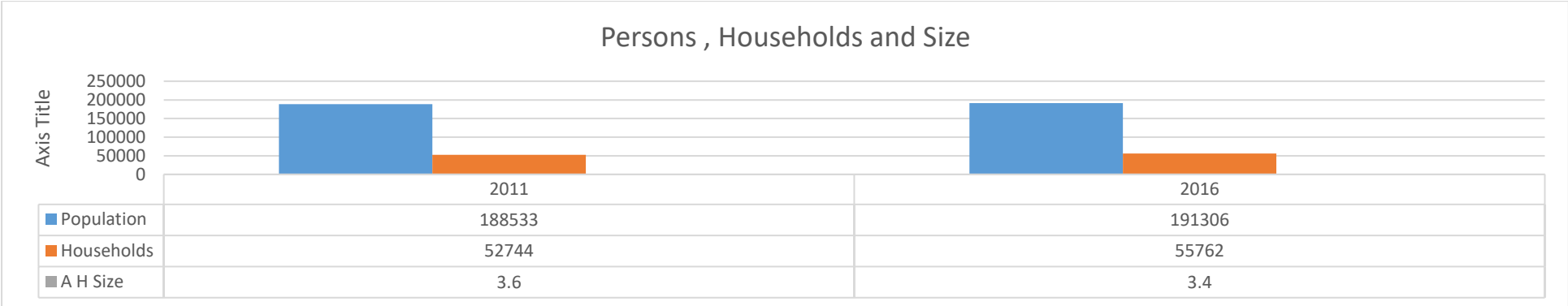




Source: Census 2016

The figure indicates that there are 13098 households that has 1 member only in the household with less members in households with 5 members and above.

**Number of Persons, Households and Average Household Size**



Source: Census 2016

## **Economic Analysis**

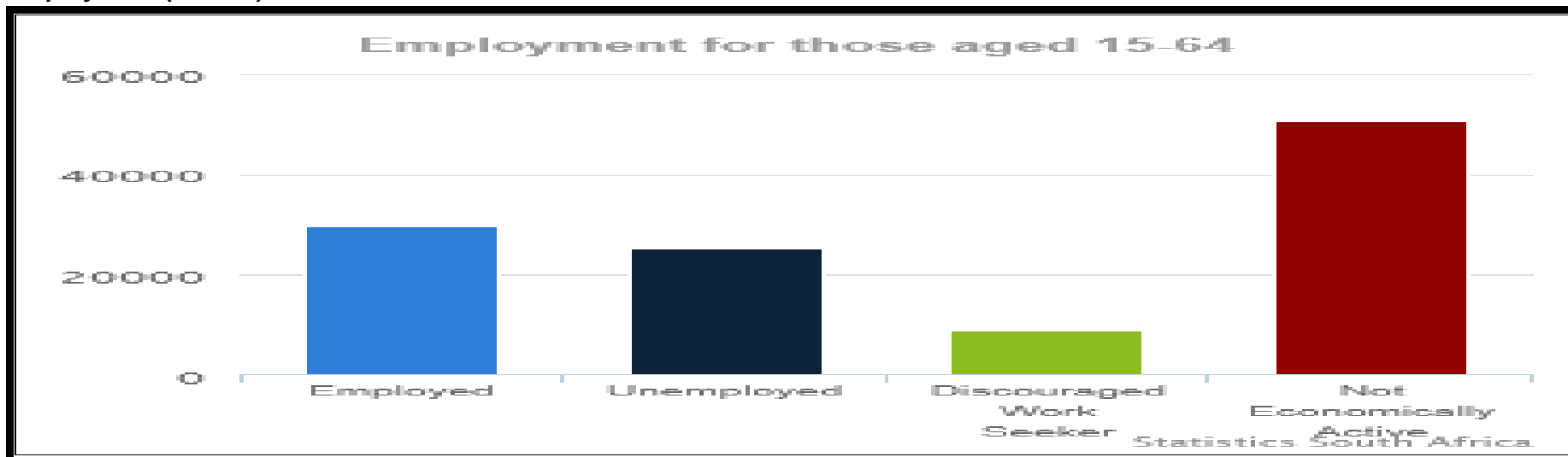
The spatial development framework of the municipality is shaped by the rich agricultural history characterizing large pieces of land in the area. It is against this backdrop that agriculture has become a focal point in all economic development prospects for the municipality constituency.

The municipality has vast tracts of land which can be used to harness economic development opportunities. It is believed that livestock farming is the main type of farming activity that is carried out in the local municipality. The tourism sector in the Moretele Local Municipality is not well established.

Trading Services are key economic drivers of the local economy. The district economy is largely driven by mining primarily around Rustenburg and Brits. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people who are unemployed.

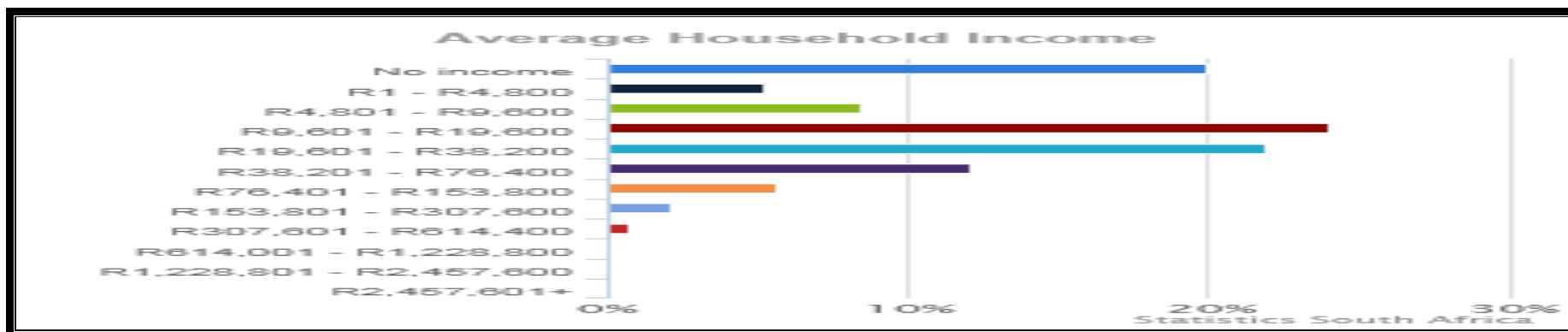
The real economic growth rate for the Northwest province in 2007 was 2.7% with the poverty gap standing at 8.8%. The contribution of Gauteng province into the South African Economy in 2011 was 34.5% whereas that of the Northwest Province at the same period was 6.5%, this implies that chances of finding employment in the province and the municipality in particular are very slim.

## Employment (15 – 64)



## Average Household Income

The figure indicates that 19,9% economically active persons have no income, with about 23,9% earning in the category of R9,601 to R19,600, followed by 21,8% of those earning in the R19,601 to R38,200 category.



Source: Census 2016

### Development Implications

The figure suggests that the majority have the capacity to pay for services provided by the municipality. This challenges the municipality to improve on the revenue generation programmes implemented to take advantage of this emerging trend.

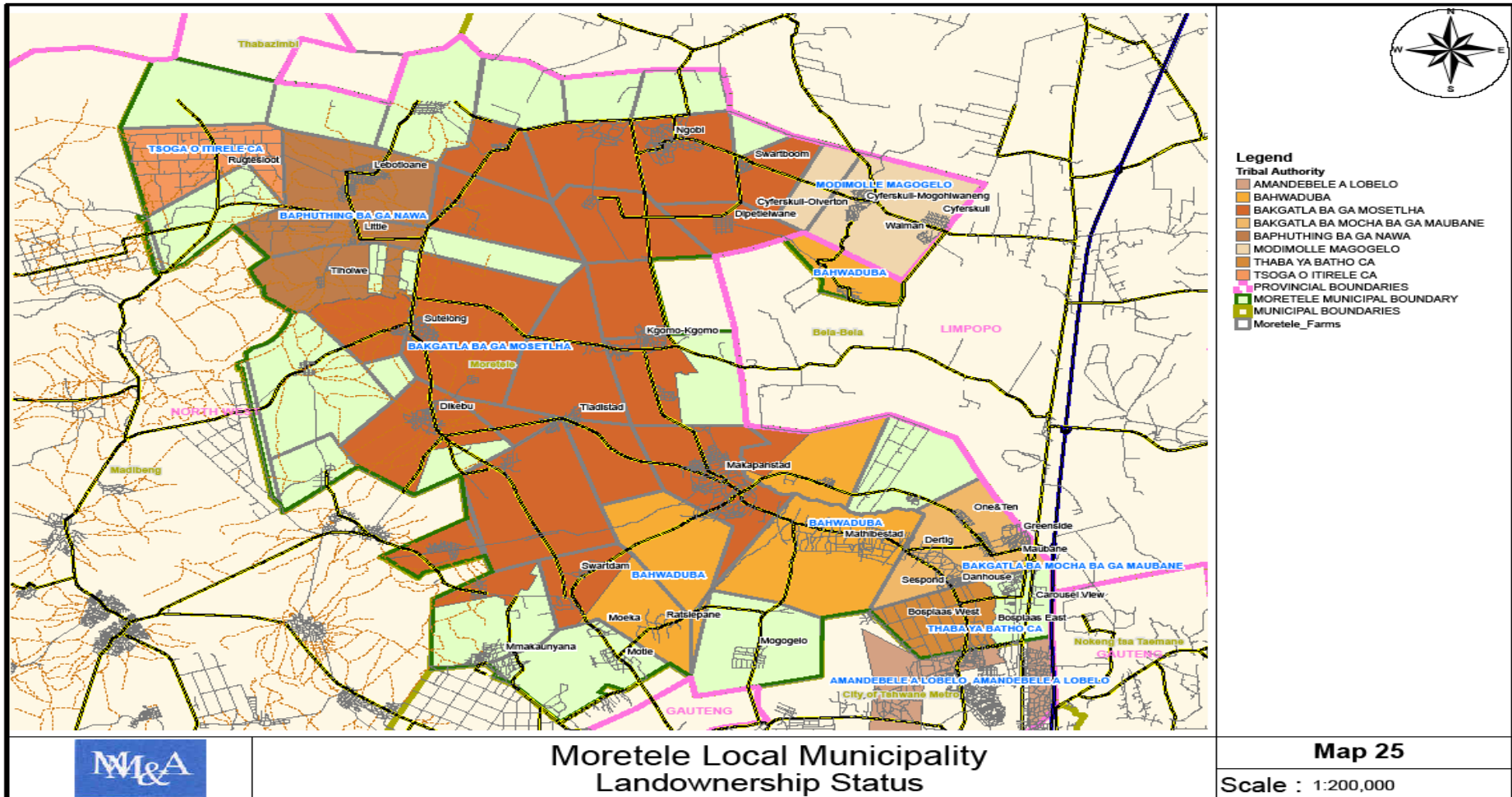
### (iii) Geographical Information

Moretele is a local municipality in the Bojanala Platinum District Municipality of the Northwest Province of South Africa. The municipality was established in 2000 and it covers an area of 1 378.7km<sup>2</sup>. It is located strategically to join four provinces namely Gauteng, Northwest, Limpopo and Mpumalanga.

### Traditional Leadership

Most of the land as depicted on the map below, falls under the leadership of the four Traditional Councils found in the Municipal area.

No	Traditional Council	Traditional Leader	Seat of Council
1.	Bahwaduba Traditional Council	Hon Kgosi Mathibe L	Mathibestad
2.	Bakgatla Ba Moseitlha Traditional Council	Hon Nchaupe Makapan	Makapanstad
3.	Bakgatla Ba Mocha Traditional Council	Hon Kgosi Maubane	Maubane
4.	Baphuthing Ba Ga Nawa Traditional Council	Hon Kgosi Nawa	Lebotloane



### 1.3.3. Key economic activities

Key economic activity	Description
Crop Framing	Vegetables, Herbs, Maize Meal, Sunflower
Cattle Farming	Cattle trading
Chicken Farming	Chicken trading, Egg production & Chicken production
Goat Farming	Trading
Tourism	Carousel Hotel: Entertainment & accommodation
Tourism	Savumash Accommodation
Mining	Extraction of sands

### 1.3.4. National key performance indicators – Municipal Financial Viability and Management (Ratios)

The table below indicates the municipality's performance in term of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area** Namely **Municipal Financial Viability and Management**.

National KPIs for financial viability and management			
Description	Basis of calculation	2021/2022	2022/2023
		Audited outcome	Audited outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	Qualified	
Total Outstanding Service Debtors to Revenue	Total Outstanding Service Debtors / annual revenue received for services	Qualified	
Debt coverage	(Total Operating Revenue – Operating Grants)/Debt service payments due within financial year	Qualified	

### 1.3.5. Organisational Development Overview

#### 1.3.5.1. Municipal Transformation and Organisational Development Highlights

Municipal Transformation and Organizational Development Highlights	
Highlights	Description
Critical senior (s.54/56) managers positions are filled	Chief Financial Officer, Director LED, Director HR, Director CDS and Director IDS positions were filled. IDS Director and CFO are appointed on permanent basis as per the Municipal Systems Amendment Act No 3 of 2022
Local Labour Forum has been established and is fully functional	Local Labour Forum is functional, and meetings are held regularly. The reconstituted LLF includes two HR Portfolio Councilors as Employer Reps

#### 1.3.5.2. Municipal Transformation and Organisational Development Challenges

Municipal Transformation and Organizational Development Challenges	
Challenge	Actions to address challenge
Poor work ethics and high percentages of absenteeism	Council approved an Abscondment Policy which internalized the application of no work principles for officials who took an official leave of absences
Persistence to virtual platforms and managing the risks attached to the virtual platforms working conditions	Development and implementation of ICT risk register. Adjusting and ensuring availability of ICT support ensures that the Municipality can still be managed on both the physical and virtual Platforms

### 1.3.6. Auditor General Reports

Legend for audit outcomes			
Unqualified	Qualified	Adverse	Disclaimed

Audited outcomes over past five financial years	
Year	Audit Outcome

2016/2017	Qualified
2017/2018	Qualified
2018/2019	Qualified
2019/2020	Qualified
2020/2021	Unqualified
2021/2022	Qualified
2022/2023	

### 1.3.7. 2022/2023 IDP/Budget Process

2022/2023 IDP/Budget Process			
Activity	Responsible person	Dates	Budget
Approval of the Process Plan	Mayor and Council	30 August 2022	R450 000
IDP Ward based Consultations	Mayor and Speaker	From 01 October to 30 November 2022	
Tabling of the Draft IDP and Budget	Mayor and Council	30 March 2023	
Final Approval	Mayor and Council	31 May 2023	

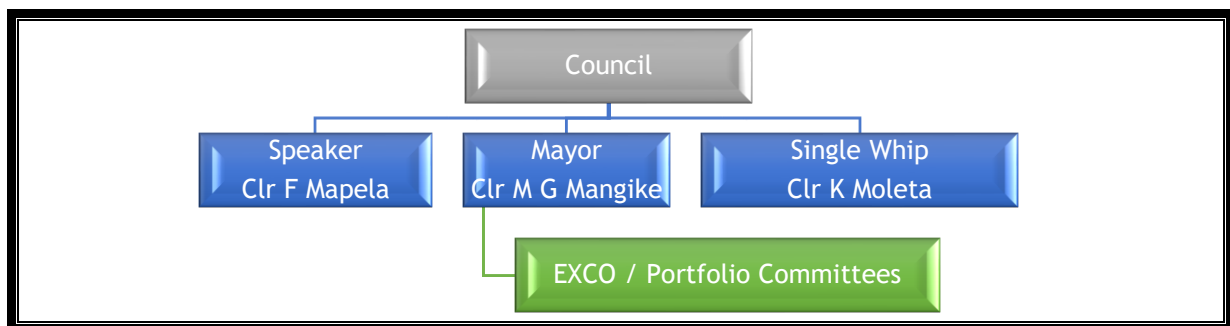
## Chapter 2: Governance

Good governance has eight major characteristics: participatory, consensus oriented, accountable, transparent, responsive, effective, and efficient, equitable and inclusive, and follows the rule of law. Governance assures that corruption is minimized, the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

### COMPONENT A: GOVERNANCE STRUCTURES

#### 2.1 Political governance structure

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and have delegated its executive function to the executive Mayor, and the Mayoral Committee. Council's primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision-makers, councilors are also actively involved in community work and the various social programmes in the municipal area.



##### 2.1.1 Council

The complete list of all Councilors, the party they belong to and the ward which they represent is included as Appendix A. Information pertaining to the percentage of Council meetings attended by each Councilor is also provided in Appendix A.

##### 2.1.2 Executive Committee

The Mayor of the Municipality, Councilor **Masango George Manyike**, assisted by the Executive Committee, heads the executive function of the Municipality. The Mayor is at the center of the system of governance, political power is vested in the mayor. This means that the mayor has an overarching strategic and political responsibility. Although accountable for the strategic direction and performance of the Municipality, the Mayor is supported by the Executive Committee, Committees of Council and accounts to Council.

<b>Members of the Executive Committee and Portfolios</b>	
<b>For the Period July 2022 to June 2023</b>	
<b>Name of member</b>	<b>Capacity</b>
M.G Manyike	Mayor
F Mapela	Speaker
K Moleta	Single Whip
M Moetjie	Chairperson of Infrastructure Development Services
F Tsoku	Chairperson of IDP/PMS
C Pete	Chairperson of Budget and Treasury
J Macheke	Chairperson of Local Economic Development
V.K Maluleke	Chairperson of Human Resources and Corporate Services
S Ndlovu	Chairperson of Community Development Services
M.G Molefe	Chairperson of Sports Arts and Culture
M Kodisang	Chairperson MPAC
M.V Mphaphudi	Chairperson Special Projects
C Shai	Chairperson Land Use and Traditional Affairs

### **2.1.3 Portfolio Committees**

Portfolio Committees are Section 80 committees in terms of the Municipal Structures Act. These are permanent committees of Council that specialize in a specific functional area of the Municipality and may in some instances make decisions on specific functional issues. They advise the Executive Committee on policy matters and make recommendations to Council.

The portfolio committees for the current executive term, their chairpersons and other information is provided in Appendix B.

## 2.2 Administrative governance structure

In terms of Section 60 of the MFMA, the Municipal Manager is the Accounting Officer of the Municipality. The Municipal Manager is the head of the administration and serves primarily as the chief custodian of service delivery and implementation of political priorities. The Municipal Manager is assisted by the Section 57 managers (MSA), who formed the management team.

<b>Administrative Governance Structure</b>		
<b>Name of official</b>	<b>Position &amp; Department</b>	<b>Performance agreement signed</b>
Mr S Ngwenya	Municipal Manager	Yes
Ms DB Klaas	CFO	Yes
Mr. Thabo Dire	Acting CFO	
Ms. B Sathekge	CFO	
Ms P Mahlo	Director: HR & Corporate Services	Yes
Mr S.H Moreriane	Director: Infrastructure Development Services.	Yes
Mr. P Molautsi	Acting Director: Infrastructure Development Services.	
Mr T Mohalanyane	Director: Local Economic Development	Yes
Ms D Lehari	Director: Community Development Services	Yes

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### 2.3. Intergovernmental Relations

**Intergovernmental Relations Framework Act 13 of 2005 intends:**

- To establish a framework for the national government, provincial government, and local government to promote and facilitate intergovernmental relations,
- To provide the mechanisms and procedures to facilitate the settlement of intergovernmental disputes, and
- To provide for the matters connected therewith.

Moretele Local Municipality maintain its good relations with stakeholders by attending and taking part in different inter-departmental engagement platforms. As the Municipality we are participating actively in programs that seeks to introduce the new District Development Model, aiming at moving away from working in silos where government initiatives are not planned together.

### **2.3.1. Local and District Intergovernmental Structure**

Moretele Intergovernmental Structure includes all local inter-department within our jurisdiction Moretele Sub-Districts such Department of Health, Department of Education, Department of Agriculture, Department of Public Works and Roads, Department of Community Safety and Transport, SAPS, Fire and Emergency Services, District Municipal Health Services, department of Sports, Arts and Culture, Department of Social Development, Office of the Premier (Community Development Workers Component)

It also includes the Ad hoc structures such as Faith-based Organization, NGO's, Children's, and Old-age Homes. We have again managed to engage continuously with our stakeholders through the established a Local Disaster Management Act Command Council. These structures meet quarterly or as and when need arises.

The Moretele Local Municipality participated in the District IGR Forums such as:  
Ward Committee Coordinators Forum.

- District Disaster Management Advisory Forum
- District Command Council
- Bojanala District Technical IGR Forum
- Bojanala District MM's Forum
- Bojanala IDP Steering Committee Meeting

### **2.3.2 National and Provincial Intergovernmental Structures**

The Moretele Local Municipality participated in different Provincial Intergovernmental Relations Structures monthly and quarterly as per invite such as:

- Premiers Coordinating Forum and the program is continuous Speaker's Forum
- SALGA Provincial Members Assembly and SALGA Conference
- Three sphere meeting (MIG Projects & Policies)
- National and Provincial Disaster Management Advisory Forum
- Provincial Treasury Risk Management & Internal Audit Forum
- Provincial Treasury MMC/MEC Forum
- MSCOA ICF
- Provincial Treasury Mid-Year Reviews/ Budget & Compliance Meetings
- EPWP Rep Forum

<b>COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION</b>
---

## 2.4. Public accountability and participation

Section 16 of the Municipal Systems Act, Act No 32 of 2000, (hereinafter referred to as the MSA) refers specifically to the development of a culture of community participation within municipalities, it provides that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose, it must encourage and create conditions for the local community to participate in the affairs of the community.

Such participation is required in terms of the following:

- The preparation, implementation, and review of the IDP.
- The establishment, implementation, and review of the performance management system.
- The monitoring and review of the performance, including the outcomes and impact of such performance; and
- The preparation of the municipal budget.

### 2.4.1. Public Meetings

#### 2.4.1.1. Ordinary public meetings

<b>Ordinary Public Meetings</b>			
<b>Nature and purpose</b>	<b>Date of event</b>	<b>Number of participating municipal Councilors</b>	<b>Number of participating municipal administrators</b>
<b>Ordinary</b>	29 July 2022	30	11
	31 October 2022	45	09
	31 January 2023	42	08
	28 April 2023	40	08

<b>Special Council meetings</b>	11 August 2022	36	12
	24 August 2022	34	10
	31 August 2022	37	09
	01 December 2022	32	04
		46	08
	31 May 2023	44	12
	08 February 2023	42	17
	28 February 2023	36	04
	31 March 2023		

#### 2.4.1.2. IDP consultation purposes and alignment

The approved process plans made provision for municipal wide consultative meetings which were held as indicated below. The meetings were used to identify community-based needs which informed the 2022/2023 IDP process.

<b>IDP Participation meetings</b>			
<b>Ward</b>	<b>Ward Councilor</b>	<b>Date</b>	<b>Time</b>
01	A Zimba	18/10/2022	10 AM
02	M Moatshe	22/10/2022	10 AM
03	C Lekalakala	28/10/2022	10 AM
04	D Sono	29/10/2022	10 AM
05	J Molefe	20/10/2022	10 AM
06	P Letlhabi	29/10/2022	10 AM
07	L Mosane	28/10/2022	10 AM
08	M Baloyi	08/10/2022	10:00
09	S Motshegoa	22/10/2022	10 AM
10	J Mathimbi	30/10/2022	10 AM
11	A Tlhabane	20/10/2022	10 AM

12	F Mashaba	23/10/2022	10 AM
13	B Sithole	15/10/2022	10 AM
14	S Ndlovu	15/10/2022	10 AM
15	N Skosana	29/10/2022	10 AM
16	S Nkoana	29/10/2022	10 AM
17	J Baloyi	30/10/2022	10 AM
18	J Motaung	08/10/2022	10 AM
19	F Modise	15/10/2022	10 AM
20	K Letlape	29/10/2022	10 AM
21	D Motlhasedi	29/10/2022	10 AM
22	D Sethole	15/10/2022	10 AM
23	E Segona	29/10/2022	10 AM
24	D Nkutshweu	16/10/2022	10 AM
25	V Mphaphudi	28/10/2022	10 AM
26	O Mamabolo	29/10/2022	10 AM

#### 2.4.1.3. Representative forums

##### Local Labor Forum

##### i. Composition

The Local Labor Forum is composed of equal representation from the trade unions and the employer, currently five representatives each. The employer representatives consist of Councilors and management, provided that the councilors make up no less than one-third of the delegation.

##### ii. Terms of Reference

The Local Labor Forum has the powers and functions regarding negotiating and/or consulting:

- On matters of mutual concern pertaining to the employer and which do not form the subject matter of negotiations at the Council or its Divisions.
- On such matters as may from time to time be referred to such forum by the Council or its Divisions.
- Provided that it may not negotiate on any matter, which has been reserved for exclusive bargaining in the Council or the Divisions.
- Concluding of Minimum Service Agreements.

Disputes over what is negotiable, what are the matters for consultation and whether a specific process constitutes enough consultation, are to be resolved through the dispute resolution mechanism of Council.

The Local Labor Forum was fully constituted as indicated in the table below.

Constituents of the Local Labour Forum	
Management Representatives	Labour Representatives
<ul style="list-style-type: none"> <li>• Mrs. P Mahlo (HR Director)</li> <li>• Mrs. D lehari (CDS Director)</li> <li>• Mr. T Mohalanyane (LED Director)</li> <li>• Cllr V.K Maluleka</li> <li>• Cllr: C Lekalakala</li> <li>• Mr J Mabasa (Secretariat)</li> </ul>	<ul style="list-style-type: none"> <li>• Mr E Moerane (SAMWU)</li> <li>• Mr C Nkwinika (IMATU)</li> <li>• Mr S Molamu (SAMWU)</li> <li>• Mr I Molefe (IMATU)</li> <li>• Ms. K Chauke (SAMWU)</li> </ul>

## COMPONENT D: CORPORATE GOVERNANCE

### 2.5. CORPORATE GOVERNANCE IN THE MUNICIPALITY

Corporate governance in the municipality consists of the set of processes, practices, policies, laws, and stakeholders affecting the way in which an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the achievement of the goals for which the institution is governed.

#### 2.5.1. Risk management

In terms of Section 62(1)(c)(i) of the MFMA, “the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control”.

To this end municipality has established a system of risk management in accordance with the MFMA and risk management standards as applicable. The governance and oversight responsibility of risk at the municipality are the responsibility of the Audit Committee and Risk Management Committee. These committees meet on a quarterly basis in accordance with the approved terms of reference.

A strategic risk assessment was conducted for 2022/2023 financial year. Strategic objectives and assumptions behind the achievement of these objectives were interrogated, to guide management to identifying strategic risks that could prevent the municipality from achieving the objectives and thus the service delivery mandate.

The following **top ten risks** have been identified during the strategic risk assessment.

<b>Top ten strategic risks</b>		
<b>No</b>	<b>Inherent risk</b>	<b>Level of risk</b>
1.	Financial instability	25
2.	Increase in UIF&W expenditure	25
3.	Inability to reach the desired audience in the dissemination of information	25
4.	Material misstatement in the quarterly and annual performance report.	25
5.	Material misstatement of assets - Assets still in use by the municipality recognised at zero value in the Assets Register	15
6.	Inadequate provision of water and sanitation to households	25
7.	Illegal dumping, Illegal land-use and land development	25
8.	Failure to identify fraud and possible corruption	25
9.	Inadequate provision and maintenance of internal roads and stormwater	25
10	Unauthorised and unrecorded leave taken	25

It is the responsibility of the management to ensure that the identified risks under their leadership are managed to an acceptable level. The Risk Management and Audit Committee has a responsibility to monitor the effectiveness of risk treatment plans implemented by management.

### **2.5.2. Fraud and Anti-corruption**

The municipality has approved the Fraud Prevention Plan, there were no matters of fraud and corruption were reported in the year under review. No acts of fraud were reported on the fraud hotline monitored by the municipality. In order to promote fraud prevention, a whistle blowing policy is in place which makes provision for employees to make confidential disclosure about suspected fraud and corruption.

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption. Section 112(1)(m)(i) of MFMA identify supply chain measures to be enforced to combat fraud and corruption, favoritism, and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

Fraud and Anti-Corruption Strategy and policy was developed and submitted to council for approval. The Fraud prevention plan was also developed and implemented for 2021/2022 financial year. A whistle blowing policy is in place which makes provision for employees to make confidential disclosure about suspected fraud and corruption.

### **2.5.3. Supply chain management**

The Supply Chain Management Policy of the Moretele Municipality is deemed to be fair, equitable, transparent, competitive, and cost-effective as required by Section 217 of the Constitution. The Supply Chain Management Policy complies with the requirements of Section 112 of the MFMA as well as the Supply Chain Regulations of 2005, but it must still be updated in terms of the revised Preferential Procurement Regulations of April 2017, to make provision for the new threshold amounts for tenders/bids.

During the year thirteen meetings were held for each committee: Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee.

#### **2.5.3.1. Supply Chain Management Policy**

Moretele Local Municipality adopted and approved a Supply Chain Management Policy outlining the process and procedures for the acquisition of goods and services by way of quotations or competitive bidding process, often referred to as the Procedure Manual for Supply Chain Management.

The policy further provides for a system on demand management, acquisition management, logistics and disposal management as well as risk and performance management.

The Procedure Manual or policy further prohibits the awarding of contracts to certain categories of persons in line with the MFMA and Municipal Supply Chain Regulations.

Ethical standards are part of the policy and detail how Supply Chain Practitioners, role players and officials must conduct themselves when dealing with supply chain issues which are not limited to procurement alone, but include other issues of competition, fair dealing, value of money, effectiveness as well as cost effectiveness as is required by the Constitution of the Republic.

The declaration of interest is emphasized and awarding to persons whose tax matters are not in order is not permissible.

Deviation from Supply Chain Management Regulations are permissible under the following circumstances:

- Emergency
- Sole Supplier
- Impractical or impossible to follow the process.
- Special works of art

The Supply Chain Management Policy is reviewed when there are policy changes as its implementation as Supply Chain is a highly regulated environment.

#### **2.5.3.2. Logistics and disposal management**

The system of logistics management deals mainly with the following aspects:

- The placing of manual orders for all acquisitions other than those from petty cash; and
- Before payment is approved, certification by the responsible officer that the goods and services has been received or rendered.

No goods, items or any inventory items were disposed of during the 2020/2021 financial year.

#### **2.5.3.3. Awards made by the Bid Adjudication Committee**

The Bid Adjudication Committee (BAC) makes recommendation to the Accounting Officer on all bids and the awarding of contracts. The BAC does not have delegated powers to make any

## TENDER AWARDED FOR 2022-2023

Item No	Project Name	Bid Number	BSC sitting date	Advert date	BEC sitting date	BAC sitting date	Appointment date	Awarded To	Bidding Amount
1.	Installation of water reticulation & yard connection in one & ten	MLM/WSIG/W/W17/22-23	02.06.2022	24.06.2022	19.08.2022	26.08.2022	12.09.2022	DPT Investment JV Ditshimega	R10,999,834.09
2.	Basic sanitation in ward 19 phase 8	MLM/S/W19/P8/22-23	03.06.2022	24.06.2022	18.08.2022	26.08.2022	29.08.2022	Onspot Investment	R3,632,409.58
3.	Construction of high mast lights in ward 14	MLM/IDS/HML/W14/22-23	03.06.2022	24.06.2022	14.08.2022	26.08.2022	29.08.2022	Morangie Construction and Projects	R7,309,584.60
4.	Appointment of professional service provider for the provision and embedding of automated performance management system for period of 36 months.	MLM/PMS/SYSTEM/2022-25	01.06.2022	24.06.2022	15.08.2022	26.08.2022	30.09.2022	Vision Activ Holdings Pty Ltd	R7,590,000.00
5.	Construction of high mast light in ward 12	MLM/IDS/HML/W12/22-23	03.06.2022	24.06.2022	08.08.2022	26.08.2022	31.08.2022	Amandla Ethu Construction and Civils 492 Pty Ltd	R7,791,729.55
6.	Installation of water reticulation and yard connection in ward 14	MLM/WSIG/W/W/14/22-23	31.05.2022	24.06.2022	16.08.2022	30.08.2022	31.08.2022	Chamasoga Construction	R7,256,771.35
7.	Installation of water reticulation & yard connections in Kgomo-Kgomo (Ward 21)	MLM/WSIG/W/W21/22-23	31.05.2022	24.06.2022	26.08.2022	30.08.2022	31.08.2022	Masheleni Trading	R3,714,736.74

8.	Rehabilitation of internal roads in ward 25 (Ga-Moeka)	MLM/R&SW/W25/22-23	09.06.2022	24.06.2022	19.08.2022	30.08.2022	31.08.2022	DPT Investment JV Ditshimega	R6,982,340.97
9.	Basic sanitation in ward 26 phase 6	MLM/S/W26/P6/22-23	03.06.2022	24.06.2022	29.08.2022	23.09.2022	30.09.2022	Tirusamo Trading	R4,864,106.00
10.	Appointment of a panel of accredited service providers to render various specialized trainings as an when required for the implementation of Moretele Local Municipality Workplace Skills Plan for a period of 36 months	MLM/HR/ATSP/2022-25	07.06.2022	24.06.2022	29.08.2022	23.09.2022	30.09.2022	<ul style="list-style-type: none"> <li>• Tshepang Consulting and Projects</li> </ul>	Appointment is based on quotations
								<ul style="list-style-type: none"> <li>• Nyeleti Medical Services Pty Ltd</li> </ul>	Appointment is based on quotations
								<ul style="list-style-type: none"> <li>• Makgoka Development</li> </ul>	Appointment is based on quotations
11.	Appointment of a panel of service providers for supply and delivery of personal protective equipment (General Supplies), emergency Covid -19 and future procurement to the Moretele Local Municipality for a period of 36 months as an when required.	MLM/HR/PPE/2022-25	06.06.2022	24.06.2022	08.08.2022	23.09.2022	30.09.2022	<ul style="list-style-type: none"> <li>• Moonlight</li> <li>• Busang Tshwene</li> </ul>	Appointment is based on quotations
12.	Appointment of a panel of service providers for supply and delivery of stationery, office consumables, toners and cartridges at Moretele Local Municipality for a period of 36 months as an when required.	MLM/SCM/SOC/2022-25	06.06.2022	24.06.2022	02.09.2022	23.09.2022	30.09.2022	<ul style="list-style-type: none"> <li>• Tesane Trading and Projects Pty Ltd</li> <li>• MLO Group Pty Ltd</li> <li>• Rofika Trading and Projects</li> <li>• AMO</li> <li>• Flexi Associates Pty Ltd</li> </ul>	Appointment is based on quotations

13.	Re- Advert: Appointment of consulting companies to provide compliance investigation services on unauthorised, irregular and fruitless & wasteful expenditure (UIF & W) expenditure and competencies of the register to Moretele Local Municipality as an when required for a period of three (3) years (36 Months)	MLM/SCM/UIF&W/2022-25.	01.06.2022	24.06.2022	15.09.2022	23.09.2022	05.10.2022	<ul style="list-style-type: none"> <li>• Modibedi Sebele Phetoe Attorneys</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Bright Path Business Consultants</li> </ul>	Appointment is based on quotations
14.	Invitation for panel of service providers for proposals to provide professional engineering services towards planning, designing and construction monitoring of internal roads & storm water in various wards for a period of 36 months.	MLM/PSP/R&S/2022-25	13.07.2022	21.07.2022	27.09.2022	24.10.2022	05.10.2022	<ul style="list-style-type: none"> <li>• Morula Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Nemorango Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Jusben Consulting Engineers</li> <li>•</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Nevhotalu Consulting Engineers</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• DPT Civil Structural JV</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Tshatshu Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>• Ayema Projects Pty</li> </ul>	Appointment is based on quotations

							05.10.2022	<ul style="list-style-type: none"> <li>MER Consulting Engineers</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Calibre Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Sejagobe Engineers cc</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>JTML Consulting Engineers Pty Ltd</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Letsheng Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>SML Projects</li> </ul>	Appointment is based on quotations
15.	Invitation for panel of service providers for proposals to provide professional engineering services towards planning, designing and construction monitoring of high mast light in various wards for a period of 36 months.	MLM/PSP/HL/2022-25	14.07.2022	21.07.2022	21.09.2022	23.09.2022	05.10.2022	<ul style="list-style-type: none"> <li>Jusben Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Calibre Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Math Engineering</li> </ul>	Appointment is based on quotations
16.	Invitation for panel of service providers for proposals to provide professional engineering services towards planning, designing and construction monitoring of water in various wards for a period of 36 months.	MLM/PSP/W/2022-25	13.07.2022	21.07.2022	29.09.2022	24.10.2022	05.10.2022	<ul style="list-style-type: none"> <li>Morula Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Nemorango Consulting</li> </ul>	Appointment is based on quotations

							05.10.2022	<ul style="list-style-type: none"> <li>Nevhotalu Consulting Engineers</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>DPT Civil Structural JV</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Tshatshu Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Ayema Projects Pty</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Letsheng Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>MER Consulting Engineers</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Sejagobe Engineers cc</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>JTML Consulting Engineers Pty Ltd</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>SML Projects</li> </ul>	Appointment is based on quotations
17.	Appointment of additional [= firms for provision of legal services for a period of 12 months	MLM/HR/LF/2022-23	08.06.2022	28.06.2022	28.09.2022	30.09.2022	05.10.2022	<ul style="list-style-type: none"> <li>Mosire Tsiane Attorneys</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Kgomo Attorneys INC</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>K.E Maake Attorneys</li> </ul>	Appointment is based on quotations

18.	Invitation for panel of service providers for proposals to provide professional engineering services towards planning, designing and construction monitoring of basic sanitation in various wards for a period of 36 months.	MLM/PSP/S/2022-25	13.07.2022	21.07.2022	22.09.2022	30.09.2022	05.10.2022	<ul style="list-style-type: none"> <li>Morula Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Nemorango Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Nevhotalu Consulting Engineers</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>DPT Civil Structural JV</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Tshatshu Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Ayema Projects Pty</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Letsheng Consulting</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>Sejagobe Engineers cc</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>JTML Consulting Engineers Pty Ltd</li> </ul>	Appointment is based on quotations
							05.10.2022	<ul style="list-style-type: none"> <li>SML Projects</li> </ul>	Appointment is based on quotations

19.	Appointment of panel of service providers to provide maintenance of municipal buildings for a period of 36 months	MLM/HR/PSP – MAINTENANCE/B/2022-25	15.07.2022	21.07.2022	09.09.2022	04.11.2022	07.12.2022	• MLO Group	Appointment is based on quotations
							07.12.2022	• MBJ Edwin Construction	Appointment is based on quotations
							07.12.2022	• DZR Holdings Pty Ltd	Appointment is based on quotations
							07.12.2022	• Hude General Construction PTY LTD	Appointment is based on quotations
20.	Appointment of panel of service providers to provide maintenance of air-conditioners for a period of 36 months	MLM/HR/PSP – MAINTENANCE/AC/2022-25	07.06.2022	24.06.2022	29.08.2022	24.10.2022	28.10.2022	• Mamosamo Trading and Projects	Appointment is based on quotations
							28.10.2022	• Sumaru Projects	Appointment is based on quotations
21.	Appointment of a service provider to arrange air travel, accommodation and car rental and /or shuttle transport for the Moretele Local Municipality for a period of 36 month.	MLM/SCM/TMS/2022-2025.	07.06.2022	24.06.2022	19.09.2022	23.09.2022	30.09.2022	• Sallylee Travel	Appointment is based on quotations
								• Moretele Travelling Agency	Appointment is based on quotations
22.	Mmakaunyane village ground water source development and optimization of the existing water reticulation system at Mmakaunyane village: ward 08	MLM/WSIG/W/W8/22-23	17.10.2022	27.10.2022	06.12.2022	08.12.2022	08.12.2022	• On Spot Investment	R13,969,071.26
23.	Upgrading of bulk water supply and installation of water reticulation & yard connection in Ngobi & Jumbo	MLM/W/W6/N&J/22-23	18.10.2022	26.10.2022	30.11.2022	08.12.2022	08.12.2022	• Amandla Ethu Construction and Civils 492 Pty Ltd	R33,817,353.48
24.	Invitation for proposals to provide professional engineering services and construction of ward 20 community hall (Turnkey)	MLM/TK/CMH/W20/22-23	19.10.2022	27.10.2022	21.11.2022	02.12.2022	08.12.2022	• All Dimensions Enterprises Pty Ltd and Hiend Group Pty Ltd JV	R7,372,889.20

25.	Refurbishment and Alterations to Moretele driving licence centre	MLM/DLTC/22-23	11.10.2022	27.10.2022	18.12.2023	27.01.2023	20.02.2023	Clemvic Holdings	R687 137.00
26.	Appointment of contractor for supply and installation of precast concrete palisade fence at Tladistad cemetery	MLM/CF/W10/22-23	11.10.2022	26.10.2022	08.12.2023	2.01.2023	01.02.2023	Nkateko Pty Ltd Moreje Construction	R793 132.00
27.	Appointment of a service provider for construction of mayoral security wall	MLM/MAYORALW/22-23	12.10.2022	26.10.2023	19.01.2023	10.02.2023	10.02.2023	MBJ Edwin Construction and Developers Pty Ltd	R480 000.00
28.	Upgrading of internal roads & storm water in ward 19(Phase 1)	MLM/W19/RSW/P1/22-23	14.10.2022	27.10.2022	01.12.2022	22.02.2023	22.02.2023	Onspot Investments Pty Ltd	R10,994,232.16
29.	Upgrading of internal roads & storm water in ward 9 (Phase 4)	MLM/R&SW/W9/P4/22-23	14.10.2022	27.10.2023	11.01.2023	22.02.2023	22.02.2023	Kumula Investments	R10,550,814.73
30.	Ward 5 Basic Sanitation Phase 6	MLM/S/W5/P6/22-23	08.02.2023	26.02.2023	24.03.2023	27.03.2023	28.03.2023	Onspot Investments Pty Ltd	R7,999,743.00
31.	Water Supply Of (Moeka, Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane and Noroki Villages) With Reticulation and Installation Of Yard Connections To (Moeka Village) – Schedule A – Pumping Main And Gravity Bulk Pipeline	MLM/WS/VW/2022-24 - SCHEDULE A	08.02.2023	26.02.2023	22.03.2023	27.03.2023	28.03.2023	Amandla Ethu Construction and Civils 492 Pty Ltd	R38,456,566.31
32.	Water Supply Of (Moeka, Ga-Motle, Ratsiepane, Kromkuil, Mmmakaunyane and Noroki Villages) With Reticulation and Installation Of Yard Connections To (Moeka Village) – Schedule B – 3.5ml Reservoir Makaunyane Storage Tank, And Elevated Tanks At Moeka, Ga Motle, Ratsiepane, Kromkuil And Norokie Villages	MLM/WS/VW/2022-24 - SCHEDULE B	08.02.2023	26.02.2023	22.03.2023	27.03.2023	28.03.2023	Kumula JV Tesane	R48,941,655.06

33.	Compilation of new valuation roll in Terms of the provision of the Local Government Municipal Property Rates Act, 2004[Act No. 6 of 20004] as amended for implementation and the maintenance of such valuation roll by supplementary valuation in respect of all rateable property situated within the area of jurisdiction of the Moretele Local Municipality for the period of 60 Months	MLM/BTO/COVB/2023-2028	20.02.2023	27.02.2023	31.03.2023	05.05.2023	17.05.2023	TT Property Consultants	R5,263,394.75
34.	Appointment of service providers for the cleaning of the illegal dump hotspots	MLM/LED/ILLEGAL/DUMP/HOTSPOTS/02/2023	20.02.2023	26.02.2023	27.03.2023	05.05.2023	09.05.2023	• Medirelo Trading and Projects	R12,600,000.00
								• Dertig Trading	R12,600,000.00

No appeals were lodged by the bidders that submitted bids during the 2022/2023 financial year.

The municipality has established the Financial Misconduct Board to investigate all matters which relate to MFMA transgressions and financial misconduct.

#### 2.5.4. By-Laws

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies. The Municipality has developed and reviewed any by-laws during the 2022/2023 financial year.

#### 2.5.5. Municipal Website

The website address of the Municipality is [www.moretele.gov.za](http://www.moretele.gov.za). The website is an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance.

In term of Section 75 of the MFMA and Section 21A of the MSA the Accounting Officer (Municipal Manager) must ensure that certain documents must be published on the Municipality's website. It is required by Section 75((2) that the above-mentioned documents be placed on the website of the Municipality not later than five (5) days after its tabling in the council or on the date on which it must be made public, whatever occurs first.

The checklist in the table below indicates compliance with Section 75 of the MFMA and Section 21A of the MSA.

<b>Website Checklist</b>	
<b>Documents published on the website</b>	<b>Yes/No</b>
Mission & Vision	Yes
IDP	Yes
Budget	Yes
Reports	Yes
Policies	Yes
Acts	Yes
Awarded Tenders	Yes
Notice/registers	Yes

#### 2.5.6. Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa,

Act 108 of 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy, and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the above-mentioned legislation for the to exercise their rights in this respect. Our democratic government is committed to the principle of Batho Pele and this, in simple terms, means that Councilors elected to represent the community and those officials employed to serve the community must always put the people first in what they do.

South Africa has adopted a system of developmental local government, which addressed the inequalities, and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communication must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value-for-money, and efficiencies. They should ideally endeavor to close the communication-consultation loop, in other words tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

Below is a communication checklist that indicates the compliance with the communication requirements.

<b>Communication checklist</b>	
<b>Communication activities</b>	<b>Yes/No</b>
Communication unit	Yes
Communication strategy	No
Communication policy	Yes
Customer satisfaction surveys	Yes
Functional complaint management systems	Yes
Newsletters* distributed at least quarterly	No

\* The newsletter is **Kgatelo Pele**.

### **2.5.7. Public Satisfaction on Municipal Services**

The Municipality is committed to continuously improve service delivery. Comments on public satisfaction is encouraged at ward committee meetings. The feedback from the community is communicated to the relevant departments at the municipality.

### **2.5.8. Oversight Committees and Structure**

<b>MPAC Members and Attendance of Meetings in the 2022/ 2023 Financial Year</b>					
<b>No.</b>	<b>NAME AND SURNAME OF MPAC MEMBERS</b>	<b>NUMBER OF MEETINGS HELD</b>	<b>NUMBER OF MEETINGS ATENDED</b>	<b>NUMBER OF MEETINGS ABSENT</b>	<b>APOLOGY TENDERED AND ACCEPTED</b>
1)	<b>Cllr M.D Kodisang</b>	<b>22</b>	<b>22</b>	<b>None</b>	<b>None</b>
2)	<b>Cllr C. Moatshe</b>	<b>22</b>	<b>20</b>	<b>02</b>	<b>02</b>
3)	<b>Cllr D. Nkutshweu</b>	<b>22</b>	<b>16</b>	<b>6</b>	<b>6</b>
4)	<b>Cllr P. Letlhabi</b>	<b>22</b>	<b>18</b>	<b>4</b>	<b>4</b>
5)	<b>Cllr. D. Mathimbi</b>	<b>22</b>	<b>09</b>	<b>13</b>	<b>13</b>
6)	<b>Cllr L. Moselane</b>	<b>22</b>	<b>19</b>	<b>03</b>	<b>03</b>
7)	<b>Cllr S.D Mbekwa</b>	<b>22</b>	<b>11</b>	<b>11</b>	<b>11</b>

#### **2.4.8.1 Municipal Public Accounts Committee**

Municipalities must establish Municipal Public Accounts Committees (MPAC) in terms of the provisions of the Local Government Municipal Structures Act 117 of 1998 and the MFMA to serve as an oversight committee to exercise oversight over the executive obligations of Council. The MPACs assist Council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By so doing, the MPAC would help to increase Council and public awareness of the financial and performance issues of the municipality and its entities.

#### **MPAC MEETING DATES**

1.	28 <sup>th</sup> July 2022 – MPAC Members - details
2.	14 <sup>th</sup> – 16 <sup>th</sup> September 2022 – MPAC Strategic Plan
3.	26 <sup>th</sup> September 2022, - MPAC Special MPAC Virtual Meeting- 6.1. MPAC 2022/2023 Workplan Roles and Responsibilities of support Staff. Training of MPAC members, PAC & IDS Joint meeting (Projects Visit)
4.	12 <sup>th</sup> October 2022 – MPAC Special Meeting
5.	22 <sup>nd</sup> October 2022
6.	18 <sup>th</sup> January 2023 – MPAC Special Meeting

7.	26th JANUARY 2023 - SPECIAL MPAC MEETING
8.	27 <sup>th</sup> January 2023 - SCM report for the quarter ending 31st of December 2022,
9.	MPAC VBS investigation final report NO: MLM 1303-01-2023
10.	06 <sup>th</sup> February 2023 – 2021/2022 Annual Report and MPAC Activity Plan
11.	09 <sup>TH</sup> February 2023 – Risk Committee, Audit Committee, and Internal Audit
12.	10 FEBRUARY 2023: 2021 / 2022 MPAC OVERSIGHT ENGAGEMENTS WITH MANAGEMENT
13.	10 <sup>th</sup> March 2023 – Joint MPAC & IDS Portfolio Engagement – 2021 /2022 Capital Project Identifications
14.	13 <sup>th</sup> March 2023 – Project Visit – Makapanstad Ward 20 Internal Roads, Ngobi Water Supply
15.	15 <sup>th</sup> March 2023 – Project visit – Ward 5 Water Supply- Greater Maubane Internal Roads
16.	16 <sup>th</sup> March 2023 – Tladistad SASSA Public Participations
17.	17 <sup>th</sup> MARCH 2023 – Maubane Agrico Public Participations
18.	22 <sup>nd</sup> March 2023 – Ward 5 Water Supply Phase - Interventions
19.	23 <sup>rd</sup> – 25 <sup>th</sup> March 2023 -2021/2022 MPAC OVERSIGHT CONSOLIDATION MEETING
20.	26 <sup>th</sup> March 2023 – Meeting with FBD
21.	4 <sup>th</sup> April 2023 – Ward 5 Water Supply interventions
22.	29 <sup>th</sup> June 2023 – MPAC Special Virtual Meeting

### **Chapter 3: Service Delivery Performance**

This chapter provides an overview of the key service achievements of the municipality that came to fruition during 2022/2023 in terms of the deliverables achieved compared to the key performance objectives and indicators in the IDP. It furthermore includes an overview on achievement in 2021/2022 compared to actual performance in 2022/2023.

#### **3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION**

Performance management is a process which measures the implementation of the organization's strategy. It is also a management tool to plan, monitor, measure, and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for local government. Performance management provides the mechanism to measure whether targets to achieve its strategic goals, are met. Targets and strategic goals are set by the Municipality and its employees.

### **3.1.1 Legislative requirements**

The Constitution, Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an “accountable government”. The democratic values and principles in terms of Section 195(1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- The promotion of efficient, economic, and effective use of resources,
- Accountable public administration
- To be transparent by providing information,
- To be responsive to the needs of the community, and
- To facilitate a culture of public service and accountability amongst staff.

The MSA requires municipalities to establish a performance management system. Further, the MSA and the MFMA require the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

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

In terms of section 46(1)(a) a municipality must prepare for each financial year a performance report reflecting the municipality’s and any service provider’s performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

### **3.1.2 Organisational performance**

Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective, and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported

on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the National Key Performance Areas, performance on the National Key Performance Indicators prescribed in terms of Section 43 of the Municipal Systems Act, 2000 and an overall summary of performance on a functional level and in terms of municipal services.

### **3.1.3. The performance management system followed for 2022/2023**

#### **3.1.3.1. The Performance Management Framework**

The municipality adopted a performance management policy and was approved by Council on the June 2023.

#### **3.1.3.2. The IDP and the budget**

The IDP and Budget for 20223/2024 was approved by Council on the 31 May 2023. The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation, management, monitoring and evaluation of the IDP.

#### **3.1.3.3. The Service delivery and Budget Implementation Plan**

The organizational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organizational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget. The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned.
- The budget must address the strategic priorities.
- The SDBIP should indicate what the municipality is going to do during next 12 months.
- The SDBIP should form the basis for measuring the performance against goals set during the budget/IDP processes.

The SDBIP were prepared as described in the paragraphs below and the Top Layer SDBIP approved by the mayor as required by applicable legislation.

#### **Top Layer SDBIP (Municipal Scorecard)**

The municipal scorecard (top layer SDBIP) consolidates service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality, reflecting performance on its strategic priorities. Components of the Top Layer SDBIP include:

- One-year detailed plan but should include a three-year capital plan.
- The 5 necessary components include:
- Monthly projections of revenue to be collected for each source.
- Expected revenue to be collected NOT billed.
- Monthly projections of expenditure (operating and capital) and revenue for each vote.
- Section 71 format (Monthly budget statements)
- Quarterly projections of service delivery targets and performance indicators for each vote
- Non-financial measurable performance objectives in the form of targets and indicators\*
- Output NOT input / internal management objectives.
- Level and standard of service being provided to the community.
- Ward information for expenditure and service delivery
- Detailed capital project plan broken down by ward over three years.

Top layer key performance indicators (KPIs) were prepared based on the following:

- KPIs for the programmes/activities identified to address the strategic objectives as documented in the IDP.
- KPIs identified during the IDP and KPIs that need to be reported to key municipal stakeholders.
- KPIs to address the required National Agenda Outcomes, priorities, and minimum reporting requirements; and
- The municipal turnaround strategy (MTAS).

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the portfolios of evidence for reporting and auditing purposes.

### **Departmental SDBIPs (scorecard)**

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It was compiled by senior managers for their directorate and consists of objectives, indicators and targets derived from the approved Top Layer SDBIP, the approved budget and measurable service delivery indicators related to each functional area.

KPIs were developed for Council, the Office of the Municipal Manager and for each Directorate. The KPIs were developed in such a manner that it:

- Address the KPIs for the relevant section on department responsible for the KPIs.
- Include the capital projects' KPIs for projects by aligning the targets with the projected monthly budget and project plans.
- Address the key departmental activities; and

- Each KPI have clear monthly targets and are assigned to the person responsible for the KPIs.

### **Reporting Actual performance**

KPI owners report on the results of the KPI by documenting the following information:

- The actual results in terms of the target set.
- The output/outcome of achieving the KPI.
- The calculation of the actual performance reported. (If %).
- A performance comment; and
- Actions to improve the performance against the target set if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

### **3.1.4. Performance Management**

The municipality adopted a performance management framework that was approved by Council on the 31 May 2023.

#### **3.1.4.1. Organisational Performance**

The organizational performance is monitored and evaluated via the SDBIP, and the performance process can be summarized as follows:

- The combined top layer and technical SDBIP was approved by 31 May 2023.
- The Section 72 report in prepared terms of the Municipal Finance Management Act, which was submitted to the Mayor by January 2023.

#### **3.1.4.2. Individual Performance Management**

##### **Municipal Manager and managers directly accountable to the Municipal Manager**

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance-based agreements with the all s57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2022/2023 financial year were signed during July 2022 as prescribed.

For the period under review, no evaluations were conducted as required by Section of the Regulations 2006.

##### **Other municipal personnel**

The municipality is in process of implementing individual performance management to lower-level staff in annual phases.

## **3.2. INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2022/2023**

### **3.2.1. Strategic Service Delivery and Budget Implementation Plan (Top Layer)**

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section as stated in the IDP should provide an overview of the strategic achievements of the municipality in terms of the strategic intent and deliverables achieved IDP. The top layer SDBIP is the municipality's strategic plan and shows the strategic alignment between the IDP, Budget and Performance Agreements.

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the five National Key Performance Areas (NKPAs) linked to the Municipal KPAs and IDP (strategic) objectives.

### 3.2.1.1. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

#### 3.2.1.1.1. Infrastructure Development Services

<b>1. National Outcome</b>		National Outcome Responsive, Accountable, Effective And Efficient Local Government System														
<b>NDP Chapters</b>		Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption														
<b>Municipal Strategic Objectives</b>		To ensure access to sustainable services and infrastructure to all households														
<b>Strategic Goals</b>		SG IDS: To optimize access to water services, To enhance human dignity through adequate sanitation, To promote and to ensure integrated and safe road networks, To ensure access to safe and habitable public facilities														
<b>Key Performance Area</b>		Basic Services and Infrastructure Development														
<b>Outcome</b>		To enhance human dignity through adequate sanitation														
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
2.1	Output	Ablution facilities constructed in various wards			Number (250) of Bio tech toilets constructed by June 2023 in ward 5			Q2 and Q3: Completion certificate, beneficiary list & Happy letter			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance

TARGET: Number	250	0	0	0	100	250	-150	150	0	-150	0			250	250	0
CAPITAL: N/A	8400000	0	0	0	0	0	0	8400000			0			8400000	3116653.94	5283346.06
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator															
Variance Reasons	Target to 550 Bio-Tech toilets of which 300 was made for new appointment of Service provider															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Annual Target achieved in 2 <sup>nd</sup> Quarter															
Reference No	Planning Level	MSCOA Project	Key Performance Indicator					Evidence					Responsible Department	Responsible Person		
2.2	Output	Ablution facilities constructed in various wards (Ward 26)	Number (165) of VIP toilets constructed by June 2023 in ward 26					Q1: Appointment letter & Minutes Q2: Progress report Q3: Completion certificate, beneficiary list & Happy letter					Infrastructure Development Services	Infrastructure Development Services Director		
UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Full term										

	Annual Plan	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	120	0	0	0	50	50	0	115	115	0	0			165	165	0	
CAPITAL: N/A	5000000	0	0	0	0	0	0	0	0	0	0	0	0	5000000	4864106	135894	
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0	
Calculations Applied	Progressive Indicator,																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments	Annual Target achieved in 2 <sup>nd</sup> Quarter																
Reference No	Planning Level	MSCOA Project				Key Performance Indicator				Evidence				Responsible Department		Responsible Person	
2.4	Output	Ablution facilities constructed in various wards				Number (216) of VIP toilets constructed by June 2023 in various Wards				Q1: Completion certificate, & Happy letter				Infrastructure Development Services		Infrastructure Development Services Director	

UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	216	216	216	0	0	0	0	0			0			216	216	0
CAPITAL: N/A	3890834	3890834	2096171.84	1794662.16	0	0	0	0			0			3890834	2096171.84	1794662.16
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project				Key Performance Indicator				Evidence			Responsible Department		Responsible Person	
2.3	Output	Ablution facilities constructed in various wards (Mathibestad)				Number (90) of Bio tech toilets constructed by June 2023 in Mathibestad				Q1: Appointment letter & Minutes Q2: Progress report Q3:			Infrastructure Development Services		Infrastructure Development Services Director	

								Completion certificate, beneficiary list & Happy letter										
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term				
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance		
TARGET: Number	110	0	0	0	40	110	-70	50	0	-50	0	0	0	110	110	0		
CAPITAL: N/A	4046109.09	0	0	0	0	0	0	0	0	0	0	0	0	4046109.09	4335092.77	- 288983.68		
OPERATING: N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Calculations Applied	Progressive Indicator,																	
Variance Reasons	Under Budgeted																	
Corrective Actions	Made Adjustments																	
Comments	Achieved																	
Line Manager Comments																		
Reference No	Planning Level	MSCOA Project					Key Performance Indicator					Evidence					Responsible Department	Responsible Person

2.1N	Output	Ablution facilities constructed in various wards by June 2023			Number (300) of Bio tech toilets constructed by June 2023 in ward 5			Q3: Appointment Letter & Minutes Q4: Completion certificate, beneficiary list & Happy letter			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	300	0	0	0	0	0	0	0			300	300	0	300	300	0
CAPITAL: Capex	10000000	0	0	0	0	0	0	0			0			0	8969796.47	1030203.53
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
2.5N	Output	Ablution facilities constructed in various wards (Ward 1)			Number (250) of VIP toilets constructed by June 2023 in ward 1			Q3: Appointment letter & Minutes Q4: Completion certificate, & Happy letter			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	250	0	0	0	0	0	0	0			250	250	0	250	250	0
CAPITAL: Capex	7742838.48	0	0	0	0	0	0	0			0			7742838.48	6137207.10	16.5631.38
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied		Progressive Indicator,														
Variance Reasons		N/A														
Corrective Actions		N/A														
Comments		Achieved														
Line Manager Comments																

<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
<b>Municipal Strategic Objectives</b>	To ensure access to sustainable services and infrastructure to all households
<b>Strategic Goals</b>	SG IDS: To optimise access to water services, To enhance human dignity through adequate sanitation, To promote and to ensure integrated and safe road networks, To ensure access to safe and habitable public facilities
<b>Key Performance Area</b>	Basic Services and Infrastructure Development
<b>Outcome</b>	To enhance public safety through sustainable public lighting

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
5.1	Output	Community lighting erected for improved public safety in Mathibestad			Number (16) of high mast-lights erected by June 2023 in Mathibestad			Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	16	0	0	0	0	0	0	0	0	0	16	16	0	16	16	0
CAPITAL: N/A	9668976.39	0	0	0	0	0	0	0	0	0	9668976.39	8968341.80	700634.59	9668976.39	8968341.80	700634.59

OPERATING: N/A	0	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project						Key Performance Indicator			Evidence			Responsible Department		Responsible Person	
5.2	Output	Community lighting erected for improved public safety in Ward 14						Number (15) of high mast-lights erected by June 2023 in Ward 14			Q4: Completion certificate			Infrastructure Development Services		Infrastructure Development Services Director	
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	15	0	0	0	0	0	0	0	0	0	15	15	0	15	15	0	
CAPITAL: N/A	9065300	0	0	0	0	0	0	0	0	0	9065300	8464616.01	600683.99	9065300	8464616.01	600683.99	

OPERATING: N/A	0	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
<b>Municipal Strategic Objectives</b>	To ensure access to sustainable services and infrastructure to all households																
<b>Strategic Goals</b>	SG IDS: To optimise access to water services, To enhance human dignity through adequate sanitation, To promote and to ensure integrated and safe road networks, To ensure access to safe and habitable public facilities																
<b>Key Performance Area</b>	Basic Services and Infrastructure Development																
<b>Outcome</b>	To ensure access to safe and habitable public facilities (IDS)																

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
4.1	Output	Community Hall constructed by June 2023 in Ward 20			Number (1) of community Hall constructed by June 2023 in Ward 20			Q1: Appointment letter & Minutes Q2-Q3: Progress report Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	0			1	1	0	1	1	0
CAPITAL: N/A	8000000	0	0	0	0	0	0	0	0	0	8000000	7113755.89	886244.11	8000000	7113755.89	886244.11
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Progressive Indicator,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																

<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
<b>Municipal Strategic Objectives</b>	To ensure access to sustainable services and infrastructure to all households
<b>Strategic Goals</b>	SG IDS: To optimise access to water services, To enhance human dignity through adequate sanitation, To promote and to ensure integrated and safe road networks, To ensure access to safe and habitable public facilities
<b>Key Performance Area</b>	Basic Services and Infrastructure Development
<b>Outcome</b>	To optimise access to water services

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.1	Output	Additional households connected to the water networks in ward 17 (One & Ten)			Number (304) of households with piped water inside the yard by June 2023 in ward 17 (One & Ten)			Q1: Appointment letter & Minutes Q2 & Q3: Progress report Q4: Completion certificate, beneficiary list & Happy letter			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	304	0	0	0	0	0	0	100	100	0	204	204	0	304	304	0

CAPITAL: Capex	15000000	0	0	0	0	0	0	0	0			0			15000000	12130247.79	2869752.21
OPERATING: N/A	0	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person			
1.2	Output	Increased water supply to the existing water reticulation pipeline.			Number (6) of boreholes drilled with booster pump, construction of pipeline & installation of elevated Steel Tank in Ward 08 by June 2023			Q1: Appointment letter & Minutes Q2 & Q3: Progress report Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director			
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	

TARGET: Number	6	0	0	0	0	0	0	0			6	6	0	6	6	0
CAPITAL: N/A	25000000	0	0	0	0	0	0	0			25000000	20287697.24	4712302.76	25000000	20287697.24	4712302.76
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project	Key Performance Indicator			Evidence			Responsible Department		Responsible Person					
1.3	Output	Additional households connected to the water networks	Number (100) of households with piped water inside the yard by June 2023 in ward 21 (Kgomo Kgomo)			Q1: Appointment letter & Minutes Q2 & Q3: Progress report Q4: Completion certificate & beneficiary list/Happy letters			Infrastructure Development Services		Infrastructure Development Services Director					
UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Full term										

	Annual Plan	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	100	0	0	0	0	0	0	0			100	100	0	100	100	0	
CAPITAL: N/A	5000000	0	0	0	0	0	0	0			5000000	4580922.66	419077.34	5000000	4580922.66	419077.34	
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0	
Calculations Applied	Cumulative Indicator																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project				Key Performance Indicator				Evidence				Responsible Department		Responsible Person	
1.6	Output	Additional households connected to the water networks in ward 6 (Ngobi & Jumbo)				Number (6) of boreholes drilled construction of water reticulation & elevated tanks by June 2023 in ward 6 (Ngobi & Jumbo)				Q1: Appointment letter & Minutes Q2-Q3: Minutes & Progress report Q4: Completion certificate				Infrastructure Development Services		Infrastructure Development Services Director	

UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Fullterm			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	6	0	0	0	0	0	0	0			6	2	-4	6	2	-4	
CAPITAL: N/A	15000000	0	0	0	0	0	0	0			15000000	17719562.85	-2719562.85	15000000	17719562.85	-2719562.85	
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0	
Calculations Applied	Cumulative Indicator																
Variance Reasons	Delayed start of the project due to late approval letter from COGTA																
Corrective Actions	To be finalized next financial year																
Comments	Not Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project				Key Performance Indicator				Evidence				Responsible Department		Responsible Person	
1.7	Output	Additional households connected to the water networks in ward 25 (Ratjhepane, Motla and Moeka)				Percentage (100) completion of construction of water reticulation &				Q3: Appointment letter & Minutes Q4: Completion certificate				Infrastructure Development Services		Infrastructure Development Services Director	

			communal standpipes by June 2023 in ward 25 (Ratjiepene, Motla & Moeka)														
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Percentage	100	0	0	0	0	0	0	0			100	100	0	100	100	0	
CAPITAL: N/A	15000000	0	0	0	0	0	0	0			15000000	13420088.51	1579911.49	15000000	13420088.51	1579911.49	
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0	
Calculations Applied	Progressive Indicator,																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project					Key Performance Indicator				Evidence			Responsible Department		Responsible Person	

1.5	Output	Additional households connected to the water networks in ward 02 (Voyenteen and Olverton)			Number (100) of households with piped water inside the yard by June 2023			Q1: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	100	100	100	0	0	0	0	0			0			100	100	0
CAPITAL: Capex	2795550.25	2354587.79	440962.46	0	0	0	0	0			0			2795550.25	2354587.79	440962.46
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Cumulative Indicator															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		

1.4	Output	Additional households connected to the water networks in ward 14 (Bosplaas)			Percentage (100) completion of 280 household with pipe water inside the yard and the construction of 6.6km of piped water inside the yard by June 2023 in ward 14 (Bosplaas)			Q1: Appointment letter & Minutes Q2 & Q3: Progress report Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	0			280	280	0	280	280	0
CAPITAL: Capex	9570777.52	0	0	0	0	0	0	0			9570777.52	7689835.35	1880942.17	9570777.52	7689835.35	1880942.17
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Progressive Indicator,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
<b>National Outcome</b>		National Outcome Responsive, Accountable, Effective And Efficient Local Government System														

<b>NDP Chapters</b>		Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption														
<b>Municipal Strategic Objectives</b>		To ensure access to sustainable services and infrastructure to all households														
<b>Strategic Goals</b>		SG IDS: To optimise access to water services, To enhance human dignity through adequate sanitation, To promote and to ensure integrated and safe road networks, To ensure access to safe and habitable public facilities														
<b>Key Performance Area</b>		Basic Services and Infrastructure Development														
<b>Outcome</b>		To promote and to ensure integrated and safe road networks														
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.1	Output	Paved roads constructed in ward 20 (Makapanstad)			Km (1.8) of road paved by June 2023 in ward 20 (Makapanstad)			Q1: Appointment letter & Minutes Q2 - Q3: Progress report Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	1.8	0	0	0	0	0	0	0			1.8	1.8	.	1.8	1.8	0
CAPITAL: N/A	9541789.75	0	0	0	0	0	0	0			9541789.75	10133485.69	-591695.94	9541789.75	10133485.69	-591695.94
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Cumulative Indicator
Variance Reasons	N/A
Corrective Actions	N/A
Comments	Achieved
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.2	Output	Paved roads constructed in Moeka			Km (1) of road paved by June 2023 in Moeka			Q1: Appointment letter & Minutes Q2-Q3: Progress report Q4: Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	1	0	0	0	0	0	0	0			1	0	-1	1	0	-1
CAPITAL: N/A	10000000	0	0	0	0	0	0	0			10000000	9090262.62	909737.38	10000000	9090262.62	909737.38
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Progressive Indicator,
Variance Reasons	Project was delayed by getting borrow-pit material. Also, on the second section we discovered lot of ground water
Corrective Actions	Tribal Authority was compensated for the borrow-pit material. And an additional layer was added to mitigate the challenges of underground water.
Comments	Not Achieved
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.3	Output	Paved roads constructed in Carousel View			Km (2) of road paved by March 2023 in Carousel View			Q1: Appointment letter & Minutes Q2: Progress report Q3: Progress report			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	2	0	0	0	0	0	0	0			2	1.35	-065	2	1.35	-065
CAPITAL: N/A	14226285.84	0	0	0	0	0	0	0			14226285.84	5664874.90	8561410.94	14226285.84	5664874.90	8561410.94
OPERATING : N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Progressive Indicator,
Variance Reasons	As per contract the project end date is 31 August 2023
Corrective Actions	N/A
Comments	Achieved
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.4	Output	Paved roads constructed in Ward 19 (Mathibestad) by March 2023			Km (2.1) of road paved by June 2023 in Ward 19 (Mathibestad)			Q3: Appointment letter & Minutes Q4: Progress report & Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	2.1	0	0	0	0	0	0	0			2.1	2.1	0	2.1	2.1	0
CAPITAL: Capex	10752105.15	0	0	0	0	0	0	0			10752105.15	10666998.45	85106.70	10752105.15	10666998.45	85106.70
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Progressive Indicator,
Variance Reasons	N/A
Corrective Actions	N/A
Comments	Achieved
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.6	Output	Paved roads constructed in Ward 03 by June 2023			Km (1) of road paved by June 2023 in Ward 03			Q3: Appointment letter & Minutes Q4: Progress report & Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	-1
CAPITAL: Capex	4000000	0	0	0	0	0	0	0	0	0	4000000	1205881.99	2794118.01	4000000	1205881.99	2794118.01
OPERATING: N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Calculations Applied	Progressive Indicator,
Variance Reasons	Project Delayed
Corrective Actions	To be finalized next financial year
Comments	Not Achieved
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.7	Output	Storm Water system constructed in Carousel View by June 2023			Km (1) of Storm Water System constructed by June 2023 in Carousel			Q3: Appointment letter & Minutes Q4: Progress report & Completion certificate			Infrastructure Development Services			Infrastructure Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: KM	1	0	0	0	0	0	0	0			1			1	0	-1
CAPITAL: Capex	4000000	0	0	0	0	0	0	0			4000000	0	4000000	4000000	0	4000000
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Progressive Indicator,
Variance Reasons	Project was under-budgeted
Corrective Actions	Project differed to next financial year
Comments	Not achieved
Line Manager Comments	

### 3.2.1.2. KPA: Community Development Services

National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To ensure access to public amenities and to promote community safety, development and sustainable livelihoods																
SG CDS: To ensure access to safe and habitable public facilities, To promote and maximize participation in sports, To promote and maximize participation in sports and recreation																
Basic Services and Infrastructure Development																
To ensure access to safe and habitable public facilities (CDS)																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.2	Output	Cemeteries maintained			Number (1) of cemeteries fenced by June 2023 in Tladistad			Q3: Appointment letter & Minutes Q4: Completion certificate			Community Development Services			Community Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	814914	0			814914			0			0			814914	793132	21782
Calculations Applied	Progressive Indicator,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Target were Adjusted to Term 2															
<b>Reference No</b>	<b>Planning Level</b>	<b>MSCOA Project</b>					<b>Key Performance Indicator</b>			<b>Evidence</b>			<b>Responsible Department</b>		<b>Responsible Person</b>	
1.1	Output	Community halls rehabilitated and maintained					Number (3) of community halls maintained by June 2023			Q3 - Q4 Completion report			Community Development Services		Community Development Services Director	
<b>UOM</b>	<b>Annual Plan</b>	<b>Quarter 1</b>			<b>Quarter 2</b>			<b>Quarter 3</b>			<b>Quarter 4</b>			<b>Full-term</b>		
		<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>
TARGET: Number	3	0	0	0	0	0	0	2	1	-1	1	2	-1	3	3	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	11000000	0	0	0	0			0	197800		0	321073.12		0	518873.12	581126.88
Calculations Applied	Progressive Indicator,															
Variance Reasons	Project Delayed															
Corrective Actions	Moss Mary Hall was supposed to be achieved in 3 <sup>rd</sup> Quarter, and was differed to 4 <sup>th</sup> Quarter															
Comments	Achieved															
Line Manager Comments	Targets adjusted to Term 2															
<b>Reference No</b>	<b>Planning Level</b>	<b>MSCOA Project</b>					<b>Key Performance Indicator</b>				<b>Evidence</b>			<b>Responsible Department</b>		<b>Responsible Person</b>
1.3	Output	Cemeteries developed and maintained by June 2023					Number (2) of community cemeteries maintained by June 2023 in Makapanstad ward 20 and Bosplaas ward 14				Q3 - Q4: Completion Reports			Community Development Services		Community Development Services Director
<b>UOM</b>	<b>Annual Plan</b>	<b>Quarter 1</b>			<b>Quarter 2</b>			<b>Quarter 3</b>			<b>Quarter 4</b>			<b>Full-term</b>		
		<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>	<b>Planned</b>	<b>Actual</b>	<b>Variance</b>
TARGET: Number	2	0	0	0	0	0	0	1	1	0	1	1	0	2	2	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	400000	0	0	0	0			200000	187000		200000	201825		0	388825	11175
Calculations Applied	Progressive Indicator,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Targets adjusted to Term 2															
National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To ensure access to public amenities and to promote community safety, development and sustainable livelihoods																
SG CDS: To ensure access to safe and habitable public facilities, To promote and maximize participation in sports, To promote and maximize participation in sports and recreation																
Basic Services and Infrastructure Development																
To promote and maximize participation in sports																

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
2.1	Output	Sports facilities maintained			Number (3) of sports facilities, maintained by June 2023			Q1-Q2: Completion report			Community Development Services			Community Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	3	0	0	0	0	0	0	3	3	0	0	0	0	3	3	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	500000	0	0	0	0			500000	546426.40		0			500000	546426.40	-46426.40
Calculations Applied	Cumulative Indicator															
Variance Reasons	Projects were underbudgeted															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Targets adjusted to Term 2															

National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To ensure access to public amenities and to promote community safety, development and sustainable livelihoods																
SG CDS: To ensure access to safe and habitable public facilities, To promote and maximize participation in sports, To promote and maximize participation in sports and recreation																
Basic Services and Infrastructure Development																
To promote and maximize participation in sports and recreation																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.1	Output	Sports and recreational facilities developed in ward 6 by March 2023			Number (1) of sports and recreational facilities developed in ward 6 by March 2023			Q2: Advert & purchase order Q3: Completion report			Community Development Services			Community Development Services Director		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: Capex	216303	0	0	0	0			216303	192000					216303	192000	24303

OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Targets adjusted to Term 2															

### 3.2.1.3. KPA: Financial Management and Viability

<b>4. National Outcome</b>	National Outcome Responsive, Accountable, Effective and Efficient Local Government System															
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption															
<b>Municipal Strategic Objectives</b>	To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance															
<b>Strategic Goals</b>	SG BTO: Ensuring Prudent Financial Management through improved sustainable revenue generation measures															
<b>Key Performance Area</b>	Financial Management and Viability															
<b>Outcome</b>	Ensuring Prudent Financial Management through improved sustainable revenue generation measures															
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department		Responsible Person			
1.1	Output	Increased revenue base through the implementation of the MPRA			Percentage (100) implementation of the MPRA to increase Revenue Base			Q1: Copy of a supplementary valuation roll			Budget and Treasury Office		Chief Financial Officer			
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	100	100	100	0	0	0	0	0			0			100	100	0

CAPITAL: Opex	0	0	0	0	0	0	0	0			0			0	0	0
OPERATING: Opex	2734584	2734584	1699487.53	1035096.47	0	0	0	0			0			2734584	2734584	1699487.53
Calculations Applied	Override Autosome,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Target archived															
Line Manager Comments																

### 3.2.1.4. KPA: Local Economic Development

<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System						
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption						
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access						
<b>Strategic Goals</b>	SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations						
<b>Key Performance Area</b>	Local Economic Development						
<b>Outcome</b>	Compliance with Town Planning Legislations/policies/regulations						
Reference No	Planning Level	MSCOA Project	Key Performance Indicator		Evidence	Responsible Department	Responsible Person
6.1	Output	Effective land use Management	Number (1) of Town Planning related By-Laws/policies developed and adopted by Council by June 2023		Q1: Draft copy of the By-Law Q2: Council Resolution on the Draft Copy Q3: Council Resolution & Attendance Registers Q4: Council Resolution, Copy of the By-Law & Proof of submission to the Provincial Government	Local Economic Development and Planning	Director Local Economic Development
UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Full term	

	Annual Plan	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	0	0	0	1	0	-1	1	0	-1
CAPITAL: N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING: Opex	352376	0	0	0	0	0	0	0	0	0	352376	144906	207470	352376	144906	207470
Calculations Applied	Override auto sum,															
Variance Reasons	Public participation was not complete (Baphuthing Ba Ga Nawa is remaining) Public participation was done with the community members and 3 Traditional Councils															
Corrective Actions	To engage with Bathuthing Ba Ga Nawa Traditional Council regarding new dated for consultation meeting															
Comments	Not Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project	Key Performance Indicator				Evidence				Responsible Department	Responsible Person				
6.2	Output	Sites demarcated for development	Number of Demarcated sites for development by June 2023				Q3: Appointment Letter Q4: Monthly Reports/ Progress Report				Local Economic Development and Planning	Director Local Economic Development				

UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	400	0	0	0	0	0	0	50	0	-50	100	0	-100	100	0	-100
CAPITAL: Capex	1200000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Override auto sum,															
Variance Reasons	Appointment of service provider delayed															
Corrective Actions	Target Differed to next financial year															
Comments	Not Achieved															
Line Manager Comments																
<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System															
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption															
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access															

<b>Strategic Goals</b>		SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations														
<b>Key Performance Area</b>		Local Economic Development														
<b>Outcome</b>		To maximise environmental damage through temporary job creation														
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
4.1	Output	Access to job opportunities through the EPWP initiative ensured			Number (390) of jobs created through EPWP Initiatives by June 2023			Q4: Appointment letters, contracts, and Monthly reports			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	390	0	0	0	0	0	0	0	0	0	390	390	0	390	390	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	6256524	0	0	0	0			0			0			6256524	6741500	-484976
Calculations Applied		Override auto sum,														

Variance Reasons	Project under-budgeted															
Corrective Actions	Made Adjustments															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
4.2	Output	Most vulnerable members of the community cushioned from extreme circumstances due to unemployment			Percentage (100) of initiatives implemented to cushion the vulnerable due to unemployment			Q1-Q4: Record of employees			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	25	25	0	50	50	0	75	75	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	445125	0	0	445125		0	445125		0	445125		0	5341500	
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum, Progressive Indicator,															

Variance Reasons	N/A					
Corrective Actions	N/A					
Comments	Achieved					
Line Manager Comments	EPWP Implementation (Budgeted on 390 jobs created)					
<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System					
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption					
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access					
<b>Strategic Goals</b>	SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations					
<b>Key Performance Area</b>	Local Economic Development					
<b>Outcome</b>	To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy					
<b>Reference No</b>	<b>Planning Level</b>	<b>MSCOA Project</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Responsible Department</b>	<b>Responsible Person</b>

2.1	Output	Agricultural Projects supported and nurtured			Number (5) of Agricultural Projects developed or supported by June 2023			Q1: Signed MoU with selected beneficiaries Q2 and Q4: Names and list of supported projects Q4: Close-up reports, advertisement for new applications for 2023/24			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	5	0	0	0	3	3	0	1	4	-2	1	2	-1	5	9	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	1998961	0	0	0	0	415232		0	680000		0	362906		1998961	1458138	540823
Calculations Applied	Override auto sum, Progressive Indicator,															
Variance Reasons	The projects were over budgeted.															
Corrective Actions	Budget accordingly in the next financial year															
Comments	Achieved (Overachieved)															
Line Manager Comments	Term 1, target was 8 agricultural projects supported by June 2023, on adjusted only 5 were planned and total achievement is 9 project supported.															

<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access
<b>Strategic Goals</b>	SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations
<b>Key Performance Area</b>	Local Economic Development
<b>Outcome</b>	To maximise the economic potential development of Tourism in the area

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
5.1	Output	Tourism Development in Moretele supported			Number (6) of tourism Products and projects Developed by June 2023			Q1 - Q4: Confirmation Letter, Request letter for beneficiaries, Copy of Invoice, List of supported beneficiaries and completion report			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance

TARGET: Number	6	1	1	0	0	0	0	2	2	0	3	3	0	6	6	0
CAPITAL: N/A	0	0	0	0	0	0	0	0			0			0		
OPERATING: Opex	900000	0	59000	0	0	0	0	0	347000	0	0	180000	560120	900000	773120	126880
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments	Term 2 Adjustment															
<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System															
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption															
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access															
<b>Strategic Goals</b>	SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage															

	through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations															
<b>Key Performance Area</b>	Local Economic Development															
<b>Outcome</b>	To maximize the economic potential and growth of the local economy through innovation and improved economic performance															
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.1	Output	Local Small Medium Micro Entrepreneurs developed and supported			Number (5) of local entrepreneurs developed or supported by June 2023			Q1: Signed MoU with selected beneficiaries Q2 and Q4: Names of developed and supported SMMEs Q3: List of supported beneficiaries Q4: Signed Memorandum of Understanding with beneficiaries and issuing of request for funding application forms			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	5	0	0	0	0	0	0	0	0	0	5	5	0	5	5	0
CAPITAL: N/A	0	0	0	0	0	0	0	0	0	0	0			0		
OPERATING: Opex	12000000	0	0	0	0	0	0	0	0	0	1200000	523889	676111	1200000	523889	676111

Calculations Applied	Override auto sum,
Variance Reasons	Q1: Unplanned
Corrective Actions	Q1:The target has been deferred to second quarter Q2:Q3: Q4:
Comments	Q1:Qualifying SMMEs has been identified, still waiting for SCM to finalize procurement processes Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.2	Output	LED Strategy reviewed			Number (1) of LED Strategies reviewed by June 2023			Q1: Development of Terms of reference and copy of the advert Q2: Appointment letter Q3: Copy of draft strategy Q4: Copy of the strategy and council resolution			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	0	0	0	1	0	-1	1	0	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		

OPERATING: Opex	400000	0	0	0	0			0			0			400000	0	400000
Calculations Applied	Progressive Indicator,															
Variance Reasons	Received bidders did not qualify to be appointed															
Corrective Actions	To be implemented next financial year															
Comments	Not Achieved															
Line Manager Comments																
<b>National Outcome</b>	National Outcome Responsive, Accountable, Effective And Efficient Local Government System															
<b>NDP Chapters</b>	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption															
<b>Municipal Strategic Objectives</b>	To promote and enhance economic development, growth and economic access															
<b>Strategic Goals</b>	SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations															
<b>Key Performance Area</b>	Local Economic Development															

<b>Outcome</b>		To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment														
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.1	Output	Waste and environmental management services effectively provided by June 2023 (76 Villages)			Number (76) of villages with access to weekly cleaning of illegal dump hotspots by June 2023			Q1-Q4: Monthly signed waste collection reports by SP and the Councillors			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	76	76	76	0	76	76	0	76	76	0	76	76	0	76	76	0
CAPITAL: Capex	22524508	0	1502500.02	0	0	1502500.02	0	0	1502500.02	0	0	1502500.02	0	22524508	6010000.08	16514508
OPERATING: N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.4	Output	Waste and environmental management services effectively provided by June 2023 (76 Villages)			Percentage (100) completion of the appointment of a service provider and commencement of project by June 2023 (Cleaning of Illegal Dump Hotspots in 26 Wards)			Q4: Appointment letter and reports			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	0			100	100	0	100	100	0
CAPITAL: Capex	100000	0	0	0	0	0	0	0			100000	1400000	-400000	1000000	1400000	-400000
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied		Override auto sum, Progressive Indicator,														
Variance Reasons		Project under-budgeted														
Corrective Actions		Made Adjustment														

Comments		Achieved														
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.2	Output	Waste and environmental management services effectively provided by June 2023 (12 Clusters)			Number (12) of clusters(villages) with access to weekly waste removal services by June 2023			Q1-Q4: Report			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	12	12	12	0	12	12	0	12	12	0	12	12	0	12	12	0
CAPITAL: Capex	2500000	0	4944000	0	0	4944000	0	0	4944000		0	4944000		0	19776000	-17276000
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Override auto sum,															
Variance Reasons	Project under-budgeted															
Corrective Actions	Made Adjustment															

Comments		Achieved														
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.3	Output	Waste and environmental management services effectively provided by June 2023 (Ga Mmotle Dumping)			Percentage (100) of Closure and Rehabilitation of Ga Mmotle dumping site by June 2023			Q3: Copy of Advert Q4: Appointment Letter, Application Letter and Draft Report			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	50	50	0	100	-50		100	50	-50
CAPITAL: Capex	2000000	0	0	0	0	0	0	0			0			2000000	0	2000000
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied		Override auto sum, Progressive Indicator,														
Variance Reasons		Received bidders did not qualify to be appointed														
Corrective Actions		To be Re-advertised														

Comments	Not Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
3.5	Output	Waste and environmental management services effectively provided by June 2023 (New Landfill Site)			Number (1) of feasibility study undertaken for the New Landfill Site by June 2023			Draft Feasibility Study Report			Local Economic Development and Planning			Director Local Economic Development		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	1	0	0	0	0	0	0	0			1	1	0	1	1	0
CAPITAL: Capex	1500000	0	0	0	0	0	0	0			1500000	1760448.75		0	0	-260448.75
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Override auto sum, Progressive Indicator,															
Variance Reasons	N/A															
Corrective Actions	N/A															

Comments	Achieved
Line Manager Comments	

### 3.2.1.5. KPA: Institutional Development and Transformation

National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance professional institutional development and transformation through improved human resources systems and technology																
SG HR & CS: To promote and enhance professional institutional development and transformation through improved human resources systems and technology																
Institutional Development and Transformation																
To promote and enhance professional institutional development and transformation through improved human resources systems and technology																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.1	Output	Workplace Skills Plan implemented to promote employee development and professional growth			Percentage (100) implementation of Workplace Skills Plan initiatives by June 2023			Q1-Q4: Attendance registers, WSP progress reports and results or POE's and Proof of payments			Human Resources and Corporate Services			Director Human Resource and Corporate Services		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	25	25	0	50	50	0	75	75	0	100	100	0	100	100	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	2079096	0	0	0	0			0			0			2079096	2109098	-30002
Calculations Applied	Override auto sum, Progressive															
Variance Reasons	Price escalation															
Corrective Actions	Adjusted															
Comments	Achieved															
Line Manager Comments																

### 3.2.1.6. Good Governance and Public Participation

National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, To ensure credible planning for improved outcomes, Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																
Good Governance and Public Participation																
Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management																
Reference No	Planning Level	MSCOA Project					Key Performance Indicator			Evidence			Responsible Department		Responsible Person	
4	Outcome	Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management					Percentage (100) achievement in Institutional Development and Good Governance			Q1-Q4: Report			Office of the Municipal Manager		Municipal Manager	
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance

TARGET: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project					Key Performance Indicator			Evidence			Responsible Department		Responsible Person	
4.1	Output	Annual Report consistent with Circular 63 (National Treasury) prepared					2021/2022 (1) Annual Report approved by January 2023			Q3: Council resolution			Office of the Municipal Manager		PMS Manager	
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance

TARGET: Number	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	278000	0	0	0	0			0			0			278000	370773.91	-92773.91
Calculations Applied	Override auto sum,															
Variance Reasons																
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, To ensure credible planning for improved outcomes, Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																

Good Governance and Public Participation

Efficient and effective Audit Management functions provided

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1	Outcome	Efficient and effective Audit Management functions provided			Percentage (100) provision of Audit Management Functions			Q1-Q4 REPORT			Office of the Municipal Manager			Municipal Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons																
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.1	Output	Risk based internal Audit Plan developed			Number (1) of Internal Audit Plans approved by June 2023			Q1: Approved internal Audit Plan by Audit Committee			Office of the Municipal Manager			Internal Audit Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	1	1	1	0	0	0	0	0			0			1	1	0
CAPITAL: N/A	0	0	0	0	0	0	0	0			0			0	0	0
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1.2	Output	Work and Audit Committee recommendations accounted to council			Number (4) of Audit Committee reports submitted to Council by June 2023			Q1-Q4: Council Resolutions			Office of the Municipal Manager			Internal Audit Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	4	1	1	0	1	1	0	1	1	0	1	1	0	4	4	0
CAPITAL: N/A	0	0	0	0	0	0	0	0			0			0	0	0
OPERATING: Opex	975492	0	0	0	0	0	0	0			0			975492	680887.26	294604.74
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, To ensure credible planning for improved outcomes, Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																
Good Governance and Public Participation																
Efficient and effective Risk Management functions provided																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
2	Outcome	Efficient and effective Risk Management functions provided			Percentage (100) provision of Risk Management Functions			Q4: Risk Management Report			Office of the Municipal Manager			Municipal Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0

CAPITAL: N/A	0	0	0	0	0			0			0			0			
OPERATING: N/A	0	0	0	0	0			0			0			0			
Calculations Applied	Override auto sum,																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project					Key Performance Indicator			Evidence			Responsible Department		Responsible Person		
2.1	Output	Risk management Plan					Number (1) of Risk Management plans approved by June 2023			Q1: Minutes of Risk Management meeting			Office of the Municipal Manager		Chief Risk Officer		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0

CAPITAL: N/A	0	0	0	0	0			0			0			0			
OPERATING: N/A	0	0	0	0	0			0			0			0			
Calculations Applied	Override auto sum,																
Variance Reasons	N/A																
Corrective Actions	N/A																
Comments	Achieved																
Line Manager Comments																	
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person			
2.2	Output	Fraud Prevention Plan developed			Number (1) of Fraud Prevention Plans approved by June 2023			Q1: Council resolution			Office of the Municipal Manager			Chief Risk Officer			
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full-term			
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	
TARGET: Number	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
2.3	Output	Fraud Prevention strategy reviewed			Number (1) of Fraud Prevention strategies reviewed and approved by June 2023			Q4: Council resolution			Office of the Municipal Manager			Chief Risk Officer		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, To ensure credible planning for improved outcomes, Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																
Good Governance and Public Participation																

Promote participatory development and local democracy through effective oversight

Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department	Responsible Person				
5	Outcome	Promote participatory development and local democracy through effective oversight			Percentage promotion (100) participatory development and local democracy through effective oversight			Q3: Approved Oversight Report			Office of the Municipal Manager	Municipal Manager				
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	100	100	0	0	0	0	100	100	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
5.1	Output	Communities and interested stakeholders engaged on the 2021/2022 Annual Report			Number (1) of 2021/2022 Annual Report Oversight approved by March 2023			Q3 Council Resolution			Office of the Municipal Manager			MPAC Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Number	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
CAPITAL: Opex	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING: Opex	0	0	0	0	0	0	0	200000	175000	25000	0	0	0	200000	175000	25000
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															

Line Manager Comments																
National Outcome Responsive, Accountable, Effective And Efficient Local Government System																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
To promote and enhance effective governance systems for improved service delivery, To enhance and promote effective governance through credible communication systems, To promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, To ensure credible planning for improved outcomes, Achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																
Good Governance and Public Participation																
To ensure credible planning for improved outcomes																
Reference No	Planning Level	MSCOA Project			Key Performance Indicator			Evidence			Responsible Department			Responsible Person		
1	Outcome	To ensure credible planning for improved outcomes			Percentage (100) of credible IDP planning for improved outcomes			Q4: 2023/2024 Approved IDP			Office of the Municipal Manager			Municipal Manager		
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	100	100	0	100	100	0	100	100	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																
Reference No	Planning Level	MSCOA Project					Key Performance Indicator			Evidence			Responsible Department		Responsible Person	
3.1	Output	IDP reviewed in accordance with approved Process Plan					Percentage (100) of 2023/2024 IDP Reviewed and approved by June 2023			Q3-Q4:Council resolution			Office of the Municipal Manager		IDP Manager	
UOM	Annual Plan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Full term		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	0	0	0	0	0	0	50	50	0	50	50	0	100	100	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	366800	0	0	0	0			0			0			366800	365955.5	844.50
Calculations Applied	Override auto sum,															
Variance Reasons	N/A															
Corrective Actions	N/A															
Comments	Achieved															
Line Manager Comments																

### 2022/2023 Summarized Performance

Actual Performance for 2022/2023 has been improved as compared to 2021/2022 Performance report, the reports are as follows respectively:

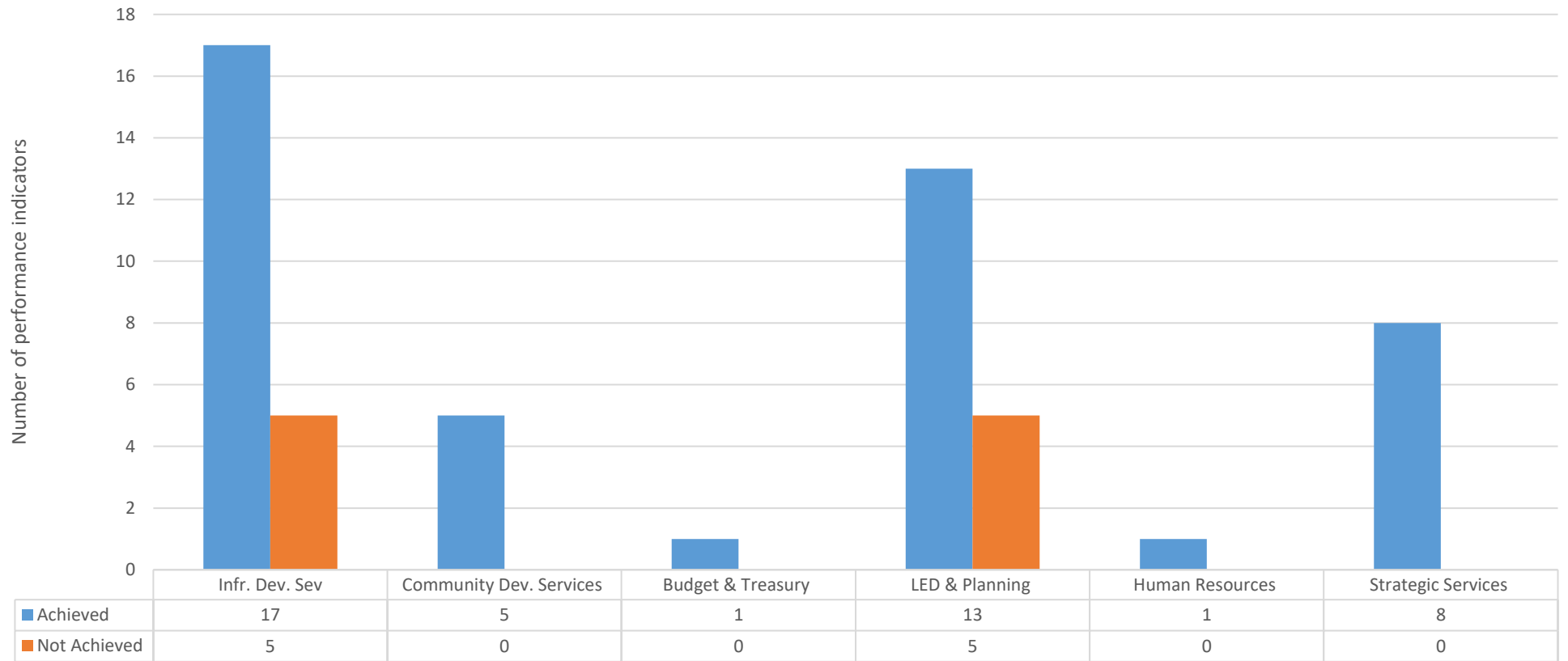
2021/2022 Results: **68% Achievement and 32% not Achieved.**

2022/2023 Results: **80% Achievement and 20% not Achieved.**

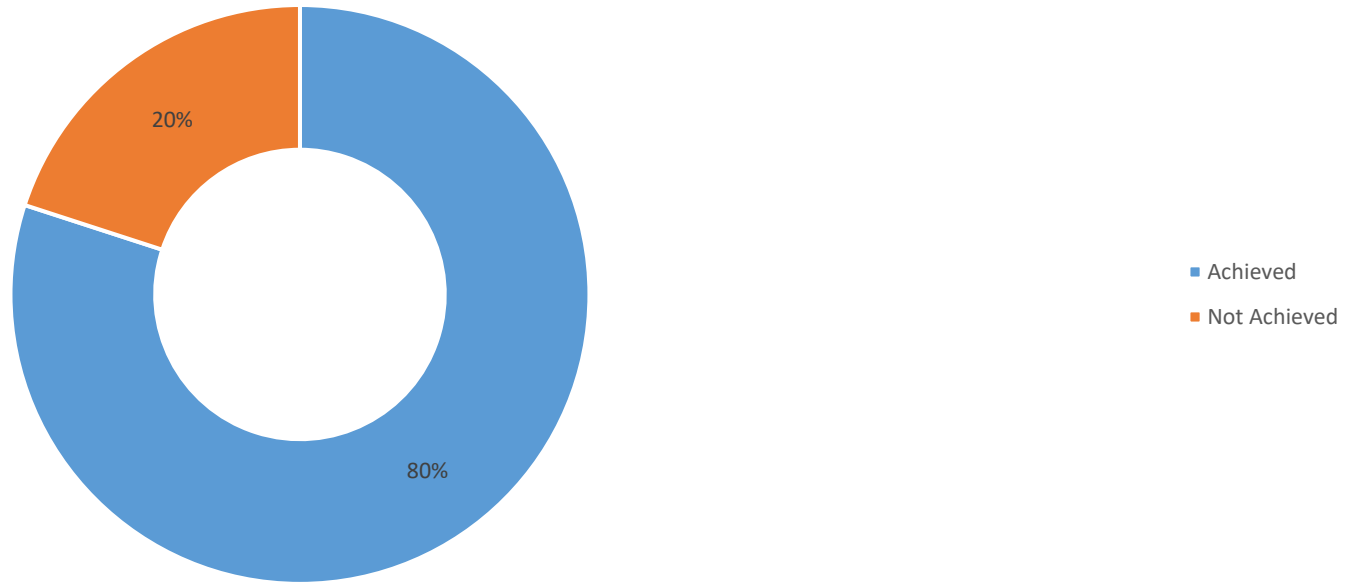
## 2022/2023 Performance Assessment

Summarized Performance Assessment			
Directorate / Unit	Planned Indicators	Achieved	Not achieved
Infrastructure Development Services	22	17	05
Community Development services	05	05	0
Budget and Treasury Office	01	01	0
Human Resources and Corporate Services	01	01	0
Local Economic Development	13	08	05
Strategic Services			
• IDP/PMS	02	02	0
• Risk	03	03	0
• Internal Audit	02	02	0
• MPAC	01	01	0
<b>Totals</b>	<b>50</b>	<b>40</b>	<b>10</b>

Performance per Directorate



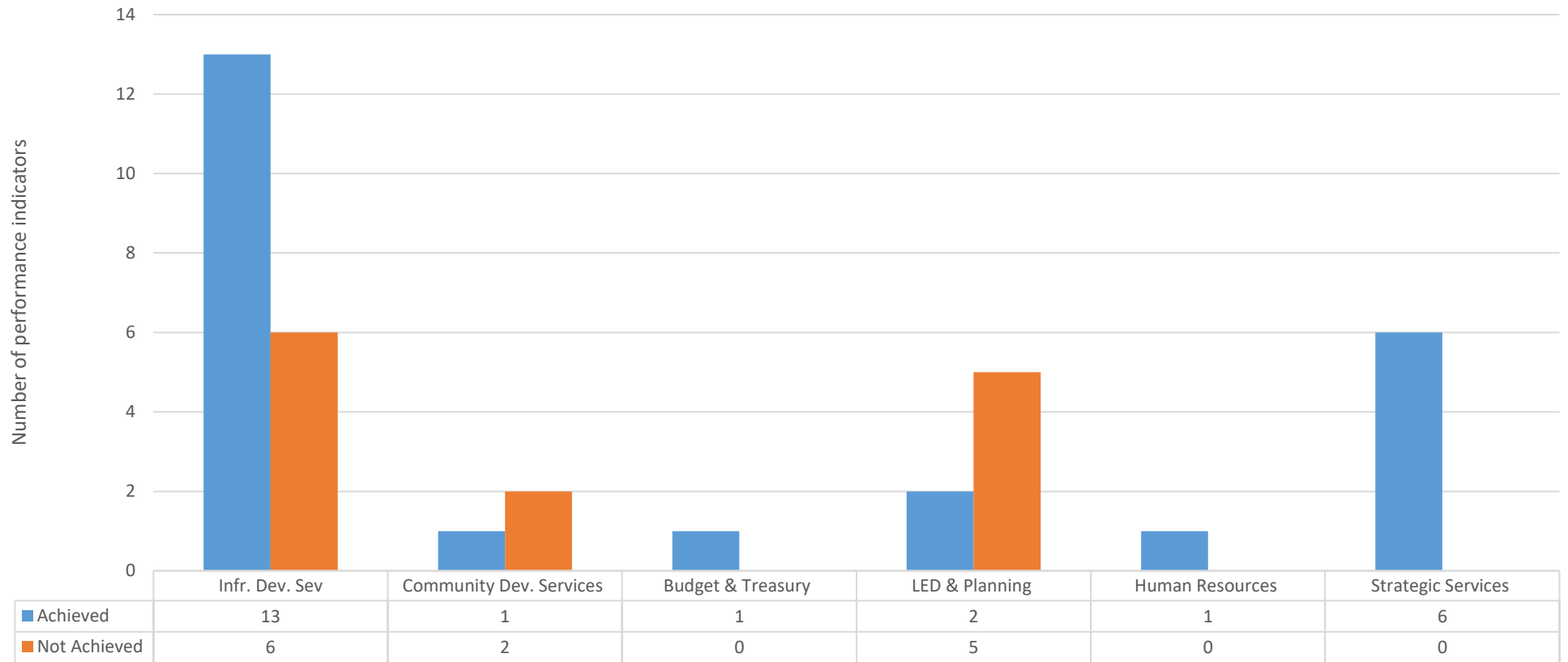
### Consolidated Performance



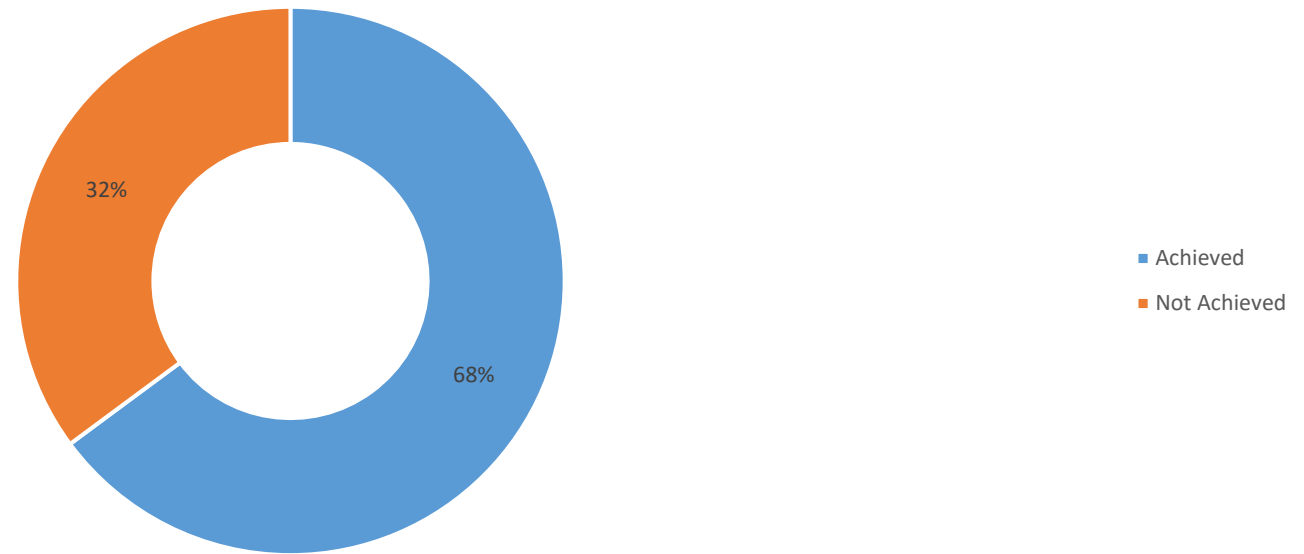
## 2021/2022 Summarized Performance

Summarized Performance Assessment			
Directorate / Unit	Planned Indicators	Achieved	Not achieved
Infrastructure Development Services	19	13	06
Community Development services	03	01	02
Budget and Treasury Office	01	01	0
Human Resources and Corporate Services	01	01	0
Local Economic Development	07	02	05
Strategic Services			
• IDP/PMS	02	02	0
• Internal Audit	03	03	0
• MPAC	01	01	0
<b>Totals</b>	<b>37</b>	<b>24</b>	<b>13</b>

### Performance per Directorate



### Consolidated Performance



### 3.3. SERVICE PROVIDERS STRATEGIC PERFORMANCE

Service providers are evaluated on a rating scale of 1 to 5, with 1 being poor and 5 being excellent. The assessment is done only on capital projects only to reflect the performance with emphasis on service delivery.

<b>Evaluation of Service Providers</b>	
<b>Service Provider</b>	<b>Rating</b>
DPT Investment JV Ditshimega	3
Onspot Investment	4
Morangie Construction and Projects	5
Amandla Ethu Construction and Civils 492 Pty Ltd	5
Chamasoga Construction	5
Masheleni Trading	5
Tirusamo Trading	5
Nemorango Consulting	5
Jusben Consulting Engineers	
Nevhutalu Consulting Engineers	
Tshatshu Consulting	
MER Consulting Engineers	5
Calibre Consulting	5
Math Engineering	5
All Dimensions Enterprises Pty Ltd and Hiend Group Pty Ltd JV	5
Kumula Investments	4

### 3.4. COMPONENT A: INFRASTRUCTURE DEVELOPMENT: BASIC SERVICES

#### 3.4.1. Water Provision

Water Provision Highlights	
Highlight	Description
Completion of Klipdrift Water Treatment Plant	The Klipdrift Water Treatment plant was completed and supplies portable water covering various villages.

Water provision challenges	
Challenges	Description
Loadshedding	Power outages impeded to functioning of boreholes and treatment plants

Water Provision Service Delivery Indicators						
Strategic Objective	KPI	Unit of measure	Ward	Baseline - Actual 2022/2023	Overall Performance 2022/2023	
					Target	Actual
To optimise access to water services	No. of households with piped water inside the yard by June 2023	Number	17	33 093 household with piped water inside the Yard	304 household with piped water inside the yard in ward 17 phase 1 (One & Ten) by June 2023	304-yard connections completed by June 2023

<b>Water Service Delivery Levels</b>		
<b>Description</b>	<b>2021/2022</b>	<b>2022/2023</b>
Piped water inside dwelling	0	0
Piped water inside yard	1311	684
Using public taps (within 200m from dwelling)	64	0
Other water supply (Tankering)	52 062	22680

<b>Employees: Water Services</b>			
<b>Job Level</b>	<b>No of Posts</b>	<b>No of Employees</b>	<b>Vacancies</b>
00 Manager	02	02	0
Water Tanker driver	1	1	0
Semi-skilled	9	9	0

<b>Capital Expenditure: Water Services</b>						
<b>2022/2023</b>						
<b>Capital Project:</b>	<b>Ward 17- yard connection</b>	<b>Ward 8 Boreholes</b>	<b>Ward 6 boreholes</b>	<b>Ward 21- yard connection</b>	<b>Water pipeline in Ward 25</b>	<b>Ward 14- Yard Connections &amp; water pipeline</b>
Budget	R15 313 615	R25 000 000	R15 000 000	R5 000 000	R15 000 000	R5 000 000
Adjustment budget	R15 000 000	R21 000 000	0	0	0	R9 570 778

Special Adjustment	0	0	0	0	0	0
Actual Expenditure	R 12 130 247.79	R20 287 697.24	R14 555 706.58	R4 580 922.66	R13 420 088.51	R7 689 835.35
<b>Variance from original budget</b>	<b>R3 183 367.21</b>	<b>R4 712 302.76</b>	<b>R444 293.42</b>	<b>R419 077.34</b>	<b>R1 579 911.49</b>	<b>(R2 689 835.35)</b>

<b>Wastewater Provision Highlights</b>	
<b>Highlight</b>	<b>Description</b>
Maintenance of Swartdam wastewater treatment plant	A service provider was appointed for the maintenance of the treatment plant to improve functionality.

<b>Wastewater Provision Challenges</b>	
<b>Challenge</b>	<b>Description</b>
Aging infrastructure at Swartdam wastewater treatment plant	Plant is aged and not functioning properly with frequent spillages.

<b>Sanitation Service delivery Levels</b>		
<b>Description</b>	<b>2021/2022</b>	<b>2022/2023</b>
VIP & Bio-Tech Toilets	2775	902
Water borne system	2006	0

<b>Employees: Sanitation Services</b>						
<b>Job Level</b>	<b>2021/2022</b>			<b>2022/2023</b>		
	<b>Posts No.</b>	<b>Employees No.</b>	<b>Vacancies</b>	<b>Posts No.</b>	<b>Employees No.</b>	<b>Vacancies</b>
00	02	02	00	02	02	00

<b>CAPITAL EXPENDITURE: SANITATION 2022/2023</b>					
<b>Project</b>	<b>Biotech Toilets Ward 5</b>	<b>VIP toilets Ward 01</b>	<b>Biotech Toilets in Ward 26</b>	<b>Biotech Toilets in Mathibestad</b>	<b>VIP toilets in Mmakaunyane, Danhouse and Swartdam</b>
Budget	R8 400 000	R0	R5 000 000	R4 232 502	R3 890 834
Adjustment budget	R12 108 607	R7 742 838	R6 080 133	R4 046 109	R0
Special Adjustment	R0	R0	R0	R0	R0
Actual Expenditure	R8 632 589.62	R6 137 207.10	R4 245 923.79	R3 695 713.79	R3 890 834
<b>Variance from original budget</b>	<b>(R 232 589.62)</b>	<b>(R6 137 207.10)</b>	<b>R754 076.21</b>	<b>R536 788.21</b>	<b>R0</b>

### 3.4.2. Housing

The housing is a competency of the Province's Department of Human Settlements. The Municipality plays the role of oversight or monitoring of all houses build by Department within local jurisdiction. And assist to complete application forms for beneficiaries.

### 3.5. COMPONENT B: ROADS AND STORMWATER

<b>Highlights: Roads and Storm water</b>	
<b>Highlight</b>	<b>Description</b>
Procurement of fleet to enhance operations	Plant procured to increase the areas covered in one financial year

<b>Challenges: Roads and Storm water</b>	
<b>Challenges</b>	<b>Description</b>
Lack of Roads Master Plans	No master plans in place to guide the refurbishment and construction of roads within our constituency

<b>Service delivery Levels: Roads and Storm water</b>		
<b>Description</b>	<b>2021/2022</b>	<b>2022/2023</b>
Internal roads	3.1km	5.85
Access roads	88.6km	0km

<b>Employees: Roads Services</b>				
<b>Job Level</b>	<b>2021/2022</b>	<b>2022/2023</b>		
	<b>No of employees</b>	<b>No of Posts</b>	<b>No of Employees</b>	<b>Vacancies</b>
00 (Manager)	1	1	1	0
02 (Technician)	1	1	1	0
04 Plant Operator Supervisor	1	1	1	0
04 Roads Foreman	1	1	1	0
06 Heavy Duty Operators	5	5	5	0
06 Tipper Truck Operators	4	6	4	2

**Capital Expenditure: Road Services**  
**2022/2023**

<b>Project</b>	<b>Road Paving Ward 20</b>	<b>Road Paving Ward 25</b>	<b>Road Paving Ward 19</b>	<b>Road Paving Ward 09</b>	<b>Road Paving Ward 03</b>	<b>Stormwater systems constructed in Carousel</b>
Budget	R14 000 000	R10 000 000	R0	R0	R0	R0
Adjustment budget	R9 541 790	R0	R10 752 105	R10 752 105	R4 000 000	R4 000 000
Actual Expenditure	R6 345 225.61	R8 926 772.43	R8 584 018.93	R10 289 598.36	R1 205 881.99	R396 307
<b>Variance from original budget</b>	<b>R7 654 774.39</b>	<b>R1 073 227.57</b>	<b>(R8 584 018.93)</b>	<b>(R10 289 598.36)</b>	<b>(R1 205 881.99)</b>	<b>(R396 307)</b>

**Capital Expenditure: Community Facilities****2022/2023**

<b>Project</b>	<b>Community hall constructed in Ward 20</b>
Budget	R8 000 000
Adjustment budget	R0
Actual Expenditure	R5 107 741.55
<b>Variance from original budget</b>	<b>R2 892 258.45</b>

**CAPITAL EXPENDITURE: HIGH MAST LIGHTS: 2022/2023**

<b>Project</b>	<b>High Mast Lights in Mathibestad Ward 12</b>	<b>High Mast Lights in Ward 14</b>	<b>High Mast Lights in Ward 17</b>
Budget	R9 668 976	R9 185 905	R1 486 936
Adjustment budget	R0	R0	(R1 486 936)
Special Adjustment	R0	R0	R0
Actual Expenditure	R7 630 701.47	R8 022 131.49	R0
Variance from original budget	R2 038 274.53	R1 163 773.51	R0

### 3.6. COMPONENT C: COMMUNITY DEVELOPMENT

<b>Community Development: Highlights</b>	
<b>Disaster Management Unit</b>	
<b>Highlight</b>	<b>Description</b>
1. Institutional Capacity	<ul style="list-style-type: none"> <li>• The Unit managed to resuscitate Moretele Fire Protection Association. Held an elective AGM on the 25 April 2023. The Forum will deal strictly with veld and forest fire issues. Veld and forest fire management.</li> <li>• Two fire sessions were conducted at Kromkuil and Ruigtesloot.</li> </ul>
2. Community Based Risk Assessment	<ul style="list-style-type: none"> <li>• School based risk assessment was conducted, and the findings were forwarded to the relevant department to deal or address them.</li> </ul>
3. Risk reduction awareness campaign	<ul style="list-style-type: none"> <li>• Awareness campaigns were to different farming communities.</li> </ul>
4. Advisory Forum Meeting	<ul style="list-style-type: none"> <li>• 4 successful Disaster Management Advisory and Community Safety Forum meetings were held</li> </ul>

<b>SOCIAL DEVELOPMENT UNIT</b>	
Highlight	Description
Cemetery development	<ul style="list-style-type: none"> <li>● Concrete Palisade Fence at Tladistad Cemetery Done</li> <li>● Fencing of Makapanstad Cemetery Done</li> <li>● Maintenance of Bosplass Cemetery Done</li> </ul>

<b>TRANSPORT AND COMMUNITY SAFETY</b>	
Highlight	Description
CPF Meetings	<ul style="list-style-type: none"> <li>● 4 CPF Meeting we successful done in different wards and Police Stations.</li> </ul>
Roads Safety awareness campaign	<p><b>Arrive Alive Campaign</b></p> <ul style="list-style-type: none"> <li>● 6 Awareness campaign were held in Moretele Area during December Festive</li> </ul> <p><b>Easter and Festive.</b></p> <ul style="list-style-type: none"> <li>● We had successful Easter Festive, making sure all people are safe on the road</li> </ul>
Scholar patrol	<ul style="list-style-type: none"> <li>● Scholar patrol Awareness were held at different Schools around Moretele.</li> </ul>
Women's month celebration	<ul style="list-style-type: none"> <li>● Women's month celebration at Ratjiepane</li> </ul>
Transport Month	<ul style="list-style-type: none"> <li>● On the 06 October 2023 we held SANWIT Transport Month at MLM</li> </ul>

**COMMUNITY DEVELOPMENT: HIGHLIGHTS**

<b>LIBRARY</b>	
Highlight	Description
Development and Maintenance of libraries	<ul style="list-style-type: none"> <li>● Kitchen unit at Mphebatho Library</li> <li>● Re-Connection at Legkraal and Lebotloane</li> <li>● Fire extinguishers</li> <li>● Re build the Front of Mphebatho library</li> </ul>
Programmes	<ul style="list-style-type: none"> <li>● January = Back to School</li> <li>● February = World Read Aloud</li> <li>● March = Human Rights and SA Library Week</li> <li>● April = World Book Day</li> <li>● May = World Play Day</li> <li>● June = Youth Month Celebration</li> <li>● July = Mandela and ICT Month</li> <li>● August = Women's Month</li> <li>● September = Heritage and Literacy Month</li> <li>● October = Wellness Month</li> </ul> <p>November &amp; December = 16 Days and World Aids Day</p>

Community Development: Highlights	
<b>SPORTS</b>	
Highlight	Description
Fun Walk	Fun Walk held at Mmotla Ward 09 on 20 December 2022
Mass Aerobics / Boot Camp	Mass Aerobics held on the 24 September 2022 at Dikebu
Rural Games	Rural Games held at Mmotla
Repair and Maintenance of Mmotla Stadium	Repair and Maintenance of Mmotla Stadium Done
Repair and Maintenance of Dertig Stadium	Repair and Maintenance of Dertig Stadium Done

## RECREATION

Construction of Ngobi Recreational Park

New recreational park erected at ward 06 , Ngobi

## Art & culture

Moretele GOSPEL CHOIR FESTIVAL

Event held on 10<sup>th</sup> December 2022 and more than 500 participants attended.

<b>HEALTH UNIT</b>	
<b>Highlight</b>	<b>Description</b>
Health Awareness Campaign	<ul style="list-style-type: none"> <li>• On the 24 August 2022 we held Mental Health Day Awareness at MLM</li> <li>• On the 02 December 2022 we held AYFS Launch at Ga- Motla Clinic</li> <li>• On the 21 February 2023 we held TB Awareness Campaign at Dertig</li> <li>• We held Cholera Outbreak</li> </ul>

<b>THUSONG AND FACILITIES</b>	
<b>Highlight</b>	<b>Description</b>
1. Maintenance	<ul style="list-style-type: none"> <li>● Mos Mary Hall Maintained</li> <li>● One and Ten Hall Maintained</li> <li>● Sutelong Hall Maintained</li> </ul>

<b>COMMUNITY DEVELOPMENT: CHALLENGES</b>	
<b>DISASTER MANAGEMENT UNIT</b>	
<b>Challenges</b>	<b>Description</b>
Floods	<p>Lack of storm water control system led to flooding, household flooded, school flooded and this disturb daily activities.</p> <p>Infrastructures: Access road to the upgraded Thulare High school needs attention, the bridge become flooded, learning and teaching activities including other daily activities are hindered.</p>
Lack of bylaws	Communities are erecting structures (permanent and temporary) on bulk water supply pipes

<b>TRANSPORT AND COMMUNITY SAFETY</b>	
<b>Challenges</b>	<b>Description</b>
Insufficient	Unable to support the re-launching of CPFs (transportation of participants/ members)  Functionally of Community Safety Forum

<b>LIBRARY</b>	
<b>Challenges</b>	<b>Description</b>
	none

<b>SPORTS</b>	
<b>Challenges</b>	<b>Description</b>
Maintenance of sports and recreations facilities	Maintenance of sports facilities remains to be a challenge due to lack of budget
Art and culture staff	No art and culture unit

<b>THUSONG AND FACILITIES</b>	
Challenges	Description
Staffing	Replacement of Centre clerk since she has certified medically unfit there is a challenge in the functioning of the Centre

<b>HEALTH</b>	
Challenges	Description
Awareness Campaigns	Shortage of staff  Lack of enough awareness budget

Community Development: Employees		
<b>DISASTER MANAGEMENT UNIT</b>		
Post Level	Occupied	Vacant
Manager	Occupied	
Emergency Services & Disaster Management Coordinator	Interviews conducted	
Disaster Officer	Occupied	
Fire & Disaster Driver		
<b>HEALTH</b>		

Post Level	Occupied	Vacant
Section 56		
Managers		
Health officer	Occupied	
<b>SOCIAL DEVELOPMENT SERVICES</b>		

Post Level	Occupied	Vacant
Section 56		
Social Facilitator	Occupied	
Social Services Officer	Occupied	
Cemeteries Coordinator	Occupied	
Social Services coordinator	Occupied	

<b>SPORTS</b>		
Post Level	Occupied	Vacant
Managers	Occupied	
Facility caretaker		Vacant
Sports officer		Vacant
Sports coordinator	Occupied	
Librarian	Occupied	
Assistant Librarian	Occupied	
Gym assistant	Occupied	

<b>TRANSPORT COMMUNITY SAFETY</b>		
<b>Post Level</b>	<b>Occupied</b>	<b>Vacant</b>
Transport Safety Facilitator	Occupied	
R/A Supervisor	Occupied	
R/A Cashers	Occupied	

### 3.7. COMPONENT D: LOCAL ECONOMIC DEVELOPMENT

<b>Highlights: Local Economic Development</b>	
<b>Highlight</b>	<b>Description</b>
Municipal-wide waste management services	<ul style="list-style-type: none"> <li>• The curbside collection of refuse once a week from households</li> <li>• The curbside collection of refuse once a week from businesses</li> <li>• The curbside collection of refuse once a week from schools and pre schools</li> <li>• The curbside collection of refuse once a week from government institutions</li> <li>• The curbside collection of refuse once a week from the streets</li> </ul>
Illegal dumping and cleansing	<ul style="list-style-type: none"> <li>• Cleaning of the illegal dumping sites in all identified illegal hot spots:</li> <li>• Emptying of skip bins and cleaning its surroundings</li> <li>• Placing of Environmental signs</li> <li>• Applications of pesticides on municipal control skips</li> </ul>

<b>Challenges: Local Economic Development: Planning</b>	
<b>Challenges</b>	<b>Description</b>
Funding limitations on programme performance	<p>The financial position of the municipality in the 2022/2023 period impacted negatively on the overall performance of the LED and Planning Directorate.</p> <p>The Agriculture, Tourism, SMME's development were severely impaired</p>

<b>Employees: Local Economic Development</b>		
<b>Post Level</b>	<b>Occupied</b>	<b>Vacant</b>
<b>Section 54/56</b>	1	0
<b>Manager: Agriculture, Tourism, SMME &amp; Job Creation</b>	1	0
<b>SMME and Job Creation Coordinator</b>	1	0
<b>Tourism Officer</b>	1	0
<b>LED Secretary</b>	1	0
<b>Agriculture Officer</b>	1	0
<b>Manager: Marketing &amp; Investment</b>	0	0
<b>Manager Town Planner</b>	1	0
<b>Projects and Job Creation Officer</b>	1	0
<b>Manager: Environmental not in the Structure</b>	0	0
<b>Building Inspector</b>	1	0
<b>Assistance Town Planner</b>	1	0
<b>GIS Specialist</b>	1	0

### 3.7.1. Waste Management (Refuse collection, waste disposal, street cleaning and recycling)

<b>Waste Management Highlights</b>	
<b>Highlight</b>	<b>Description</b>
Waste Management & Collections	The municipality is collecting in all the 26 Wards which, includes households, schools, and business. We provide black refuse bags for collection and outsourced waste trucks collect the refuse bags.
Cleaning of Illegal Dumping sites	Two service providers appointed to render the service of cleaning illegal dumping sites.
Waste Buyback Centre	The buyback is completed and the Cooperative that was operating the facility has since collapsed. The intention is intending to issue the tender for the request of potential company to operate the facility
Landfill site	The municipality is dumping at the unlicensed facility and the municipality is in the process to close and rehabilitate the current site and currently undertaking studies at the new proposed site in Makapanstad.
Waste Management, Environmental, Education, Training and Development, Learnership programmes	Education is conducted in the communities and schools around the municipality. The Environmental learnerships we get from Department of Environmental Affairs and currently there is mass training programmes and Youth Environmental Services (YES).
Waste Management Awareness Campaigns	Campaigns are held quarterly in the communities and the latest one being in Mmotla and Makapanstad respectively.

<b>Waste Management: Challenges</b>	
<b>Challenges</b>	<b>Description</b>
Insufficient funding	The unit should be adequately funded
Implementation of Waste and Environmental bylaws	One person is currently employed as the Environmental and Waste Management Officer
No human capacity	One person in the unit employed by the municipality and the department of Cooperative, Governance and Traditional Affairs has assigned an Environmental graduate.

<b>Waste Management Service Delivery Levels</b>		
<b>Description</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>Waste</b>	Once a week collection	Once a week and cleaning of Illegal Waste Sites
	Intermediary level	

<b>Employees: Waste Management Services</b>						
<b>Job Level</b>	<b>2021/22</b>			<b>2022/2023</b>		
	<b>Posts No.</b>	<b>Employees No.</b>	<b>Vacancies</b>	<b>Posts No.</b>	<b>Employees No.</b>	<b>Vacancies</b>
None	1	0	02	1		02

<b>Expenditure: Waste Management Services</b>					
<b>Projects</b>	<b>2022/2023</b>				
	<b>Budget</b>	<b>Adjustment Budget</b>	<b>Actual Expenditure</b>	<b>Variance from original budget</b>	<b>Total project value</b>
	R 26 229 822	0	R 25 852 830	R 376 930	R 26 229 822

### **3.8. ORGANISATIONAL DEVELOPMENT PERFORMANCE**

#### **3.8.1. NATIONAL KEY PERFORMANCE INDICATORS**

The table below indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the MSA.

<b>National KPIs – Municipal Transformation and Organisational Development</b>		
<b>National Key Performance Indicators</b>	<b>Municipal Achievement</b>	
	<b>2021/2022</b>	<b>2022/2023</b>
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a	2	4

municipality's approved employment equity plan		
The percentage of a municipality's personnel budget (payroll) spent on implementing its workplace skills plan	1%	1%

<b>National KPIs - Good Governance and Public Participation Performance</b>	
<b>National Key Performance Indicator</b>	<b>Municipal Achievement</b>
The percentage of a municipality's capital budget spent on capital projects identified for a particular financial year in terms of the municipality's IDP (after rolling over projects)	<b>2022/2023</b>
	%

<b>Good Governance and Public Participation Performance Highlights</b>	
<b>Highlight</b>	<b>Achieved</b>
Training of Ward Committees	No
Imbizos	Yes
Ward committee secretary's forum	Yes
Best public participation municipality in the province	No
Ward and public meetings itinerary	Yes
Stipend	Yes
Staff	Yes

<b>Good Governance and Public Participation Performance Challenges</b>	
<b>Challenge</b>	<b>Actions to address challenge</b>
Filling of critical positions	All critical positions filled
Improve supply chain processes	Appointments and payments of service providers according to the stipulated period
Compliance with prescribed legislations	Encourage timeously reporting, and ensure that performance management is cascaded to lower level as prescribed by the staff regulations.

### 3.9. COMPONENT A: INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Moretele Municipality currently employs 228 officials (excluding non-permanent positions), who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resources service that addresses both skills development and the administrative function.

#### 3.9.1. Employment Equity

In Chapter 3, Section 15(1) of the Employment Equity Act of 1998 it is stated that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicators also refer to: "Number of people from employment equity (EE) target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan".

2022/2023 EE targets/actual appointments by racial classification							
African		Coloured		Indian		White	
Target	Actual	Target	Actual	Target	Actual	Target	Actual
31	31	0	0	0	0	0	0

EE targets/actual appointments by gender classification			
Male (Including disabilities)		Female (Including disabilities)	
Target	Actual	Target	Actual
11	11	19	19

EE according to positions filled in 2022/2023					
Description	African	Colored	Indian	White	Total
Number according to positions filled	31	0	0	0	6
% According to positions filled	100%				100%

EE according to Race and Occupational Levels									
Occupational levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	3	0	0	0	3	0	0	0	6

Senior Management	5	0	0	0	2	0	0	0	7
Professionally qualified and experienced specialists and middle management	29	0	0	0	22	0	0	0	51
Skilled technically and academically qualified workers, junior management, supervisors, foreman and superintendents	31	0	0	0	33	0	0	0	64
Semi-skilled and discretionary decision-making staff	37	0	0	0	35	0	0	0	71
Unskilled and defined decision-making staff	43	0	0	0	43	0	0	0	86
Total permanent	138	0	0	0	128	0	0	0	266
Non-permanent employees	10	0	0	0	10	1	0	0	20
<b>Grand total</b>		<b>148</b>			<b>138</b>			<b>286</b>	

### 3.9.2. Vacancy Rate

The approved organogram for the Municipality had 266 posts for the 2022/2023 financial year. The actual posts filled are indicated in the tables below by post level and by functional level. The posts were vacant at the end of 2022/2023 resulting in a vacancy level of 4%.

<b>Vacancy rate per post and functional level</b>		
<b>Per post level</b>		
<b>Post level</b>	<b>Filled</b>	<b>Vacant</b>
Contract (Section 54 & 56 Managers)	04	00
Permanent (Section 54 & 56 Managers)	02	00
Contracts	21	06
PL 00	30	01
PL 01	07	00
PL 02	19	01
PL 03	33	00
PL 04	32	08
PL 06	26	02
PL 08	43	03
PL10	47	01
<b>Total</b>	<b>264</b>	<b>22</b>

<b>Vacancy rate Per functional level</b>		
<b>Functional level</b>	<b>Filled</b>	<b>Vacant</b>
Municipal Manager	1	0
Budget & Treasury Office (CFO)	1	0
HR & Corporate Services	1	0
Infrastructure Development & Services	1	0
Local Economic Development	1	0
Community Development Services	1	0
<b>Total</b>	<b>06</b>	<b>00</b>

### 3.9.3. Turnover rate

A high staff turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge.

<b>Staff Turnover Rate within the Municipality</b>				
<b>Financial year</b>	<b>Total no. appointments at the end of each financial year</b>	<b>New appointments</b>	<b>No of terminations during the year</b>	<b>Turn-over rate %</b>
2021/2022	05	01	08	17%
2022/2023	28	20	08	4%

## 3.10. COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

Managing the municipal workforce refers to analyzing and coordinating employee behavior.

### 3.10.1. Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injuries will influence the loss of man-hours and therefore financial and productivity performance. The table below indicates the total number of occupational injuries within the different departments.

<b>Total number of occupational injuries within the different departments</b>		
<b>Department</b>	<b>2021/2022</b>	<b>2022/2023</b>
Municipal Manager	0	0
Financial Services	0	0
Corporate Services	0	0
Technical Services	0	0
Local Economic Development	0	0
Community Development	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

### 3.10.2. Sick Leave

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The table below indicates the total number of sick leave days taken per department.

<b>Total number of sick leave days taken per department</b>		
<b>Department</b>	<b>2021/2022</b>	<b>2022/2023</b>
Municipal Manager	18	350
Financial Services (CFO)	34	346
Corporate Services	42	470
Technical Services	0	283
Local Economic Development	15	200
Community Development	10	236
<b>Total</b>	<b>119</b>	<b>1885</b>

### 3.10.3. Policies and plans reviewed and approved. caucus

<b>HR Policies and plans reviewed and approved</b>	
<b>Name of policy</b>	<b>Date approved/revised</b>
<b>Approved policies</b>	
Occupational Health and Safety Policy	October 2022
Occupational Health & Safety Plan	October 2022
Travel and Subsistence Policy	May 2023
ICT Strategy	July 2022
HRD Strategy	January 2023

Records Management Policy	July 2022
ICT Policies	July 2022
EAP Policy	April 2018
Incapacity: Ill Health policy	April 2023
Fleet Management Policy	April 2018
Leave Management Policy	May 2023
Overtime Policy	May 2023
Internal Bursary Policy	May 2023
Induction Policy	June 2022
Probation Policy	June 2022
Rewards & Incentives Policy	June 2022
HR Plan	May 2022
Scarce Skills Policy	June 2022
Staff Succession Planning Policy	June 2022
Desertion & Abscondment Policy	June 2022
<b>Policies still to be developed</b>	
Labour Relations Policy	Labour Relations Act, Municipal Staff Regulations, Main Divisional Collective are used to address Labour Issues
Retirement Policy	October 2023
Employment Equity Plan	October 2023
Training and Development Policy	October 2023

<b>IT Policies reviewed and approved</b>	
<b>Name of policy</b>	<b>Date approved/revised</b>
<b>Approved policies</b>	
Security Policy	July 2022

Patch Management	<b>Not Policy but Procedure</b>
Third Patch Information Security Policy	<b>July 2022</b>
Change Control Policy	<b>Not Policy but Procedure</b>
Business continuity and Disaster Recovery Planning Policy	<b>July 2022</b>
Remote Access Policy	<b>Not Policy but Procedure</b>
External Network Connection Policy	<b>Not Policy but Procedure</b>
User Creation Policy	<b>Not Policy but Procedure</b>
Anti-Virus Policy	<b>Not Policy but Procedure</b>
Change Management Policy	<b>Not Policy but Procedure</b>
Risk Management Procedure	<b>Not Policy but Procedure</b>

### 3.11. COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the Municipal Systems Act 32 of 2000 requires that “a municipality must develop its human resource capacity to a level that enables it to perform their functions and exercise their powers in an economical, effective, efficient and accountable way, and for this purpose must comply with the Skills Development Act 81 of 1998 and the Skills Development Levies Act 28 of 1999”.

#### 3.11.1. Skills matrix

The table below indicates the number of employees that received training during the year under review.

<b>Skills matrix</b>					
<b>Occupational level</b>	<b>Gender</b>		<b>Number of employees identified for training at start of year</b>	<b>Number of employees that received training</b>	
	<b>Female</b>	<b>Male</b>		<b>Female</b>	<b>Male</b>
Legislators	0	3	0	0	0
MM and Section 56 Managers	3	2	4	2	2
Senior officials/Managers	5	22	1	1	0
Professionals	29	33	7	4	3
Technicians	31	35	4	2	1

Clerks and Administrative Officials	37	43	21	4	5
Service and sales workers	43	3	10	5	4
Plant and machine operators and drivers	29	2	12	3	9
Elementary occupations	31	22	0	1	0
<b>Sub-total</b>	<b>148</b>	<b>138</b>	<b>59</b>	<b>22</b>	<b>29</b>
<b>Total</b>	<b>286</b>		<b>59</b>	<b>51</b>	

Note to the summary:

### 3.11.2. Skills Development – Training provided.

The Skills Development Act of 1998 and the Municipal Systems Act of 2000 require from employees to supply employees with the necessary training to develop its human resource capacity. Section 55(1)(f) of the Skills Development Act states that as head of administration the Municipal Manager is responsible for the management, utilization, and training of staff. The table below summarizes the targeted and actual number of employees in the different occupational categories that underwent skills training during the financial year under review, in terms of either learnerships and/or skills programmes/short courses.

<b>Skills Development by Occupational Category</b>									
<b>Occupational categories</b>	<b>Gender</b>		<b>Training provided in 2021/2022</b>						
			<b>Learnerships/ Academic Programmes</b>		<b>Skills Programmes &amp; Other Short Courses</b>		<b>Total</b>		
	<b>F</b>	<b>M</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>
Legislators	0	0	0	0	0	0	0	0	
MM and s.57 Managers	2	2	4	4	0	0	0	0	0
Senior officials /Managers	1	0	1	0	0	0	0	0	0
Professionals	4	3	7	7	0	0	0	0	0
Technicians	2	1	3	3	0	0	0	0	0
Clerks and Administrative Officials	4	5	9	9	0	0	0	0	0
Service and sales workers	5	4	9	9	0	0	0	0	0

Plant and machine operators and drivers	3	9	12	12	0	0	0	0	0
Elementary occupations	1	0	1	0	0	0	0	0	0
<b>Total</b>	<b>24</b>	<b>24</b>	<b>45</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 3.11.3. Skills Development – Budget Allocation

The table below indicates that 100% of the total amount of R 2.1M was spent on skills development during the year under review.

Skills development budget versus actual spent			
Total personnel budget	Total allocated for skills development	Total spent	% Spent
<b>2021/2022</b>	1.9M	1.9M	100%
<b>2022/2023</b>	2.0M	2.1M	100%

### 3.11.4. MFMA Competencies (Minimum Competency Requirements)

In terms of Section 83(1) of the MFMA the accounting officer, senior managers, the chief financial officer, non-financial managers, and other financial officials of a municipality, including supply chain practitioners and asset management practitioners, must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role-players in the local government sphere, developed an outcome based NQF Level 6 qualification in municipal financial management. In terms of Government Notice 493 dated 15 June 2007, “Municipality or municipal entity must employ a person in section 54 & 56 position with a certificate program in Municipal Development (CPMD) or attain the qualification within 18 months from the date of appointment as prescribed by the legislation/ regulations”.

Minimum Competency Requirements		
Post	Comment on achievement	Detail
Municipal Manager	Completed	28 Unit Standards
CFO	Completed	28 Unit Standards
HR Director	Completed	28 Unit Standards
IDS Director	Not Yet Started	0 Unit Standards

LED Director	Completed	28 Unit Standards
CDS Director	Completed	28 Unit Standards

<b>No of Employees Meeting Minimum Competency Requirements</b>	
<b>Directorate</b>	<b>No of Employees</b>
Human Resources	08
IDS	02
Local Economic Development	03
CDS	03
BTO	40
Municipal Manager	07

### 3.11.5. Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency.

<b>Personnel expenditure as a percentage of total operating expenditure</b>			
<b>Financial year</b>	<b>Total Expenditure: Salary and Allowances</b>	<b>Total operating expenditure</b>	<b>Percentage %</b>
2022/2023	165 672 533.89	472 910 994.74	<b>35%</b>

<b>Summary of Councilor and staff benefits</b>				
<b>Financial year</b>	<b>2021/2022</b>		<b>2022/2023</b>	
<b>Description</b>	<b>Original Budget</b>	<b>Actual</b>	<b>Original Budget</b>	<b>Actual</b>
<b>Councilors (Political Office Bearers)</b>				
<b>(R)14 261 862.62</b>				
Salary	14,521,500.00	11 258 575.63	<b>12 518 000</b>	12 589 224
Pension Contributions and medical Aid	2,307,885.00	1 986 432.15	<b>2 350 000</b>	1 735 683
Motor vehicle allowances	5,153,536.00	4 418 346	<b>4 911 106</b>	4 936 948
Cell phone allowances	2,376,935.00	2 292 822.73	<b>2 312 000</b>	2 294 000

Housing allowances	0	0	0	0
Other benefits or allowances	0	0	0	0
In-kind benefits	0	0	0	0
<b>Sub Total</b>	<b>24,359,856.00</b>	<b>19 956 176.51</b>	<b>22 091 000</b>	<b>20 507 258</b>
% Increase/(decrease) from 2021/2022 to 2022/2023: 5% increase				
<b>Senior Managers of the Municipality (R)</b>				
Salary	7,398,074.60	4 305 305.10	7 550 000	5 432 466
Pension and UIF Contribution	0	0	0	0
Medical Aid Contributions	0	0	0	0
Motor vehicle allowances	0	0	0	0
Performance Bonus	0	0	0	0
Housing allowances	0	0	0	0
Other benefits or allowances	616,506.22	434 903.40	629 000	0
In-kind benefits	0	0		
<b>Sub Total</b>	<b>8,014,580.82</b>	<b>4 740 208.50</b>	<b>8 179 000</b>	<b>5 432 466</b>
% Increase/(decrease) from 2020/21 to 2021/22: 2.% Increase				
<b>Other Municipal Staff</b>				
Salary	86,720,038.97	78 318 840.38	106,200,891.00	91 275 861
Pension Contributions	14,420,916	16 039 884.58	17,025,222.00	15 923 330
Medical Aid Contributions	10,570,502	6 675 788.58	11,763,679.00	7 466 867
Motor vehicle allowances	10,877,573	8 223 640.07		
Cell phone allowances	1,433,879	3 829 028.34	1,785,993.00	1 740 254

Housing allowances	2,601,773	165 740.88	2,856,238.00	412 623
Other benefits or allowances	8741044.78	7 244 221.24	24,528,540.00	49 711 188
In-kind benefits				
Sub Total	135,365,726.75	120 497 153.86	164,160,563.00	148 566 830
<b>% Increase/(decrease) from 2020/2021 to 2021/2022 % 3% increase</b>				
TOTAL FOR MUNICIPALITY	145 193 538.87		186 408 000	170 122 685

### 3.11.6. National key performance indicators – Municipal Financial Viability and Management (Ratios)

The table below indicates the municipality's performance in term of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area** Namely **Municipal Financial Viability and Management**.

<b>National KPIs for financial viability and management</b>			
<b>Description</b>	<b>Basis of calculation</b>	<b>2021/2022</b>	<b>2022/2023</b>
		<b>Audited outcome</b>	<b>Audited outcome</b>
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	<b>Unqualified</b>	
Total Outstanding Service Debtors to Revenue	Total Outstanding Service Debtors / annual revenue received for services	<b>Unqualified</b>	
Debt coverage	(Total Operating Revenue – Operating Grants)/Debt service payments due within financial year	<b>Unqualified</b>	

## 4. COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

This chapter provides details regarding the financial performance of the municipality for the 2022/2023 financial year.

The municipality takes inflationary pressures into account when tariffs and operational expenditure are budgeted for.

<b>Consultancy Arrangements with the Highest Cost Implications for 2022/2023</b>		
<b>Consultancy arrangement</b>	<b>Cost</b>	<b>Reason for engagement</b>
MAGALIES WATER	R 50,435,190.12	Bulk Water Operation and Maintenance Services
MCC SECURITY SERVICES	R 29,144,654.53	Provision of security services
PEO INFORMATION TECHNOLOGY	R 18,235,778.68	ICT support services
BATHO BOTHLE TRADING	R 7,161,750.00	Provision of Call centre services
RELIABLE ACCOUNTANTS	R 6,901,610.84	Compilation of Annual Financial Statements and Provision of audit support

#### 4.1. FINANCIAL SUMMARY

The table below indicates the summary of the audited financial performance for the 2022/23 financial year.

Summary of the Financial Performance for the 2022/2023 Financial Year										
Description	2021/2022					2022/2023				
				Variance					Variance	
	Budget	Adjusted budget.	Actual	Budget	Adjustment budget	Budget	Adjusted budget.	Actual	Budget	Adjustment budget
	R	R	R	%	%	R	R	R	%	%
Property rates	49 221 432	49 221 432	47 275 146	96%	96%	48 115 701	19 088 215	9 006 892.58	18 %	47%
Service charges	53 965 264	53 965 264	56 798 362	105 %	105%	54 668 747	54 668 747	63 771 786.39	11 6%	116%
Rental of facilities and Equipment	135 041	135 041	172 198	127 %	127%	150 157	150 157	150 029	99 %	99%

Interest Received	21 577 231	23 077 231	23 966 210	103 %	103%	23 128 038	23 128 038	35 735 016	15 4%	154%
Transfers recognized	580,098, 020.00	580,098,02 0.00	572 245 889	98%	98%	617 851 000	618 212 262	599 798 531.81	97 %	97%
Other own revenue	565 205	565 205	4 517 459	799 %	799%	960 870	2 160 870	2 639 036	27 4%	122%
Employee costs	149 209 132	137 849 397	134 989 530	90%	97%	165 503 913	165 503 913	150 464 712.39	90 %	90%
Remuneration of Councilors	26 511 475	26 511 475	20 507 272	77%	77%	22 091 079	22 091 079	14 261 862.62	64 %	64%
	57 053 681	57 053 681	105 778 089	185 %	185%					
Depreciation and asset impairment loss	62 056 000	62 056 000	59 608 204	96%	96%	63 037 395	63 037 395	94 863 004.31	15 0%	150%
Finance charges	565 205	565 205	4 517 459	799 %	799%	234,361.00	234,361.00	201,099.46	85 %	85%

Material and bulk purchases	42,133,382.00	37,497,580.00	64 624 141	153 %	172%	46 168 175	50 252 139	32 628 135.95	79 %	64%
Contracted services	112 123 908	133 821 502	121 245 724	108 %	90%	147 902 932	150 017 769	134 786 257.90	91 %	89%
Other expenditure	57 016 000	55 577 000	67 333 792	118 %	121%	108 175 398	112 008 917	56 482 385.66	52 %	50%
Total Expenditure	508 118 000	516 858 000	595 679 709	117 %	115%	553 175 720	563 208 040	483 687 458.29	87 %	85%
Surplus/(Deficit)	71,980,020.00	63,240,020.00	112,295,546.00	156 %	177%	1 603 000	-35 896 000	211 279 491	11 8%	147%
Transfers recognized – capital	194 482 220	194 482 220	166 398 756	85%	85%	190 096 000	190 096 000	172 441 671	90 %	90%

Surplus/(Deficit) after capital transfers & contribution	201 479 000	197 604 000	109 295 555			191 699 000	154 200 000	211 279 491	11 0%	137%
Surplus/(Deficit) after taxation	201 479 000	197 604 000	109 295 555			191 699 000	154 200 000	211 279 491	11 0%	137%
Surplus/(Deficit) attributable to municipality	201 479 000	197 604 000	109 295 555			191 699 000	154 200 000	211 279 491	11 0%	137%
Surplus/(Deficit) for the year	201 479 000	197 604 000	109 295 555			191 699 000	154 200 000	211 279 491	11 0%	137%
Capital expenditure and funds sources	194 482 220	194 482 220	166 398 756			190 096 000	190 096 000	172 441 671	90 %	90%

Capital expenditure: Transfers recognized – capital	194 482 220	194 482 220	166 398 756			190 096 000	190 096 000	172 441 671	90 %	90%
Borrowing	0	0	0	0	0	0	0	0	0	0
Internally generated funds	0	0	0	0	0	54 481 000	35 909 000	0	0	0
<b>Financial position</b>										
Total current assets	337 682 899	316 560 736	<b>387 418 457</b>	114 %	122%	363 901 000	446 189 000			
Total non-current assets	1 526 524 128	1 289 677 752	<b>1 198 529 803</b>	78%	92%	1 477 572 000	1 354 152 000			

Total current liabilities	128 184 358	57 450 508	<b>191 214 787</b>	149 %	332%	136 073 000	352 030 000			
Total non-current liabilities	4 982 999	4 982 999	5 255 000	105 %	105%	461 000	1 674 000			
Community wealth/equity	1 543 890 891	1 350 723 616	1 389 478 470	89%	102%	1 704 938 000	1 600 837 000			
<b>Cash flows</b>										
Net cash from(used) operating activities.	251,06 4,458. 00	239,672, 032.00	<b>197 734 669</b>	78%	82%	263 837 000	213 236 000			
Net cash from(used) investing activities	202,43 3,377. 00	193,687, 042.00	<b>112 158 097</b>	55%	57%	-250 932 000	-228 859 000			
Net cash from(used)	0	0	740 252	0%	0%	0	0			

financing activities										
Cash/cash equivalents at the year end	145,447,745.00	268,677,094.00	256 471 361	176 %	95%	259 979 000	279 910 000			

Performance of Actual Figures against Budgeted Figures								
Financial Year	Revenue				Expenditure			
	Budget R	Actual R	Difference	%	Budget R	Actual R	Difference	%
2022/2023								

**4.1.1. Revenue collection by Vote**

Revenue Collection by Vote											
Vote Description	Original budget	Adjusted budget	Actual	Original	Adjusted budget	Original budget	Adjusted budget	Actual	Original	Adjusted budget	

				budget					budget	
R'000										
Vote 1										
Vote 2										
Vote 3	450,850,359. 00	455,850,359. 00	455,850,359. 00	100%	100%	490 039 963	461 103 407	451 204 670.1 6	92%	97%
Vote 4										
Vote 5	257,807,216. 00	257,807,216. 00	257,807,216. 00	100%	100%	253 346 747	253 346 747	256 959 684.7 8	101%	101%
Vote 6	939,308.00	804,286.00	804,286.00	86%	100%	1 4 8 8 1 3 5	2 958 135	2 936 937.6 0	197%	99%
Vote 7										

<b>Total Revenue by Vote</b>	709,596,883.00	714,461,861.00	714,461,861.00	<b>101%</b>	<b>100%</b>	<b>744 874 845</b>	<b>717 408 289</b>	<b>711 101 292.54</b>	<b>95%</b>	<b>99%</b>
------------------------------	----------------	----------------	----------------	-------------	-------------	--------------------	--------------------	-----------------------	------------	------------

*Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual*

**4.1.2. Revenue collection by Source**

Revenue Collection by Source										
Source Description	Original budget	Adjusted budget	Actual	Original budget %	Adjusted budget %	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget.
Property rates	49,221,432.00	49,221,432.00	47,275,146	96%	96%	48 115 701	19 088 215	9 006 892.58	<b>18%</b>	<b>47%</b>
Property rates - penalties & collection charges										
Service charges - electricity revenue										

Service charges - water revenue	31,662,135.00	31,662,135.00	33,090,813	104%	104%	32,211,100	32,211,100	37,529,161.73	116%	116%
Service charges - refuse revenue	22,491,679.00	22,491,679.00	23,707,549	105%	105%	22,457,647	22,457,647	26,242,624.66	116%	116%
Rental of facilities and equipment	135,041.00	135,041.00	172,198	127%	127%	150,157	150,157	150,029.06	99%	99%
Interest earned - external investments	8,097,494.00	9,597,494.00	10,813,000	133%	112%	12,050,380	12,050,380	21,219,471.59	176%	176%
Interest earned - outstanding debtors	13,479,737.00	13,479,737.00	13,153,210	97%	97%	11,077,658	11,077,658	14,515,545.11	131%	131%
Dividends received										
Fines										

Licenses and permits	751 000	751 000	647 595	86%	86%	566,135.00	1 200 000	650,290 .69	114%	54%
Agency services										
Transfers recognized - operational						427 755 000	428 116 262	408 647 484.77	95%	95%
Other revenue	377 000	3 877 000	3 870 299	1026%	99%	960 870	2 160 870	2 639 036	274%	122%
Gains on disposal of PPE										
<b>Total Revenue by Source (excluding capital transfers and contributions)</b>	515 115 000	519 980 000	512 425 977	99%	98%	<b>554 778 513</b>	<b>527 312 289</b>	<b>519 950 245.50</b>	93%	98%

4.1.3. Financial Performance of Operational Service

Operational Services Performance – Operating Costs										
Services Description	Original budget R	Adjusted budget. R	Actual R	Original budget %	Adjusted budget. %	Original budget R	Adjusted budget. R	Actual R	Original budget %	Adjusted budget. %
<b>Operating costs:</b>	135 323 704	135 323 704	198 833 032	146%	146%	168 921 222	162 460 308	148 091 428 .69	87%	91%
Water and Sanitation										
Electricity	12 427 121	17 527 795	15 918 193	128%	90%	14 920 152	13 630 152	14 824 431.6 5	99%	108%
Waste Management										
Housing										

<b>Component A: Sub-Total</b>	<b>147 750 825</b>	<b>152 851 499</b>	<b>214 751 225</b>	<b>145%</b>	<b>140%</b>	<b>183 841 374</b>	<b>176 090 460</b>	<b>162 915 860.3 4</b>	<b>88%</b>	<b>92%</b>
Wastewater (Storm water drainage)										
Roads	<b>31,493,964</b>	<b>30,189,064</b>	8 620 621	27%	28%	31 594 481	34 471 639	9 713 490 .55	30%	28%
Transport										
<b>Component B: Sub-Total</b>	<b>31,493,964</b>	<b>30,189,064</b>	8 620 621	27%	28%	31 594 481	34 471 639	9 713 490 .55	30%	28%
Planning	48 749 928	48 749 928	40 695 459	83%	83%	51 725 151	53 953 298	50 144 545.8 6	96%	92%
Local Economic Development										

Component C: Sub-Total	48 749 928	48 749 928	40 695 459	83%	83%	51 725 151	53 953 298	50 144 545.8 6	96%	92%
Community & Social Services	14 348 829	14 348 829	13 131 743	91%	91%	17 367 125	19 136 891	16 285 832 50	93%	85%
Environmental Protection										
Health	793 049	<b>774,636</b>	366 654	46%	47%	1 310 402	924 818	329 808 .91	25%	35%
Security and Safety										
Sport & Recreation	13 269 191	13 269 191	3 466 204	26%	26%	3 497 561	4 011 821	3 575 968.4 3	102%	89%
Library	1 060 630	1 060 630	1 058 003	99%	99%	2 895 263	3 032 209	2 005 561.8 5	69%	66%

Corporate Policy Offices and Other						254 660 670	263 909 443	231 547 096.0 2	90%	87%
<p><i>In this table operational income (not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service. Variances are calculated by dividing the difference between actual and original /adjustments budget by the actual.</i></p>										

#### 4.2. FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

##### 4.2.1. Storm water and Roads

Financial Performance: Storm Water and Roads									
Description	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget	
	R'000								
<b>Total Operating Revenue (excluding tariffs)</b>									

Expenditure:								
Employees	5 699 852	5 699 852	8 275 699	(2,575,847.00)	6 074 954	8 952 112	8 621 742.23	330 369.77
Repairs and maintenance	2 744 861	2 744 861	348 976	2,395,885.00	1 484 431	1 484 431	1 077 887.57	406 543.43
Other	23 029 250	23 029 250	15 082	23,014,168.00	24 035 096	24 035 086	13 860.75	24 021 225.25
Total Operating Expenditure	31 743 963	31 743 963	8 639 757	23,104,206.00	31 597 481	33 734 715.80	9 713 490.55	24 021 225.25
Net Operational (services) Expenditure	31 743 963	31 743 963	8 639 757	23,104,206.00	31 597 481	33 734 715.80	9 713 490.55	24 021 225.25

*Variances are calculated by dividing the difference between actual and original budget by the actual*

#### 4.2.2. Project Management Unit

Financial Performance: Project Management Unit								
Description	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R							
Total Operating Revenue (Excluding tariffs)	121,516,020.00	121,516,020.00	121,516,020.00	0	131 680 000	131 680 000	131 680 000	0
Employees	5 310 491	5 310 491	7 784 791	(2,474,300.00)	5 680 571	7 237 461	7 003 597.25	233 863.75
Repairs and maintenance	0	0	0	0	150,000.00	150,000.00	0	0
Other	415 309	415 309	41 648	373,661.00	453 122	290 000	163,587.01	126 412.99

Total Operating Expenditure	5 725 800	5 725 800	7 826 440	(2,100,640.00)	6 283 693	7 677 461	7 167 184.25	360 276.74
Net Operational (services) Expenditure	5 725 800	5 725 800	7 826 440	(2,100,640.00)	6 283 693	7 677 461	7 167 184.25	360 276.74
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

#### 4.2.3. Electricity

Financial Performance: Electricity								
Description	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)								

Employees	0	0	0	0	0	0	0	0
Repairs and maintenance	1 435 250	3 435 250	3 344 384	90 866	3,600,000.00	1,600,000.00	848,404.68	751 595.32
Other	10 991 871	14 092 545	12 573 809	1 518 736	11 320 152	12 030 152	13 976 026.97	-1 945 874
<b>Total Operating Expenditure</b>	12 427 121	<b>17 527 795</b>	15 918 193	1 609 602	14 920 152	<b>13 630 152</b>	14 824 431.65	-1 194 278.68
<b>Net Operational (services) Expenditure</b>	12 427 121	<b>17 527 795</b>	15 918 193	1 609 602	14 920 152	<b>13 630 152</b>	14 824 431.65	-1 194 278.68

*Variances are calculated by dividing the difference between actual and original budget by the actual*

#### 4.2.4. Housing

Financial Performance: Housing									
Description		2021/22				2022/2023			
		Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget

	R'000								
<b>Total Operating Revenue (excluding tariffs)</b>									
Expenditure:									
Employees	0	0	0	0	0	0	0	0	0
Repairs and maintenance	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenditure</b>	0	0	0	0	0	0	0	0	0
<b>Net Operational (services) Expenditure</b>	0	0	0	0	0	0	0	0	0
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>									

**4.2.5. Water**

Financial Performance: Water
------------------------------

Description	2021/22				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
<b>Total Operating Revenue (excluding tariffs)</b>	135,539,814.00	135,539,814.00	135,539,814.00	0	65 000 000	65 000 000	65 000 000	0
Expenditure:								
Employees	13 801 085	13 801 085	2 384 200	11 416 885	15 353 484	15 353 484	2 693 250	12 660 234
Repairs and maintenance	11 716 322	11 716 322	16 016 638	-4 300 316	16 271 632	15 176 407	11 807 399 47	3 369 008
Other	109 806 297	109 806 297	182 683 852	72 877 555	126 839 861	129 984 199	123 585 474.56	6 398 724.44
<b>Total Operating Expenditure</b>	135,323,704.00	135,323,704.00	201,084,690.00	65 760 986	158 464 977	160 514 090	138 086 123	22 427 966.44

							56	
<b>Net Operational (services) Expenditure</b>	135,323,704.00	135,323,704.00	201,084,690.00	65 760 986	158 464 977	160 514 090	138 086 123 56	22 427 966.44
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

Financial Performance: Waste Management

Description	2021/2022				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R							
<b>Total Operating Revenue (Excluding tariffs)</b>	0	0	0	0	0	0	0	0
<b>Expenditure:</b>								
Employees	0	0	0	0	0	0	0	0
Repairs and maintenance	0	0	0	0	0	0	0	0
Other	0	0	<b>0</b>	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Total Operating Expenditure	0	0	0	0	0	0	0	0
Net Operational (services) Expenditure	0	0	0	0	0	0	0	0

*Variances are calculated by dividing the difference between actual and original budget by the actual*

#### 4.2.6. Technical Services (Admin)

##### 4.2.6.1. Local Economic Development

Financial Performance: Local Economic Development								
Description	2021/2022				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R							
<b>Total Operating Revenue (excluding tariffs)</b>	0	0	0	0	0	0	0	0
Expenditure:								
Employees	10 530 355	10 530 355	7 919 366	2 610 989	9 799 734	9 799 734	5 282 849.32	4 516 884.68
Repairs and maintenance	0	0	0	0	0	0	0	0
Other	38 219 573	38 219 573	32 776 092	5 443 481	37 640 936	39 131 096	36 529 952	2 601 144
<b>Total Operating Expenditure</b>	<b>48 749 928</b>	<b>48 749 928</b>	<b>40 695 458</b>	<b>8 054 470</b>	<b>47 440 670</b>	<b>48 930 830</b>	<b>41 812 801.32</b>	<b>7 118 028.68</b>

<b>Net Operational (services) Expenditure</b>	48 749 928	48 749 928	40 695 458	8 054 470	47 440 670	48 930 830	41 812 801.32	7 118 028.68
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

#### 4.2.6.2. Community Development

Financial Performance: Community Development								
Description	2020/21				2021/2022			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
<b>Total Operating Revenue (excluding tariffs)</b>								
Expenditure:								
Employees								

Repairs and maintenance								
Other								
<b>Total Operating Expenditure</b>								
<b>Net Operational (services) Expenditure</b>								
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

#### 4.2.6.2.1. Social Services Administration

Financial Performance: Social Services Administration								
Description	2021/22				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
R'000								
<b>Total Operating</b>	0	0	0	0	0	0	0	0

<b>Revenue (excluding tariffs)</b>									
Expenditure:									
Employees	12 609 580	12 609 580	12 079 126	530 454	15 636 341	16 944 061	14 231 512.11		2 712 548.89
Repairs and maintenance	1 492 004	1 492 004	849 233	642 771	1 204 800	1 704 800	1 596 152.90		108 647.1
Other	247 245	247 245	203 385	43 860	472 848	402 894	373 411.49		29 482.51
Total Operating Expenditure	14 348 829	14 348 829	12 128 744	2 220 085	18 313 989	18 648 861	16 201 076.39		2 850 678.40 .
Net Operational (services) Expenditure	14 348 829	14 348 829	12 128 744	2 220 085	18 313 989	18 648 861	16 201 076.39		2 850 678.40 .
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>									

#### 4.2.6.2.2. Sports, Arts and Culture

Financial Performance: Sports, Arts and Culture								
Description	2021/22				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
<b>Total Operating Revenue (excluding tariffs)</b>	0	0	431 2.97	4312.97	0	0	0	0
Expenditure:								
Employees	2 206 452	3 286 889	3 242 071	44 818	3 058 642	3 667 902	3 275 460.36	392 442.00
Repairs and maintenance	155 909	155 909	145 689.60	10 220	100,000.00	0	0	0
Other	10 906 830	10 906 830	82 756	10 824 074	289 191	280 444	240 794.64	39 649.36
<b>Total Operating Expenditure</b>	<b>13 269 191</b>	<b>14 349 628</b>	<b>3 470 516</b>	<b>879 112</b>	<b>3 447 833</b>	<b>3 948 346</b>	<b>3 516 255</b>	<b>432 091.36</b>

Net Operational (services) Expenditure	13 269 191	14 349 628	3 470 516	879 112	3 447 833	3 948 346	3 516 255	432 091.36
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

#### 4.2.6.2.3. Health Services

Financial Performance: Health Services								
Description	2021/2022				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
R								
<b>Total Operating Revenue (excluding tariffs)</b>	0	0	0	0	0	0	0	0
Expenditure:								
Employees	669 805	669 805	234 504.77	435 301	674 112	674 112	240 993.96	433 118.04

Repairs and maintenance	0	0	0	0	0	0	0	0
Other	123 244	123 244	132 150	8906	636 290	634 290	88 814.95	545 475 .05
<b>Total Operating Expenditure</b>	793 049	793 049	366 654	426 395	1 310 402	1 008 402	329 808.91	978 593.09
<b>Net Operational (services) Expenditure</b>	793 049	793 049	366 654	426 395	1 310 402	1 008 402	329 808.91	978 593.09
<i>Variances are calculated by dividing the difference between actual and original budget by the actual</i>								

#### 4.2.6.2.4. Libraries

Financial Performance: Libraries								
Description	2021/22				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
R'000								

<b>Total Operating Revenue (excluding tariffs)</b>	939 308	804 286	804 286	0	922,000.00	990,955.00	990 955.00	0
Expenditure:								
Employees	1 048 465	1 048 465	1 049 503	1039	1 953 926	2 020 872	1 095 157.41	925 714.59
Repairs and maintenance	0	0	0	0	0	0	0	0
Other	951 473	951 473	851 129.13	100 344	941 337	1 011 337	910 404.44	100 932.56
<b>Total Operating Expenditure</b>	<b>1 999 938</b>	<b>1 999 938</b>	<b>1 900 632</b>	<b>1 700 694</b>	<b>2 895 263</b>	<b>3 032 209</b>	<b>2 005 561.85</b>	<b>1 026 647.15</b>
<b>Net Operational (services) Expenditure</b>	<b>1 999 938</b>	<b>1 999 938</b>	<b>1 900 632</b>	<b>1 700 694</b>	<b>1 973 263</b>	<b>2 041 254</b>	<b>1 014 606.85</b>	<b>1 026 647.15</b>

*Variances are calculated by dividing the difference between actual and original budget by the actual*

#### 4.2.6.2.5. Transportation and Safety

Financial Performance: Transportation and Safety								
Description	2021/22				2022/2023			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R							
<b>Total Operating Revenue (excluding tariffs)</b>	751 382	751 382	<b>707 847.93</b>	43 535	566,135.00	1,200,000.00	1,743,872.98	-543 872.98
Expenditure:								
Employees	2 962 482	2 962 482	1 474 414	1 488 068	3 771 579	3 771 579	1 541 197.24	2 230 381.76
Repairs and maintenance	0	0	0	0				
Other	146 162	146 162	130 872	15290	345 098	400 052	237 282.93	162 769.07

Total Operating Expenditure	3 108 644	3 108 644	1 605 286	1 503 358	4 116 677	4 171 631	1 778 480.17	2 393 150 .83
Net Operational (services) Expenditure	-2 357 262	- 2 357 262	-897 439	-3 254 701	- 3 550 542	-2 971 631	-34 607.19	-2 937 023.81

*Variances are calculated by dividing the difference between actual and original budget by the actual*

Financial Performance: Grants

Grant Description	2021/2022			2021/2022 Variance		2022/2023			2022/2023 Variance	
	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget
	<b>R'000</b>									

**Capital Transfers and Grants**

<b>National Government:</b>										
Municipal Systems Improvement	0	0	0	0	0	0	0	0	0	0
Municipal Infrastructure Grant	<b>113,988,000</b>	<b>113,988,000</b>	110 702 260	3 285 740	3 285 740	<b>131,680,000</b>	<b>131,680,000</b>	131 583 346.59	96 653.41	96 653.41
Fire and Emergency Grant-in-Aid	0	0	0	0	0	0	0	0	0	0
Finance Management Grant	3 000 000	3 000 000	3 000 000	0	0	2 900 000	2 900 000	2 900 000	0	0
Extended Public Works Grant	<b>2,259,000</b>	<b>2,259,000</b>	<b>2,259,000</b>	0	0	<b>1,998,000</b>	<b>1,998,000</b>	<b>1,998,000</b>	0	0

Department of Water and Forestry Grant	<b>84,400,000</b>	<b>84,400,000</b>	79 042 000	5 358 000	5 358 000	65 000 000	65 000 000	<b>63,442,114.65</b>	1 557 885.35	1 557 885.35
Library grant	<b>898,000</b>	<b>898,000</b>	806 629	91 371	91 371	<b>922,000</b>	<b>992,000</b>	<b>990,955.01</b>	68 955.01	1 044.99
Northwest Provincial Grant	0	0	0	0	0	0	0	0	0	0
Clean Communities Project	0	0	0	0	0	0	0	0	0	0
<b>District Municipality</b>										
Bojanala Platinum District Municipality	0	0	0	0	0	0	0	0	0	0
<b>Total Capital Transfers and Grants</b>	<b>204 545 000</b>	<b>204 545 000</b>	<b>195 809 889</b>	<b>8 735 111</b>	<b>8 735 111</b>	<b>202 500 000</b>	<b>202 570 000</b>	<b>200 914 416.25</b>	<b>1 585 583.75</b>	<b>1 655 583 75</b>

*Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual*

**4.2.7. Grants**

**4.2.7.1. Employee Costs**

Management of Employee Costs			
Description	Basis of calculation	2021/22	2022/2023
		Audited outcome	Audited outcome
Employee costs	Employee costs/ (Total Revenue – capital revenue)	155 357 608/ (702 170 237 – 189 744 260) = 30%	187 657 459/(744 874 513 – 196 680 000 )=34%

#### 4.3. COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

##### 4.3.1. Analysis of Capital and Operating Expenditure

Description	Original Budget	Adjusted Budget	Actual	Original Budget variance	Adjusted Budget variance
Capital Expenditure	250 932 000	228 510 000	172,441,671	68%	75%
Operating expenditure	553,175,720	562,836,029	498 728 218	90%	88%
<b>Total expenditure</b>					
Roads and Storm Water	38 226 000	50 711 000	46 305 751.35	121%	91%
Water	102 709 000	83 566 000	94 695 316.28	92%	113%

Sanitation	17 291 000	29 822 000	24 374 025.74	140%	81%
Community Halls	9 200 000	8 000 000	7,113,75 5.89	77%	88%
High Mast Lights	20 342 000	18 855 000	17 432 957.81	85%	92%
Internal contributions					
Grants and subsidies	617,851,000	618,212,262	618 212 262	100%	100%
Salaries, wages, and allowances	<b>187,657,461</b>	<b>187,657,461</b>	164 871 549.90	87%	87%
Cash in bank					
Capital payments	250 932 000	228 510 000	172,441, 671	68%	75%
Investments made					
Other payments (finance lease payments)					

Property rates	48 115 701	19 088 215	9 006 892.58	18%	47%
Service charges	54 668 647	54 668 647	63 771 785	116%	116%
Other own revenue	960 870	2 160 870	2 639 036	274%	122%
Employment related costs	187 594 992	187 594 992	164 726 574	87%	87%
Provision for working capital					
Repairs and maintenance	20 363 528	18 568 303	15 154 515	74%	81%
Bulk purchases	43,000,000.00	45,850,338	51,151,5 71.78	118%	111%
Other expenditure (including contracted services)	294 252 977	302 520 184	258 320 516	87%	85%

Free Basic Service: Electricity & Water	7,983,614.00	8 693 614	9,327,813.66	116%	107%
Other expenditure: Electricity (Own)	0	0	0	0	0
Service charges: Water	32 211 100	32 211 100	37 521 944.33	116%	116%
Grants and subsidies: Water	65 000 000	65 000 000	62,230,029.22	95%	95%
Other revenue: Water (yard connections)	19,268	19,268	7,217.40	37%	37%
Employee related costs: Water	15 353 484	15 353 484	2 693 250	17%	17%
Provision for working capital: Water					
Repairs and maintenance: Water	10 751 632	7 656 407	5,523,533.72	51%	72%

Bulk purchases: Water	43,000,000.00	45,850,338	51,151,571.78	118%	111%
Other expenditure: Water	700 595	700 595	647 230	92%	92%

#### 4.3.2. Sources of Finance

Capital Expenditure by Funding Source										
Details	2021/22					2022/2023				
	Budget	Adjustment budget	Actual	Adjustment to Budget Variance	Actual to Budget Variance	Budget	Adjustment budget	Actual	Adjustment to Budget Variance	Actual to Budget Variance
	R'000					R'000				
External loans	0	0	0	0	0	0	0	0	0	0
Public contributions	0	0	0	0	0	0	0	0	0	0

Grants and subsidies	194 482 220	194 482 220	166 398 756	85%	85%	192 451 000	192 451 000	172 441 671	90%	90%
Other	0	0	0	0	0	58 481 000	35 909 000	16 260 267	29%	45%
<b>Total</b>	194 482 220	194 482 220	166 398 756	85%	85%	<b>250 932 000</b>	<b>228 360 000</b>	188 701 938	75%	82%

#### **4.4. Supply Chain Management Compliance**

The Supply Chain Management (SCM) Policy was approved by the Council.

## 5. AUDITOR'S REPORT

*Auditing to build public confidence*



# Report of the auditor-general to the North West Provincial Legislature and the council on the Moretele Local Municipality

## Report on the audit of the financial statements

### Qualified opinion

I have audited the financial statements of the Moretele Local Municipality set out on pages 223 to 321, which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

1. In my opinion, except for the possible effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Moretele Local Municipality as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 9 of 2021 (Dora).

#### 1.1.1. Basis for qualified opinion

##### 1.1.1.1 Property, plant and equipment

3. I was unable to obtain sufficient appropriate audit evidence for property, plant and equipment as the assets were not recorded in the fixed assets register. I was unable to confirm these property, plant and equipment by alternative means.

Furthermore, the municipality did not review the remaining useful lives of assets at each reporting date in accordance with GRAP 17, Property, plant and equipment. Assets had a zero net carrying amount while still being in use. I was unable to determine the impact on the net carrying amount of assets as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments were necessary to property, plant and equipment of R1 180 801 353 as disclosed in note 4, the depreciation and impairment on property, plant and equipment of R59 610 983 included in the depreciation and amortisation expense, as disclosed in note 29 to the financial statements and the impact on the surplus for the period.

### **1.1.2 Context for the opinion**

4. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor general's responsibilities for the audit of the financial statements section of this auditor's report.
5. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

### **1.1.3 Emphasis of matters**

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

#### **1.1.3.1 Unauthorised and irregular expenditure**

8. As disclosed in note 44 to the financial statements, unauthorised expenditure of R138 998 578 was incurred in the current year and unauthorised expenditure of R678 426 437 in respect of prior years had not yet been dealt with in accordance with section 32 of the MFMA.
9. As disclosed in note 46 to the financial statements, irregular expenditure of R41 794 068 was incurred in the current year and irregular expenditure of R885 576 225 from prior years had not yet been dealt with in accordance with section 32 of the MFMA.

#### **1.1.3.2 Restatement of corresponding figures**

10. As disclosed in note 39 to the financial statements, the corresponding figures for 30 June 2021 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2022.

#### 1.1.3.3 Uncertainty relating to the future outcome of litigations.

11. With reference to note 37 to the financial statements, the municipality is the defendant in a number of lawsuits. The municipality is opposing claims of R34 589 962. The ultimate outcome of the matters cannot currently be determined and no provision for any liability that may result has been made in the financial statements.

#### 1.1.3.4 Material losses

12. As disclosed in note 32 to the financial statements, material water losses of R32 729 630 (2021-22: R9 294 977) was incurred, which represents 54% (2020-21: 33%) of total water purchased.

13. As disclosed in note 30 to the financial statements, the consumer debtors' balance has been significantly impaired. The allowance for impairment of consumer debtors amounts to R105 633 121 (2021: R28 618 033) which represents 85% (2021: 79%) of total consumer debtors. In addition, as disclosed in note 13 to the financial statements, contributions of R464 832 662 (2021: R359 199 540) to the debt impairment provision were incurred as a result of significant impairment of debtors.

#### 1.1.4 Other matter

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

##### 1.1.4.1 Unaudited disclosure notes

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

#### 1.1.5 Responsibilities of the accounting officer for the financial statements

16. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

17. In preparing the financial statements, the accounting officer is responsible for assessing the Moretele Local Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or there is no realistic alternative but to do so.

### 1.1.6 Auditor-general's responsibilities for the audit of the financial statements 18.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could

reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

19. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

### 1.2 Report on the audit of the annual performance report

20. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on usefulness and reliability of the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

21. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

22. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected key performance area presented in the municipality's annual performance report for the year ended 30 June 2022:

Key performance area	Pages in the annual performance report
KPA 1 – basic services and infrastructure development	50 – 67

23. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
24. The material findings in respect of the usefulness and reliability of the performance information for the selected key performance area is as follows:

### 1.2.1 KPA 1 – Basic services and infrastructure development

#### Various indicators

25. I was unable to obtain sufficient appropriate audit evidence for the achievement of the indicators listed below reported in the annual performance report, due to the lack of accurate and complete records. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievement.

Indicator description	Planned target	Reported achievement
No. of households with piped water inside the yard by June 2022	1 104 households with piped water inside the yard in ward 2 phase 2 (Olverton, Voyenteen, Swartboom, Utsane, Tlounane) by June 2022	914 yard connections by June 2022
No. of toilets constructed by June 2022	2 290 VIP toilets constructed in wards 1, 2, 3, 6, 7, 8, 10, 11, 12, 13, 15, 16, 17, 20, 21, 22, 23, 24, 25 by June 2022	1 840 completed by June 2022

### 1.2.2 Other matters

26. I draw attention to the matters below.

#### 1.2.2.1 Achievement of planned targets

27. Refer to the annual performance report on pages 50 to 67 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 25 of this report.

#### 1.2.2.2 Adjustment of material misstatements

28. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of KPI 1 – basic services and infrastructure development. As management subsequently corrected only some of the misstatements, I reported

material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

## Report on audit of compliance with legislation

### 1.2.3 Introduction and scope

29. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
30. The material findings on compliance with specific matters in key legislation are as follows:

#### 1.2.3.1 Annual financial statements

31. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of current assets, expenditure, disclosure notes, and the statement of comparison of budget information with actual information identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.

#### 1.2.3.2 Expenditure management

32. Reasonable steps were not taken to prevent unauthorised expenditure of R138 998 578, as disclosed in note 44 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure relates to non-cash related expenditure like impairment of debtors.
33. Reasonable steps were not taken to prevent irregular expenditure of R41 794 068 disclosed in note 46 to the financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by expenditure incurred on expired contracts, which was extended on a month to month basis.
34. Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R768 812, as disclosed in note 45 to the financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the fruitless and wasteful expenditure was caused by penalties charged on late payments.

#### 1.2.3.3 Consequence management

35. Unauthorised, 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(a) and (b) of the MFMA.

#### 1.2.3.4 Strategic planning and performance management

36. The service delivery and budget implementation plan (SDBIP) for the year under review did not include monthly revenue projections by source of collection, as required by section 1 of the MFMA.

#### 1.2.3.5 Procurement and contract management

37. Some 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 supply chain management (SCM) regulation 13(c).

### 1.3 Other information

38. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported on in this auditor's report.

39. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

40. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priorities presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

41. I did not receive the other information prior to the date of this auditor's report. After I receive and read this information, and if I conclude that there is a material misstatement, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

### 1.4 Internal control deficiencies

42. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for qualified opinion, the findings on the annual

performance report and the findings on compliance with legislation included in this report.

- Management did not effectively implement and monitor the corrective action plans initiated by leadership to address prior year audit findings. Root causes were not addressed which resulted in repeat findings on financial and performance reporting as well as compliance with legislation.
- Management did not adequately monitor the implementation of preventative internal controls, policies and procedures to guide the operations of the municipality, resulting in instances of material non-compliance with the MFMA and material misstatements in the financial statements, some of which were adjusted.
- Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support credible financial and performance reporting.
- Management did not adequately review the financial statements before their submission to the audit committee and external auditors. Material misstatements were identified in the financial statements submitted.

#### Material irregularities

43. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit.

#### **1.4.1 Material irregularities identified during the audit**

44. The material irregularities identified are as follows:

##### **1.4.1.1 Investment of funds in contravention of the Municipal Investment Regulations.**

45. During 2018, the municipality invested funds in a 32-day notice account with a mutual bank that was not registered in terms of the Banks Act 94 of 1990, which is a contravention of municipal investment regulation 6(c). As the mutual bank was placed under curatorship on 11 March 2018, the non-compliance is likely to result in a material financial loss if the municipality cannot obtain a refund on these deposits made. During the 2020-21 financial year, the municipality impaired the investment of R51 057 065 (including interest) as disclosed in note 14 to the financial statements.

46. The accounting officer was notified on 26 November 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The following actions have been taken or are in progress to resolve the material irregularity:

- The municipality successfully lodged a claim against the estate of the mutual bank on 13 November 2018 in the Polokwane High Court. The claim and the process to recover the deposits from the estate of the mutual bank is still in progress. To date

the municipality has received an amount of R3 500 000 on 4 February 2022 from the appointed curator.

- The municipality instituted disciplinary actions against the previous accounting officer, resulting in his resignation effective 30 October 2021.
  - The accounting officer subsequently reviewed the investment policy on 28 May 2021, which required confirmation that the deposit taking financial institution complies with the Bank Act of 1990, before deposits can be placed.
47. I will follow-up on the implementation of the planned actions during my next audit.

#### Other reports

48. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

#### 1.4.2 Investigations

49. Investigations into the investment of funds by the municipality with VBS Mutual Bank, contrary to the requirements of regulation 6 of the Municipal Investment Regulations, by the municipal public accounts committee and the Directorate of Priority Crime Investigations (Hawks) were still in progress at the time of this report.
50. The Special Investigations Unit (SIU) and the Hawks were instructed by the president of South Africa under proclamation R.7 of 2019, dated 8 February 2019, to investigate certain contracts awarded by the municipality from January 2016 to February 2019. On 18 July 2022, the SIU announced that the case had been handed over to National Prosecuting Authority for prosecution (NPA). These proceedings were in progress at the date of this auditor's report.

*Auditor-General*

Rustenburg

30 November 2022



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

#### Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected development priorities and on the municipality’s compliance with respect to the selected subject matters.

##### 2.1 Financial statements

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

- Identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
- Conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Moretele Local Municipality to continue as a going concern. If I conclude that

a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause a municipality to cease to continue as a going concern

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

## 2.2 Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and where applicable, related safeguards.



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## Annexure - Auditor-general's responsibility for the audit

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected objectives and on the municipality's compliance with respect to the selected subject matters.

## Financial statements

1. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control.
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
  - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Moretele Local Municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern.
  - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
  -

## Communication with those charged with governance

- I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
- I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on

my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

## **6 MUNICIPALITY'S ANNUAL FINANCIAL STATEMENTS 2022/2023**

**The 2022/2023 Annual Financial Statement are attached as appendix I**

### **PART II**

7. **Appendix A: Councillors, Committee Allocation and Council Attendance**

<b>Councillor</b>	<b>Capacity</b>	<b>Proportional or Ward representation</b>
1.Cllr. Masango George Manyike	Mayor	PR Councillor
2.Cllr. Freda Mapela	Speaker	PR Councillor
3.Cllr. Nkele Kaike Mleta	Single Whip	PR Councillor
4.Cllr. Andrew Zwelibanzi Zimba	Councillor	Ward Councillor
5.Cllr. Mosidi C. Moatshe	Councillor	Ward Councillor
6.Cllr. Ramasela Caroline Lekalakala	Councillor	Ward Councillor
7.Cllr. David Sono	Councillor	Ward Councillor
8.Cllr. Kabifa John Molefe	Councillor	Ward Councillor
9.Cllr. Semetsa P Letlhabi	Councillor	Ward Councillor
10.Cllr. Machake Lucas Mosane	Councillor	Ward Councillor
11.Cllr. Monica Grace Baloyi	Councillor	Ward Councillor
12.Cllr. Silas Tikane Motshegoa	Councillor	Ward Councillor
13.Cllr. Johannes Dannyboy Mathimbi	Councillor	Ward Councillor
14.Cllr. Alfred Ditlharo Tlhabane	Councillor	Ward Councillor
15.Cllr. Frank Vusi Mashaba	Councillor	Ward Councillor
16.Cllr. Bongane Lawrence Sithole	Councillor	Ward Councillor
17.Cllr. Sarah Lindeni Ndlovu	Portfolio Head	Ward Councillor
18.Cllr. Tebogo Samuel Skosana	Councillor	Ward Councillor
19.Cllr. Samuel Nkwana	Councillor	Ward Councillor
20.Cllr. Jonas Khazamula Baloyi	Councillor	Ward Councillor
21. Cllr. Joshua Maliehe Motaung	Councillor	Ward Councillor
22.Cllr. Lebogang Frans Modise	Councillor	Ward Councillor
23.Cllr. Phetogo Kenneth Letlape	Councillor	Ward Councillor
24.Cllr. Daniel Kau Motlhasedi	Councillor	Ward Councillor

25. Cllr. Dipuo Sophie Sithole	Councilor	Ward Councilor
26.Cllr. Essau Ditshepi Segone	Councilor	Ward Councilor
27.Cllr. Daniel Dibe Nkutshweu	Councilor	Ward Councilor
28. Cllr. Mashudu Veroniccah Mphaphudi	Portfolio Head	Ward Councilor
29. Cllr.Onnicah Mokgadi Mamabolo	Councilor	Ward Councilor
30. Cllr. Francinah Tsoku	Portfolio Head	PR Councilor
31. Cllr. Makinta Andries Monaheng	Councilor	PR Councilor
32.Cllr. John Macheke	Portfolio Head	PR Councilor
33. Cllr. Morake Gilbert Molefe	Portfolio Head	PR Councilor
34. Cllr. Vioet Kgauki Maluleka	Portfolio Head	PR Councilor
35. Cllr. Matlhomola Jonas Kau	Councilor	PR Councilor
36. Cllr. Stephen Abram Kutumela	Councilor	PR Councilor
37. Cllr. Sefofu j Modisa	Councilor	PR Councilor
38. Cllr. Makaleng C Shai	Portfolio Head	PR Councilor
39. Cllr. Ramasela ME Kutumela	Councilor	PR Councilor
40. Cllr. Lesiba E Moselane	Councilor	PR Councilor
41. Cllr. Kamogelo E Selepane	Councilor	PR Councilor
42.Cllr. Gloria Mamadi	Councilor	PR Councilor
43. Cllr. Samuel Chauke	Councilor	PR Councilor
44. Cllr. Charles Pete	Portfolio Head	PR Councilor
45. Cllr. Peter Letebele	Councilor	PR Councilor
46. Cllr. Tshidi Sithole	Councilor	PR Councilor
47. Cllr. Sammy Mashele	Councilor	PR Councilor
48. Cllr. Patrick Mabena	Councilor	PR Councilor
49. Cllr. David Mbekwa	Councilor	PR Councilor
50.Cllr. Solomon Ndlala	Councilor	PR Councilor
51. Cllr. Maggie Moetjie	Portfolio Head	PR Councilor
52. Cllr. Masego Kodisang	MPAC Chairperson	PR Councilor

The table below categorizes the Councilors within their specific political parties, representation and council meetings attended for the 2022/23 Financial year.

<b>Councilor</b>	<b>Capacity</b>	<b>Political party</b>	<b>Proportional or Ward representation</b>	<b>Council meetings attended</b>
1.Cllr. Andrew Zwelibanzi Zimba	Councilor	ANC	Ward Councilor	<b>54</b>
2.Cllr. Mosidi C. Moatshe	Councilor	ANC	Ward Councilor	<b>43</b>
3. Cllr. Ramasela Caroline Lekalakala	Councilor	ANC	Ward Councilor	<b>44</b>
4. Cllr. David Sono	Councilor	ANC	Ward Councilor	<b>43</b>
5.Cllr. Kabifa John Molefe	Councilor	ANC	Ward Councilor	<b>43</b>
6.Cllr. Semetsa P Letlhabi	Councilor	ANC	Ward Councilor	<b>41</b>
7.Cllr. Machake Lucas Mosane	Councilor	ANC	Ward Councilor	<b>43</b>
8.Cllr. Monica Grace Baloyi	Councilor	ANC	Ward Councilor	<b>41</b>
9.Cllr. Silas Tikane Motshegoa	Councilor	ANC	Ward Councilor	<b>41</b>
10.Cllr. Johannes Dannyboy Mathimbi	Councilor	ANC	Ward Councilor	<b>41</b>
11.Cllr. Alfred Dithharo Tlhabane	Councilor	ANC	Ward Councilor	<b>41</b>
12.Cllr. Frank Vusi Mashaba	Councilor	ANC	Ward Councilor	<b>40</b>
13.Cllr. Bongane Lawrence Sithole	Councilor	ANC	Ward Councilor	<b>40</b>
14.Cllr. Sarah Lindeni Ndlovu	Councilor	ANC	Ward Councilor	<b>43</b>
15.Cllr. Tebogo Samuel Skosana	Councilor	ANC	Ward Councilor	<b>43</b>
16.Cllr. Samuel Nkwana	Councilor	ANC	Ward Councilor	<b>41</b>
17.Cllr. Jonas Khazamula Baloyi	Councilor	ANC	Ward Councilor	<b>37</b>
18. Cllr. Joshua Maliehe Motaung	Councilor	ANC	Ward Councilor	<b>41</b>
19.Cllr. Lebogang Frans Modise	Councilor	ANC	Ward Councilor	<b>42</b>
20.Cllr. Phetogo Kenneth Letlape	Councilor	ANC	Ward Councilor	<b>40</b>

21. Cllr. Daniel Kau Motlhasedi	Councilor	ANC	Ward Councilor	<b>40</b>
22. Cllr. Dipuo Sophie Sithole	Councilor	ANC	Ward Councilor	<b>41</b>
23. Cllr. Essau Ditshepi Segone	Councilor	ANC	Ward Councilor	<b>40</b>
24. Cllr. Daniel Dibe Nkutshweu	Councilor	ANC	Ward Councilor	<b>41</b>
25. Cllr. Mashudu Veronicah Mphaphudi	Councilor	ANC	Ward Councilor	<b>41</b>
26. Cllr. Onnicah Mokgadi Mamabolo	Councilor	ANC	Ward Councilor	<b>41</b>
27. Cllr. Francinah Tsoku	Councilor	ANC	PR Councilor	<b>54</b>
28. Cllr. Masango George Manyike	Councilor	ANC	PR Councilor	<b>52</b>
29. Cllr. Nkele Kaike Mleta	Councilor	ANC	PR Councilor	<b>54</b>
30. Cllr. Makinta Andries Monaheng	Councilor	ANC	PR Councilor	<b>48</b>
31. Cllr. John Macheke	Councilor	ANC	PR Councilor	<b>50</b>
32. Cllr. Freda Mapela	Councilor	ANC	PR Councilor	<b>54</b>
33. Cllr. Morake Gilbert Molefe	Councilor	ANC	PR Councilor	<b>50</b>
34. Cllr. Vioet Kgauki Maluleka	Councilor	ANC	PR Councilor	<b>48</b>
35. Cllr. Matlhomola Jonas Kau	Councilor	ANC	PR Councilor	<b>50</b>
36. Cllr. Stephen Abram Kutumela	Councilor	DA	PR Councilor	<b>48</b>
37. Cllr. Sefofu j Modisa	Councilor	DA	PR Councilor	<b>46</b>
38. Cllr. Makaleng C Shai	Councilor	EFF	PR Councilor	<b>42</b>
39. Cllr. Ramasela ME Kutumela	Councilor	EFF	PR Councilor	<b>41</b>
40. Cllr. Lesiba E Moselane	Councilor	EFF	PR Councilor	<b>43</b>
41. Cllr. Kamogelo E Selepane	Councilor	EFF	PR Councilor	<b>40</b>
42. Cllr. Gloria Mamadi	Councilor	EFF	PR Councilor	<b>44</b>
43. Cllr. Samuel Chauke	Councilor	EFF	PR Councilor	<b>41</b>
44. Cllr. Charles Pete	Councilor	EFF	PR Councilor	<b>50</b>
45. Cllr. Peter Letebele	Councilor	EFF	PR Councilor	<b>50</b>
46. Cllr. Tshidi Sithole	Councilor	EFF	PR Councilor	<b>45</b>
47. Cllr. Sammy Mashele	Councilor	DOP	PR Councilor	<b>36</b>

48. Cllr. Patrick Mabena	Councilor	AIC	PR Councilor	<b>43</b>
49. Cllr. David Mbekwa	Councilor	ACG	PR Councilor	<b>33</b>
50. Cllr. Solomon Ndlala	Councilor	EEF	PR Councilor	<b>40</b>
51. Cllr. Maggie Moetjie	Councilor	F4SD	PR Councilor	<b>50</b>
52. Cllr. Masego Kodisang	Councilor	F4SD	PR Councilor	<b>51</b>

## Appendix B: Committee and committee purposes

Information on Committees					
Committee	Committee purpose	Chairperson	Type of Committee	Number of items submitted to Council	Meeting dates
Portfolio Committee: Infrastructure Development Services Finance	To monitor and the activities of the relevant administrative department in respect of Infrastructure Development and Service Delivery activities.	M Moetjie	s.80		14 April 2023 13 January 2023 18 October 2022 18 July 2022
Portfolio Committee: LED	To monitor and the activities of the relevant administrative department in respect of local economic development activities. To advise council through the executive committee on improvements that could be affected.	J Macheke	s.80		25 January 2023 17 April 2023
Portfolio Committee: CDS	To monitor and the activities of the relevant administrative department in	S Ndlovu	s.80		17 April 2023 13 April 2023 18 January 2023 14 October 2022

	<p>respect of strategic planning and performance management activities.</p> <p>To advise council through the executive committee on improvements that could be effected.</p>				
<p>Portfolio Committee: Land Use and Traditional Affairs</p>	<p>To monitor and the activities of the relevant administrative department in respect of community development activities.</p> <p>To advise council through the executive committee on improvements that could be effected.</p>	C Shai	s.80		<p>23 January 2023 17 April 2023</p>
<p>Portfolio Committee: MPAC</p>	<p>To ensure that municipal finances are properly managed. and to advice council on ways and means whereby utilization and monitoring of municipal</p>	M Kodisang	s.80		<p>12 October 2022 22 October 2022 18 January 2023 26 January 2023 29 June 2023</p>

	expenditure and income management can be improved.				
PORTFOLIO COMMITTEE: Human Resource and Corporate Service	To monitor and the activities of the relevant administrative department in respect of administration, Human Resource and Education activities. To advise council through the executive committee on improvements that could be effected.	V.K Maluleka	s.80		18 April 2023 19 January 2023 17 October 2022 18 July 2022
PORTFOLIO COMMITTEE: BTO	To monitor and the activities of the relevant administrative department in respect of finance activities. To advise council through the executive committee on improvements that could be effected.	C Pete	s.80		17 April 2023 24 March 2023 20 January 2023 17 October 2022 19 September 2022 18 July 2022
Portfolio Committee: IDP AND PMS	To monitor performance of the municipality	F Tsoku	s.80		22 March 2023 18 April 2023  11 January 2023

	and of individual employees through performance management system and guidelines				14 September 2022 24 October 2022 15 July 2022
Portfolio committee: SPORTS ARTS AND CULTURE		G Molefe	s.80		17 April 2023 13 April 2023 18 January 2023 14 October 2022 15 July 2022
Portfolio Committee: SPECIAL PROJECTS		M V Mphaphudi	s.80		13 July 2022 06 September 2022 20 October 2022 18 November 2022 20 January 2023 18 April 2023 12 May 2023

### APPENDIX C: THIRD TIER ADMINISTRATIVE STRUCTURE

Third tier structure		
Directorate	Title	Manager
Office of the Mayor	Manager Office of the Mayor	Mr SS Setshedi
	Manager Special Project	Mr PK Moseki
	Manager IGR and Protocol	Ms G Zikhali
Office of the Speaker	Manager Office of the Speaker	Mr E Moerane
	Manager MPAC	Mr M Madise
Office of Municipal Manager	Manager Office of the MM	Mr SM Ramagaga
	Manager Internal Audit	Ms FW Maluleke
	Manager Legal Services	Mr MA Ramolotja
	Manager IDP	Mr NL Llale
	Manager Communications	Mr A Malebye
	Manager PMS	Mr JS Mothapo
	Chief Risk Officer	Mr R Mahumani

Budget and Treasury Office	Manager Assets Management	Ms A Matlala
	Manager Finance	Ms. N Nkehli
	Manager Expenditure	Mr T Dire
	Manager Reporting	Ms MJ Molokoane
	Manager Assets	Ms. A Matlala
	Manager Revenue Management	Ms L Kgatle
	Manager Budgeting	Ms W Phoshoko
	Manager SCM	Ms ML Phenya
Human resources and Corporate Services	Manager HR	Mr J Mabasa
	Manager HRD	Ms M Matsemela
	Manager Records Management	Ms L Manyane
	Manager EAP	Ms LL Leballo
	Manager ICT	Vacant
	Mrs S Minyuku	Manager Council Support
	Manager Security Services	Mr A Mashigwana
	Manager Fleet Management	Mr A Naake
Community Development Services	Manager IT Projects	Mr J Mophothing
	Manager MPCC & Facilities	Mr E Lamola
	Manager Sports, Arts, Culture.	Mr J Mathibe
Infrastructure Development Services	Manager Disaster Management	Ms MM Moselane
	Manager PMU	Mr P Mokori
	Manager Water and Sanitation	Ms P Mabotja
	Manager Water and Sanitation	Mr T Dire
	Manager Roads and Storm Water	Mr. L Rammutla
Local Economic Development	Senior Manager Infrastructure	Mr P Molautsi
	Manager Job Creation & SMME	Mr CT Motshegoa

	Manager Tourism and Agriculture	Vacant
	Town Planner	Ms L Nemavhola

## Appendix D: Functions of the municipality

Municipal Function	Municipal Function Yes/No	Performance Analysis
<b>Constitution Schedule 4, Part B functions</b>		
Air Pollution	Yes	Not performed
Building Regulation	Yes	Not adequately performed
Child Care Facilities	Yes	Not performed
Electricity	No	DME / Eskom
Fire Fighting	No	Performed as part of the district function
Local Tourism	Yes	Performed though not optimally
Municipal Airport	Yes	Not performed.
Municipal Planning	Yes	Performed. IDP and other planning processes
Municipal Health Services	No	Performed as part of the district function
Municipal Public Transport	Yes	Not adequately performed
Pontoons and Ferries	Yes	Not performed
Storm Water	Yes	Not adequately performed.
Trading Regulations	Yes	Not performed
Water (potable)	Yes	Performed
Sanitation	Yes	Performed
<b>Constitution Schedule 5, Part B functions</b>		
Beaches and Amusement Facilities	Yes	Not performed
Billboards and the Display of Advertisement in Public Places	Yes	Not performed
Cemeteries, Funeral Parlours and Crematoria	Yes, including the District Municipality's function	Not adequately performed
Cleansing	Yes	Not performed
Control of Public Nuisance	Yes	Not performed

Control of Undertaking that Sell Liquor to the public	Yes	Not performed
Facilities for the accommodation, care, and burial of animals	Yes	Not performed
Fencing and Fences	Yes	Not performed
Licensing of dogs	Yes	Not performed
Licensing of undertakings that sell food to the Public	Yes	Not performed
Local Amenities	Yes	Not performed
Local Sports Facilities	Yes	Performed though not optimally
Markets	Yes	Not performed
Municipal Abattoirs	Yes	Not performed
Municipal Parks and Recreation	Yes	Performed though not optimally
Municipal Roads	Yes	Performed though not optimally
Noise Pollution	Yes	Not performed
Pounds	Yes	Not performed
Public Places	Yes	Not performed
Refuse Removal, refuse Dumps and solid waste disposal	Yes	Performed though not optimally. The project has since collapsed
Street Trading	Yes	Not performed
Street Lighting	Yes	Performed though not optimally
Traffic and Parking	Yes	Not performed

The municipality, over and above the functions listed above, performs the following functions:

- Health coordination
- Disaster management

## Appendix E: Ward Reporting

<b>Dates for Ward Mass Meetings</b>				
<b>Ward</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
1	11 July 2022 15 August 2022 10 September 2022	09 October 2022	30 January 2023 17 January 2023 01 March 2023	16 May 2023 11 June 2023
2	10 July 2022 10 August 2022 17 September 2022	28 October 2022	22 January 2023 26 January 2023 20 March 2023	30 May 2023 15 June 2023
3	30 July 2022 11 August 2022 16 September 2022	10 October 2022	29 January 2023 18 January 2023 21 March 2023	19 May 2023 20 June 2023
4	20 July 2022 11 August 2022 21 September 2022	29 October 2022	19 January 2023 16 January 2023 26 March 2023	19 May 2023 21 June 2023
5	20 July 2022 18 August 2022 21 September 2022	19 October 2022	23 January 2023 21 January 2023 31 March 2023	24 May 2023 27 May 2023 11 June 2023
6	01 August 2022 01 September 2022	03 October 2022	21 January 2023 16 January 2023 30 March 2023	22 May 2023 17 May 2023 10 June 2023
7	13 August 2022 20 August 2022	0	23 January 2023 28 February 2023	04 May 2023 19 June 2023
8	11 July 2022 03 August 2022 04 September 2022	07 October 2022 04 November 2022 03 December 2022	09 January 2023 08 February 2023 09 March 2023	04 April 2023 12 May 2023 06 June 2023
9	10 July 2022 07 August 2022	04 October 2022 01 November 2022 04 December 2022	29 January 2023 09 February 2023 06 March 2023	10 May 2023 19 June 2023
10	17 May 2023 06 May 2023	01 September 2022	06 January 2023	04 April 2023 19 May 2023

	14 July 2023	05 October 2022 03 November 2022 01 December 2022	07 February 2023 18 March 2023	11 June 2023
11	18 July 2022 01 August 2022 14 September 2022	02 October 2022 19 November 2022 07 December 2022	09 January 2023 10 February 2023 10 March 2023	20 April 2023 19 May 2023 11 June 2023
12	09 July 2022 05 August 2022 24 September 2022	0	04 January 2023 02 March 2023	24 April 2023 22 May 2023 12 June 2023
13	06 July 2022 01 August 2022 04 August 2022 06 September 2022	0	25 February 2023 30 March 2023	06 May 2023 20 May 2023 28 May 2023 29 May 2023 01 June 2023 25 June 2023
14	06 July 2022 04 August 2022 03 September 2022	0	26 January 2023 22 March 2023	16 April 2023 21 May 2023 06 June 2023 02 June 2023
15	24 July 2022 04 August 2022 11 September 2022	08 October 2022 02 November 2022	29 January 2023 21 February 2023 23 March 2023	09 April 2023 24 May 2023 09 June 2023 15 June 2023
16	06 July 2022 10 August 2022 01 September 2022	09 October 2022 11 November 2022	30 January 2023 18 February 2023 02 March 2023	11 April 2023 30 May 2023 02 June 2023 12 June 2023
17	19 September 2022	18 October 2022 10 November 2022	30 January 2023 18 February 2023 02 March 2023	11 April 2023 30 May 2023 02 June 2023 12 June 2023
18	06 July 2022 06 July 2022 04 August 2022 06 September 2022	06 October 2022	05 January 2023 09 February 2023 02 March 2023	06 April 2023 05 May 2023 06 June 2023 06 June 2023
19	06 July 2022 10 August 2022	06 October 2022 08 November 2022	07 February 2023 09 March 2023	04 April 2023 09 May 2023 06 June 2023

	08 September 2022	06 December 2022		
20	09 July 2022 02 August 2022 10 & 11 September 2022	08 October 2022 07 November 2022 09 December 2022	18 January 2023 03 February 2023 10 March 2023	08 April 2023 11 May 2023 16 June 2023
21	01 July 2022 10 August 2022 01 September 2022	03 October 2022 01 November 2022 01 December 2022	08 January 2023 06 February 2023	05 April 2023 03 May 2023 06 June 2023 01 June 2023
22	03 July 2022 05 August 2022 05 September 2022	05 October 2022 04 November 2022 02 December 2022	03 February 2022 06 March 2023	05 April 2023 05 May 2023
23	14 August 2022	03 September 2022	22 March 2023	16 April 2023 21 May 2023 02 June 2023
24	17 July 2022	10 August 2022 12 September 2022	10 February 2023 07 March 2023	04 April 2023 03 May 2023
25	29 July 2023 30 August 2022	24 October 2022 16 December 2022	15 January 2023 29 January 2023	
26	0	23 October 2022	0	0

**Ward Committee Meetings: Ward 1**

<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Zwelibanzi A Zimba	Ward Councilor	05 July 2022 01 August 2022 11 September 2022 03 October 2022 04 November 2022 01 December 2022 11 January 2023 12 February 2023 09 March 2023 04 April 2023 12 May 2023 06 June 2023
2. Kleinboy M Sithole	Ward Secretary	
3. Daisy D Mhlongo	Health & Disaster Management	
4. Lizzy S Kutu	Land, Traditional Affairs and Special Project	
5. Lebogang C Poopedi	IDP and Planning	
6. Nthabiseng G Mitane	Human Settlement & Electricity	
7. Johannah M Tamane	Social Services	
8. Margaret D Maseka	Roads, Transport and Community Safety	
9. Mokgadi C Motsei	Ward health, Sports and Education	
10. Edward Baloyi	Local Economic Development	
11. Orphan Ditsele	Infrastructure Development Services	

<b>Ward Committee Meetings: Ward 2</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Cate Moatshe	Ward Councilor	02 July 2022 05 August 2022 10 September 2022 05 October 2022 07 November 2022 03 December 2022 09 January 2023 11 February 2023 07 March 2023 05 April 2023
2. Majoko Eva M	Ward Secretary	
3. Shiburi Maswabi J	Local Economic Development	
4. Maletse Ignatius L	Education Sports Arts Culture	
5. Mabunda Samuel	IDP and Planning	
6. Lebudi Mtanyane Z	Human Settlements	
7. Mantsho Lucas	Water and Sanitation	
8. Mabela Solomon	Social Service	

9. Mojela Koketso	Community Safety, Roads and Transport	11 May 2023 03 June 2023
10. Mashaba Shadi E	Land Traditional affairs & Special Projects	
11. Kgokane Merriam M	Health and Disaster	

<b>Ward Committee Meetings: Ward 3</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Caroline Lekalakala	Ward Cllr	07 July 2022
2. Monyai Samson c	Ward Secretary	01 August 2022
3. Baloyi Meshack A	Human Settlements & Electricity	12 September 2022
4. Sebolai Mmapula	IDP & PMS	05 October 2022
5. Lehau Jerry	Health & Disaster Management	03 November 2022
6. Letsebe Fransciah	Local Economic Development	02 December 2022
7. Kubyane Rosinah	Special Projects & Traditional Affairs	09 January 2023
8. Maimela Sunnyboy	Water & Sanitation	10 February 2023
9. Molaudzi Mone	Education, Arts & Culture	06 March 2023
10. Matsha Patrick	Roads, Transport & Community Safety	05 April 2023
11. Rapetswa Dimakatso	Social Services	10 May 2023
13. Andries Monaheng	PR Councillor	07 June 2023

<b>Ward Committee Meetings: Ward 4</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
David Sono	(Ward Councilor)	01 July 2022
Mvula Evah M	(Ward Secretary)	03 August 2022
	Health and Disaster	09 September 2022
	IDP and Planning	05 October 2022
	Social development	04 November 2022
	Education, Sport and Art	04 December 2022
		10 January 2023
		07 February 2023
		07 March 2023

	Road and Transport	06 April 2023
Malebye Tshepo	Water and Sanitation-	08 May 2023
	Special projects, Land and Traditional Affairs	10 June 2023

<b>Ward Committee Meetings: Ward 5</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
John Kabifa Molefe	(Ward Councilor)	05 July 2022
Mosaka Simon	(Ward Secretary)	01 August 2022
Ramolefe Mmalati K	Human Settlements & Electricity	11 September 2022
Nukere Sibongile M	IDP & PMS	03 October 2022
Sebopelo Sefemo S	Health & Disaster Management	04 November 2022
Cira Joseph	Local Economic Development	01 December 2022
Raphiri Elizabeth	Special Projects & Traditional Affairs	11 January 2023
Moroke Tumelo	Water & Sanitation	12 February 2023
Motsepe Caroline	Education, Arts & Culture	09 March 2023
Ngobeni George	Roads, Transport & Community Safety	04 April 2023
Kgarume Mmule	Social Services	12 May 2023
		06 June 2023

<b>Ward Committee Meetings: Ward 6</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Peter S. Letlhabi	(Ward Councilor)	10 July 2022
Sello Joseph Matlatsi	(Ward Secretary)	11 August 2022
Maria Mabula	Roads, Transport & Community Safety	03 September 2022
Isaac Modise	Water & Sanitation	10 October 2022
Michael Mphiko	Education, Sports & Sports, Arts & Culture	09 November 2022
Anna Selemela	Electricity & Human Settlements	02 December 2022
Johannah Bodiba	Local Economic Development	10 January 2023
		10 February 2023
		09 March 2023
		05 April 2023
		10 May 2023

Levy Ramotse	Integrated Development Planning	04 June 2023
Lydia mawela	Social Services	
Anna Ramabulana	Health & Disaster Management	
Jacob Sello Setshedi	Land & Traditional Affairs	

<b>Ward Committee Meetings: Ward 7</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Machake L. Mosane	Ward Councilor	16 July 2022
Phetlhe Ramosidi	Ward Secretary	10 August 2022
Ramahiwana Leah	Human Settlements & Electricity	07 September 2022
Baloyi Dumisane	IDP & PMS	07 October 2022
Dibete sello	Health & Disaster Management	09 November 2022
Mataboge Ezekiel	Local Economic Development	02 December 2022
Mosebedi Sello	Special Projects & Traditional Affairs	14 January 2023
Ntloedl Joseph	Water & Sanitation	14 February 2023
Mokone Tshepiso	Education, Arts & Culture	06 March 2023
Napo Abram	Roads, Transport & Community Safety	04 April 2023
Tlou lesego	Social Services	11 May 2023
		10 June 2023

<b>Ward Committee Meetings: Ward 8</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1.Moncica Baloyi	Ward Councilor	11 July 2022
2. Maloka M Thabo	Ward Secretary	03 August 2022
1. Masebe Simon	Local Economic Development	04 September 2022
4.Baloyi Dorah	Education Sports Arts & Culture	07 October 2022
5. Ntembani Masasi A	Electricity & Human Settlements	04 November 2022
6. Modiba Mantwa	Health & Disaster Management	03 December 2022
7. Matshego Letsomane	Land & Traditional Affairs	09 January 2023
8.Nkuna steve	Roads, Transport & Community Safety	08 February 2023
9. Mosetlthe Rebecca	Social Services	09 March 2023
		04 April 2023
		12 May 2023

10. Ramalepe Patricia	IDP	06 June 2023
11. Baloyi Dorah	Sports, Arts & Culture	
12. Thabo M Maloka	Infrastructure development services	
14. David Mbekwa	PR Councilor	
15. Solomon Ndlala	PR Councillor	

<b>Ward Committee Meetings: Ward 9</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Silas Motshegoa	Ward Councilor	07 July 2022
2. Mashao Portia	Ward Secretary	07 August 2022
3. Machete Maphapha	Land & Traditional Affairs	10 September 2022
4. Madisakwane Michael	Health & Disaster Management	02 October 2022
5. Mahalangu justice	Local Economic Development	04 November 2022
6. Molautsi Lerato	Infrastructure development Services (Human Settlements & Electricity)	04 December 2022
7. Sithole Maria	Water & Sanitation	12 January 2023
8. Sibeko Dumisane	Education, Sports, Arts & Culture	08 February 2023
9. Hlaletwa Shadi	Social Services	10 March 2023
10. Rasegatla Zondi	Roads, Transport & Community Safety	01 April 2023
11. Mahlaela Sarah	Infrastructure Development Services	13 May 2023
		11 June 2023

<b>Ward Committee Meetings: Ward 10</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Dannyboy Mathimbi	Ward Councilor	09 July 2022
<b>Pitsoane Tsholanag</b>	Ward Secretary	07 August 2022
Rapoo K O	Human Settlements & Electricity	01 September 2022
Songo M	IDP & PMS	06 October 2022
Letlape R D	Health & Disaster Management	09 November 2022
Motlana M A	Local Economic Development	10 December 2022
		03 January 2023

Singo M A	Special Projects & Traditional Affairs	10 February 2023 11 March 2023
Chauke R B	Water & Sanitation	05 April 2023 10 May 2023
Modikoe K L	Education, Arts & Culture	09 June 2023
Morudu P	Roads, Transport & Community Safety	
Masubelele T P	Social Services	

<b>Ward Committee Meetings: Ward 11</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
London D Tlhabane	Ward Councilor	02 July 2022
Madiba T	Ward Secretary	10 August 2022 10 September 2022
Nkuna H S	Human Settlements & Electricity	07 October 2022
Monyai K	IDP & PMS	09 November 2022
Motona T P	Health & Disaster Management	03 December 2022
Makhofane M E	Local Economic Development	10 January 2023 10 February 2023
Maluleke J H	Special Projects & Traditional Affairs	11 March 2023 08 April 2023
Sambo M S	Water & Sanitation	10 May 2023 11 June 2023
Johannah Ngobeni	Education, Arts & Culture	
Martina Seema	Roads, Transport & Community Safety	
Alfred Sekwele	Social Services	

<b>Ward Committee Meetings: Ward 12</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Frank Mashaba	Ward Councilor	06 July 2022
<b>2. Mabeka M s M</b>	Ward Secretary	01 August 2022 01 September 2022
3. Mogale L M	Infrastructure Development Services	03 October 2022 02 November 2022
4. Mathabe J H	Sports, Arts & Culture	01 December 2022
5. Matjiti J N	IDP & PMS	04 January 2023

6.Mahlangu B B	Health & Disaster Management	01 February 2023
7. Chauke H B	Land & Traditional Affairs	01 March 2023
8. Nkadimeng D A	Social Services	03 April 2023
9.Matjeke A T	Water & Sanitation	01 May 2023
10.Masiakwala E K	Roads, Transport & Community Safety	05 June 2023
11. Nkuna S S	Local Economic Development	

<b>Ward Committee Meetings: Ward 13</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Bongane L Sithole	Ward Councilor	10 July 2022
2. Phukubye Joyce	Ward Secretary	03 August 2022
2. Butjie Mofodi	Education, Sports, Arts & Culture	02 September 2022
4.Kgaritswe Essie	Social Services	05 October 2022
5.Geduza Rose	Health & Disaster Services	06 November 2022
6.Mathebula Yingwani	Water & Sanitation	07 December 2022
7.Modau Eunice	Roads, Transport & Community Safety	04 January 2023
8.Kekana Elias	Local Economic Development	09 February 2023
9.Baloyi Florence	Land & Traditional Affairs	10 March 2023
10.Banda Ened	Human Settlements & Electricity	05 April 2023
11.Moseki Mokgaetjie	IDP	10 May 2023
		06 June 2023

<b>Ward Committee Meetings: Ward 14</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1.Sarah L Ndlovu	Acting Ward Councilor	06 July 2022
2.Selahle Maggie	Ward Secretary	01 August 2022
3.Kgarume Thabitha	Health & Disaster Services	01 September 2022
4.	Special Projects	03 October 2022
4. Lesabane Naome	Sports, Arts & Culture & Education	02 November 2022
6. Mohlongo Gezane	IDP	01 December 2022
7.Baloyi Winnie	Safety	04 January 2023
		01 February 2023
		01 March 2023

8. Mahuhushi Lawrence	Local Economic Development	03 April 2023
9. Matlakala Ntebe	Water & Sanitation	01 May 2023
10. Maphela Alfred	Electricity & Human Settlements	05 June 2023
11. Khoza Shirilo	Land & Traditional Affairs	

<b>Ward Committee Meetings: Ward 15</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
<b>Nelson T Skosana</b>	Ward Cllr	03 July 2022
Mogoru Eddie	Ward Secretary	04 August 2022
Nkoana Solomon	IDP and PMS	03 September 2022
Ngoma Letta	Sports, Arts & Culture	05 October 2022
Mdaka Martha	Social Development Services	07 November 2022
Mokgotho Julia	Local Economic Development	01 December 2022
Molausi Linky	Health Services	08 January 2023
Makgatho Thabitha	Community Safety, Roads & Transport	09 February 2023
Sathekge Nkele	Human Settlements & Electricity	08 March 2023
Mahlangu N	Land & Traditional Affairs	01 April 2023
Matlou Joseph	Infrastructure Development Services (Water & Sanitation)	08 May 2023
		07 June 2023

<b>Ward Committee Meetings: Ward 16</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Samuel Nkwana	Ward Councilor	08 July 2022
Sebetseba Jane	Ward Secretary	09 August 2022
Dibalane Mmaphuthi	Infrastructure Dev. Services (water & sanitation)	05 September 2022
Lebembe Saki	Local Economic Development	07 October 2022
	Land & Traditional Affairs	04 November 2022
Moleba Evelyn	Youth, Sports, Arts & Culture & Education (Special Projects)	04 December 2022
	Social Services	09 January 2023
		05 February 2023
		07 March 2023
		05 April 2023
		01 May 2023

Monaledi Anna	Human Settlements & Electricity	12 June 2023
Mahlaba Reginah	IDP & PMS	
	Health and Disaster Management	
	Community Safety, Roads & Transport	

<b>Ward Committee Meetings: Ward 17</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Jonas K Baloyi	Ward Councilor	10 July 2022
Ditshwane Joel	Ward Secretary	09 August 2022
Mapela Matshwedi	Land & Traditional Affairs	01 September 2022
Sithole Mekateko	Education, Sports, Arts & Culture	03 October 2022
Mahlaola kanelene	Health & Disaster Management	02 November 2022
Kotu Peter	IDP	01 December 2022
Mosupye Brenda	Local Economic Development	04 January 2023
Mahlaole Joseph	Roads, Transport & Community Safety	01 February 2023
Masedi Thomas	Human Settlements & Electricity	01 March 2023
Setlhagole Motima	Social Services	03 April 2023
Makinta Lizzy	Water & Sanitation	01 May 2023
		05 June 2023

<b>Ward Committee Meetings: Ward 18</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Joshua Motaung	Ward Councilor	09 July 2022
Thoka Molatlhegi	Ward Secretary	02 August 2022
Ringane Sello	Roads, Transport & Community Safety	03 September 2022
Nkambule Miemie	Electricity & Human Settlements	05 October 2022
Motshegwa Zebra	Social Services	08 November 2022
Raseroka Jaqueline	Education, Sports, Arts & Culture	02 December 2022
Baloyi Anna	Health & Disaster Management	09 January 2023
Motsepe Modiba	IDP	04 February 2023
		09 March 2023
		11 April 2023
		07 May 2023

Mawasha lebogang	Water & Sanitation	02 June 2023
	Land & Traditional Affairs	
Chauke Lilly	Local Economic Development	

<b>Ward Committee Meetings: Ward 19</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Lebogang F Modise	Ward Councilor	08 July 2022
Moleele Goitsewang	Ward Secretary	01 August 2022
Nkuna Rebecca	Human Settlements & Electricity	01 September 2022
	IDP & PMS	03 October 2022
Maleka Manyanya	Health & Disaster Management	02 November 2022
Matlala Motshidisi	Local Economic Development	03 December 2022
Naka Pauline	Special Projects & Traditional Affairs	07 January 2023
Ntshodisane Michael	Water & Sanitation	01 February 2023
Thipe Lucitia	Education, Arts & Culture	01 March 2023
Cauke Frans	Roads, Transport & Community Safety	03 April 2023
Mophuting Lydia	Social Services	01 May 2023
13.Mosibudi Ramollo	CDW	10 June 2023

<b>Ward Committee Meetings: Ward 20</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Phetoho Letlape	Ward Councilor	06 July 2022
Kutumela Phethedi	Ward Secretary	01 August 2022
Mbatha Philisiwe	IDP & PMS	01 September 2022
Ranaana Kedibone	Land and Traditional Affairs	03 October 2022
Malebye Martha	Health & Disaster Management	02 November 2022
Moobeng Andries	Water & Sanitation	01 December 2022
Maema Molebogo	Sports, Arts & Culture	04 January 2023
		01 February 2023
		01 March 2023

Mothabela Billy	Electricity & Human Settlements	03 April 2023
Mafora Kgomotso	Local Economic Development	01 May 2023
	Social Services	05 June 2023
	Roads, Transport & Community Safety	

<b>Ward Committee Meetings: Ward 21</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
1. Daniel Motlhasedi	Ward Councilor	09 July 2022
2. Setshedi Lina	Ward Secretary	07 August 2022
3.Boea Simon	Land & Traditional Affairs	09 September 2022
4.Mogwatlhe Hendrick	Water & Sanitation	01 October 2022
5.Maimane Pauline	Health & Disaster Management	02 November 2022
5. Makgopa Victoria	Electricity & Human Settlement	01 December 2022
7.Modiba Dikeledi	Education, Sports, Arts & Culture	04 January 2023
8. Molefe Jeremia	Roads, Transport & Community Safety	01 February 2023
9.Mogoatlhe Desia	Social Services	02 March 2023
10. Lelaka Monica	Local Economic Development	03 April 2023
11. Ngobeni Rose	IDP & PMS	10 May 2023
		09 June 2023

<b>Ward Committee Meetings: Ward 22</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Dipuo Sithole	Ward Councilor	09 July 2022
Puleng Ngako	Ward Secretary	03 August 2022
Bradley Malapane	Local Economic Development	11 September 2022
Johannes Mahlake	Sports, Arts & Culture	13 October 2022
Aaron Moela	Roads, Transport & Community Safety	09 November 2022
Louisa Letshwene	Electricity & Human Settlements	04 December 2022
Monicca Raphiri	Health & Disaster Management	14 January 2023
Stephen Baloyi	Water & Sanitation	06 February 2023
		07 March 2023
		09 April 2023
		02 May 2023

Lebogang Matlala	Integrated Development Planning	13 June 2023
William Ratshweni	Social Services	
Cecilia Mononyane	Land & Traditional Affairs	

<b>Ward Committee Meetings: Ward 23</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Essau M Segone	Ward Councilor	10 July 2022
Tjiane Boitumelo	Ward Secretary	16 August 2022
Mamabolo Jaqueline	Human Settlements & Electricity	15 September 2022
Molautsi Thabo	IDP & PMS	11 October 2022
Lebese Billy	Health & Disaster Management	05 November 2022
Mlambo Cry	Local Economic Development	15 December 2022
Baloyi Obed	Special Projects & Traditional Affairs	14 January 2023
Seloi Alphina	Water & Sanitation	10 February 2023
Letswalo Constance	Education, Arts & Culture	01 March 2023
Mashaba Peter	Roads, Transport & Community Safety	11 April 2023
Mathebula Sophy	Social Services	10 May 2023
		13 June 2023

<b>Ward Committee Meetings: Ward 24</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
<b>Daniel Nkutshweu</b>	Ward Councilor	04 March 2022
Mokgadi Aletta	Ward Secretary)	04 April 2022
Motileng Emily	Social Services	06 June 2022
Seanego Welheminah	Roads, Transport & Community Safety	05 July 2022
Makhubela Sello	Education, Sports, Arts & Culture	01 August 2022
Maphaga Eva	Water & Sanitation	10 September 2022
Nkutshweu Elsie	IDP & Planning	03 October 2022
		04 November 2022
		10 February 2023
		08 March 2023

Raseala Lebogang	Human Settlements & Electricity	05 April 2023
Swaratlhe George	Local Economic Development	10 May 2023
Mogodi Goitsewang	Health & Disaster Management	11 June 2023
Rapotu Stephinah	Special Projects & Land Traditional Affairs	

<b>Ward Committee Meetings: Ward 25</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Mashudu V Mphaphudi	Ward councilor	10 July 2022
Pregolato Refilwe	Ward Secretary	09 August 2022
Tibane George	Roads, Transport & Community Safety	04 September 2022
Kgomo Karabo	Education, Sports, Arts & Culture	03 October 2022
Nkomo Johanna	Health & Disaster Management	03 November 2022
Baloyi Michael	IDP & PMS	09 December 2022
Silinda Lucky	Local Economic Development	10 January 2023
Baloyi Stephens	Water & Sanitation	11 February 2023
Masanabo Michael	Land & Traditional Affairs	02 March 2023
Mashilo Josephine	Infrastructure Development Services, Human Settlement & Electricity	03 April 2023
Immelda Gaditshose	Special Projects	04 May 2023
		02 June 2023

<b>Ward Committee Meetings: Ward 26</b>		
<b>Name of representative</b>	<b>Capacity representing</b>	<b>Dates of meetings held during the year</b>
Onnicca Mamabolo	Ward councilor	16 July 2022
Paulinah Busang	Ward Secretary	01 August 2022
Raisibe Matia	Water & Sanitation	15 September 2022
Themba Hlongwane	Health & Disaster Management	11 October 2022
Dorothy Baloyi	Electricity & Human Settlements	14 November 2022
Kalepe Marubyane	Sports, Arts & Culture	10 December 2022
Trudy Rakgogo	IDS	15 January 2023
		14 February 2023
		15 March 2023

Frans Mathibe	Land & Traditional Affairs	10 April 2023
Solomon Mokgara	IDP & PMS	13 May 2023
Catherine Pege	Local Economic Development	02 June 2023
Hlupi Golele	Roads, Transport & Community Safety	

#### Appendix F: Ward Committees and their functionality

Ward Committees and their functionality			
Ward Number	Committee established. Yes/No	Number of reports submitted to Speaker's Office	Number of meetings held during the year
1	Yes	12	12
2	Yes	12	12
3	Yes	12	12
4	Yes	12	12
5	Yes	12	12
6	Yes	12	12
7	Yes	12	12
8	Yes	12	12
9	Yes	12	12
10	Yes	12	12

<b>11</b>	Yes	12	12
<b>12</b>	Yes	12	12
<b>13</b>	Yes	12	12
<b>14</b>	Yes	12	12
<b>15</b>	Yes	12	12
<b>16</b>	Yes	12	12
<b>17</b>	Yes	12	12
<b>18</b>	Yes	12	12
<b>19</b>	Yes	12	12
<b>20</b>	Yes	12	12
<b>21</b>	Yes	12	12
<b>22</b>	Yes	12	12
<b>23</b>	Yes	12	12
<b>24</b>	Yes	12	12
<b>25</b>	Yes	12	12
<b>26</b>	Yes	12	12

**Appendix G: Audit Committee Recommendations Register for 2022-23**

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
20 July 2022				
Management to apply for grant roll-over	Municipal Manager	30 September 2022	Done	
Outstanding documents regarding the limitation of scope finding be submitted to IA for review	CFO and Director IDS	30 July 2022	Done	
Compliance report be amended to include Circular 99, Regulation 32, Provision of Regulation 29 BCEA, OHS Act, Employment Equity Act, Municipal staffing regulation and the Provision of copywrite act, specifically with regards to standards number 6 and 7	Manager Legal	20 October 2022	Done	
Development of the HR Strategy	Director HR	20 October 2022	Done	
HR policy be incorporated in the HR report	Director HR	20 October 2022	Done	

26 August 2022				
Management to expand on narrations in the notes	CFO	31 August 2022	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
Management to provide systems used to measure water losses	CFO	31 August 2022	Done	
Management to incorporate AC recommendations in the draft AFS	CFO	31 August 2022	Done	
AC to review the final draft of AFS before submission to AGSA	CFO	31 August 2022	Not done	
Management to incorporate all recommendations in the draft Annual Report	Manager PMS	31 August 2022	Done	
21 October 2022				
HR report to provide a summary of how HR policies are managed	Director HR	20 January 2023	Done	
Management to monitor the implementation of remedial actions to improve performance in the second quarter	MM	20 January 2023	Done	

Adequate reasons and root causes for the delay or non-achievement of targets be provided	HoDs & Manager PMS	20 January 2023	Done	
UIF&W and deviation reports be a standing agenda item	Acting CFO	20 January 2023 & Ongoing	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
Management to provide root causes and remedial actions for non-responsiveness and limitation of scope findings	MM	20 January 2023	Not done	
Heads of departments to conduct quality reviews on performance reports before submission to PMS	Heads of departments	20 January 2023	Done and Ongoing	

Management to assess whether all nine (9) servers need to be replicated	Manager ICT projects	20 January 2023	Done ICT to replicate five servers only and we are waiting for SITA to assist with regulation to move to cloud storage. 1. MLM – File Sever 2. MLM – Active Directory 3. MLM – Microsoft Exchange 4. MLM- Finance Server	
---	----------------------	-----------------	--	--

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
			5. MLM – HR/Payday Servers	

Management to consider the audit of the business continuity plan	MM	20 January 2023	Not done	
Management to provide status quo on the three cases removed from the litigations register	Manager Legal Services	20 January 2023	Done	
Management to provide milestones on case no 2 and no 3 in the litigation register	Manager Legal Services	20 January 2023	Done. Case no. 2 & 3 awaiting court dates	
The HR report be subdivided into different subcomponents comprising of HR and Corporate Services	Director HR	20 January 2023	Done	
A detailed capital expenditure report with the following be provided: -Project descriptions -Budget -Contractor and consultant details -Planned starting and ending dates of the projects - Expenditure to date -Progress to date (including the extensions granted)	Director IDS	20 January 2023	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
--	--------------------	----------	-------------------------------	--------------------

Details on oversight reports, jobs created and any setbacks( WSIG projects) be provided	Director IDS	20 January 2023	Done	
19 January 2023				
A column for corrective actions be added to the AC recommendations register	Manager IA	21 April 2023	Done	
A meeting be held between AC members and the MM to address challenges with reporting	Manager IA	21 April 2023	Done	
Management to incorporate technical SDBIP targets for departments with no targets to report on in the top-layer SDBIP to avoid non-performance in certain quarters.	Heads of Departments	21 April 2023	Not done	To be done from the beginning of the new financial year
A strategy to be developed to address root causes for the delays in procurement processes	Municipal Manager	21 April 2023	Not done	
An external assessment be provided on the business continuity plan by a qualified and certified individual	Municipal Manager	21 April 2023	Not done	
HR strategy, municipal staffing regulations implementation plan and work skills development plan to be presented to the AC for review.	Director HR	21 April 2023	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
26 February 2023				
No recommendations were raised				
27 March 2023				
Management develops a short-term, medium-term, and long-term strategy plan for revenue enhancement.	CFO	31 May 2023	Done	
Procurement plan be aligned to the SDBIP	CFO	31 May 2023	Done	
21 April 2023				
Management to provide feedback on the Vesta contract	Municipal Manager	20 July 2023	Done	
Implementation plan on POPIA compliance be provided.	Manager ICT and Projects	20 July 2023	Not done	
MM to present a plan on the coordination of documents/POE for audit preparation	Municipal Manager	20 July 2023	Done	
23 May 2023				

Management to expand on the local and national economic difficulties experienced in compilation of the budget 2023/24 MTREF	CFO	20 July 2023	Done	
	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
A standardized format for all policies to be used	MM	20 July 2023	Not done	To be incorporated during the planning of financial year 2024/25

**Appendix H: Audit Action Plan**

**ANNEXURE I: SIGNED ANNUAL FINANCIAL STATEMENTS**