Moretele Local Municipality

Final Annual Report

2024/2025

Version

Control Version

March 2026

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IDP/PMS Unit

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Acronym and abbreviations

Term, Acronym or Abbreviation	Description
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 AND EXECUTIVE SUMMARY

MAYOR'S FOREWORD

It is my greatest honor to present the 2024/2025 Annual Report of the Moretele Local Municipality. The Annual Report complies with Section 121 of the Municipal Finance Management Act (MFMA) No. 56 0f 2003 which stipulates that: "Every municipality and municipal entity must for each year prepare an annual report in accordance with its guidelines as provided for in chapter 12 of the MFMA.

Moretele Local Municipality releases this annual report under outstanding conditions. Amongst them, this annual report reflects on the efforts to implement our Service Delivery and Budget Implementation Plan (SDBIP) for the year under review. This report serves as a record and accounting mechanisms to communities on the municipality's achievement, challenges, mitigation, and corrective measures implemented to address the latter. For the period 2024/2025, the annual report reflects that progress has been made in service delivery, though there are undeniable challenges that are still confronting us. During the year under review, Council worked diligently to build on the prior year's achievements to fast-track the provision of the much-needed services focusing on the five developmental local government key performance areas:

1. Basic Service Delivery and Infrastructure Development

2. Municipal Transformation and Organizational Development

3. Local Economic Development

4. Financial Management and Viability, and

5. Good Governance and Public Participation

Notwithstanding the improvement in terms of access to basic services, there are still communities without access to services in various wards, and therefore there is a need to refocus and direct the budget towards investing in new infrastructure and maintenance of existing infrastructure where backlogs exist. For the 2023/2024 financial year, the municipality received Unqualified Audit Outcome. Yet, as leaders we remain resolute in our commitment to turning the situation around. All our efforts during this period were made possible by our collective resolve working together with the Executive Committee, Councilors, the entire management team, staff members and all our stakeholders. Positive and constructive criticism remains a pillar of public participation and a solid foundation for good governance and improved service delivery.

To strengthen governance, structures are in place to improve operational efficiencies, accountability, and responsiveness and to strengthen oversight for the municipality's administration to become more responsive, resilient, and efficient. The governance structures include:

- Council.
- Executive Committee (EXCO).
- Municipal Public Accounts Committee (MPAC)
- Audit Committee.

- Risk Management Committee.

I would like to thank all Councilors, EXCO Members, and MPAC for their effective oversight of the municipality's operations. My sincere thanks to the Municipal manager, the Directors and all officials for their contribution to our success rate and diligence to serve this municipality. I also wish to express my gratitude to the external Audit Committee for their guidance, oversight role and commitment to Moretele Local Municipality.

Cllr MG Manyike Mayor

ACCOUNTING OFFICERS' EXECUTIVE SUMMARY

Once again it is that time of the year when I get the opportunity to give an account of the activities of Moretele Local Municipality to our constituency and stakeholders at large.2024/2025 was a very challenging and exciting year, both politically and administratively. The municipality reinstated its commitment to delivering basic services in an effective and efficient manner. This was demonstrated by our initiative in ensuring that we deliver on our mandate as enshrined in the Constitution and as per our delegated powers and functions. The Municipality continues to participate in the DDM approach and its activities. This is to ensure that we maintain a cordial relationship with sector departments and other spheres of government. This is of particular importance to us as we believe in seamless service delivery across all spheres of government. We are elated and excited about our improved audit opinion. The improvement on its own is testimony to the efforts and commitment of both management and our political principals to attaining a clean audit and to maintain a professional institution that our communities can be proud of. The municipality has also managed to adopt and maintain a funded budget throughout the financial year and to also maintain positive reserves to ensure that we can continue to be functional should adversity strike.

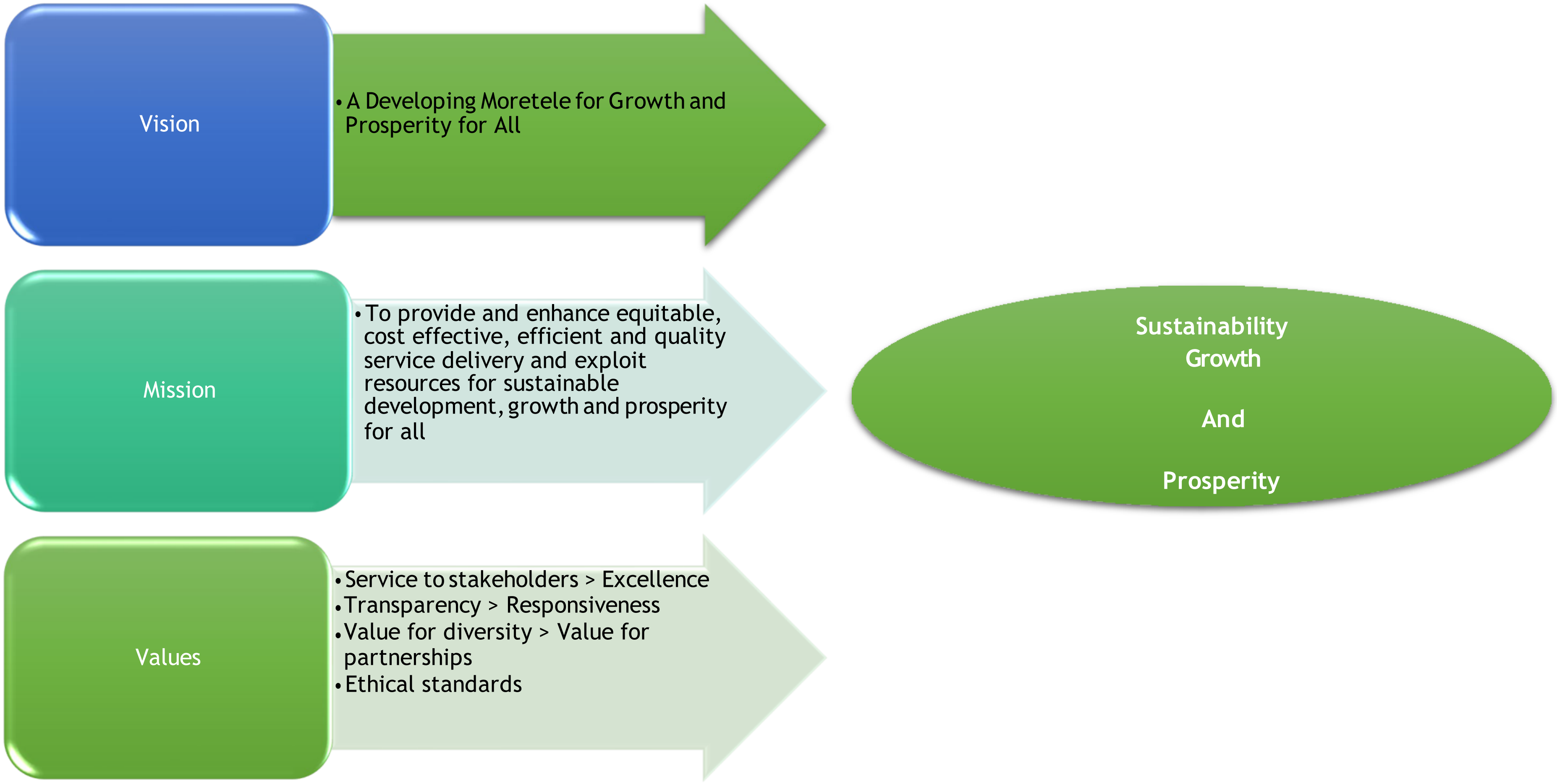
The municipality has also managed to maintain a full complement of Section 57 managers. The CFO was appointed on a permanent basis as per the newly proclaimed staff regulations. Management has already put in place mechanisms that will ensure that we avoid vacancies as much as possible. In order to ensure that we are in a position to mitigate risk from all possible environments, management has developed 4 risk registers that include the following risk environments: Strategic risk register, Operational Risk register, Fraud risk register and ICT risk register. We will continue to add more risk registers as our environment evolves.

We look forward to a progressive and productive financial year 2025/2026.

Ngwenya.S
Municipal Manager

1.2. OVERVIEW OF THE MUNICIPALITY

1.2.1. Vision, Mission and Values



1.2.2. Municipal functions, population, and geographical overview

Functions of the municipality

Municipal Function	Municipal Function Yes/No	Performance Analysis
Constitution Schedule 4, Part B functions		
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
Constitution Schedule 5, Part B Function		

Municipal Function	Municipal Function Yes/No	Performance Analysis
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

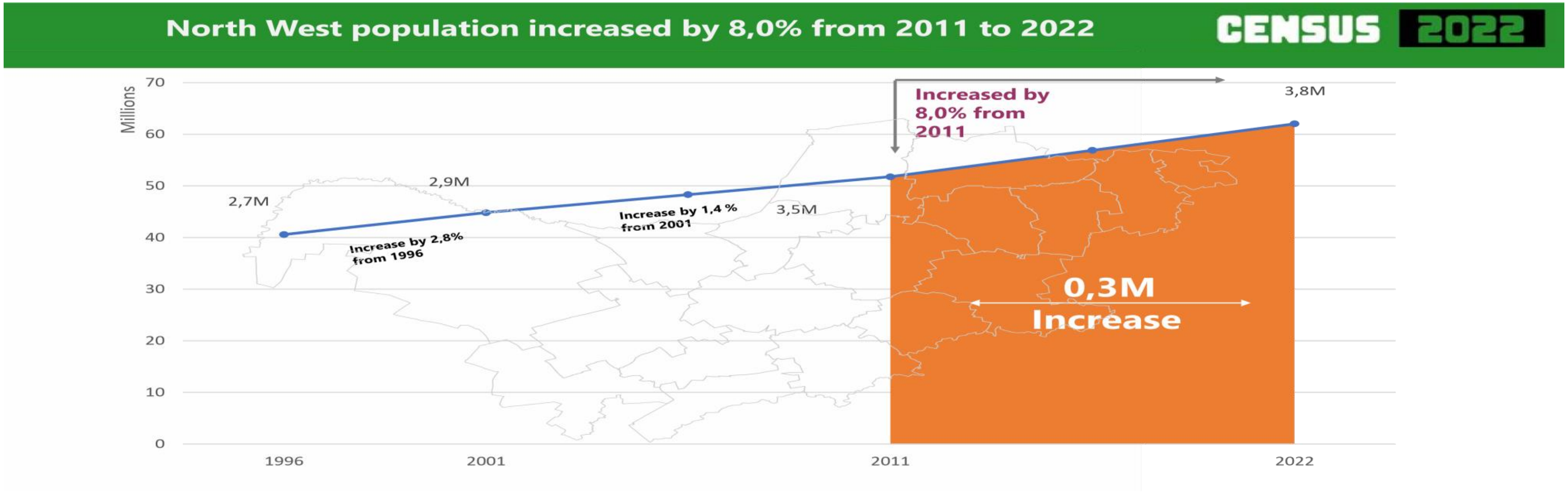
The Municipality provides the following basic services to the population of Moretele:

Description of basic service	Percentage access
Flush toilets connected to sewerage	4.4%
Weekly refuse removal	100%
Piped water inside dwelling	96%
Electricity lighting	96%
Source: Census 2022 Municipal Fact Sheet, published by Statistics South Africa	

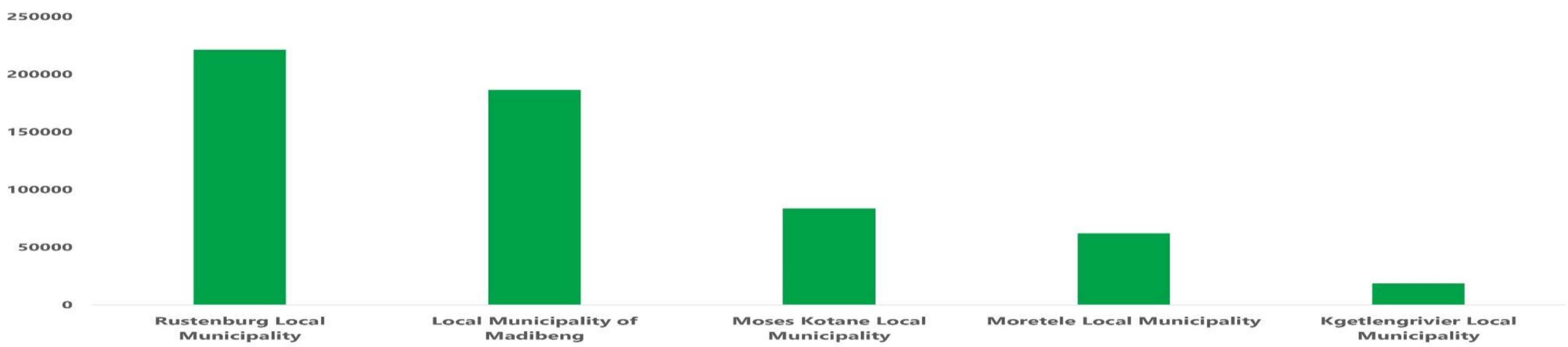
1.2.3. Population

According to Census survey (2022) the Moretele Local Municipality's population (as depicted in the figure below) has increased from 191 306 in 2016 to 219 120 by 2022, which represents a growth of 14% 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.

South African Population as at census 2022 is at 62,027,503 and Northwest population is at 3,804,548 and Bojanala is at 1,624,428.



Number of households



Average household size in the district

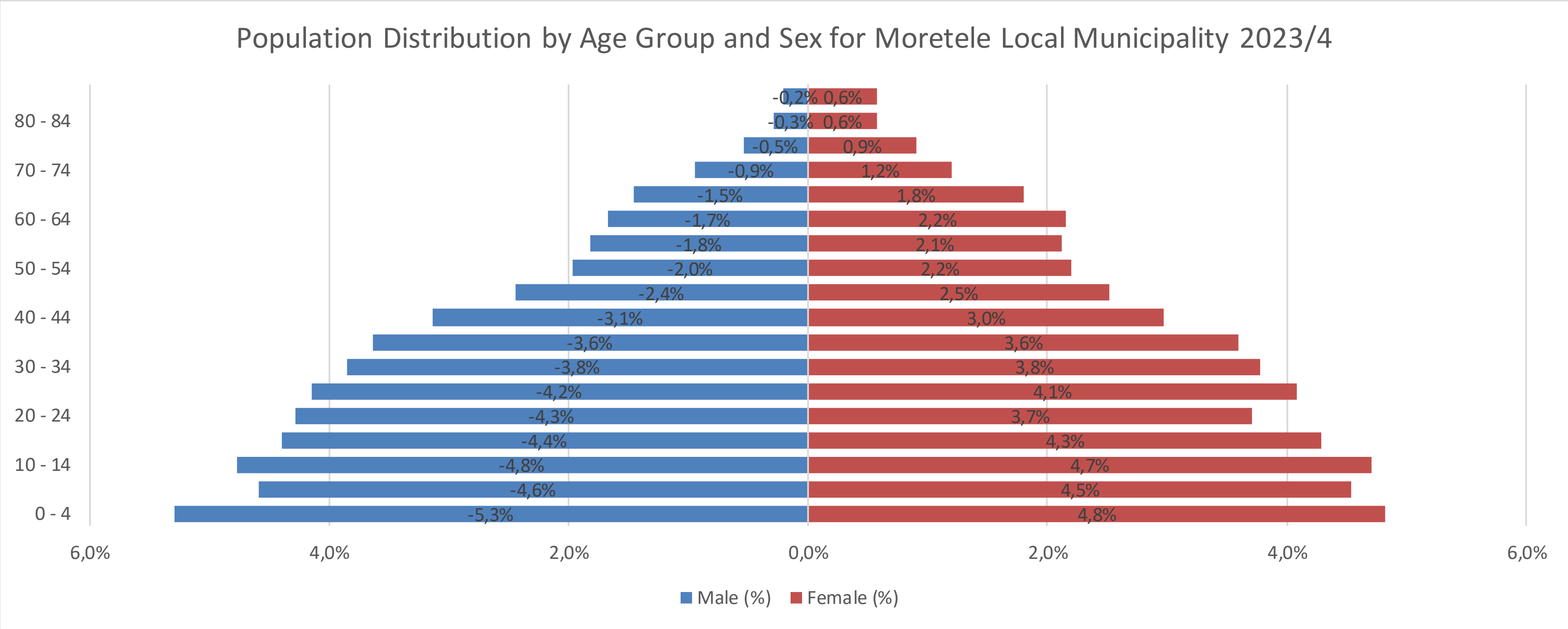
Source :2022 CENSUS

Population distribution by Group

	Male	Female	Total
Black African	107590	110335	217925
Coloured	297	259	556
Indian or Asian	69	23	91
White	202	127	330
Other	169	39	208
Unspecified	6	3	9

Census 2022

Population distribution by Age Group and Sex



Census 2022

The figure indicates that person between the ages of 4 and 14 constitutes the larger percentage of population structure. The demand for services will be higher in this age groups.

The pyramid shows that rom age 0 - 4 males are more than females, till the age of 40 - 44 years. Then it changes females become more than males. Therefore, this shows that male die or migrate in high numbers than females.

Population by functional age groups

	Male	Female	Total
0 - 14 (children)	32117	30836	62953
15 - 34 (youth)	36556	34765	71321
35 - 64(Adults)	32129	34104	66233
65 - 130 (elderly)	7531	11082	18613

Census 2022

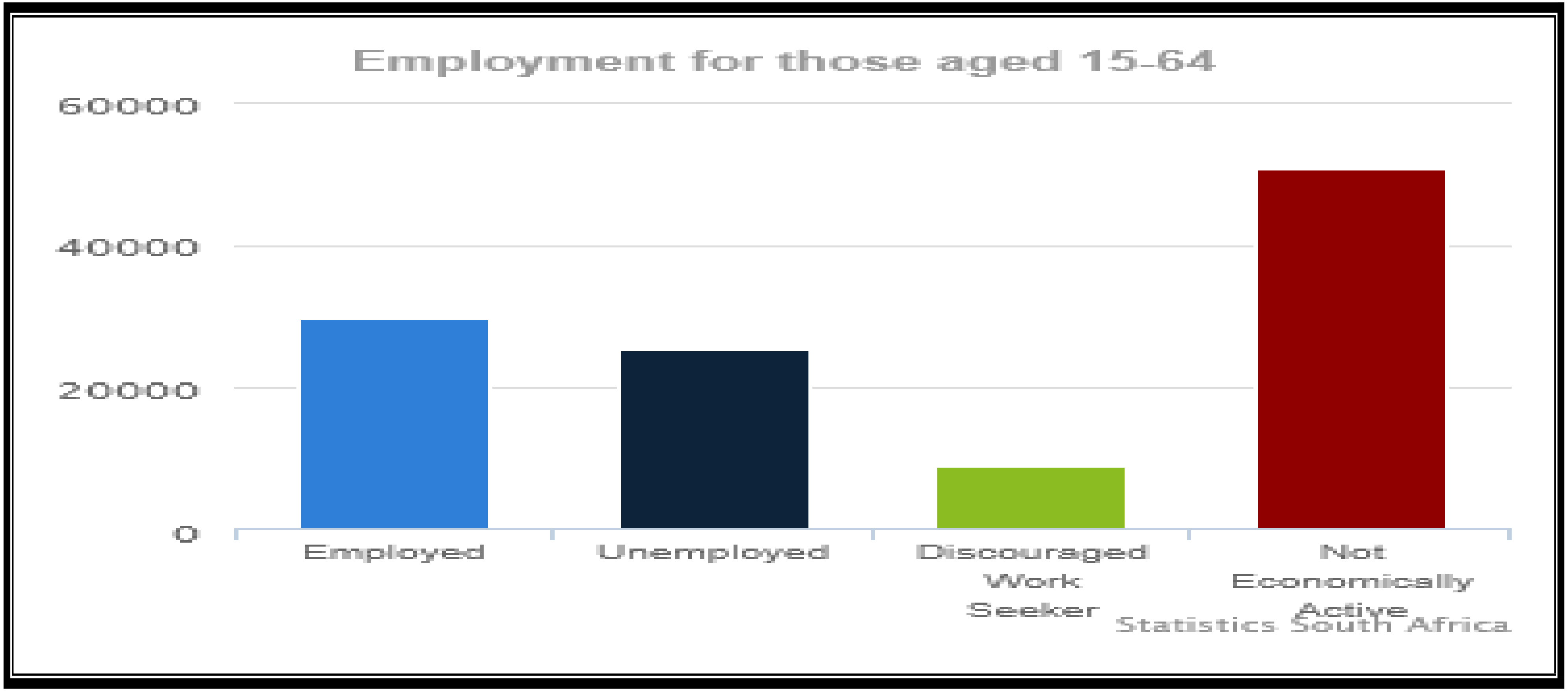
1.2.4. Economic Analysis

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.

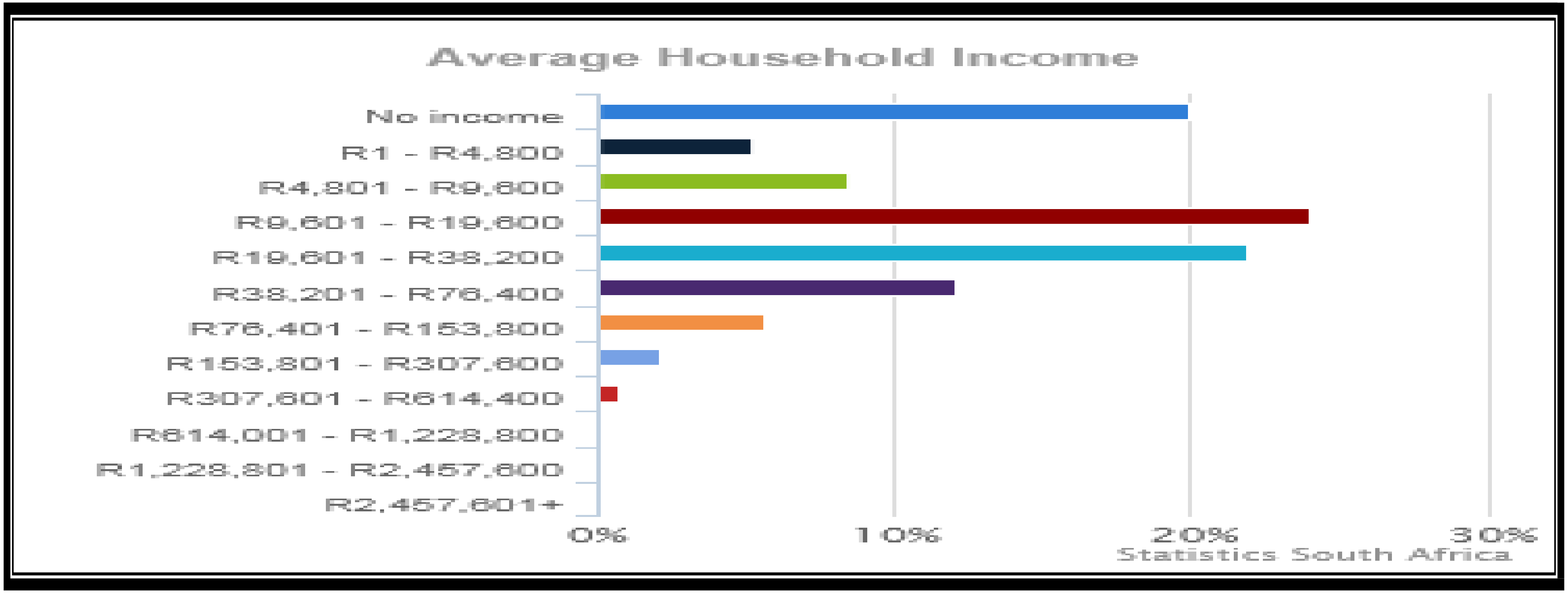
Trading Services are key economic drivers of the local economy. The district economy is largely driven by mining primarily around Rustenburg and Brits. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people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

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 2022

1.2.5. 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 programmers implemented to take advantage of this emerging trend.

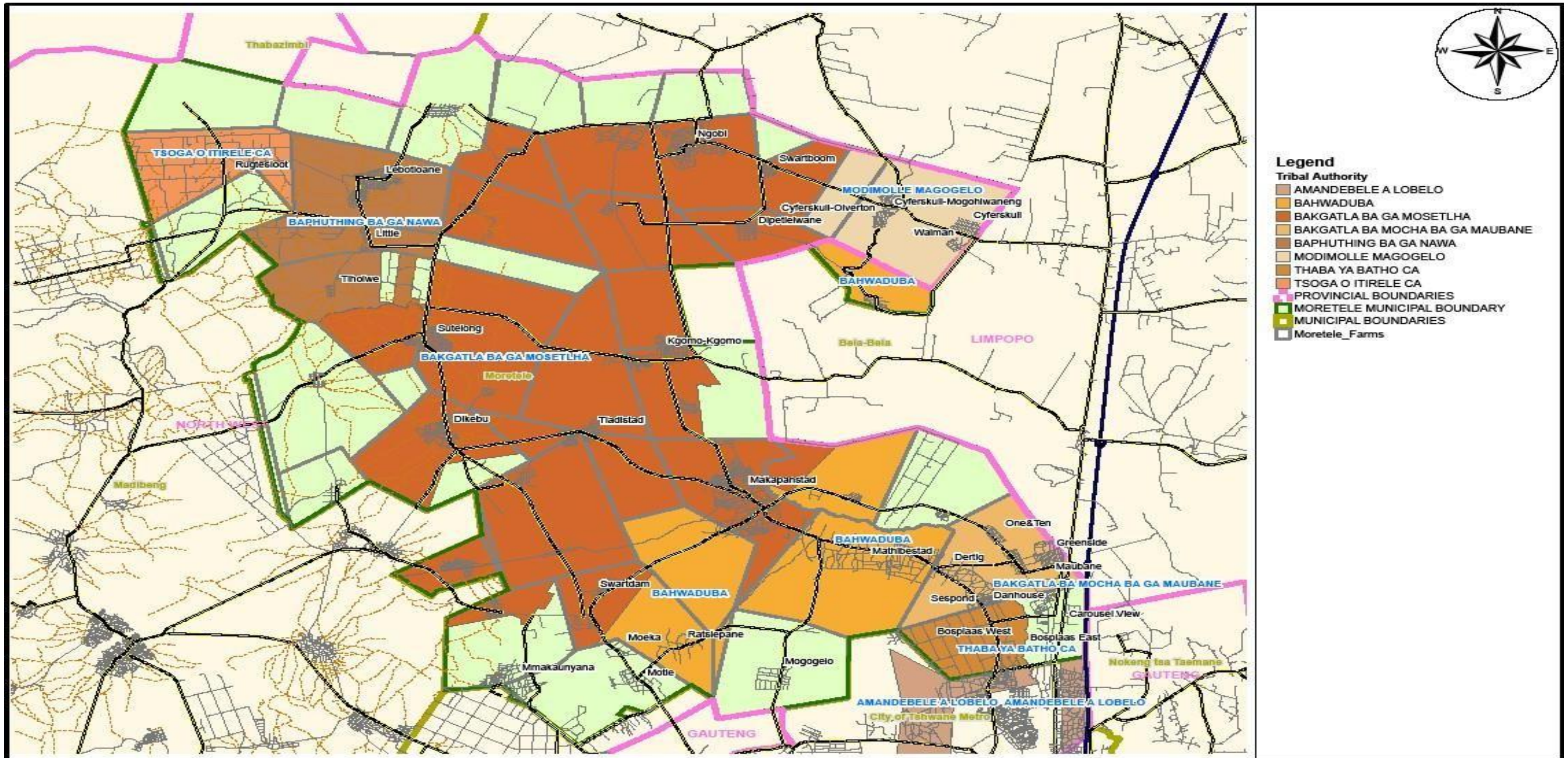
(iii) Geographical Information

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^2. 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	Mathibestad
2.	Bakgatla Ba Mosetlha 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



Moretele Local Municipality
Landownership Status

Map 25

Scale : 1:200,000

1.2.6. 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	Emerging water parks and resorts
Mining	Extraction of sands

1.2.7. 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**	**2023/2024**	**2024/2025**
		Audited Ratios	**Audited Ratios**
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	**8.9 months**	**5 months**
Liability Management	Debt (Total Borrowings)/Revenue	**68%**	**29%**
Current Ratio	Current Assets/Current Liabilities	**1.9**	**1.3**

1.2.8. Organisational Development Overview

1.2.8.1. 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 IDS AND Director CDS positions were filled. IDS Director, CDS Director and CFO are appointed on a permanent basis as per the Municipal Systems Amendment Act No 3 of 2022
Local Labor Forum has been established and is fully functional	Local Labor Forum is functional, and meetings are held regularly. The reconstituted LLF includes two HR Portfolio Councilors as Employer Reps

1.2.8.2. 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

1.2.9. *Auditor outcomes as per the Auditor General*

Legend for audit outcomes			
Unqualified	**Qualified**	**Adverse**	**Disclaimed**

Audited outcomes over past seven 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	Unqualified
2023/2024	Unqualified
2024/2025	Unqualified

1.2.10. *2025/2026 IDP/Budget Process*

2025/2026 IDP/Budget Process			
Activity	**Responsible person**	**Dates**	**Budget**
Approval of the Process Plan	N.L Llale Manager IDP	31 August 2024	R620 000
Ward Based Consultations	N.L Llale Manager IDP	October/November 2024	
IDP Rep Forums	N.L Llale Manager IDP	Quarterly 2024/2025	
Approval of the Draft and Final IDP	N.L Llale Manager IDP	March and May 2025	

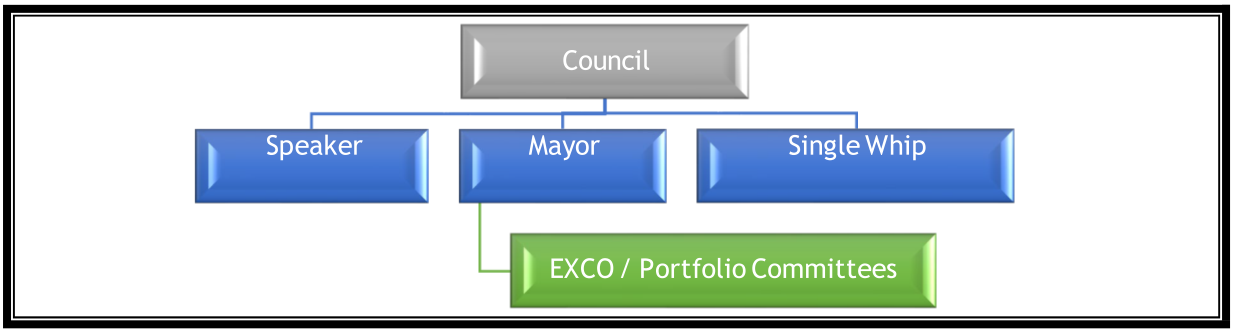
CHAPTER 2: GOVERNANCE

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, councillors 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 Councillors, 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 Councillor is also provided in Appendix A.

2.1.2 *Executive Committee*

The Mayor of the Municipality, Councillor **Masango George Manyike,** assisted by the Executive Committee, heads the executive function of the Municipality. The mayor is at the centre 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.

Members of the Executive Committee and Portfolios For the Period July 2024 to June 2025	
Name of member	**Capacity**
M.G Manyike	Mayor
F Mapela	Speaker
K Mletta	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
A.Monageng	Acting 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.

Administrative Governance Structure		
Name of official	**Position & Department**	**Performance agreement signed**
Mr. S Ngwenya	Municipal Manager	Yes
Ms. B Sathekge	CFO	Yes
Ms. P Mahlo	Director: HR & Corporate Services	Yes
Mr. P Molautsi	Director: Infrastructure Development Services.	Yes
Mr. T Mohalanyane	Director: Local Economic Development	Yes
Mrs G Temba	Director: Community Development Services	Yes

2.3 Audit Committee

The Municipality has a functional Audit Committee to play an oversight role on the functioning of the Municipality amongst others ensure that management is reviewing the procurement plan and ensure that it aligns to the IDP,SDBIP and budget .Such is mandated by section 166 of the Municipal finance management Act no.56 of 2003.

Members of Audit committee.

Name and surname	**Position**
Miss Jamela Monnica Mabuza	Chairperson
Mr Lordwick Mohlake Malapela	Member
Mr Fhatuwani Lidzebe Ndou	Member
Mr Mpaku Goodwill Mathabathe	Member
Miss Sijabulile Makhathini	Member

COMPONENT B: INTERGOVERNMENTAL RELATION

2.4 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.

2.4.1 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.

2.4.1.1 District Disaster Management Advisory Forum
2.4.1.2 District Command Council
2.4.1.3 Bojanala District Technical IGR Forum
2.4.1.4 Bojanala District MM's Forum
2.4.1.5 Bojanala IDP Steering Committee Meeting

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

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.5 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.

2.5.1 Public Meetings

2.5.1.1 Ordinary public meetings

Ordinary Public Meetings			
Nature and purpose	**Date of event**	**Number of participating municipal Councilors**	**Number of participating municipal administrators**
Ordinary	31 July 2024	31	12
	31 October 2024	39	12
	31 January 2025	42	30
	30 April 2025	33	12

Special Council meetings	30 August 2024	37	12
	16 September 2024	35	10
	03 October 2024	39	10
	10 December 2024	41	09
	28 February 2025	34	12
	06 March 2025	37	10
	31 March 2025	35	10
	23 May 2025	27	10

2.5.1.2 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 2025/2026 IDP process.

IDP Participation meetings			
Ward	**Ward Councilor**	**Date**	**Time**
01	A Zimba	11/10/2024	10 AM
02	M Moatshe	22/10/2024	10 AM
03	C Lekalakala	20/10/2024	10 AM
04	D Sono	25/10/2024	10 AM
05	J Molefe	14/10/2024	10 AM
06	P Letlhabi	14/10/2024	10 AM
07	L Mosane	20/10/2024	10 AM
08	M Baloyi	30/09/2024	10 AM
09	S Motshegoa	21/10/2024	10 AM

10	J Mathimbi	12/10/2024	10 AM
11	A Tlhabane	12/10/2024	10 AM
12	F Mashaba	08/10/2024	10 AM
13	B Sithole	21/10/2024	10 AM
14	S Ndlovu	14/10/2024	10 AM
15	N Skosana	24/10/2024	10 AM
16	S Nkoana	1510/2024	10 AM
17	L Mashele	21/10/2024	10 AM
18	J Motaung	0710/2024	10 AM
19	F Modise	28/10/2024	10 AM
20	K Letlape	29/10/2024	10 AM
21	D Motlhasedi	08/10/2024	10 AM
22	D Sethole	14/10/2024	10 AM
23	E Segona	28/10/2024	10 AM
24	D Nkutshweu	14/10/2024	10 AM
25	V Mphaphudi	22/10/2024	10 AM
26	A Mokone	29/10/2024	10 AM

2.5.1.3 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 on the table below.

Constituents of the Local Labour Forum	
Management Representatives	**Labour Representatives**
• Mrs. P Mahlo (HR Director) • Mr. T Mohalanyane (LED Director) • Cllr V.K Maluleka • Cllr: C Lekalakala • Mr. J Mabasa (Secretariat)	• Mr. E Moerane (SAMWU) • Mr. C Nkwinika (IMATU) • Mr. S Molamu (SAMWU) • Mr. I Molefe (IMATU) • Ms. K Chauke (SAMWU)

COMPONENT D: CORPORATE GOVERNANCE

2.6 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.

2.6.1 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 the 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 2024/2025 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.

Top ten strategic risks		
No	**Inherent risk**	**Level of risk**
1.	Financial Instability (Inability to generate own revenue)	25
2.	Increase in UIF&W Expenditure Balance	25
3.	Non- compliance with Section 65(2)(e) of the MFMA (Late payment of creditors within 30 days)	25
4.	Illegal dumping sites in various areas within the municipality including the Ga-Mmotle Illegal dumping site.	25
5.	Land-use and building contraventions	25
6.	Non-achievement of key service delivery targets/indicators	20
7.	Loss/theft/damage of municipal assets/infrastructure	25
8.	Water quality degradation	25
9.	Inadequate maintenance of internal roads.	25
10	Poor and Unreliable public infrastructure (Facilities)	20

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.

2.6.2 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, favouritism, 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 2023/2024 financial year. A whistle blowing policy is in place which makes provision for employees to make confidential disclosure about suspected fraud and corruption.

2.6.3 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.

2.6.3.1 *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 is 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.

2.6.3.2 *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 have been received or rendered.

No goods, items or any inventory items were disposed of during the 2023/2024 financial year.

2.6.3.3 *Awards made by the Bid Adjudication Committee*

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

TENDER REGISTER 2024-2025

Item No	Project Name	Bid Number	BSC sitting date	Advert date	Closing Date	BEC sitting date	BAC sitting date	Appointment date	Awarded To	Bidding Amount
1.	Construction of paved road and storm water in ward 26	MLM/W26/R&SW/24-25	13.06.2024	20.06.2024	09.07.2024	21.08.2024	22.08.2024	22.08.2024	Legend at work construction and projects	R7,537,869.24
2.	Supply and delivery of food parcels for the period of 36 months	MLM/FOOD-PARCEL/2024-27	20.03.2024	16.04.2024	30.04.2024	02.08.2024	22.08.2024	26.08.2024	Medirelo Trading & Projects	R2,436,252.00
3.	Water reticulation & yard connection in ward 16 phase 11	MLM/WSIG/W16/2024-25	11.06.2024	20.06.2024	25.07.2024	19.08.2024	23.08.2024	23.08.2024	DPT Investment JV	R17,998,797.21
4.	Installation of high mast lights in ward 18	MLM/W18/HML/2024-2025	12.06.2024	24.07.2024	12.08.2024	22.08.2024	28.08.2024	29.082024	Calibre Consulting Engineers Pty Ltd	R5,954,204.97
5.	Implementation of internal roads and storm water in ward 12	MLM/W12/R&SW/P1/24-25	12.06.2024	20.06.2024	11.07.2024	19.08.2024	28.08.2024	29.08.2024	Ecotroopers Construction Pty Ltd	R6,828,847.20
6.	Implementation of roads and stormwater in ward 19 (Phase 02).	MLM/W19/R&SW/P2/24-25.	12.06.2024	20.06.2024	10.07.2024	02.09.2024	09.09.2024	11.09.2024	Legend at work construction and projects	R7,252,038.00
7.	Basic sanitation ward 13.	MLM/W13/S/24-25.	10.06.2024	24.07.2024	08.08.2024	04.09.2024	09.09.2024	10.09.2024	Pheta Trading Enterprise cc	R8,887,743.38
8.	Installation of water reticulation & yard	MLM/WSIG/W15/2024 - 25	11.06.2024	20.06.2024	25.07.2024	26.08.2024	09.09.2024	10.09.2024	Onspot Investment	R15,503,823.61

	connections in ward 15									
9.	Installation of high mast lights in ward 14 – Phase 111.	MLM/IDS/HML/W14/PII I/2024-25.	13.06.2024	20.06.202 4	08.07.2024	29.07.202 4	10.09.202 4	10.09.2024	Hlamekgolo Pty Ltd	R5,700,962.94
10.	Implementation of roads and stormwater in ward 01: Little access road.	MLM/W1/R&SW/2024-25.	13.06.2024	20.06.202 4	11.07.2024	21.08.202 4	11.09.202 4	11.09.2024	Gebza's Transport and Projects	R11,800,898.01
11.	Installation of water reticulation & yard connections in ward 25 (Moeka Village) Schedule C.	MLM/W/W25/S/2024-25.	10.06.2024	24.07.202 4	26.08.2024	10.09.202 4	11.09.202 4	11.09.2024	Kings Group 1 Pty Ltd	R36,798,946.54
12.	Installation of ward 20 high mast lights	MLM/W20/HML/2024-25.	10.06.2024	24.07.202 4	12.08.2024	03.09.202 4	09.09.202 4	10.09.2024	Kings Group 1 Pty Ltd	R6,800,000.00
13..	Construction of internal roads and stormwater management in ward 21 Kgomo - Kgomo	MLM/W21/R-SW/P1/24-25.	14.06.2024	20.06.202 4	10.07.2024	21.08.202 4	11.09.202 4	11.09.2024	Legend at work construction and projects	R7,488,057.28
14.	Appointment of service provider for supply and delivery of professional call centre services for Moretele Local	MLM/EXCO & COUNCIL/PROFESSIONALCALLCENTRE/2024-2027	08.05.2024	15.05.202 4	18.06.2024	16.09.202 4	17.09.202 4	17.09.2024	Batho Bothle Trading and Projects	R25,920,000.00

	Municipality for a period of thirty – six (36) months									
15.	Appointment of a service provider to supply, delivery, installation and commission a geographical information system (ARCGIS) for the period of three (3) years at Moretele Local Municipality.	MLM/LED/PLA/GIS/2024.	15.07.2024	24.07.2024	07.08.2024	03.10.2024	16.10.2024	17.10.2024	Elmon Construction Pty Ltd	R1,400,000.00
16.	Appointment of a service provider to demarcate 200 stands in Baphuthing ba ga Nawa traditional authority within the jurisdiction of Moretele Local Municipality.	MLM/PLA/DEMARCATION/BAPH-NAWA/TC/2024	08.07.2024	24.07.2024	08.08.2024	04.10.2024	16.10.2024	17.10.2024	Anesu Development Specialist	R700 000.00
17.	Appointment of a service provider to demarcate 200 stands in Bakgatla ba Mocha traditional authority within the jurisdiction of Moretele Local Municipality.	MLM/PLA/DEMARCATION/BAKG-MOCHA/TC/2024.	08.07.2024	24.07.2024	08.08.2024	04.10.2024	15.10.2024	16.10.2024	HI END GROUP	R900 000.00

18.	Appointment of a service provider to conduct a feasibility study on incomplete land tenure upgrading projects within the jurisdiction of Moretele Local Municipality.	FEASIBILITY/LTU-PROJECTS/2024.	10.07.2024	24.07.2024	07.08.2024	03.10.2024	15.10.2024	16.10.2024	Anesu Development Specialist	R800 000.00
19.	Appointment of a service provider to conduct a comprehensive land use survey within the jurisdiction of Moretele Local Municipality.	MLM/LED/PLA/LUS/2024.	11.07.2024	24.07.2024	07.08.2024	03.10.2024	15.10.2024	16.10.2024	Myphiwo Development Consultants	R650 000.00
20.	Appointment of a service provider for the LED Strategy review for Moretele Local Municipality.	MLM/LED/STR-R/2024.	16.07.2024	24.07.2024	07.08.2024	04.10.2024	16.10.2024	17.10.2024	Econogistics Pty Ltd	R600 000.00
21.	Appointment of contractor for Carousel view of internal roads Phase 5	MLM/W13/R&S/2024-25.	28.10.2024	04.11.2024	25.11.2024	09.12.2024	11.12.2024	12.12.2024	Unity Construction	R8,048,261.60
22.	Rehabilitation of internal roads & stormwater at ward 20	MLM/W20/R&S/2024-25	28.10.2024	04.11.2024	25.11.2024	10.12.2024	11.12.2024	12.12.2024	Pheta Trading Enterprise cc	R7,616,481.86
23.	Invitation for proposals to provide professional	MLM/RECR/W18/24-25.	12.11.2024	18.11.2024	03.12.2024	17.12.2024	18.12.2024	06.01.2025	Calibre Consulting Engineers (SA) Pty Ltd	R6,142,938.00

	engineering services and construction of ward 18 recreational park (turnkey contract)								
24.	Appointment of service provider for provision of maintenance support services and as and when required for information, accommodation and technology (ICT)for a period of 36 months	MLM/HR/ICT/24-27.	30.10.2024	04.11.2024	05.12.2024	11.12.2024	14.01.2025	20.01.2025	Peo Information Technologies	R44,113,235.09
25.	Appointment of a service provider for supply and delivery of professional events management services for Moretele Local Municipality for a period of thirty - six (36) months as and when required	MLM/PROFESSIONAL -EVENTS MANAGEMENT/2024 – 2027	11.06.2024	20.06.2024	05.07.2024	18.09.2024	02.10.2024	03.10.2024	Bahwaduba Pty Ltd Medirelo Trading Baby O Trading Gagodirwe Enterprise Gosiame Tlotliso	Appointment is based on quotations
26.	Installation of high mast light in Mathibestad.	MLM/IDS/HML/MTHS/ 24-25.	10.03.2025	24.03.2025	08.04.2025	23.04.2025	09.05.2025	12.05.2025	Kings Group Pty Ltd	R6,665,982.02

27.	Appointment of contractor for supply and installation of precast concrete palisade fence at new site Sutelong ward 05 cemetery	MLM/CF/W05/24-25	12.03.2025	16.03.2025	28.03.2025	24.04.2025	09.05.2025	12.05.2025	Direlanang Construction and Projects	R910 000.00
28.	Appointment of a service provider for repairs and maintenance of sewer lines in Motla, Savanna and Swartdam in Moretele Local Municipality for a period of 36 months	MLM/IDS/SEWER/25-28	11.04.2025	23.04.2025	08.05.2025	27.05.2025	28.05.2025	02.06.2025	Dertig Trading and Projects	R14,583,904.00
29.	Appointment of service provider for supply, delivery and installation of mobile containers for assets and supply chain unit at Moretele Local Municipality	MLM/ASCM/MOB/2025	10.04.2025	23.04.2025	08.05.2025	14.05.2025	28.05.2025	02.06.2025	Goodhopy Trading	R389 850.00
30.	Appointment of short-term insurance broker services for a period of 36 months	MLM/BTO/INSURANCE/2026-2028	10.04.2025	23.04.2025	20.05.2025	18.06.2025	19.05.2025	20.06.2025	The financial studio & Marara risk solution JV	R17,702,759.00

No appeals were lodged by the bidders that submitted bids during the financial year of 2024/2025.

The municipality has established the Financial Disciplinary Board to investigate all matters which relate to MFMA transgressions and financial misconduct. Members of the board are as follows:

1, Mr. Ndou – Chairperson (Member of internal Audit)
2.Miss Maluleka – Member (Head of Internal Audit)
3. Mr. Ramolotjwa – Member (Head of legal Services)
4. Mr. Mokwepa- Member (Provincial treasury Representative)

2.6.4 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 2024/2025 financial year.

2.6.5 Municipal Website

The website address of the Municipality is 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.

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

2.6.6 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.

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 compliance with the communication requirements.

Communication checklist	
Communication activities	**Yes/No**
Communication unit	Yes
Communication strategy	Yes
Communication policy	Yes
Customer satisfaction surveys	Yes (through Ward Committees)
Functional complaint management systems	Yes
Newsletters* distributed at least quarterly	Yes

2.6.7 Public Satisfaction in Municipal Services

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

2.6.8 Oversight Committees and Structure

2.5.8.1 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 Members and Attendance of Meetings in the 2024/ 2025 Financial Year					
No.	NAME AND SURNAME OF MPAC MEMBERS	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATENDED	NUMBER OF MEETINGS ABSENT	APOLOGY TENDERED AND ACCEPTED
1)	**Cllr. M.A. Monaheng**	**10**	**9**	**1**	**1**
2)	**Cllr. Al. Zimba**	**10**	**10**	**0**	**0**
3)	**Cllr. M.L Mosane**	**10**	**10**	**0**	**0**
4)	**Cllr. L.F Modise**	**10**	**9**	**1**	**0**
5)	**Cllr. T. Sithole**	**10**	**8**	**2**	**1**
6)	**Cllr. C. Lekalakala**	**10**	**8**	**2**	**1**

MPAC MEETING DATES

Number	Date	Purpose of the meeting
1.	07 MARCH 2025	MPAC SPECIAL MEETING
2.	12 MARCH 2025	MEETING WITH AUDITOR GENERAL
3.	13 MARCH 2025	MEETING WITH AUDIT COMMITTEE AND RISK COMMITTEE
4.	14 MARCH 2025	MEETING WITH TROIKA AND MANAGEMENT
5.	22 - 23 MARCH 2025	MPAC OVERSIGHT CONSOLIDATION MEETING
6.	08 APRIL 2025	MPAC COMMITTEE MEETING
7.	09 MAY 2025	MPAC SPECIAL MEETING
8.	04 JUNE 2025	MPAC SPECIAL MEETING
9.	20 – 22 JUNE 2025	MPAC 2025/2026 STRATEGIC PLANNING
10.	03 JULY 2025	MPAC SPECIAL MEETING

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

This chapter provides an overview of the key service achievements of the municipality that came to fruition during 2024/2025 in terms of the deliverables achieved compared to the key performance objectives and indicators in the IDP. It furthermore includes an overview of achievement in 2023/2024 compared to actual performance in 2024/2025

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 their strategic goals, are met. Targets and strategic goals are set by the Municipality and its employees.

3.2. 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.

3.3 Organisational performance

Strategic performance indicates how well the municipality meets 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 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.

3.3.1 The performance management system followed for 2024/2025

3.3.1.1 The Performance Management Framework

The municipality adopted a performance management policy and was approved by the Council in May 2025.

3.3.1.2 The IDP and the budget

The IDP and Budget for 2025/2026 was approved by the Council on the 31 May 2025. 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'

3.3.1.3. 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 the next 12 months.
- The SDBIP should form the basis for measuring the performance against goals set during the budget/IDP processes.

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

3.4 Top Layer SDBIP (Municipal Scorecard)

The municipal scorecard (top layer SDBIP) consolidates service delivery targets set by Council / senior management and provides 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.
- 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 on 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 portfolios of evidence for reporting and auditing purposes.

3.5 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.

3.6 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

3.6.1 Performance Management

The municipality adopted a performance management framework that was approved by Council on the 31 May 2024.

3.6.2 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 2024.
- The Section 72 report in prepared terms of the Municipal Finance Management Act, which was submitted to the Mayor by January 2025.

3.6.2.1 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 2024/2025 financial year were signed during July 2024 as prescribed.

Other municipal personnel

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

3.7 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2024/2025

3.7.1 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 by 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.

3.7.1.1 Municipal Performance by Key Performance Areas

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BTO

Outcome	7. Prudent Financial Management through improved sustainable revenue generation measures ensured

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
7.1	Output	7.1: Increased revenue base through the implementation of the MPRA by June 2025	Number (1) of Supplementary valuation roll developed and loaded into the FMS by 30 June 2025	Q1: Copy of supplementary valuation roll	Budget and Treasury Office	Chief Financial Officer

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	10600000	0	0		0			0			0			2650000		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**

7.2	Output	7.2: Effective budget planning and reporting	Percentage (100), quarterly Implementation of effective budget and financial reporting by June 2025	Q1-Q4: Proof of submission and acknowledgement of receipt of MFMA section 52 (Quarterly) reports	Budget and Treasury Office	Chief Financial Officer

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1:Reports is attached on the Activity Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
7.3	Output	7.3: Secure, sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government	Percentage (100), quarterly implementation of initiatives to ensure the secure, sound and sustainable management of the financial affairs of the municipality by June 2025	Q1-Q4: Proof of submission and section 11 and 66 reports	Budget and Treasury Office	Chief Financial Officer

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

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Community Development Services

Outcome	5. Access to safe and habitable public facilities (CDS)

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
5.1	Output	5.1: Cemeteries developed and maintained by June 2025	Number (2) of cemetery fenced in Ward 5 and 12 by June 2025	Q3 & Q4: Order and Delivery Note	Community Development Services	Community 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	2	0	0	0	0	0	0	1	1	0	1	1	0	2	2	0
CAPITAL: Capex	800000	0	0		0			0			800000					
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.2	Output	5.2: Social Sector Meetings and Programs Conducted by June 2025	Number (12) of Social Sector Meeting and Programs Conducted by June 2025	Q1-Q4: Attendance Register	Community Development Services	Community 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	12	3	3	0	3	3	0	3	3	0	3	3	0	12	12	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	60000	0	0		0			0			0			60000		

Calculations Applied	Override Autosum, Progressive Indicator,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.3	Output	5.3: Community halls rehabilitated and maintained by March 2025	Number (3) of community halls maintained by December 2025	Q3: Completion Report	Community Development Services	Community 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	3	0	0	0	3	3	0	0	0	0	0	0	0	3	3	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.4	Output	5.4: Community Resilience promoted through effective disaster management activities	Percentage (100), quarterly implementation of planned disaster management activities conducted by June 2025	Q1-Q4: Attendance Register, Campaign Reports	Community Development Services	Community 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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.5	Output	5.5: Community support for victims of disasters provided through various relief initiatives by June 2025	Percentage (100), quarterly Community support initiatives provided for victims of disasters by June 2025	Q1 & Q4 Proof of Purchase and Completion Report	Community Development Services	Community Development Services Director

UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fullterm

	Annual Plan	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		
OPERATING: Opex	215674	0	0		0			0			0					
Calculations Applied	Override Autosum, Cumulative															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.6	Output	5.6: Community safety programs designed and implemented in collaboration with other Security Cluster agencies in the fight against crime by June 2025	Percentage (100) - cumulative, implementation of planned safety and resilience initiatives by June 2025	Q1-Q4: Attendance Registers & Q1&Q2: Proof of purchase	Community Development Services	Community 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: 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		
OPERATING: Opex	592000	0	0		0			0			0			592000		
Calculations Applied	Override Autosum, Progressive Indicator,															
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
5.7	Output	5.7: Health awareness campaigns conducted by June 2025	Number (12) of health awareness campaigns conducted by June 2025	Q1-Q4: Attendance Register	Community Development Services	Community 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	12	3	3	0	3	3	0	3	3	0	3	3	0	12	12	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	134460	0	0	-134460	0			0			0			134460		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	6. Participation in sports and recreation maximized

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
6.1	Output	6.1: Sports and Recreational activities undertaken by June 2025	Percentage (100), quarterly of Sports & Recreational activities undertaken by June 2025	Q1-Q4: Attendance Register	Community Development Services	Community 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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
6.2	Output	6.2: Community Libraries Revitalised and Maintained by June 2025	Percentage (100), quarterly completion of Community Libraries Revitalisation and Maintenance initiatives by June 2025	Q2 & Q4: Order and Delivery notes	Community Development Services	Community 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: Percentage	100	0	0	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

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Human Resource and Cooperate services

Outcome	14. Professional institutional development and transformation through improved human resources systems and technology promoted and enhanced

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
14.1	Output	14.1 Effective HR Administration and Management by June 2025	Percentage (100) - cumulative, implementation of Municipal Staff Regulations by June 2025	Q4: Approved HR Strategy, Reviewed Staff Establishment	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum, Progressive Indicator,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
14.2	Output	14.2 Staff Appointed by June 2025	Percentage (100) - cumulative, of Appointments made by June 2025	Q1- Q4: Signed Recruitment Files & Appointment Letters	Human Resources and Corporate Services	Director Human Resource and Corporate Services

UOM		**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Fullterm**

	Annual Plan	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	50	50	0	0	0	0	100	100	0	0	0	0	100	100	0
CAPITAL: N/A	0	0	0	-37.5	0			0			0			0		
OPERATING: N/A	0	0	0	-37.5	0			0			0			0		
Calculations Applied	Override Autosum, Progressive Indicator,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.3	Output	14.3 Enhanced measures and systems that create safe working conditions as prescribed for in OHSA/COIDA by June 2025	Number (2) implementation of planned OHSA/COIDA-related initiatives by June 2025	Q2 and Q4: Medical Surveillance Reports	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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	2	0	0	0	1	1	0	0	0	0	1	1	0	2	2	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	Cumulative Indicator															
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.4	Output	14.4 Maintenance of Municipal Building by June 2025	Percentage (100), quarterly implementation of Municipal Buildings maintenance initiatives by June 2025	Q1-Q4: Maintenance/Delivery Reports/Note	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: Percentage	100	100	0	-100	100	100	0	100	100	0	100	100	0	100	75	-25
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	Q1: Accountability Changed
Corrective Actions	Q1:The Target should be placed in the IDS Department, where there is technical expertise and capacity
Comments	Q1:The scope is outside the Department expertise, after the assessment of the buildings it became evident that HR will not have the capacity to carry out the required maintenance of all buildings. There were delays from Panel of Service Providers in submitting quotations after the site inspections failed in two occasions due to attendance of the Panel Service Providers .
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.5	Output	14.5 Improved fleet efficiency, reliability and prudency by June 2025	Percentage (100) (Q1 & Q3) completion of planned Procurement of new fleet, maintenance and repairs by June 2025	Proof of purchase and delivery note, maintenance, and repairs reports Q1 & Q3	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: Percentage	100	0	0	0	0	100	100	100	100	0	0	0	0	100	100	0
CAPITAL: N/A	0	0	0		0			0			0			0		

OPERATING: Opex	8000000	0	0		0			0			0			2000000		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.8	Output	14.8 Service and governance systems improved through the implementation of Information and communication technology by June 2025	Percentage (100), quarterly implementation of planned information and communication technology initiatives by June 2025	Q1-Q4: Compliance Certificates reports	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: Opex	16800000	0	0	-100	0			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.9	Output	14.9. Workplace Skills Plan implemented to promote employee development and professional growth by June 2025	Percentage (100), quarterly implementation of Workplace Skills Plan initiatives by June 2025	Q1-Q4: Attendance registers, results 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			Fullterm		
		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	-100	0			0			0			0		
OPERATING: Opex	2600000	0	0	-100	0			0			0					
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.10	Output	14.10 Employee Wellness Day Promoted by June 2025	Percentage (100), quarterly implementation of Employee Wellness initiatives June 2025	Q1-Q3 Attendance Register, Pictures	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: 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		
OPERATING: Opex	62000	0	0		0			0			0					
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.11	Output	14.11 Good records keeping and access to information promoted for a better Audit Opinion through the implementation of Records Management legislative compliant systems by June 2025	Percentage (100), quarterly implementation of planned records keeping and access to information initiatives (Records Management legislative compliant systems by June 2025	Q1 - Q4 Reports	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.12	Output	14.12 Institutionalization of Risk Management	Percentage (100), of Risk Treatment Plans resolved by June 2025	Q1-Q4: Risk Reports	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
14.13	Output	14.13 Post Audit Action Plan to address all the audit findings of AGSA and Internal Audit implemented	Percentage (100) (Q3 & Q4) of Findings resolved by March 2025	Q3-Q4: Post audit Action Plan	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person

14.14	Output	14.14 Harmonious Employer Employee Relations	Number (4) of LLF Meetings held by June 2025	Q1-Q4: Attendance Register	Human Resources and Corporate Services	Director Human Resource and Corporate Services

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	4	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	1. Optimised access to water services

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
1.1	Output	1.1: Concrete reservoir with 7 elevated steel tanks and booster pump in (Moeka, Ga-Motle, Ratjiepane, Kromkuil, Mmakaunyane & Norokie) Schedule B by June 2025	Percentage (100) provision of basic water services with 7 elevated steel tanks and booster pump by June 2025 in (Moeka, Ga-Motle, Ratjiepane, Kromkuil, Mmakaunyane & Norokie) Schedule B	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: Percentage	100	66	66	0	8	8	0	1	1	0	25	25	0	100	100	0
CAPITAL: Capex	5000000	0	0		5000000			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum, Progressive Indicator,
Variance Reasons	The provision of basic water was not achieved however all related infrastructure was completed. The reason for not achieving the provision of water is that Magalies Water Board is still implementing the bulk water supply project, which will ultimately supply this infrastructure once completed.
Corrective Actions	Municipality will conduct regular site visits and progress meetings with Magalies Water Board to track implementation against agreed timelines.
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
1.2	Output	1.2: Additional households connected to the water networks by June 2025	Number (1000) of provision of basic water services with reticulation and yard connections Schedule C Water supply to Moeka, (Ga-Motle, Ratsiepane,	Q4: Progress Reports	Infrastructure Development Services	Infrastructure Development Services Director

			Kromkuil, Mmakaunyane, Norokie) by June 2025			

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	1000	0	0	0	0	0	0	300	300	0	700	700	0	1000	1000	0
CAPITAL: Capex	21391070.63	0	0		0			0			21391070.63			21391070.63		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum, Progressive Indicator,
Variance Reasons	The provision of basic water was not achieved however all related infrastructure was completed. The reason for not achieving the provision of water is that Magalies Water Board is still implementing the bulk water supply project, which will ultimately supply this infrastructure once completed.
Corrective Actions	Municipality will conduct regular site visits and progress meetings with Magalies Water Board to track implementation against agreed timelines.
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
1.3	Output	1.3: Additional households connected to the water networks by June 2025	Number (450) of provision of basic water services in Ward 15 by June 2025	Q4: Progress Reports and 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	450	0	0	0	0	0	0	0	0	0	450	450	0	450	450	0
CAPITAL: Capex	20000000	0	0		0			0			20000000			20000000		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum, Progressive Indicator,
Variance Reasons	
Corrective Actions	:

Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
1.6	Output	1.6: Additional households connected to the water networks by June 2025	Number (453) of provision of water services with households connected to the water networks in Ward 16 by June 2025	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	453	0	0	0	0	0	0	0	0	0	453	453	0	453	453	0
CAPITAL: Capex	20000000	0	0		0			0			20000000					
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
1.7	Output	1.7: 12 boreholes drilled in Ward 1 (Ruigtesloot) by June 2025	Number of 12 boreholes drilled for provision of basic water services in Ward 1 (Ruigtesloot) by June 2025	Q4: Progress Reports. 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	12	0	0	0	0	0	0	0	0	0	12	12	0	12	12	0
CAPITAL:	8000000	0	0	-3	0			0			8000000					

Capex																
OPERATING: N/A	0	0	0	-3	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
1.4	Output	1.4 Steel tanks installed at Ward 15 by June 2025	Number (2) Steel tanks installed for the provision of basic water services at Ward 15 by June 2025	Q4: Progress, Report 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	2	0	0	0	0	0	0	0	0	0	2	2	0	2	2	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
1.5	Output	1.4.2 Construct a 1.7Ml elevated steel tank in Ward	Number (1) 1.7 ML elevated steel tank for the	Completion certificate,	Infrastructure	Water & Sanitation

		16 by June 2025	provision of basic water services constructed by June 2025		Development Services	Manager Provision

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	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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	2. Human dignity enhanced through adequate sanitation

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
2.1	Output	2.1: Constructed 585 VIP toilets in Ward 6 by June 2025	Number (585) of provision of basic sanitation through VIP toilets constructed in Ward 6 by June 2025	Q3: Progress Reports, Minutes 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	585	294	294	0	291	291	0	0	0	0	0	0	0	585	585	0
CAPITAL: Capex	16500000	0	0		0			0			0					
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,progressive indicator

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
2.2	Output	2.2: Constructed 730 VIP toilets in Ward 7 by June 2025	Number (730) of provision of basic sanitation through VIP toilets constructed in Ward 7 by June 2025	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	730	246	246	0	434	434	0	0	0	0	50	50	0	730	730	0
CAPITAL: Capex	18500000	0	0		0			0								
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,progressive indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
2.3	Output	2.3: Constructed 400 VIP toilets in Ward 13&14 by June 2025	Number (400) of provision of basic sanitation through VIP toilets constructed in Ward 13 and14 by June 2025	Q4: Progress Report, 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	400	0	0	0	0	0	0	0	0	0	400	400	0	400	400	0
CAPITAL: Capex	9000000	0	0	0	0			0								
OPERATING: N/A	0	0	0	-100	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	3. Integrated and safe road networks promoted and ensured

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
3.1	Output	3.1: Paved roads & stormwater drainage constructed in ward 01 by June 2025	Km (2) of road paved by June 2025 in ward 01	Q4: Progress Report, 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: KM	2	0	0	0	0	0	0	0	0	0	2	2	0	2	2	0
CAPITAL: Capex	8000000	0	0		0			0						0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
3.2	Output	3.2: Paved roads & stormwater drainage constructed in ward 12 (Mathibestad) by June 2025	Km (1) of road paved and stormwater drainage in ward 12 (Mathibestad) by June 2025	Q4: Progress Reports & 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: KM	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: Capex	10000000	0	0		0			0						0		
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
3.3	Output	3.3: Paved roads & stormwater drainage constructed in ward 21 (Kgomo kgomo) by June 2025	Km (1) of road paved and stormwater drainage by June 2024 in ward 21 (Kgomo kgomo) by June 2025	Q4: Progress Reports & 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: KM	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: N/A	8000000	0	0		0			0						0		
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied	Override Autosum,															

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
3.4	Output	3.4: Paved roads & stormwater drainage constructed in ward 19 by June 2025	Km (1) of road paved and stormwater drainage by June 2025 in ward 19	Q4: Progress Reports & 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: KM	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: Capex	10000000	0	0		0			0						0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
3.5	Output	3.5: Paved roads & stormwater drainage constructed in ward 26 (Ratjiepane) by june 2025	Km (1) of road paved with stormwater drainage constructed by June 2025 in ward 26 (Ratjiepane)	Q3: Progress Reports & 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: KM	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0

CAPITAL: Capex	10000000	0	0	-0.25	0			0								
OPERATING: N/A	0	0	0	-0.25	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
3.6	Output	3.6: Paved roads & stormwater drainage constructed in ward 13 by June 2025	Km (1) of road paved with stormwater drainage constructed by June 2025 in ward 13 (Carousel view)	Q4: Progress Reports & 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: KM	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: Capex	10700000	0	0		0			0								
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person

3.7	Output	3.7: Paved roads & stormwater drainage constructed in ward 17 by June 2025	Km (1) of road paved with stormwater drainage constructed by June 2025 in Ward 17 Makapanstad Seaparankwe	Q4: Progress Reports & 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: KM	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: Capex	8000000	0	0		0			0								
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	4. Public safety enhanced through sustainable public lighting

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
4.1	Output	4.1: Community lighting erected for improved public safety in ward 22 & 14 by June 2025	Number (10) of high mast-lights erected by June 2025 in (Ward 14 & 22)	Q3: Progress Reports, 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	10	0	0	0	0	0	0	10	10	0	0	0	0	10	10	0
CAPITAL: Capex	7400000	0	0	-2.5	0			0								
OPERATING: N/A	0	0	0	-2.5	0			0			0			0		

Calculations Applied	Override Autosum,

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
4.2	Output	4.2: Community lighting erected for improved public safety in Mathibestad by June 2025	Number (9) of high mast-lights erected by June 2025 in Mathibestad	Q3: Progress Reports, 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	9	0	0	0	0	0	0	9	9	0	0	0	0	9	9	0
CAPITAL: Capex	7000000	0	0		0			0								
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
4.3	Output	4.3: Community lighting erected for improved public safety in Makapanstad by June 2025	Number (11) of high mast-lights erected by June 2025 in Makapanstad	Q3: Progress Reports, 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	11	0	0	0	0	0	0	11	11	0	0	0	0	11	11	0
CAPITAL: Capex	8000000	0	0		0			0								
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
4.5	Output	4.5 Community Recreational Park constructed in Mathibestad by June 2025	Number (1) completion of Recreational Park in Mathibestad by June 2025	Q4: Progress Reports, Minutes and 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	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: N/A	6600000	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
4.4	Output	4.4 Community lighting erected for improved public safety in Makapanstad by June 2025	Number (8) of high mast-lights erected in Makapanstad and Mathibestad at ward 19 and 24 by June 2025	Q4: Progress Reports Q4: Progress Reports , 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	8	0	0	0	0	0	0	0	0	0	8	8	0	8	8	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	8000000	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Moretele Local Municipality

2024/2025
SDBIP and IDP Working Document

Local Economic Development

Outcome	10. The economic potential development of Tourism in the area maximised

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
10.1	Output	10.1: The economic potential development of Tourism in the area maximised	Number (3) of Tourism projects and programmes supported in Moretele by June 2025	Completion certificate, happy letters and delivery note	Local Economic Development and Planning	Director Local Economic Development

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	3	1	1	0	1	1	0	1	0	1	0	0	0	3	2	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	600000	0	0	-600000	0			600000			600000			600000		

Calculations Applied	Cumulative Indicator
Variance Reasons	Q3 Intended beneficiaries did not submit all required documents
Corrective Actions	Application for funding is done prior to conclusion of the SDBIP to ensure that planning is done on qualifying beneficiaries
Comments	The corrective action has been implemented for 2025-2026 financial year
Line Manager Comments	

Outcome	11. Compliance with Town Planning Legislations/policies/regulations

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**

11.2	Output	11.2: GIS system procured and maintained by June 2025	Number (1) of GIS system procured and maintained by June 2025	Procured Geographical Information System	Local Economic Development and Planning	Director Local Economic Development

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	1	0	0	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: Capex	1400000	0	0	-2	1400000			0			0					
OPERATING: N/A	0	0	0	-2	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
11.3	Output	11.3: Feasibility Study on 5 incomplete formalisation projects (Carousel View, Mogogelo, Cyferkuil, Motle and Moeka)	Number (10) of Feasibility studies completed on 10 incomplete formalisation projects (Carousel View, Mogogelo, Cyferkuil, Motle and Moeka) by March 2025	Feasibility study report	Local Economic Development and Planning	Director Local Economic Development

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	10	2	2	0	2	2	0	4	4	0	2	2	0	10	10	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	1000000	0	0		0											

Calculations Applied	Override Autosum,cumulative indicator

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
11.4	Output	11.4: To conduct Land use surveys by June 2025	Number (7) of Land use surveys conducted by June 2025 in relation to land use scheme	Land use survey report	Local Economic Development and Planning	Director Local Economic Development

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	7	2	2	0	2	2	0	2	2	0	1	1	0	7	7	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	700000	0	0		0			0			0					

Calculations Applied	Override Autosum,cumulative indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
11.5	Output	11.5: To conduct land use awareness workshop by June 2025	Number (4) of land use awareness workshops conducted by June 2025	4 Reports and attendance registers	Local Economic Development and Planning	Director Local Economic Development

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	4	1	1	1	1	1	0	1	1	0	1	1	0	4	4	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	500000	0	0	-500000	0			0			0			500000		
Calculations Applied	Cumulative Indicator															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
11.1	Output	11.1 Demarcation of Sites by June 2025	Number (4) sites to be demarcated through 12 milestones to be undertaken by June 2025	Terms of reference, advert, appointment letters, Project inception report, draft specialists' studies (Environment & heritage, Geotech), topographical survey map, land claims report, ownership report, daft layout plans, Proof of submission of EIA and Proof of public participation	Local Economic Development and Planning	Director Local Economic Development

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	12	2	2	0	2	2	0	5	5	0	3	3	0	12	12	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied	Override Autosum, cumulative indicator															
Variance Reasons																
Corrective Actions																

Comments	
Line Manager Comments	

Outcome	12. Minimise environmental damage through temporary job creation

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
12.1	Output	12.1: Job opportunities accessed through the EPWP initiative by June 2025	Number (390) of jobs created through EPWP initiatives by June 2025	Monthly employment records	Local Economic Development and Planning	Director Local Economic Development

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	390	390	390	0	0	0	0	0	0	0	0	0	0	390	390	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	9385528.64	9385528.64	0		0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	13. Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
13.1	Output	13.1: Waste and environmental management services effectively provided by June 2025	Number (26), quarterly Wards with weekly cleaning of illegal dump hotspots and skip-bins by June 2025	Monthly signed waste collection reports, including pictures by service, Councillors, and the Environmental Officer	Local Economic Development and Planning	Director Local Economic Development

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	26	26	26	0	26	26	0	26	26	0	26	26	0	26	26	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	14499963	0	0	-26	0			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
13.1	Output	13.1: Waste and environmental management services effectively provided by June 2025	Number (16), quarterly of clusters with access to weekly waste removal services by June 2025	Monthly signed waste collection reports, including pictures by service, Councillors, and the Environmental Officer	Local Economic Development and Planning	Director Local Economic Development

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	16	16	16	0	16	16	0	16	16	0	16	16	0	16	16	0
CAPITAL: N/A	0	0	0	-16	0			0			0			0		
OPERATING: Opex	27600000	0	0	-16	0			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
13.1	Output	13.1	Percentage (100 cumulative), of the studies conducted for the Closure and Rehabilitation of Ga-Motla dumping site by June 2025	rehabilitation reports, costs estimates and designs	Local Economic Development and Planning	Director Local Economic Development

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: 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		
OPERATING: N/A	1000000	0	0		0			0			0			0		

Calculations Applied	Override Autosome, cumulative
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
13.3	Output	13.3: Wheel bins distributed by June 2025	Number (35) of wheel bins distributed by June 2025	Delivery notes and photos	Local Economic Development and Planning	Director Local Economic Development

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	35	15	15	0	20	20	0	0	0	0	0	0	0	35	35	0
CAPITAL: N/A	0	0	0	-5	0			0			0			0		
OPERATING: Opex	224124	0	0	-5	224124			0			0					

Calculations Applied	Override Autosum,cumulative indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
13.4	Output	13.4: Environmental Awareness Campaigns conducted by June 2025	Percentage (100), quarterly of Environmental Awareness Campaigns conducted by June 2025	Attendance registers and photos	Local Economic Development and Planning	Director Local Economic Development

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: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: Opex	100000	0	0	-100	0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	8. The economic potential and growth of the local economy through innovation and improved economic performance maximised

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
8.1	Output	8.1: LED Strategy reviewed	Number (1) of LED Strategies reviewed by March 2025	Reviewed LED Strategy	Local Economic Development and Planning	Director Local Economic Development

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	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		
OPERATING: Opex	60000	0	0	-0.25	0			60000			60000					
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
8.2	Output	8.2: To develop business by-law	Percentage (100) completion of the development of the business by-law by June 2025	Approved business by-law by Council	Local Economic Development and Planning	Director Local Economic Development

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: Percentage	100	0	0	0	0	0	0	0	0	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	300000	0	0		0											
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Outcome	9. The economic potential and growth of Agriculture as a critical economic anchor in the local economy maximised

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
9.1	Output	9.1: To develop and support agricultural project	Number (5) of Agricultural Projects developed or supported by June 2025	Completion certificate, delivery notes	Local Economic Development and Planning	Director Local Economic Development

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	5	2	2	0	1	1	0	1	1	0	1	1	0	5	5	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	1000000	0	0		0			0			0					

Calculations Applied	Override Autosum,cumulative indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Moretele Local Municipality

2024/2025
SDBIP and IDP Working Document

Office of the Mayor

Outcome	18. Promote participatory development and local democracy through effective oversight

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.6	Output	18.6 Promotion and empowerment of Women by June 2025	Percentage (100), quarterly of Women empowerment initiatives by June 2025	Q1-Q4 Reports	Office of the Mayor	Chief of Staff

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: Percentage	100	100	0	-100	100	0	-100	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.7	Output	18.7 Promotion and support of people living with disability BY June 2025	Percentage (100), quarterly of support of people living with disability by June 2025	Q1-Q4 Reports	Office of the Mayor	Chief of Staff

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: Percentage	100	100	0	-100	100	0	-100	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.8	Output	18.8 Promotion of Social Cohesion through celebrating National Days by June 2025	Percentage of Social Cohesion through celebrating National Days initiatives implemented by June 2025	Attendance registers and pictures	Office of the Mayor	Chief of Staff

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: Percentage	100	100	0	-100	100	0	-100	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9	Output	18.9 Promotion and empowerment of the Youth by June 2025	Percentage (100), quarterly of Youth empowerment initiatives by June 2025	Q1-Q4 Reports	Office of the Mayor	Chief of Staff

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: 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 Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	18.6 Promotion and empowerment of Women by June 2025

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.6.1	Activity	18.6.1 Hold Women Council and Women Forums Meetings by June 2025	Number (4) Women Council and Women Forums Meetings held by June 2025	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	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		

OPERATING: Opex	100000	0	0		0			0			0					

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.6.2	Activity	18.6.2 Provide Support to Women Projects by June 2025	Number (2) of Women Projects Supported by June 2025	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	2	0	0	0	1	1	0	0	0	0	1	1	0	2	2	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	200000	0	0		0			0			0					

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.6.3	Activity	18.6.3 Hold seminars to advance women's development and empowerment by June 2024	Number of (1) Women Development and Sustainable Summit by September 2024	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fullterm

	Annual Plan	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	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	150000	0	0		0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	18.7 Promotion and support of people living with disability BY June 2025

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.7.1	Activity	18.7.1 Provide Disability Projects Support: Conduct Nelson Mandela Day activities by September 2024	Number (1) of Mandela Day Activities held by September 2024 and Casual Day Celebration	Beneficiary Name, Acknowledgement of Receipt	Office of the Mayor	Special Projects Manager

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	2	1	2	1	1	1	0	0	0	0	0	0	0	2	3	1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	100000	0	0	-100000	100000			0			0			100000		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.7.2	Activity	18.7.2 Engagement with People with Disability	Number (2) Disability Forum Meetings and Programmes by June 2025	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	2	0	0	0	1	1	0	0	0	0	1	1	0	2	2	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	100000	0	0	-100000	0			0			0			100000		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.7.3	Activity	18.7.3 Provide People with Disability Projects Support by June 2025	Number (1) of Disability Projects Supported by June 2025	Profile of projects, acknowledgement of receipt	Office of the Mayor	Special Projects Manager

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	1	0	0	0	1	1	0	0	1	1	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	100000	0	0		100000			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	18.8 Promotion of Social Cohesion through celebrating National Days by June 2025

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.8.1	Activity	18.8.1 Promotion of Social Cohesion through celebrating National Days by June 2025	Number (1) of Mandela Day Commemoration by September 2024	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		
OPERATING: Opex	100000	100000	0	-0.25	0			0			0			25000		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.8.2	Activity	18.8.2 Promotion of Social Cohesion through celebrating National Days by June 2024	Number (1) of Women's Month Commemoration by September 2024	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

UOM		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fullterm

	Annual Plan	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	1	1	0
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		
OPERATING: Opex	200000	200000	0	-0.25	0			0			0			50000		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.8.3	Activity	18.8.3 Promotion of Social Cohesion through celebrating National Days by June 2024	Number (1) of World Aids Days celebrated	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	100000	0	0	0	100000			0			0			25000		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.8.4	Activity	18.8.4 Promotion of Social Cohesion through celebrating National Days by June 2024	Number (1) of 16 Days of Activism of Abuse Against Women and Child Abuse celebrated	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	1	0	0	0	1	0	-1	0	1	1	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	100000	0	0	0	100000			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	18.9 Promotion and empowerment of the Youth by June 2025

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.1	Activity	18.9.1 Provide Traffic Officers youth training support to create jobs by June 2025	Number (16) of Youth receiving certification for Training and be absorbed on WIL for their practicals by June 2025	Q1-Q4 Reports	Office of the Mayor	Special Projects Manager

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	16	16	16	0	16	16	0	16	16	0	16	16	0	16	16	0
CAPITAL: N/A	0	0	0		0			0			0			0		

OPERATING: Opex	1400000	0	0		0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.2	Activity	18.9.2 Provide learners with basic traffic office training by December 2024	Number (16) of youths competently trained as Traffic Officers by Dec 2024	Certificate and Attendance Register	Office of the Mayor	Special Projects Manager

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	16	16	16	0	0	0	0	0	0	0	0	0	0	4	4	0
CAPITAL: N/A	0	0	0	-4	0			0			0			0		
OPERATING: Opex	1400000	1400000	0	-4	0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.3	Activity	18.9.3 Facilitation of youth certification with Traffic Officers training college by Jan 2025	Number (16) of Youth receiving certification for Training and be absorbed on WIL for their practicals by June 2025	Certificate, Pass out Ceremonial Pictures and Attendance Register	Office of the Mayor	Special Projects Manager

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	16	16	16	0	0	0	0	0	0	0	0	0	0	4	4	0
CAPITAL: N/A	0	0	0	-4	0			0			0			0		
OPERATING: Opex	1400000	1400000	0	-4	0			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.4	Activity	18.9.4 Practical Training of 16 youth undergoing through WIL Program by Jun 2025	Number (16) of Youth undergoing practical training through the absorption on WIL Program by June 2025	Traffic Officers absorbed for WIL and Signed agreement	Office of the Mayor	Special Projects Manager

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	16	16	16	0	16	16	0	16	16	0	16	16	0	16	16	0
CAPITAL: N/A	0	0	0	-16	0			0			0			0		
OPERATING: Opex	1400000	0	0	-16	0			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.5	Activity	18.9.5 Establishment and Launch of Youth Council by June 2025	Percentage (100) completion of the establishment and launch (Ward Youth Forums engagement and reconfirmation of structures) by June 2025	Q1-Q4 Reports	Office of the Mayor	Special Projects Manager

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: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: Opex	100000	0	0	-100	0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.6	Activity	18.9.6 Host Career Development Programme by June 2025	Number (3) Career Development Programmes by June 2024: (Q1: Out of School Career Exhibition through Clusters Q3: Back to School Campaign in partnership with Dept of Education Q4: Career Exhibition in partnership with Dept of Education) by June 2025	Attendance registers and pictures	Office of the Mayor	Special Projects Manager

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	3	1	1	0	0	0	0	1	1	0	1	1	0	3	3	0

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	200000	0	0	-200000	0			0			0			200000		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1:50 learners recruited for Agricultural learnership programme. Programme to resume once SETA has finalised with the Department of Agriculture Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.7	Activity	18.9.7 Provide Youth Projects Support by June 2025	Number (2) of Youth Projects Supported by June 2025	Profile of projects, acknowledgement of receipt	Office of the Mayor	Special Projects Manager

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	2	0	0	0	1	1	0	1	1	0	0	0	0	2	2	0
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	400000	0	0	-400000	0			400000			400000			400000		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person

18.9.8	Activity	18.9.8 Conduct Back to School Campaign in partnership with Dept of Education	Number (1) of Back-to-School Campaigns conducted in partnership with Dept of Education (Distribution of 200 shoes, socks and 500 cares packs)	List of Schools and Pictures	Office of the Mayor	Special Projects Manager

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	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		
OPERATING: Opex	200000	0	0	-0.25	0			200000			200000					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.9	Activity	18.9.9 Issuing, submission and capturing of 2024 academic year Bursary applications by December 2024	Percentage (100) completion of issuing, submitting and capturing of 2024 academic bursaries for 50 Youth	Registration letters, Report	Office of the Mayor	Special Projects Manager

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: 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		
OPERATING: Opex	1200000	0	0		0			0			0					

Calculations Applied	Override Autosum,

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.10	Activity	18.9.10 Selection and Payments of 2024 bursaries	Percentage (100) completion of selection and payments for 2024 academic bursaries for 50 Youth	Registration letters, Report	Office of the Mayor	Special Projects Manager

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.9.11	Activity	18.9.11 Monitoring of academic year of beneficiaries by June 2025	Percentage (100) completion of monitoring of academic year of beneficiaries for 50 Youth by June 2025	Registration letters, Report	Office of the Mayor	Special Projects Manager

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: Percentage	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions		Q1: Q2:Q3: Q4:														
Comments		Q1: Q2:Q3: Q4:														
Line Manager Comments																

Reference No	Planning Level	MSCOA Project				Key Performance Indicator				Evidence			Responsible Department		Responsible Person	
18.9.12	Activity	18.9.12 Hold Youth Month Commemoration Programmes				Number (2) of Cluster Programmes held by June 2025				Attendance registers and pictures			Office of the Mayor		Special Projects Manager	
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	2	0	0	0	0	0	0	0	0	0	2	2	0	2	2	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	200000	0	0		0			0			0			50000		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Moretele Local Municipality

2024/2025
SDBIP and IDP Working Document

Office of the Municipal Manager

Outcome	15. Improved 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
15.1	Output	15.1 Annual Report consistent with Circular 63 (National Treasury) prepared	Number (1) of 2023/2024 Annual Report approved by January 2025	Q1-Q4: Report	Office of the Municipal Manager	PMS Manager

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	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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.2	Output	15.2 2024-2025 Performance agreements finalized and signed by Senior Managers	Number (6) 0f signed performance agreements for Senior Managers by September 2024	Q1: Copies of signed Performance Agreements	Office of the Municipal Manager	PMS Manager

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	6	6	0	0	0	0	0	0	0	0	0	0	6	6	0
CAPITAL: N/A	0	0	0	-1.5	0			0			0			0		
OPERATING: N/A	0	0	0	-1.5	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.3	Output	15.3 Preparation and approval of the Annual Report	Percentage (100) completion of the preparation and approval of 2023/2024 Annual Report approved by January 2025	Q2: Council resolution and Copy of Annual Report	Office of the Municipal Manager	PMS Manager

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.4	Output	15.4 Implement initiatives performance management organizational wide through Performance Management System	Percentage (100) of individual performance management cascading initiatives through performance management system implemented by June 2025	Q1-Q4: Quarterly Reports	Office of the Municipal Manager	PMS Manager

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: 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			0			0	0	0
OPERATING: N/A	0	0	0	0	0	0	0	0			0			0	0	0

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.5	Output	15.5 Conduct quarterly performance reviews for all sections 56/57 employees	Number (1) of individual (section 54/56 managers) performance reviews conducted by June 2025	Q3: Performance Review Report	Office of the Municipal Manager	PMS Manager

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	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		

OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.6	Output	15.6 Conduct PMS policy review	Percentage (100) completion of PMS policy review and approval by June 2025	Q4: Council Approved Copy of the policy	Office of the Municipal Manager	PMS Manager

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: Percentage	100	0	0	0	0	0	0	0	0	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-25	0			0			0			0		
OPERATING: N/A	0	0	0	-25	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.7	Output	15.7 Preparation and approval of the SDBIP	Percentage (100) completion of the preparation and approval of 2025/2026 signed by the Mayor by June 2025	Q4: Council Approved Copy of the SDBIP	Office of the Municipal Manager	PMS Manager

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: Percentage	100	0	0	0	0	0	0	0	0	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-25	0			0			0			0		
OPERATING: N/A	0	0	0	-25	0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.8	Output	15.8 Prepare consolidated quarterly performance report	Number (4) of quarterly performance reports tabled and approved by June 2025	Q1-Q4: Council Approved Copies of the reports	Office of the Municipal Manager	PMS Manager

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	4	1	1	0	1	1	0	1	1	0	1	1	0	4	4	0
CAPITAL: N/A	0	0	0	-1	0			0			0			0		
OPERATING: N/A	0	0	0	-1	0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																

Line Manager Comments	

Outcome	16. Efficient and effective Audit Management functions provided

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
16.1	Output	16.1 Risk based internal Audit Plan developed	Number of Internal Audit Plans approved by September 2024	Q4: Approved Internal Audit Plan by Audit Committee Q1: Council resolutions	Office of the Municipal Manager	Chief Risk Officer

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
16.2	Output	16.2 Work and Audit Committee recommendations accounted to council	Number (4) of Audit Committee reports submitted to Council by June 2025	Q1-Q4: Council resolutions	Office of the Municipal Manager	Internal Audit Manager

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	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		

OPERATING: N/A	0	0	0	0	0			0			0			0		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Outcome	17. Efficient and effective Risk Management functions provided

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
17.1	Output	17.1 Fraud Management Plan developed and approved	Number (1) Fraud Management Plan developed by September 2024	Approved Fraud Management Plan	Office of the Municipal Manager	Chief Risk Officer

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
17.2	Output	17.2 Risk Management Plan developed and approved	Number (1) of Risk Management Plan developed by September 2024	Approved Risk Management Plan	Office of the Municipal Manager	Chief Risk Officer

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	1	1	2	1	0	0	0	0	0	0	0	0	0	1	2	1
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		
OPERATING: N/A	0	0	0	-0.25	0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons	Q1: Overachieved because the additional compliance risk management plan was developed															
Corrective Actions	Q1: Q2:Q3: Q4:															
Comments	Q1:Risk management Implementation Plan was developed and approved, and additional Compliance Risk Management Plan was developed and presented to the Risk Management Committee for approval. Q2:Q3: Q4:															
Line Manager Comments																

Outcome	18. Promote participatory development and local democracy through effective oversight

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.1	Output	18.1 IDP reviewed in accordance with approved Process Plan	Percentage (100) of 2025/2026 IDP Reviewed and approved by June 2025	Q4: Copy of 2025/2026 IDP, Council resolutions	Office of the Municipal Manager	IDP Manager

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: Percentage	100	0	0	0	0	0	0	0	0	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-25	0			0			0			0		
OPERATING: N/A	0	0	0	-25	0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions	Q1: Q2:Q3: Q4:															

Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.2	Output	18.2 Communication Strategy developed and implemented	Number (1) of Communication Strategy developed and implemented to improve communication and its credibility by June 2025	Copy of communication strategy	Office of the Municipal Manager	Communications Manager

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	1	1	0	-1	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	100000	0	0		0			100000			100000					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	The strategy was achieved in Q3
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.4	Output	18.4 Communities and interested stakeholders engaged on the 2023/2024 Annual Report	Number (1) 0f 2023/2024 Annual Oversight Report approved by March 2025	Q3: Copy of annual oversight report	Office of the Municipal Manager	MPAC Manager

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	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0	-0.25	0			0			0			0		

OPERATING: N/A	263250	0	0	-0.25	0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Output	15.1 Annual Report consistent with Circular 63 (National Treasury) prepared

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
15.1.1	Activity	15.1.1 2024 -2025 Performance agreements finalised and signed by Senior Managers	Number (6) of signed performance agreements for Senior Managers by September 2024	Q1: Copies of signed Performance Agreements	Office of the Municipal Manager	PMS Manager

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	6	6	0	0	0	0	0	0	0	0	0	0	6	6	0
CAPITAL: N/A	0	0	0	-1.5	0			0			0			0		
OPERATING: N/A	0	0	0	-1.5	0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**

15.1.2	Activity	15.1.2 Preparation and approval of the Annual Report	Percentage (100) completion of the preparation and approval of 2023/2024 Annual Report approved by January 2025	Q2: Council resolution and Copy of Annual Report	Office of the Municipal Manager	PMS Manager

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: 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		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
15.1.3	Activity	15.1.3 Implement initiatives performance management organisational wide through Performance Management System	Percentage (100) of Individual performance management cascading initiatives through performance management System implemented by June 2025	Q1-Q4: Quarterly Reports	Office of the Municipal Manager	PMS Manager

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: Percentage	100	25	25	0	50	50	0	75	75	0	100	100	0	100	100	0
CAPITAL: Capex	2200000	0	0		0			0			2200000			2200000		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum, Progressive Indicator,

Variance Reasons	
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.1.4	Activity	15.1.4 Conduct quarterly performance reviews for all section 56/57 employees	Number (4) of individual (section 54/56 managers) performance reviews conducted by June 2025	Q3: Performance Review Report	Office of the Municipal Manager	PMS Manager

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	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		
OPERATING: N/A	0	0	0	0	0			0			0			0		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.1.5	Activity	15.1.5 Conduct PMS policy review	Percentage (100) completion of PMS policy review and approval by June 2025	Q4: Council Approved Copy of the policy	Office of the Municipal Manager	PMS Manager

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: Percentage	100	0	0	0	0	100	100	0	0	0	100	100	0	100	100	0

CAPITAL: N/A	0	0	0	-25	0			0			0			0		
OPERATING: N/A	0	0	0	-25	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
15.1.6	Activity	15.1.6 Preparation and approval of the SDBIP	Percentage (100) completion of the preparation and approval of the 2025/2026 signed by the Mayor by June 2025	Q4: Council Approved Copy of the SDBIP	Office of the Municipal Manager	PMS Manager

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: Percentage	100	0	0	0	0	0	0	0	0	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person

15.1.7	Activity	15.1.7 Prepare consolidated quarterly performance report	Number (4) of quarterly performance reports tabled and approved by June 2025	Q1-Q4: Council Approved Copies of the reports	Office of the Municipal Manager	PMS Manager

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	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		
OPERATING: N/A	0	0	0	0	0			0			0			0		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	16.1 Risk based internal Audit Plan developed

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
16.1.1	Activity	16.1.1 Preparation of the Internal Audit Plan	Percentage (100) completion of the preparation of the Internal Audit Plans September 2024	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			Fullterm		
		Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance	Planned	Actual	Variance
TARGET: Percentage	100	100	100	0	0	0	0	0	0	0	0	0	0	100	100	0
CAPITAL: Capex	1027193.08	0	0	-25	0			0			0			0		
OPERATING: N/A	0	0	0	-25	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	

Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
16.1.2	Activity	16.1.2 Approval of the Internal Audit Plan	Number of Internal Audit Plans approved by September 2024	Q4: Approved Internal Audit Plan by Audit Committee Q1: Council resolutions	Office of the Municipal Manager	Internal Audit Manager

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	16.2 Work and Audit Committee recommendations accounted to council

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
16.2.1	Activity	16.2.1 Submission of Audit Committee Report	Number (4) audit committee reports submitted to council by June 2025	Q1-Q4: Council resolutions	Office of the Municipal Manager	Internal Audit Manager

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	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		
OPERATING: N/A	0	0	0	0	0			0			0			0		
Calculations Applied		Cumulative Indicator														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Output	17.1 Fraud Management Plan developed and approved

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
17.1.1	Activity	17.1.1 Hold Anti-fraud and Corruption Awareness Training and Workshop	Number (1) of Anti-fraud and Corruption Awareness Training and Workshops held by December2025	Presentations and attendance register	Office of the Municipal Manager	Chief Risk Officer

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	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	60000	0	0		0			0			0			0		
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Output	17.2 Risk Management Plan developed and approved

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
17.2.1	Activity	17.2.1 Hold Risk Management Committee meetings	Number (4) of Risk Management Committee meetings held by June 2025	Minutes of the RMC meeting and attendance register	Office of the Municipal Manager	Chief Risk Officer

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	4	1	2	1	1	1	0	1	1	0	1	2	1	4	6	2
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: N/A	0	0	0	0	0			0			0			0		

Calculations Applied	Cumulative Indicator
Variance Reasons	Q1: Overachieved Q4: Overachieved
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1:Two Risk Management Committee meetings were held in the first quarter of 2024/2025 financial year. Q2:Q3:The Risk Management Committee meeting was convened on the 15 January 2025 Q4:
Line Manager Comments	

Output	18.1 IDP reviewed in accordance with approved Process Plan

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.1.1	Activity	18.1.1 Develop a credible IDP Process plan	Number (1) of 2025-2026 credible IDP Process plans developed by September 2024	Copy of a 2025-2026 process plan	Office of the Municipal Manager	IDP Manager

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	1	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.1.2	Activity	18.1.2 Hold 2025-2026 IDP Ward based consultations	Number (26) of 2025-2026 IDP Ward based consultations held by December 2024	2025-2026 Ward Based consultation report	Office of the Municipal Manager	IDP Manager

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	26	0	0	0	26	26	0	0	0	0	0	0	0	26	26	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	520000	0	0		520000			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.1.3	Activity	18.1.3 Hold IDP REP Forum meetings	Number (4) of IDP REP Forum meetings held by June 2025	Minutes and attendance register	Office of the Municipal Manager	IDP Manager

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	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		
OPERATING: Opex	100000	0	0	-100000	0			0			0			100000		
Calculations Applied	Cumulative Indicator															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.1.4	Activity	18.1.4 Capacitate IDP REP Forums	Number (1) of IDP REP Forums capacitated.	Report and Attendance register	Office of the Municipal Manager	IDP Manager

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	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	200000	0	0		200000			0			0					
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Output	18.2 Communication Strategy developed and implemented

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.2.1	Activity	18.2.1 Hold Communication strategy Workshop	Number (1) of Communication strategy Workshops held by September 2024	Attendance register	Office of the Municipal Manager	Communications Manager

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	1	1	1	0	0	0	0	0	1	1	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	50000		0		0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.2.2	Activity	18.2.2 Develop Cooperate Identity Manuals	Number (1) of Cooperate Identity Manuals developed by December 2024	Cooperate identity manual	Office of the Municipal Manager	Communications Manager

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: Percentage	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	200000	0	0		200000			0			0					

Calculations Applied	Override Autosum,

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.2.3	Activity	18.2.3 Develop Communications and Social Media Policies	Number (3) of Communications and Social Media Policies developed by June 2025	Copies of media, communications, and social media policies	Office of the Municipal Manager	Communications Manager

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	3	0	0	0	1	1	0	1	1	0	1	1	0	3	3	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	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.2.4	Activity	18.2.4 Procure Diaries, Promotion Materials and Calendars	Number (3) of Diaries, Promotion Materials and Calendars procured by June 2025	Prove of purchase	Office of the Municipal Manager	Communications Manager

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	3	0	0	0	2	1	-1	1	1	0	0	0	0	3	2	-1

CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	250000	0	0	-200000	0			200000			200000			200000		
Calculations Applied	Cumulative Indicator															
Variance Reasons	Q2: Carry Over due to poor planning															
Corrective Actions	Target plan for third quarterQ3 and was achieved															
Comments																
Line Manager Comments																

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
18.2.5	Activity	18.2.5 Hold Media Communications and Coverage Promotions	Number (4) of Media Communications and Coverage Promotions held by June 2025	Prove of purchase	Office of the Municipal Manager	Communications Manager

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	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		
OPERATING: Opex	100000	0	0		0			0			0			100000		
Calculations Applied	Cumulative Indicator															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Output	18.4 Communities and interested stakeholders engaged on the 2023/2024 Annual Report

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**

18.4.1	Activity	18.4.1 Popularization of MPAC committeeâ€™s roles and responsibilities with Councilors and Ward Committee Members	Number (1) of Popularization of MPAC committeeâ€™s roles and responsibilities with Councilors and Ward Committee Members engagements by September 2024	Q:3 Invitation, Attendance registers.	Office of the Municipal Manager	MPAC Manager

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	1	1	0	-1	0	0	0	0	0	0	0	0	0	1	0	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	150000	150000	0		0			0			0			150000		

Calculations Applied	Cumulative Indicator
Variance Reasons	Q1: Target was not achieved due to unavailability of Councilors due to constituency work
Corrective Actions	Target referred to next financial year
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.4.2	Activity	18.4.2 Consolidation of the draft 2023/2024 Oversight Report by MPAC committee by end of March 2025	Q:3 Invitation, Attendance registers.	Invitations, Attendance registers and draft oversight report.	Office of the Municipal Manager	MPAC Manager

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: Percentage	100	0	0	0	0	0	0	100	100	0	0	0	0	100	100	0
CAPITAL: N/A	0	0	0	-25	0			0			0			0		
OPERATING: Opex	120000	0	0	-25	0			120000			120000					

Calculations Applied	Override Autosum,

Variance Reasons	Q1: Unplanned
Corrective Actions	Q1: Q2:Q3: Q4:
Comments	Q1: Q2:Q3: Q4:
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.4.3	Activity	18.4.3 Printing of the 2023/2024 Annual Oversight Report	Percentage (100) completion of the Printing of the 2023/2024 Annual Oversight Report by March 2025	Final Oversight report adopted by council.	Office of the Municipal Manager	MPAC Manager

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: 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		
OPERATING: Opex	381049.25	0	0		0			381049.25			381049.25					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.4.4	Activity	18.4.4 Engagement on the 2023/2024 Annual Oversight Report with community members by end of March 2025	Number (4) of engagements on the 2023/2024 Annual Oversight Report with community members by end of March 2025	Invitations, Minutes and attendance register	Office of the Municipal Manager	MPAC Manager

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	4	0	0	0	0	0	0	4	4	0	0	0	0	4	4	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	150000	0			0			150000			150000					
Calculations Applied		Override Autosum,														
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

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Office of the Single whip

Outcome	18. Promote participatory development and local democracy through effective oversight

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10	Output	18.10 Implementation of Whipery Intiatives	Percentage (100) implementation of Whipery initiatives by June 2025	Q1-Q4: Report	Office of the Single Whip	Manager - Office of the Single Whip

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	100	100	100	0	100	100	0	100	100	0	100	100	0	100	100	0
CAPITAL: N/A	0	0	0	-100	0			0			0			0		
OPERATING: N/A	0	0	0	-100	0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Output	18.10 Implementation of Whipery Intiatives

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.1	Activity	18.10.1 Hold whippery forum to deliberate on maintaining order in council by June 2025	Number (4) of Whipery Forum held by June 2025	Attendance Register and Minutes	Office of the Single Whip	Manager - Office of the Single Whip

UOM	Annual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fullterm

	Plan	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	1	1	0
CAPITAL: N/A	0	0	0	-1	0			0			0			0		
OPERATING: N/A	30000	0	0	-1	0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.2	Activity	18.10.2 Facilitate coucillors deliberation on issues of conduct and good governance forum by June 2024	Number (4) of Governance Forums held by June 2025	Attendance Register and Reports	Office of the Single Whip	Manager - Office of the Single Whip

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	4	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	250000	0	0		0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.3	Activity	18.10.3 Facilitate Multiparty caucus by June 2024	Number (4) of multi-party caucuses help by June 2025	Attendance Register and Reports	Office of the Single Whip	Manager - Office of the Single Whip

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	4	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	30000	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.4	Activity	18.10.4 Facilitate council caucuses management by June 2025	Number (4) of Council Caucus held by June 2025	Attendance Register and Reports	Office of the Single Whip	Manager - Office of the Single Whip

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	4	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	40000	0	0		0			0			0			0		

Calculations Applied	Override Autosum,

Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.5	Activity	18.10.5 Facilitate Outreach activities Caucus by June 2024	Number (4) of Outreach Programmes by June 2025	Programmes and Attendance Register	Office of the Single Whip	Manager - Office of the Single Whip

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	4	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	220000	0	0		0			0			0			0		

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.10.6	Activity	18.10.6 Bringing together representatives from different political parties, ensure they caucuses can work collaboratively in uniform approach	Number (52) of Multi-Party Uniforms purchased by June 2025	Delivery note, collection receipt register of Cllrs and pictures	Office of the Single Whip	Manager - Office of the Single Whip

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:	52	0	0	0	0	0	0	0	0	0	52	52	0	52	52	0

Number																
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	150000	0	0		0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

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Office of the Speaker

Outcome	18. Promote participatory development and local democracy through effective oversight

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
18.3	Output	18.3 Participatory development and local democracy promoted through effective ward committee system	Percentage (100) of promotions in participatory development and effective award system	Q1-Q4: Copies of Ward Committee meeting attendance registers	Office of the Speaker	Manager- Office of the Speaker

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: Percentage	100	100	100	0	100	0	-100	100	100	0	100	100	0	100	75	-25
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING:	150000	0	0		0			0			0					

Opex																

Calculations Applied	Override Autosum,
Variance Reasons	Q2: The target was not adequately planned for the financial year 24/25
Corrective Actions	Q2:The target was not adequately planned for the financial year 24/25.It is moved to the next financial year
Comments	Management to ensure that a target is adequately planned for in the next financial yearQ3: Q4:
Line Manager Comments	

Output	18.3 Participatory development and local democracy promoted through effective ward committee system

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.3.1	Activity	18.3.1 Conduct Ward Committee meetings	Number (20) of Ward Committee meetings held by June 2025	Q1-Q4: Copies of Ward Committee meeting attendance registers	Office of the Speaker	Manager- Office of the Speaker

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	20	5	5	0	5	5	0	5	5	0	5	5	0	5	5	0
CAPITAL: N/A	0	0	0	-5	0			0			0			0		
OPERATING: Opex	4149600	0	0	-5	0			0			0					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.3.2	Activity	18.3.2 Award Councillor's Bursary	Number (1) of Councillor's Bursary Awarded by March 2025	Q1; list of Registered Councilor's	Office of the Speaker	Manager- Office of the Speaker

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	1	0	1	1	0	0	0	1	1	0	0	0	0	1	1	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	500000	0	0		0			50000			50000					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	Target was achieved in Q3
Comments	
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.3.3	Activity	18.3.3 Purchase Ward Committee Uniforms and Identifications	Number (260) of Ward Committee Uniforms and Identifications purchased by March 2025	Q2: Invoices and Receipts	Office of the Speaker	Manager- Office of the Speaker

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	260	0	0	0	0	1	1	260	260	0	0	0	0	260	260	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: Opex	230800	0	0		0			230800			230800					

Calculations Applied	Override Autosum,
Variance Reasons	
Corrective Actions	
Comments	

Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.3.5	Activity	18.3.5Hold Ward Councilors and Secretaries Forum	Number (4) of Ward Councilors and Secretaries Forum held by June 2025	Q1-Q4: Copy of Attendance Registers	Office of the Speaker	Manager- Office of the Speaker

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	4	1	1	0	1	0	-1	1	1	0	1	1	0	4	3	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	50000	0	0		0			0			0			50000		

Calculations Applied	Cumulative Indicator
Variance Reasons	Q2: Clashing municipal programs and management
Corrective Actions	To be held on Q3: Q4:
Comments	Q2:Clashing municipal programs and management will ensure that a proper schedule is in place.
Line Manager Comments	

Reference No	Planning Level	MSCOA Project	Key Performance Indicator	Evidence	Responsible Department	Responsible Person
18.3.6	Activity	18.3.6 Hold Ordinary Council meetings	Number (4) of Ordinary Council meetings held by June 2025	Q1-Q4: Copy of Community Attendance Registers	Office of the Speaker	Manager- Office of the Speaker

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	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		
OPERATING: Opex	250000	0	0	-250000	0			0			0			250000		

Calculations Applied	Cumulative Indicator
Variance Reasons	
Corrective Actions	
Comments	
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
18.3.7	Activity	18.3.7 Hold Imbizos	Number (4) of Imbizos held by June 2025	Q1-Q4: Copy of Attendance Register	Office of the Speaker	Manager- Office of the Speaker

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	4	1	1	0	1	0	-1	1	1	0	1	1	0	4	3	-1
CAPITAL: N/A	0	0	0	0	0			0			0			0		
OPERATING: Opex	1200000	0	0		0			0			0			1200000		

Calculations Applied	Cumulative Indicator
Variance Reasons	Q2: Clashing municipal programs due to poor planning
Corrective Actions	To be held Q3: Q4:
Comments	Q2 Clashing municipal programs due to poor planning .Management will ensure that a proper schedule is in place to address such.Q3: Q4:
Line Manager Comments	

Reference No	**Planning Level**	**MSCOA Project**	**Key Performance Indicator**	**Evidence**	**Responsible Department**	**Responsible Person**
18.3.4	Activity	18.3.4 Purchase Councilors PPE	Number (150) of Councilor PPE purchased by June 2025	Q4 invoices and receipts	Office of the Speaker	Manager- Office of the Speaker

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	150	0	0	0	0	0	0	0	0	0	150	150	0	150	150	0
CAPITAL: N/A	0	0	0		0			0			0			0		
OPERATING: N/A	0	0	0		0			0			0			0		
Calculations Applied	Override Autosum,															
Variance Reasons																
Corrective Actions																
Comments																
Line Manager Comments																

3.7.2 2023/2024 and 2024/2025 PERFORMANCE ASSESSMENT

2023/2024 Summarized Performance Assessment

Organisational Unit	Planned Targets	Planned Achieved	Not Achieved
Office of the Municipal Manager	28	22	06
Human Resources and Corporate Services	29	23	06
Community Development Services	38	31	07
Infrastructure Development Services	44	32	12
Budget and Treasury Office	11	09	02
Local Economic Development and Planning	39	23	16
Office of the Mayor	35	35	0
Office of the Speaker	11	08	03
Office of the Single Whip	04	04	0
Total	239	167	52

2023/2024 Percentage Performance per Directorate

Moretele Local Municipality 2023/2024 Annual Planned vs Planned Achieved vs Not Achieved by Outcome				
Organisational Unit	**Planned Targets**	**Planned Achieved**	**Not Achieved**	**Percentage Achieved**
Office of the Municipal Manager	28	22	6	78.57%
Human Resources and Corporate Services	29	23	6	79.31%
Community Development Services	38	31	7	81.58%
Infrastructure Development Services	44	32	12	72.73%
Budget and Treasury Office	11	9	2	81.82%
Local Economic Development and Planning	39	23	16	58.97%
Office of the Mayor	35	35	0	100.00%
Office of the Speaker	11	8	3	72.73%
Office of the Single Whip	4	4	0	100.00%
Total	239	187	52	78.24%

2024/2025 Summarized Performance Assessment

Organisational Unit	Planned Targets	Planned Achieved	Not Achieved
Office of the Municipal Manager	57	47	10
Human Resources and Corporate Services	32	24	8
Community Development Services	40	32	8
Infrastructure Development Services	79	70	9
Budget and Treasury Office	14	12	2
Local Economic Development and Planning	40	35	5
Office of the Mayor	26	20	6
Office of the Speaker	8	6	2
Office of the Single Whip	6	6	0
Total	302	252	50

2024/2025 Percentage Performance per Directorate

Moretele Local Municipality 2024/2025 Annual Planned vs Planned Achieved vs Not Achieved by Outcome				
Organisational Unit	**Planned Targets**	**Planned Achieved**	**Not Achieved**	**Percentage Achieved**
Office of the Municipal Manager	57	47	10	82.46%
Human Resources and Corporate Services	32	24	8	75.00%
Community Development Services	40	32	8	80.00%
Infrastructure Development Services	79	70	9	89.00%
Budget and Treasury Office	14	12	2	85.71%
Local Economic Development and Planning	40	35	5	87.50%
Office of the Mayor	26	20	6	76.92%
Office of the Speaker	8	6	2	75.00%
Office of the Single Whip	6	6	0	100.00%
Total	302	252	50	83.00%

2023/2024 and 2024/2025 Summarized Performance Assessment per KPI

Ref Number	Key Performance Indicator	Previous Financial year 2023/2024		Wards	Revised annual Budget	Previous Financial year 2024/2025		Expenditure	Performance comments	Reasons for under performance	Measures taken to address underperformance	Means of verification
		Target	Actual Performance			Target	Actual performance					
2.1	Number (600) of VIP toilets constructed in Ward 1, Ward 6 & Ward 7 by March 2024	600	600	1,6,7	15 000 000	Number of Provision of basic sanitation by June 2025	1715	Ward 6 =16 500000 Ward 7=18 500000 Ward 13 and 14= 9 000000	Achieved	None	None	None
2.2	Percentage of sewer line refurbishment by June 2024	100	100	09	10 000 000	Number of Provision of basic sanitation by June 2025	730	Ward 06=16 500000 Ward	Achieved	None	None	None
4.1 4.2 2.3	Number of Lighting erected by June 2024	18	18	12,02,17	10 3286756	Number of Lighting erected by June 2024	30	Ward 14 &22 =7 400000 Ward Ward 18=7 000000 Ward 20= 8 000000	Achieved	None	None	None
5.1	Number of completions of community hall by June 2024	1	1	1	12 000 000	Community Recreational Park constructed in Mathibest	1	Ward 18=6600000	Achieved	None	None	None

						ad by June 2025						
1.1	Construction of concrete reservoir water elevated steel tank and booster pump by June 2024	1	1	26,23,08 and 07	4 6820458	Percentage of provision of basic water by Construction of concrete reservoir water with 7 elevated steel tank and booster pump by June 2025	100%	Ward 26 Ward 9 Ward 23 Ward 08 Ward 07 =5 500 000	Achieved	None	None	None
1.2	KM pipeline constructed with valves and manholes in July 2024	3.2 KM	3.2 KM	26,23,08 and 07	3 725 000.00	Number provision of water and reticulation with yard connections by June 2025	1000	Ward 26 Ward 08 Ward 07 Ward 23 = 21 391070.63	Achieved	None	None	None
1.3	Number of households with piped water inside the yard by June 2024	100	100	16	5 000 000	Number provision of water services by June 2025	453	Ward 15=2 000000	Achieved	None	None	None

1.4	Number of households with piped water inside the yard by June 2024	1357	1357	06	3 08163216	Number provision of water services with steel tank by June 2025	2 steel tanks	Ward 18	Achieved	None	None	None
1.5						Number of provisions of basic water services with 1.7MI elevated steel tank constructed by June 2025	250 and 1.7ml elevated steel tank	Ward 16 =2 000 000	Achieved	None	None	None
1.7						Number of provisions of water services through boreholes by June 2025	12	Ward 1=8 000 000	Achieved	None	None	None
3.1	KM of Pave road constructed by June 2024	4km	4km	11,24,10,3	Ward 11=801046972 Ward 8=211727277 Ward 10=10 000000 Ward 3=9 000000	KM of Pave Road constructed by June 2025	8	Ward 01=2 800000 Ward 12=10 000000 Ward 21=8 000000 Ward 19=10 000000 Ward 26=10 000000	Achieved	None	None	None

								Ward 13 = 13 10700000 Ward 17= 8 000000				

The Municipality's performance has improved by 6% in the financial year 2024/2025 compared to the financial year 2023/2024.

3.8 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.

Evaluation of Service Providers	
Service Provider	**Rating**
Reliable Accountants Consulting	5
Engenet Solutions Consulting	5
TT Properties Consultants	5
Mokibelo Advisory	5
Sempro Consulting	5

3.9. COMPONENT A: INFRASTRUCTURE DEVELOPMENT: BASIC SERVICES

3.9.1. Water Provision

Water provision highlights	
Highlight	**Description**
Schedule for B Water Supply Project Completion	Construction of 3.5ML concrete reservoir and 7 elevated steel tanks

Water provision challenges	
challenges	**Description**
Illegal Connections	Illegal connections from community members, causing leakages on bulk pipelines, which results in water loss

Strategic Objective	**KPI**	**Unit of measure.**	**War d**	**Baseline - Actual 2024/2025**	**Overall Performance 2024/2025**	
					Targets	**Actuals**
To optimize access to Water Services	No. of household s with piped water inside the yard by June 2025	Number	15,16, 8,9,23,25 (Sch C)	2201 household with piped water inside the Yard	2201 household s with piped water inside the yard in ward 15, 16 and & Schedule C by June 2025	2201-yard connection S completed by June 2025

Water service delivery levels	
Description	2024/2025
Pipe water inside a dwelling	0
Pipe Water inside a yard	2201
Using Public taps (Within 200 m from a dwelling)	0

Employees: water services			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Manager	2	2	0
Water truck driver	1	1	0
Semi-skilled	9	9	0

Capital expenditure: water services				
Capital Project:	**Water Supply Schedule B**	**Water Supply Schedule C**	**Ward 15 Water Reticulation**	**Ward 16 Water Reticulation**
Budget	R 5 000 000.00	R 21 235 200,00	R20 000 000	R 20 000 000.00
Actual expenditure	R 7,542,244.12	R 22 155 333,00	R19 457 176.68	R20 568 098.84
Variance	R 103 043.88	0	0	0

Sanitation service delivery levels		
Description	2023/2024	2024/2025
VIP & Bio-Tech Toilets	600	1715
Waterborne system	0	0

Employees: Sanitation						
Job Level	2023/2024			2024/2025		
	Posts No.	**Employees No**	**Vacancies**	**Posts No.**	**Employees No**	**Vacancies**
00	02	02	0	04	04	0

Expenditure: sanitation 2024/2025			
Project	VIP TOILETS WARD 6	VIP TOILETS WARD 7	VIP TOILETS WARD 13 & 14
Budget	R 16 500 000	R 18 500 000	R 9 000 000
Budget	R 16 494 041,82	R18 480 682.66	R 9 476 557.00
Special Adjustment	0	0	0
Actual expenditure	R16 494 041.82	R 18 480 682.66	R 9 476 557.00
Variance from original budget	0	0	0

3.9.2 Housing

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

3.10. COMPONENT B: ROADS AND STORMWATER

Roads and Storm water Highlights	
Highlight	**Description**
7 Road projects were completed	2 km internal road constructed in Ward 1 1 km internal road constructed in Ward 12 1 km internal road constructed in Ward 19 1 km internal road constructed in Ward 21 1 km internal road constructed in Carousel View 1 km internal road constructed in Seaparankwe 1.2 km internal road constructed in Ward 26

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

Service delivery Levels: Roads and Storm water		
Description	**2023/2024**	2024/2025
Internal roads	5.05 km	8.2 km
Access roads	0	0

Employees: Roads and Storm water			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
00 Manager	1	1	0
02 Technicians	1	1	0
04 Road foreman	1	1	0
04 Plant operator supervisor	1	1	0
06 Heavy duty Operators	5	5	0
06 Tipper truck operators	6	6	0

Capital Expenditure: Road Services 2024/2025							
Project	**Road Paving Ward 1**	**Road Paving Ward 12**	**Road Paving Ward 19**	**Road Paving Ward 21**	**Road Paving Seaparankwe**	**Road Paving Carousel View**	**Road Paving Ward 26**
Budget	8 000 000	R 10 000 000	R 10 000 000	R8 000 000	R8 000 000	R 10 700 000,00	R5 000 000
Adjustment budget	R 14 160 000		R 9 000 000	R 9 000 000	R 9 100 000	R 9 657 913,92	R 8 612 610,42
Actual Expenditure	R 14 160 000	R 10,000,000.00	R 9 000 000	R 9 000 000	R 9 100 000	R 9 657 913,92	R 8 612 610,42

CAPITAL EXPENDITURE: COMMUNITY FACILITIES 2024/2025	
Project	**Ward 18 Recreational Park**
Budget	R 6 600 000.00
Adjustment budget	None
Actual Expenditure	R 6 600 000.00

Capital Expenditure: High mast lights 2024/2025				
Project	**High Mast Lights in Ward 14**	High Mast Lights in Ward 18	**High Mast Lights in Ward 20**	High Mast Lights in Mathibestad
Budget	R 7 400 000.00	R7 000 000.00	R 8 000 000.00	R 8 000 000.00
Adjustment budget	R6 900 000.00	R 7 307 108.00	**-**	**-**
Special Adjustment	**-**	**-**	**-**	**-**
Actual Expenditure	R6 900 000.00	R 7 307 108.00	R 8 000 000.00	R 6 132 026.32
Variance from original budget	**-**	**-**	**-**	R 1 867 973.68

3.11. COMPONENT C: COMMUNITY DEVELOPMENT

Social Development Highlights	
Highlight	**Description**
Cemetery development	• Fencing Ward 12 Cemetery Ntsepe done in Mathibestad • Precast Concrete Palisade Fence at new side Ward 5 Cemetery

Disaster management highlights	
Highlight	**Description**
Community Based Risk Assessment	• A school-based risk assessment was conducted, and the findings were forwarded to the relevant department to deal with or address them. • Community Based Risk – 04 September 2024 Mmakgabetlwane • School Based Risk – 15 Nov 2024 Omphile Bana ECD • Community Based Risk – 25 Feb 2025 Mogogelo Community Hall • School Based – 29 May 2025 Bogosi Primary School • Risk reduction: Barricading of Ruigtesloot Borrow pit Fencing of Motjitleng Borrow pit fencing Maintenance of water pump machines
Veld Fire Session awareness campaign	• Awareness campaigns were held in different farming communities. • 27 August 2024 at Dipetlwane Fields • 29 April 2025 at Sutelong • Procurement of Fire grass beaters
Advisory Forum Meeting	• Successful Disaster Management Advisory and Community Safety Forum meetings were held on • 08 August 2023, 08 November 2023, 07 February 2024 and 10 April 2024
Floods Interventions	• Provision of relief materials • Provision of Temporary Structures and Buildings Materials for affected families • Consolidated report and application for Disaster Grant.

TRANSPORT AND COMMUNITY SAFETY	
Highlight	**Description**
1.CPF Meetings	4 CPF Meeting were successfully done in different wards and Police Stations.
Roads Safety awareness campaign	5 Awareness campaigns were held in Moretele Area during December Festive: ➢ 16 December 2024 on Makapastad Road, 20 December 2024, 24 December 24 Danhouse Road, 26 December 24 Control Traffic at Trupa Event in Makapanstad, 31 December 2024 Roadblock Bosplaas Road & 01 Jan 2025 Dertig Taxi Rank near Maphelong Pub.
Traffic Uniform	Delivered – 31 March 2025
Speedometer Camera	Delivered – 04 October 2024
Moretele DLTC Maintenance	Done – 30 June 2025

Library	
Highlight	**Description**
Development and Maintenance of libraries	• Programs- All Libraries • Cleaning Materials – All Libraries • Fire extinguishers – All Libraries • Promotional Materials – All Libraries • Maintenance of Libraries- All Libraries • Re-Wiring of Libraries – Legkral and Mphebatho Library
Programmes	• January = Back to School – 29 January 2025- Mogogelo Community Hall • February = World Read Aloud- 10 February 2025- Mphebatho Library • March = Human Rights and SA Library Week -20 March 2025- Papi Ntjana Library • April = World Book Day- School Visits • May = World Play Day- 30 May 2025- Molefe Lucas Modise Library • June = Youth Month Celebration-07 June 2025- Mphebatho Library • July = Mandela and ICT Month – 18 July 2025- Mphebatho Library • August = Women's Month- 30 August 2024- Mphebatho Library • September = Heritage and Literacy Month • October = Wellness Month November & December = 16 Days and World Aids Day- 20 November 2024- Legkral Library

SPORTS & RECREATION	
Highlight	**Description**
Fun Walk	Mass aerobics and fun walk held on the 09 September 2024 Mathibestad (Ward 24)
Athletics	Athletics held successfully with the Department of education Moretele service point 09/10 February 2025
Mayor's Cup Tournament	Mayors cup successful held on from the 01 May – 16 June 2025, where 40 football teams and 26 netball teams, +/- 1500 participants participated
Troops	Two successful events held with Matla a Sechaba and Dertig troops • 26 December 2024 at Makapanstad where +/- 8000 people attended 08 January 2025 at Dertig with +/- 3000 attended
Slasher grass cutter	Purchased and regular maintenance of facilities is done

Health unit	
Highlight	**Description**
Health Awareness Campaigns	• Screening Awareness was held at Dinare Club on the 15th of August 2024 • Adolescence and Youth Friendly Services Launch/Girls Retreat held at Tladistad Clinic on the 16th of August 2024 • Wellness Day held at Makapanstad Clinic on the 27th of September • Moretele CSF Local Elections Program held at Moretele Local Municipality Hall on the 16th of October 2024 • Mental Health Awareness Day held at Lefatlheng Clinic on the 25th of October 2024 • Disability Awareness Event held at Ratjiepane Clinic on the 29th of November 2024 • STIs and Condom Day held at Moretele Local Municipality Hall on the 18th of February 2025 • Adolescence and Youth Friendly Services Workshop held at Moretele Local Municipality Hall on the 5th of March 2025 • Initiation School Workshop held at Moretele Local Municipality Gym on the 6th of March 2025 • 1.1 Million Treatment Gap Campaign held at Moeka Swallows Sport Ground on the 17th of April 2025 • Opening Day Event held at Bosplaas Community Hall on the 9th of May 2025 • Adolescent and Youth Friendly Services/Tshela ka Boitekanelo 10Km and Allied Services (BP, HIV and TB etc.) Event held at Ruigtesloot Clinic on the 20th of June 2025 • Screening Awareness was held at Dinare Club on the 15th of August 2024 • Adolescence and Youth Friendly Services Launch/Girls Retreat held at Tladistad Clinic on the 16th of August 2024 • Wellness Day held at Makapanstad Clinic on the 27th of September

	• Moretele CSF Local Elections Program held at Moretele Local Municipality Hall on the 16th of October 2024 • Mental Health Awareness Day held at Lefatlheng Clinic on the 25th of October 2024 • Disability Awareness Event held at Ratjiepane Clinic on the 29th of November 2024 • STIs and Condom Day held at Moretele Local Municipality Hall on the 18th of February 2025 • Adolescence and Youth Friendly Services Workshop held at Moretele Local Municipality Hall on the 5th of March 2025 • Initiation School Workshop held at Moretele Local Municipality Gym on the 6th of March 2025 • 1.1 million Treatment Gap Campaign held at Moeka Swallows Sport Ground on the 17th of April 2025 • Opening Day Event held at Bosplaas Community Hall on the 9th of May 2025 • Adolescent and Youth Friendly Services/Tshela ka Boitekanelo 10Km and Allied Services (BP, HIV and TB etc.) Event held at Ruigtesloot Clinic on the 20th of June 2025

Social Services Unit	
Highlight	**Description**
Substance & drug awareness programs	**Awareness Programs** Ward 5 – Sutelong Community Hall Ward 7 – Swartdam Relebogile PS -Tlotla NGO – Ward 14 – Mmatsheko Primary School Ward 24 – Lepono P School – Ward 25 – Moeka Community Hall LDAC Meeting Committee Anti-Drug week at Lebotloane tribal offices
ECD's and children right protection programmes	OVC (Orphan Vulnerable Children) Poverty
NPO development and support	NPO (Compliance & monitoring) – Funded NGO's

THUSONG AND FACILITIES	
Highlight	**Description**
Maintenance	• Mogogelo Community Hall - Ward 11 • Municipal Community Hall – Ward 24 • Suitelong Community Hall – Ward 05

Disaster Management	
Challenges	**Description**
Floods	• Lack of storm water control system led to flooding, household flooded, school flooded, and this disturbed daily activities • Infrastructures: Access road to the upgrded, and attention for the Prieska, Krumkuil and Mmakaunyane bridge become flooded

Transport and Community Safety	
Challenges	**Description**
Delayed operation of the DLTC and Traffic Law Enforcement unit	Municipality was unable to plan for Public Safety Unit as it was waiting for approval of the MEC for Community Safety and Transport Management for the law enforcement operations.

Sports facilities	
Challenges	**Description**
Maintenance of sports and recreations facilities	• Maintenance of sports facilities remains to be a challenge due to lack of budget • Vandalism remains to be nightmare in our facilities

Thusong and facilities	
Challenges	**Description**
Staffing	• Replacement of Centre clerk since she has certified medically unfit there is a challenge in the functioning of the Centre

Challenges	**Description**
Awareness Campaigns	• Awareness Campaigns • Shortage of awareness budget

Community Development: Employees			
Disaster management			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Manager	1	1	0
Emergency Services & Disaster Management Coordinators x2	2	2	0
Disaster Officer	1	1	0
Health officer	1	1	0

Community Development: Employees			
Health			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Health Officer	1	1	0

Community Development: Employees			
Social development services			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Manager	1	1	0
Social Facilitator	1	1	0
Social service officer	1	1	0
Cemetery Coordinator	1	1	0
Social service coordinator	1	1	0

Community Development: Employees			
Sports			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Manager	1	1	0
Facility caretaker	1	0	1
Sports Officer	1	0	1
Librarian	1	1	0
Assistance Librarian	1	1	0
Gym assistance	1	1	0

Community Development: Employees			
Transport and Community safety			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
Transport safety facilitators	1	0	1
Examiner	1	1	0
Traffic Officers	4	4	1
R/A Supervisor	1	1	0
R/A Cashier	1	1	0

3.12. COMPONENT D: LOCAL ECONOMIC DEVELOPMENT

Local Economic Development highlights	
Highlight	**Description**
1. The approval of solar plant project 2. Land acquisition for portion 11 Kromkuil 3. Feasibility report for portion 9 and 10 Kromkuil	1. The manufacturing of solar panels and electricity extracted using the sun 2. The Department of Rural Development and Land Reform bought portion 11 of Kromkuil for the municipality with the amount of R16 800 000 The report outlined the ownership of the area and will assist the municipality in requesting funding for formalization processes.

Planning	
challenges	**Description**
1. Limited budget 2. Formalization 3. Illegal business trading	1.The council allocation of the budget to the department is not sufficient and we are unable to fulfill our mandate as the department. 2.The unfinished formalization projects a serious challenge for the municipality because we cannot account for who owns the property in Moretele 3.The unregulated business operation poses a serious threat to communities because of selling expired foods

Employees: Local Economic Development			
Job Level	**No of Posts**	**No of Employees**	**Vacancies**
LED Secretary	1	1	0
Agriculture Officer	1	1	0
Manager Town Planner	1	1	0
Projects and Job Creation Officer	1	1	0
Building Inspector	1	1	0
Assistance Town Planner	1	1	0
GIS Specialist	1	1	0

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

Expenditure: Waste management					
Project:	Budget	Adjusted Budget	Actual expenditure	Variance	Total project value
1. Waste collection 2. Skib-bins cleaning 3. Illegal Dumping Site removals	R28, 246,207	R6,127,763	R34,373,970	R1,342,361.79	R35,366,361.79

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1. 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.

National KPIs – Municipal Transformation and Organizational Development		
National Key Performance Indicators	**Municipal Achievement**	
	2023/2024	**2024/2025**
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity Plan	3	3
The percentage of a municipality's personnel budget (payroll) spent on implementing its workplace skills plan	100%	100%

National KPIs - Good Governance and Public Participation Performance	
National Key Performance Indicator	**Municipal Achievement**
	2024/2025
	%
Training of Ward Committees	100%
Imbizos	100%
Ward committee secretary's forum	100%
Best public participation municipality in the province	70%
Ward and public meetings itinerary	100%
Stipend	100%
Staff	100%

Good Governance and Public Participation Performance Challenges	
Challenges	**Description**
Filling of critical positions	Critical Position were filled in 2024-2025 financial Year
Improve supply chain processes	Services providers are paid on time

4.2. 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.

4.2.1. 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".

2024/2025 EE targets/actual appointments by racial classification							
African		Colored		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 2024/2025					
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	3	0	0	0	1	0	0	0	5
Professionally qualified and experienced specialists and middle management	28	0	0	0	22	0	0	0	50
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
Grand total	**115**				**148**				**263**

4.2.1.1. Vacancy Rate

The approved organogram for the Municipality had 264 posts for the 2023/2024 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 2023/2024 resulting in a vacancy level of 4%.

Vacancy rate per post and functional level		
Per post level		
Post level	**Filled**	**Vacant**
Contract (Section 54 & 56 Managers)	03	00
Permanent (Section 54 & 56 Managers	03	00
Contracts	27	00
PL 00	30	01
PL 01	06	01
PL 02	19	01
PL 03	31	02
PL 04	32	08
PL 06	24	02
PL 08	39	00

PL10	48	00
Total	**265**	**15**

Vacancy rate Per functional level		
Functional level	**Filled**	**Vacant**
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
Total	**06**	**00**

4.2.1.2.Turnover rate

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

Staff Turnover Rate within the Municipality				
Financial year	**Total no. appointments at the end of each financial year**	**New appointments**	**No of terminations during the year**	**Turn-over rate %**
2023/2024	05	20	08	4%
2024/2025	06	05	04	3%

4.3. COMPONENT E: MANAGING THE MUNICIPAL WORKFORCE LEVELS

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.3.1. 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.

Total number of occupational injuries within the different departments		
Department	**2023/2024**	**2024/2025**
Municipal Manager	0	1
Financial Services	0	0
Corporate Services	1	2
Technical Services	0	0
Local Economic Development	0	0
Community Development	0	0
Total	1	2

4.3.2. 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.

Total number of sick leave days taken per department		
Department	**2023/2024**	**2024/2025**
Municipal Manager	112	52
Financial Services (CFO)	276	136
Corporate Services	365	234
Technical Services	205	81
Local Economic Development	123	44
Community Development	186	55
Total	**1287**	**602**

4.3.3. Policies and plans reviewed and approved.

Caucus

HR Policies and plans reviewed and approved	
Name of policy	**Date approved/revised**
Occupational Health and Safety Policy	October 2022
Occupational Health & Safety Plan	October 2022
Travel and Subsistence Policy	May 2025
ICT Strategy	January 2025
HRD Strategy	July 2022
Records Management Policy	July 2022
ICT Policies	January 2025
EAP Policy	April 2023
Incapacity: Ill Health policy	April 2023
Fleet Management Policy	June 2022
Leave Management Policy	May 2025
Overtime Policy	May 2025
Internal Bursary Policy	May 2025
Induction Policy	June 2022
Probation Policy	June 2022
Rewards & Incentives Policy	May 2023
HR Plan	July 2024
Scarce Skills Policy	October 2023

Policies still to be developed	
Compensation & Benefits relating to Retirement Policy	October 2025
Secondment Policy	October 2025
Confidentiality Policy	October 2025

IT Policies reviewed and approved	
ICT Security Policy	July 2022
Patch Management	April 2023
Corporate Governance of ICT Policy Framework	July 2022
Incident & Problems Management Procedure	April 2023
Business continuity and Disaster Recovery Planning Policy	April 2024
Remote Access Procedure	July 2022
External Network Connection Procedure	April 2023
User Access Management Procedure	April 2023
Anti-Virus Procedure	April 2023

Change Control Management Policy	July 2023
ICT Risk Management Procedure	July 2023
ICT Strategy	July 2023

4.4. COMPONENT F: 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".

4.4.1. Skills matrix

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

Skills matrix					
Occupational level	**Gender**		**Number of employees identified for training at start of year**	**Number of employees that received training**	
	Female	**Male**		**Female**	**Male**
Legislators	6	9	15	6	9
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
Sub-total	**148**	**138**	**59**	**23**	**29**
Total	**263**		**64**	**52**	

4.4.2. 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.

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”.

Skills Development by Occupational Category

Occupational categories	Gender		Training provided in 2024/2025						
			Learnerships/ Academic Programmes		Skills Programmes & Other Short Courses		Total		
	F	M	Actual	Target	Actual	Target	Actual	Target	Variance
Legislators	9	6	15	15	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
Total	**24**	**24**	**45**	**45**	**0**	**0**	**0**	**0**	**0**

4.4.3. Skills Development – Budget Allocation

The table below indicates that 100% of the total amount of R 2.2M 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**
2023/2024	2.0M	2.1M	100%
2024/2025	2.3M	2.3M	100%

4.4.4. 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	Completed	16 Unit Standards
LED Director	Completed	28 Unit Standards
CDS Director	Completed	16 Unit Standards

No of Employees Meeting Minimum Competency Requirements	
Directorate	**No of Employees**
Human Resources	06
IDS	01
Local Economic Development	03
CDS	04
BTO	40
Municipal Manager	07

4.4.5. *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**	**2023/2024**	**2024/2025**
		Audited Ratios	**Audited Ratios**
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	**8.9 months**	**5 months**
Liability Management	Debt (Total Borrowings)/Revenue	**68%**	**29%**
Current Ratio	Current Assets/Current Liabilities	**1.9**	**1.3**

4.5. COMPONENT G: STATEMENT OF FINANCIAL PERFORMANCE

This chapter provides details regarding the financial performance of the municipality for the 2024/2025 financial year.

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

Consultancy Arrangements with the Highest Cost Implications for 2024/2025		
Consultancy arrangement	**Cost**	**Reason for engagement**
SEMPRO CONSULTANTS	(R5,749,347,89)	Revenue Management services (Indigent and data cleansing)
MOKIBELO ADVISORY CONSULTANTS	(R10,304,340.52)	VAT returns
EGNET SOLUTION	(R8,416,257,75)	Preparations of Immovable and movable GRAP assets register GRAP
PHOENIX ERP	(R9,067,365,50)	Financial systems
RELIABLE ACCOUNTANTS	(R12,002,802,08)	Preparations of Annual Financial Statements
TT PROPERTY CONSULTANTS	(R5,198,152,88)	General Valuation and Supplementary

4.6. FINANCIAL SUMMARY

The table below indicates the summary of the audited financial performance for the 2024/25 financial year.

Summary of the Financial Performance for the 2024/2025 Financial Year										
Description	**2023/2024**					**2024/2025**				
				Variance					**Variance**	
	Budget	**Adjusted budget. R**	**Actual R**	**Budget %**	**Adjustment budget %**	**Budget**	**Adjusted budget. R**	**Actual R**	**Budget %**	**Adjustment budget %**
Property rates		21 086 511	30 542 601	149 %	144%	22 119 746,00	22 119 746,00	36 704 602,97	166%	166%
Service charges	58 744 576	64 797 746	67 752 967	115 %	105%	68 717 257,00	68 715 257,00	42 897 195,78	62%	62%
Rental of facilities and Equipment	174 450	174 450	178 351	102 %	102%	182 998,00	182 998,00	176 303,04	96%	96%
Interest Received	23 128 038	23 128 038	36,564,348	158%	158%	46 535172,00	46 622 888,00	46 704 258,86	100%	100%

Transfers recognized	617 836 412,00	608 663 412,00	599 883 921	97%	98%	683 818 456,00	691 528 536,00	660 809 219,85	97%	96%
Other own revenue	3 987 058,00	3 987 058,00	1 678 829,00	42%	42%	3 794 937,00	13 092 937,00	9 497 187,38	250%	73%
Employee costs	172 917 999	172 917 999	156 338 040	90 %	90%	181 836 165,00	185 128 884,00	134 233 414,69	74%	73%
Remuneration of Councilors	23 283 997	24 283 997	23 256 346	99%	95%	25 473 911,00	23 657 017,00	27 917 004,83	110%	118%
Impairment loss	-	69 251 207	91 543 428	0	132%	72 644 516,00	72 644 516,00	0	0%	0%
Depreciation and Amortization	50 000 000	107 494 575	60 944 809	121 %	47%	112 761 810,00	112 761 810,00	0	0%	0%
Finance charges	-	-	100 804	0	0	0	0	0	0	0
Bad Debt Write off	51 238 869,00	-	0	0	0	0	0	0	0	0
Material and bulk purchases	52 700 278,00	53 592 169,00	50 915 099,00	97%	95%	57 732 290,00	57 732 290,00	51 128 510,12	89%	89%

Contracted services	148 527 509	174 446 906	161 104 095	108 %	92%	189 645 454,00	219 455 098,00	209 122 923,70	110%	95%
Other expenditure	63 480 516,00	67 493 077,00	90 902 104	143%	135%	82 400 930,00	82 967 179,00	83 874 039,00	102%	101%
Total Expenditure	562 149 168	674 384 930	648 178 245	62%	96%	722 495 076,00	754 146 794,00	506 275 892,34	70%	67%
Surplus/(de ficit)	165 054 194,00	28 522 165,00	99 630 722	60%	349%	- 100 006 132,00	- 122 191 630,00	-108 954 896,96	-109%	-89%
Transfers recognized – capital	161 784 135,00	52 572 135,00	128 546 656.90	79 %	84%	201 935 200,00	209 564 776,00	181 136 116,81	90%	86%
Internally generated funds	0	0	0	0	0	0	0	0	0	0

Financial Position

Total current assets	364 939 867	321 444 841	360 284 289	98 %	112%	292 576 395,00	288 934 322,00	400 769 699,69	137%	139%
Total non-current assets	1 471 864 306	1 371 589 759	1 623 444 659	110%	118%	1 502 387 273,00	1 736 526 124,00	1 785 636 061,30	119%	103%

Total current liabilities	221 055 810	180 449 008	182 371 142	82 %	101%	180 449 008,00	187 547 002,00	175 180 166,93	97%	93%
Total Non-current liabilities	6 467 999	7 355 999	7 356 000	113%	100%	7 355 999,00	7 897 958,00	7 897 958,53	107%	100%
Community	1 326 869 073	1 505 229 593	1 794 001 806	135%	119%	1 607 158 661,00	1 800 592 399,00	2 003 310 268,28	125%	111%

Cash flow

Net cash from(used) operating activities.	196 443 112	164 138 990	154 344 064	78%	94%	212 510 334,00	197 954 412,00	636 965 976,86	300%	322%
Net cash from(used) Investing activities	190 134 137	199 543 437	145 863 614	76%	73%	-243 559 324,00	-274 188 989,00	-233 076 167,81	96%	85%
Cash/cash equivalents at the year end	250 927 957	236 313 862	280 198 761	111%	103%	240 292 644,00	209 593 534,00	689 717 920,77	287%	329%

Performance of Actual Figures against Budgeted Figures								
Financial Year	**Revenue**				**Expenditure**			
	Budget R	**Actual R**	**Difference**	**%**	**Budget R**	**Actual R**	**Difference**	**%**
2024/2025	841 519 940,00	796 366 906,11	45 153 033,89	95%	754 146 794,00	506 275 892,34	247 870 901,66	67%

Revenue collection by Vote

Vote Description	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget	Original budget	Adjusted budget	Actual	Origin al budget	Adjust ed budget
Vote 3	R552 808 537	R542 060 386	538 917 767.96	97%	99%	R482 17 0 842	R482 256 558	R526 29 2 679.65	109%	109%
Vote 5	R170 602 000	R161 229 000	R152 87 0 921	90%	95%	R267 42 0 936	R274 986 016	R296 16 9 988.13	111%	108%
Vote 6	R2 132 140	R2 132 140	R1 783 637.76	84%	84%	R2 187 850	R2 332 850	R1 988 91 5.80	91%	85%
Total Revenue by Vote	725 542 677,00	705 421 526,00	693 572 326,72	96%	98%	751 779 628,00	759 575 424,00	824 451 582,80	110%	109%

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

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	20 099 890	21 086 511	30 542 601	152%	145%	22 119 746,00	22 119 746,00	36 704 602,97	166%	166%
Service charges - water Revenue	33 982 685,00	36 890 077,00	39 214 848	115%	106%	38 697 690,00	38 697 690,00	36 025 360,50	52%	93%
Service charges – refuse revenue	24 761 891,00	27 907 669,00	28 538 119	115%	102%	29 275 145,00	29 275 145,00	6 449 973,51	22%	22%
Rental of facilities and Equipment	174 450	174 450	178 351	102%	102%	182 998,00	182 998,00	176 303,04	96%	96%
Interest earned - external Investments	12 689 051	28 013 000	31 028 161	244%	101%	27 430 093,00	27 517 809,00	26 545 999,15	101%	101%

Interest earned - outstanding debtors	13 671 925	15 152 986	16 744 137	122%	101%	15 803 237,00	15 803 237,00	15 917 329,44	97%	97%
Licenses and permits	1 660 685	1 660 685	747 638	45%	45%	1 149 850,00	1 149 850,00	805 915,80	70%	70%
Transfers recognized - Operational	449 981 000	449 820 000	449 726 000	99%	99%	481 883 256,00	481 963 760,00	479 673 103,04	99%	99%
Other revenue	3 987 058	3 987 058	1 678 829	42%	42%	3 794 937,00	13 092 937,00	9 497 187,38	250%	73%
Total Revenue by Source (excluding capital transfers and contributions	559 475 362	**586 506 973**	597 651 046,00	107%	102%	622 488 944,00	631 955 164,00	615 230 789,30	99%	97%

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

Financial Performance: Grants										
Grant Description	**2023/2024**			**2023/2024 Variance**		**2024/2025**			**2024/2025 Variance**	
	Original budget	Adjusted budget	Actual	Original budget e	Adjusted Budget	Original budget actual	Adjusted budget	Actual	Original budget	Adjusted budget
Capital transfer and Grants – National Government										
Municipal Systems Improvement	0	0	0	0	0	0	0	0	0	0
Municipal Infrastructure Grant	137 728 000	128 516 000	120 157 921	17 5 70 079	8 358 079	133 616 000	141 181 080	141 181 076	0	0
Extended Public Works Grant	2 874 000	2 713 000	2 713 000	0	0	1 550 000	1 550 000	1 318 000	15%	15%
Department of Water and Forestry Grant	30 000 000	30 000 000	29 999 999	0	0	75 000 000	75 000 000	75 000 000	0	0
Library grant	1 036 000	1 036 000	1 036 000	0	0	1 038 000	1 183 000	1 183 000	0	0
Finance Management Grant	2 900 000	2 900 000	2 900 000	0	0	2 900 000	2 900 000	2 900 000	0	0
Library grant	1 036 000	1 036 000	1 036 000	0	0	1 038 000	1 183 000	1 183 000	0	0
Total Capital Transfers and Grants	**174 538 000**	**165 165 000**	**156 806 921**	**17 7 31 079**	**8 358 079**	**214 104 000,00**	**221 814 080,00**	**221 582 076,00**	**-3**	**0**

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

GRANTS

Employee costs

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	**Audited outcome**
Employe e costs	Employee costs/(Total Revenue– capital revenue))	179 594 386/ (747 808 967 – 150 157 921) = 30%	134 233 414.69/ (796 366 906.11- 181 136 116.81) = 22%

4.7. Supply Chain Management Compliance

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

CHAPTER 5: AUDIT REPORT FOR FINANCIAL YEAR END 2024-2025

Auditing to build public confidence

AUDITOR-GENERAL
SOUTH AFRICA

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

Opinion

1. I have audited the financial statements of the Moretele Local Municipality set out on pages 12 to 92 of annexure 1, which comprise the appropriation statement, statement of financial position as at 30 June 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Moretele Local Municipality as at 30 June 2025 and 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 24 of 2024 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

4. 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.

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

Emphasis of matters

6. I draw attention to the matters below. Not modified in respect of these matters.

7. As disclosed in note 46 to the financial statements, unauthorized expenditure of R85 628 740 was incurred in the current year and the unauthorized expenditure of R611 265 720 in respect of prior years had not yet been dealt with in accordance with section 32 of the MFMA.

8. As disclosed in note 33 to the financial statements, material losses of R4 200 175 (2024: R72 394 751) were incurred as a result of significant impairment of property plan and equipment.

9. As disclosed in note 33 to the financial statements, material losses of R133 607 006 (2024: R81 228 565) were incurred as a result of significant impairment of receivables

Other matter

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

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

Responsibilities of the accounting officer for the financial statements

12. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and the 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.

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

Responsibilities of the auditor-general for the audit of the financial statements

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

15. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which appears on page 11, forms part of our auditor's report.

Report on the audit of the annual performance report

16. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected key performance areas (KPA's) presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

17. I selected the following key performance area presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected key performance area that measures the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

Key performance areas	Page numbers	Purpose
Basic service delivery and infrastructure development	69	Basic services and infrastructure development ensure access to sustainable services and infrastructure to all households

18. I evaluated the reported performance information for the selected key performance area against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.

19. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable

- there is adequate supporting evidence for the achievements reported and for the measures taken to improve performance

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

21. I did not identify any material findings on the reported performance information for the selected key performance area.

Other matters

22. I draw attention to the matters below.

Achievement of planned targets

23. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance.

24. The table that follows provides information on the achievement of planned targets and lists the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

KPA 1 - Basic service delivery and infrastructure development

Targets achieved: 94%		
Key indicator not achieved	**Planned target**	**Reported achievement**
Number (453) of provision of basic water services in Ward 15 by June 2025	453	450
Number (1000) of provision of basic water services with reticulation and yard connections Schedule C Water supply to Moeka, (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) by June 2025	1000	0 1,000 reticulation and yard connections were completed by June 2025; however, no basic water services were ultimately provided to residents.”

Material misstatements corrected

25. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for basic service delivery and infrastructure development. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

26. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.

27. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

28. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow for consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

29. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statement and annual reports

30. 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 misstatement of the notes that supports receivables, prior period error note, PPE note and unauthorised expenditure identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

31. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R765 811, as disclosed in note 47 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest on overdue account.

32. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R85 628 740 as disclosed in note 46 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by Contracted services expenditure.

Consequences management

33. Unauthorised, irregular and fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(a) and (b) of the MFMA.

Strategic planning and performance

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

Other information in the annual report

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

36. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

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

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

Internal control deficiencies

39. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

40. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the opinion and the material findings on compliance with legislation included in this report.

41. The accounting officer did not exercise oversight responsibility regarding the monitoring of compliance with the consequence management requirements which resulted in unauthorised, irregular and fruitless and wasteful expenditure not being investigated.

42. 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 compliance with legislation.

43. 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, which were subsequently corrected.

Rustenburg

29 November 2025

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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 selected requirements in key legislation.

Financial statements

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 [type of auditee]'s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the 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 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 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.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003 (MFMA)	Section 1 (a), (b) & (d) of the definition: irregular expenditure Section 1 Definition of SDBIP Sections 11(1); 13(2); 14(1); 14(2)(a); 14(2)(b); 15 Sections 24(2)(c)(iv); 29(1); 29(2)(b); 32(2) Sections 32(2)(a); 32(2)(a)(i); 32(2)(a)(ii); 32(2)(b) Sections 32(6)(a); 32(7); 53(1)(c)(ii); 54(1)(c) Sections 62(1)(d); 62(1)(f)(i); 62(1)(f)(ii); 62(1)(f)(iii) Sections 63(2)(a); 63(2)(c); 64(2)(b); 64(2)(c); 64(2)(e) Sections 64(2)(f); 64(2)(g); 65(2)(a); 65(2)(b); 65(2)(e) Sections 72(1)(a)(ii); 95(a); 112(I)(iii); 112(1)(j) Sections 116(2)(b); 116(2)(c)(ii); 117; 122(1); 122(2) Sections 126(1)(a); 126(1)(b); 127(2); 127(5)(a)(i) Sections 127(5)(a)(ii); 129(1); 129(3); 133(1)(a) Sections 133(1)(c)(i); 133(1)(c)(ii); 170; 171(4)(a); 171(4)(b)
LG: MFMA: Municipal budget and reporting regulations, 2009	Regulations 71(1); 71(2); 72
LG: MFMA: Municipal investment regulations, 2005	Regulations 3(1)(a); 3(3); 6; 7; 12(2); 12(3)
LG: MFMA: Municipal regulations on financial misconduct procedures and criminal proceedings, 2014	Regulations 5(4); 6(8)(a); 6(8)(b); 10(1)
LG: MFMA: Municipal supply chain management (SCM) regulations, 2017	Regulations 5; 12(1)(b); 12(1)(c); 12(3); 13(b); 13(c); 13(c)(i) Regulations 16(a); 17(1)(a); 17(1)(b); 17(1)(c); 19(a) Regulations 21(b); 22(1)(b)(i); 22(2); 27(2)(a); 27(2)(e) Regulations 28(1)(a)(i); 28(1)(a)(ii); 29(1) (a) and (b) Regulations 29(5)(a)(ii); 29(5)(b)(ii); 32; 36(1) Regulations 38(1) (c); 38(1)(d)(ii); 38(1)(e); 38(1)(g)(i) Regulations 38(1)(g)(ii); 38(1)(g)(iii) Regulations 43; 44; 46(2)(e); 46(2)(f)

Municipal Systems Act 32 of 2000 (MSA)	Sections 25(1); 26(a); 26(c); 26(i); 26(h); Sections 29(1)(b)(ii); 29(3)(b); 34(a); 34(b); Sections 38(a); 41(1)(a); 41(1)(b); 41(1)(c)(ii); 42; 43(2) Sections 56(a); 57(2)(a); 57(4B); 57(6)(a) Sections 66(1)(a); 66(1)(b); 67(1)(d); 74(1) Sections 93B(a); 93B(b); 93C(a)(iv); 93C(a)(v); 96(b)
LG: MSA: Municipal planning and performance management regulations, 2001	Regulations 2(1)(e); 2(3)(a); 3(3); 3(4)(b); 3(5)(a); 7(1); 8 Regulations 9(1)(a); 10(a); 12(1); 15(1)(a)(i); 15(1)(a)(ii)
LG: MSA: Municipal performance regulations for municipal managers and managers directly accountable to municipal managers, 2006	Regulations 2(3)(a); 4(4)(b); 8(1); 8(2); 8(3)
LG: MSA: Regulations on appointment and conditions of employment of senior managers, 2014	Regulations 17(2); 36(1)(a)

Legislation	Sections or regulations
LG: MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations 5(2); 5(3); 5(6); 8(4)
Annual Division of Revenue Act (DoRA)	Sections 11(6)(b); 12(5); 16(1); 16(3)
Construction Industry Development Board Act 38 of 2000 (CIDB)	Section 18(1)
CIDB regulations	Regulations 17; 25(7A)
Municipal Property Rates Act 6 of 2004 (MPRA)	Section 3(1)
Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA)	Sections 2(1)(a); 2(1)(f)
Preferential Procurement regulations (PPR), 2017	Regulations 5(1); 5(3); 5(6); 5(7) Regulations 6(1); 6(2); 6(3); 6(5); 6(6); 6(8) Regualtions 7(1); 7(2); 7(3); 7(5); 7(6); 7(8) Regulations 8(2); 8(5); 9(1); 10(1); 10(2);11(1)
Preferential Procurement regulations (PPR), 2022	Regulations 3(1) Regulations 4(1); 4(2); 4(3); 4(4) Regualtions 5(1); 5(2); 5(3); 5(4)
Prevention and Combating of Corrupt Activities Act 12 of 2004 (PRECCA)	Section 34(1)

ANNEXURE 1: MUNICIPALITY’S ANNUAL FINANCIAL STATEMENTS 2024-2025

Moretele Local Municipality Annual Financial Statements
for the year ended 30 June 2025

Moretele Local Municipality
Annual Financial Statements for the year ended 30 June 2025

General Information

Country of incorporation and domicile	South Africa
Legal form of entity	Municipality in terms of section 1 of the Local Government: Municipal Structures Act (Act No. 117 of 1998) read with section 155 (1) of the Constitution of the Republic of South Africa (Act No. 108 of1998)
Nature of business and principal activities	The main business operations of the municipality is to engage in local governance activities in terms of section 152 of the Constitution, which includes planning and promotion of integrated development planning,land, economic and environmental development and supplying of the following services to the community: Waste management services (thecollection, disposal and purifying of waste, refuse and sewerage),water services (supplying water to the public), and rates and generalservices (all types of services rendered by the municipality, excluding the supply of housing to the community, however including the rentalof units owned by the municipality to private entities).
Mayor	Cllr Manyike MG
Speaker	Cllr Mapela F
MPAC Chair	Cllr Kodisang MD
	Cllr Monaheng MA (Ad hoc MPAC Chairperson from 6 March 2025)
Single Whip	Cllr Mleta NK
Exco Members	Cllr Macheke J
	Cllr Maluleka VK
	Cllr Moetji MM
	Cllr Molefe MG
	Cllr Mphapudi MV
	Cllr Ndlovu SL
	Cllr Pete RC
	Cllr Shai CM

Cllr Tsoku FM

General Information

Councillors

Cllr Baloyi MG
Cllr Chauke S
Cllr Kutumela RME
Cllr Kutumela SA
Cllr Langa BJ
Cllr Langa ND
Cllr Lekalakala RC
Cllr Letebele PM
Cllr Letlape PK
Cllr Letlhabi PS
Cllr Mabena PM
Cllr Mamadi GKT
Cllr Mashaba FV
Cllr Mashele SL
Cllr Mathimbi JD
Cllr Mbekwa DBS
Cllr Moatshe MC
Cllr Modisa SJ
Cllr Modise LF
Cllr Mokone HA
Cllr Molefe KJ
Cllr Monaheng MA
Cllr Mosane ML
Cllr Moselane EL
Cllr Mosetlhe TJ
Cllr Motaung JM
Cllr Motlhasedi DK
Cllr Motshegoa ST
Cllr Mudau NP
Cllr Nkutshweu DD
[redacted]

	Cllr Segona ED Cllr Sekhaolela TL Cllr Selepane EKM Cllr Sethole DS Cllr Sithole BL Cllr Sithole TM Cllr Skosana TN Cllr Sono D Cllr Tlhabane AL Cllr Zimba AI
Audit and risk committee members	Mabuza JM Ms (Chairperson) Mathabathe MG Mr Malapela L Mr Makhathini SJ Ms Ndou F Mr
Grading of local authority	GRADE 3
Demarcation code	NW 371

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The reports and statements set out below comprise the annual financial statements presented to the provincial legislature:

Abbreviations used:

ASB	Accounting Standards Board
DBSA	Development Bank of South Africa
GRAP	Generally Recognised Accounting Practice
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant (Previously CMIP)

mSCOA	Municipal Standard Chart of Accounts
WSIG	Water Supply Infrastructure Grant
AGSA	Auditor General of South Africa
MM	Municipal Manager
CFO	Chief Financial Officer

Accounting Officer's Responsibilities and Approval

The accounting officer is required by the Municipal Finance Management Act (Act 56 of 2003), to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the council members to ensure that the annual financial statements fairly present the state of affairs of the municipality as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and was given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The accounting officer acknowledges ultimate responsible for the system of internal financial control established by the municipality and place considerable importance on maintaining a strong control environment. To enable the accounting officer to meet these responsibilities, the accounting officer sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the municipality and all employees are required to maintain the highest ethical standards in ensuring the municipality's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the municipality is on identifying, assessing, managing and monitoring all known forms of risk across the municipality. While operating risk cannot be fully eliminated, the municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The accounting officer is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The accounting officer has reviewed the municipality's cash flow forecast for the year to 30 June 2026 and, in the light of this review and the current financial position, he is satisfied that the municipality has or has access to adequate resources to continue in operational existence for the foreseeable future.

The municipality is grants dependent. The annual financial statements are prepared on the basis that the municipality is a going concern and that the municipality has neither the intention nor the need to liquidate or curtail materially the scale of the municipality.

Although the accounting officer are primarily responsible for the financial affairs of the municipality, they are supported by the
external Auditor

The external auditors are responsible for independently reviewing and reporting on the municipality's annual financial statements. The annual financial statements have been examined by the municipality's external auditors and their report is presented on page 8.

The annual financial statements set out on page 8, which have been prepared on the going concern basis, were approved by the accounting officer on 31 August 2025 and were signed on its behalf by:

S Ngwenya
Accounting Officer

Audit Committee Report

We are pleased to present our report for the financial year ended 30 June 2025.

Audit committee members and attendance

In terms of section 166 (4) (b) of Municipal Finance Management Act, 56 of 2003, the Audit Committee, consisting of independent external members listed below is required meet as often as is required to perform its function, but at least four times a year.

The audit committee held four (04) ordinary meetings and eleven (11) special meetings for the financial year 2024/25 as listed below:

Audit Committee members from 01 July 2024 to 30 April 2025

Name of Member	Position in the Committee	Number of ordinary meetings attended	Number of special meetings attended
Ms J M Mabuza	Chairperson	4	11
Mr MG Mathabathe	Member	4	8
Mr L Malapela	Member	4	11
Ms SJ Makhathini	Member	4	11
Mr F Ndou	Member	4	11

Audit committee responsibility

The audit committee reports that it has complied with its responsibilities arising from section 166(2)(a) of the MFMA.

The audit committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

The system of internal controls applied by the municipality over financial and risk management is effective, efficient and transparent. In line with the MFMA and the King IV Report on Corporate Governance requirements, Internal Audit provides the audit committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the annual financial statements, and the management report of the Auditor-General South Africa, it was noted that no matters were reported that indicate any material deficiencies in the system of internal control or any deviations therefrom.

Accordingly, we can report that the system of internal control over financial reporting for the period under review was efficient and effective.

The audit committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer of the entity during the year under review.

Evaluation of annual financial statements

The audit committee has:

- reviewed and discussed the unaudited annual financial statements to be included in the annual report, with the Accounting Officer;
- reviewed changes in accounting policies and practices ;
- reviewed the municipalities' compliance with legal and regulatory provisions;

Internal audit

The audit committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the entity and its audits.

The audit committee has met with the Auditor-General of South Africa to ensure that there are no unresolved issues.

Moretele Local Municipality

Annual Financial Statements for the year ended 30 June 2025

Statement of Financial Position as at 30 June 2025

Figures in Rand	Note(s)	2025	2024 Restated*
Assets			
Current Assets			
Cash and cash equivalents	3	253 092 755	285 828 111
Receivables from exchange transactions	4&5	31 906 833	37 439 755
Receivables from non-exchange transactions	5&6	34 292 090	44 816 427
Inventories	7	297 951	132 027
Operating lease asset	8	68 793	65 529
Prepayments	9	550 000	550 000
		320 208 422	**368 831 849**
Non-Current Assets			
Investment property	10	10 995 900	10 895 550
Property, plant and equipment	11	1 660 984 149	1 537 045 680
Intangible assets	12	344 871	25 131
Heritage assets	13	206 303	206 303
		1 672 531 223	**1 548 172 664**
Total Assets		**1 992 739 645**	**1 917 004 513**
Liabilities			
Current Liabilities			
Payables from exchange transactions	14	192 554 015	163 231 272
Unallocated Deposits	15	678 163	594 814
VAT payable	16	42 781 453	28 941 143
Employee benefit obligation	17	2 271 739	872 280
Unspent conditional grants and receipts	18	771 650	9 129 169
		239 057 020	**202 768 678**
Non-Current Liabilities			
Employee benefit obligation	17	8 236 447	7 897 959
Total Liabilities		**247 293 467**	**210 666 637**
Net Assets		**1 745 446 178**	**1 706 337 876**

Accumulated surplus	1 745 446 178	1 706 337 876
Total Net Assets	**1 745 446 178**	**1 706 337 876**

Statement of Financial Performance

Figures in Rand	Note(s)	2025	2024 Restated*
Revenue			
Revenue from exchange transactions			
Service charges	20	69 425 605	67 752 967
Rendering of services		4 848	6 404
Rental of facilities and equipment	21	179 567	178 351
Bad Debts Recovered	22	9 300 000	-
Insurance Refund	23	99 980	-
Licence and permits	25	638 770	747 638
Sale of goods	23	443 417	490 611
Operating income	23	75 056	106 223
Interest received	26	44 243 873	44 985 635
Gain on disposal of assets and liabilities		75 502	-
Fair value adjustments		100 350	-
Actuarial gains	17	-	35 605
Total revenue from exchange transactions		**124 586 968**	**114 303 434**
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	27	31 685 151	29 936 496
Interest - Property rates	28	3 851 318	3 375 278
Transfer revenue			
Government grants & subsidies	29	691 075 388	600 170 628
Total revenue from non-exchange transactions		**726 611 857**	**633 482 402**
Total revenue	19	**851 198 825**	**747 785 836**
Expenditure			
Employee related costs	30	(167 101 834)	(157 518 553)
Remuneration of councillors	31	(23 980 723)	(23 256 344)
Depreciation and amortisation	32	(63 526 025)	(62 616 052)
Impairment loss	33	(137 807 181)	(153 623 316)
Finance costs	34	(459 765)	(610 019)
Bad debts written off	5	-	(9 668 750)
Bulk purchases	35	(55 649 415)	(49 060 126)
Contracted services	36	(230 025 202)	(184 409 313)
Loss on disposal of assets and liabilities		-	(15 701 421)
Fair value adjustments		-	(9 672 506)
Actuarial losses	17	(1 103 477)	-
Public toilets distributed	37	(39 865 210)	(13 073 520)
Inventory Consumed	7	(2 133 197)	(1 914 651)
General Expenses	38	(90 438 498)	(77 746 803)
Total expenditure		**(812 090 527)**	**(758 871 374)**
Surplus (deficit) for the year		**39 108 298**	**(11 085 538)**

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Service charges	67 972 835	-	**67 972 835**	69 425 605	**1 452 770**	52
Sale of Goods and Rendering of services	744 422	(2 000)	**742 422**	448 265	**(294 157)**	
Rental of facilities and equipment	182 998	-	**182 998**	179 567	**(3 431)**	52
Insurance refund	-	-	**-**	99 980	**99 980**	
Licence and permits	1 149 850	-	**1 149 850**	638 770	**(511 080)**	
Fair value adjustments	-	-	**-**	100 350	**100 350**	
Other income - (rollup)	158 607	9 300 000	**9 458 607**	9 375 056	**(83 551)**	52
Interest received - investment	27 430 093	87 716	**27 517 809**	28 021 188	**503 379**	52
Gains on disposal of assets	-	-	**-**	75 502	**75 502**	
Interest Received -Receivables	15 803 237	-	**15 803 237**	16 222 685	**419 448**	52
Total revenue from exchange transactions	**113 442 042**	**9 385 716**	**122 827 758**	**124 586 968**	**1 759 210**	
Revenue from non-exchange transactions						
Taxation revenue						
Property rates	22 119 746	-	**22 119 746**	31 685 151	**9 565 405**	52
Interest - Taxation revenue	3 301 842	-	**3 301 842**	3 851 318	**549 476**	52
Transfer revenue						
Government grants & subsidies	683 818 456	7 710 080	**691 528 536**	691 075 388	**(453 148)**	52
Fines, Penalties and Forfeits	1 742 058	-	**1 742 058**	-	**(1 742 058)**	52
Total revenue from non-exchange transactions	**710 982 102**	**7 710 080**	**718 692 182**	**726 611 857**	**7 919 675**	
Total revenue	**824 424 144**	**17 095 796**	**841 519 940**	**851 198 825**	**9 678 885**	
Expenditure						
Employee related costs	(181 836 165)	(3 292 719)	**(185 128 884)**	(167 101 834)	**18 027 050**	52
Remuneration of councillors	(25 473 911)	1 816 894	**(23 657 017)**	(23 980 723)	**(323 706)**	52
Depreciation and amortisation	(112 761 810)	-	**(112 761 810)**	(63 526 025)	**49 235 785**	52
Impairment loss/ Reversal of impairments	-	-	**-**	(4 200 175)	**(4 200 175)**	
Inventory Consumed	(7 380 290)	200 000	**(7 180 290)**	(2 133 197)	**5 047 093**	52
Finance costs	-	-	**-**	(459 765)	**(459 765)**	52
Debt Impairment	(72 644 516)	-	**(72 644 516)**	(133 607 006)	**(60 962 490)**	52
Bulk purchases	(50 352 000)	-	**(50 352 000)**	(55 649 415)	**(5 297 415)**	52
Contracted Services	(189 645 454)	(30 059 644)	**(219 705 098)**	(230 025 202)	**(10 320 104)**	52
Actuarial losses	-	-	**-**	(1 103 477)	**(1 103 477)**	
Public Toilets distributed	-	-	**-**	(39 865 210)	**(39 865 210)**	
General Expenses	(82 400 930)	(316 249)	**(82 717 179)**	(90 438 498)	**(7 721 319)**	52
Total expenditure	**(722 495 076)**	**(31 651 718)**	**(754 146 794)**	**(812 090 527)**	**(57 943 733)**	
Surplus before taxation	**101 929 068**	**(14 555 922)**	**87 373 146**	**39 108 298**	**(48 264 848)**	

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Position						
Assets						
Current Assets						
Inventories	222 792	(90 765)	**132 027**	297 951	**165 924**	52
Operating lease asset	4 176	(36 614)	**(32 438)**	68 793	**101 231**	52
Receivables from exchange transactions	20 431 008	6 438 006	**26 869 014**	31 906 833	**5 037 819**	52
Receivables from non-exchange transactions	22 656 141	26 782 734	**49 438 875**	34 292 090	**(15 146 785)**	52
VAT receivable	8 532 262	(6 036 322)	**2 495 940**	-	**(2 495 940)**	52
Prepayments	-	-	**-**	550 000	**550 000**	
Cash and cash equivalents	240 730 016	(30 699 112)	**210 030 904**	253 092 755	**43 061 851**	52
	292 576 395	**(3 642 073)**	**288 934 322**	**320 208 422**	**31 274 100**	
Non-Current Assets						
Investment property	18 739 570	(7 844 021)	**10 895 549**	10 995 900	**100 351**	52
Property, plant and equipment	1 473 416 375	218 559 678	**1 691 976 053**	1 660 984 149	**(30 991 904)**	52
Intangible assets	10 025 025	(5 999 893)	**4 025 132**	344 871	**(3 680 261)**	52
Heritage assets	206 303	-	**206 303**	206 303	**-**	52
	1 502 387 273	**204 715 764**	**1 707 103 037**	**1 672 531 223**	**(34 571 814)**	
Total Assets	**1 794 963 668**	**201 073 691**	**1 996 037 359**	**1 992 739 645**	**(3 297 714)**	

Liabilities

Moretele Local Municipality
Annual Financial Statements for the year ended 30 June 2025

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**101 929 068**	**(14 555 922)**	**87 373 146**	**39 108 298**	**(48 264 848)**	

Liabilities						
Current Liabilities						
Payables from exchange transactions	156 398 656	(12 141 596)	**144 257 060**	192 554 014	**48 296 954**	52
Payables from non-exchange transactions	864 976	8 264 195	**9 129 171**	1 449 813	**(7 679 358)**	52
VAT payable	19 716 706	9 888 152	**29 604 858**	42 781 453	**13 176 595**	52
Consumer deposits	1	-	**1**	-	**(1)**	
Employee benefit obligation	3 468 669	1 087 243	**4 555 912**	2 271 739	**(2 284 173)**	52
	180 449 008	**7 097 994**	**187 547 002**	**239 057 019**	**51 510 017**	
Non-Current Liabilities						
Employee benefit obligation	7 355 999	541 959	**7 897 958**	8 236 447	**338 489**	52
Total Liabilities	**187 805 007**	**7 639 953**	**195 444 960**	**247 293 466**	**51 848 506**	
Net Assets	**1 607 158 661**	**193 433 738**	**1 800 592 399**	**1 745 446 179**	**(55 146 220)**	
Net Assets						
Net Assets Attributable to Owners of Controlling Entity						
Reserves						
Accumulated surplus	1 326 869 075	178 360 519	**1 505 229 594**	1 745 446 178	**240 216 584**	

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Cash Flow Statement						
Cash flows from operating activities						
Receipts						
Sale of goods and services	17 446 737	-	**17 446 737**	13 542 170	**(3 904 567)**	52
Grants	683 818 456	7 710 080	**691 528 536**	682 717 869	**(8 810 667)**	52
Interest income	44 355 956	87 716	**44 443 672**	28 522 293	**(15 921 379)**	52
Other receipts	3 977 935	9 298 000	**13 275 935**	10 933 856	**(2 342 079)**	52
	749 599 084	**17 095 796**	**766 694 880**	**735 716 188**	**(30 978 692)**	
Payments						
Suppliers and Employee costs	(537 088 750)	(31 651 718)	**(568 740 468)**	(586 785 493)	**(18 045 025)**	52
Finance costs	-	-	**-**	(459 765)	**(459 765)**	52
	(537 088 750)	**(31 651 718)**	**(568 740 468)**	**(587 245 258)**	**(18 504 790)**	
Net cash flows from operating activities	**212 510 334**	**(14 555 922)**	**197 954 412**	**148 470 930**	**(49 483 482)**	
Cash flows from investing activities						
Purchase of property, plant and equipment	(243 559 324)	(30 629 665)	**(274 188 989)**	(182 135 151)	**92 053 838**	52
Purchase of other intangible assets	-	-	**-**	(365 217)	**(365 217)**	52
Net cash flows from investing activities	**(243 559 324)**	**(30 629 665)**	**(274 188 989)**	**(182 500 368)**	**91 688 621**	
Net increase/(decrease) in cash and cash equivalents	(31 048 990)	(45 185 587)	**(76 234 577)**	(34 029 438)	**42 205 139**	
Cash and cash equivalents at the beginning of the year	271 341 633	14 486 475	**285 828 108**	285 828 111	**3**	

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Cash Flow Statement						
Cash flows from operating activities						
Receipts						
Sale of goods and services	17 446 737	-	**17 446 737**	13 542 170	**(3 904 567)**	52
Grants	683 818 456	7 710 080	**691 528 536**	682 717 869	**(8 810 667)**	52
Interest income	44 355 956	87 716	**44 443 672**	28 522 293	**(15 921 379)**	52
Other receipts	3 977 935	9 298 000	**13 275 935**	10 933 856	**(2 342 079)**	52
	749 599 084	**17 095 796**	**766 694 880**	**735 716 188**	**(30 978 692)**	
Payments						
Suppliers and Employee costs	(537 088 750)	(31 651 718)	**(568 740 468)**	(586 785 493)	**(18 045 025)**	52
Finance costs	-	-	**-**	(459 765)	**(459 765)**	52
	(537 088 750)	**(31 651 718)**	**(568 740 468)**	**(587 245 258)**	**(18 504 790)**	
Net cash flows from operating activities	**212 510 334**	**(14 555 922)**	**197 954 412**	**148 470 930**	**(49 483 482)**	
Cash flows from investing activities						
Purchase of property, plant and equipment	(243 559 324)	(30 629 665)	**(274 188 989)**	(182 135 151)	**92 053 838**	52
Purchase of other intangible assets	-	-	**-**	(365 217)	**(365 217)**	52
Net cash flows from investing activities	**(243 559 324)**	**(30 629 665)**	**(274 188 989)**	**(182 500 368)**	**91 688 621**	
Net increase/(decrease) in cash and cash equivalents	(31 048 990)	(45 185 587)	**(76 234 577)**	(34 029 438)	**42 205 139**	
Cash and cash equivalents at the beginning of the year	271 341 633	14 486 475	**285 828 108**	285 828 111	**3**	
Cash and cash equivalents at the end of the year	**240 292 643**	**(30 699 112)**	**209 593 531**	**251 798 673**	**42 205 142**	

Appropriation Statement

Figures in Rand	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated audited outcome

Appropriation Statement

Figures in Rand	Original budget	Budget adjustments (i.t.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s31 of the MFMA)	Virement (i.t.o. council approved policy)	Final budget	Actual outcome	Unauthorised expenditure	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
2025											
Financial Performance											
Property rates	22 119 746	-	22 119 746	-		22 119 746	31 088 970		8 969 224	141 %	141 %
Service charges	67 972 835	-	67 972 835	-		67 972 835	62 465 623		(5 507 212)	92 %	92 %
Investment revenue	27 430 093	87 716	27 517 809	-		27 517 809	28 021 188		503 379	102 %	102 %
Transfers revenue	683 818 456	7 710 080	691 528 536	-		691 528 536	691 075 388		(453 148)	100 %	101 %
Other own revenue	23 083 014	9 300 000	32 383 014	-		32 383 014	30 965 088		(1 417 926)	96 %	134 %
Total revenue (excluding capital transfers and contributions)	**824 424 144**	**17 097 796**	**841 521 940**	**-**		**841 521 940**	**843 616 257**		**2 094 317**	**100 %**	**102 %**
Employee costs	(181 836 165)	(3 292 719)	(185 128 884)	-	-	(185 128 884)	(167 342 404)	-	17 786 480	90 %	92 %
Remuneration of councillors	(25 473 911)	1 816 894	(23 657 017)	-	-	(23 657 017)	(23 980 722)	-	(323 705)	101 %	94 %
Depreciation and asset impairment	(112 761 810)	-	(112 761 810)			(112 761 810)	(63 526 025)	-	49 235 785	56 %	56 %
Finance charges	-	-	-	-	-	-	(459 765)	-	(459 765)	DIV/0 %	DIV/0 %
Inventory consumed and bulk purchases	(57 732 290)	200 000	(57 532 290)	-	(255 000)	(57 787 290)	(59 544 632)	-	(1 757 342)	103 %	103 %

Accounting Policies

Figures in Rand	Note(s)	2025	2024

1. Significant account policies

The principal accounting policies applied in the preparation of these annual financial statements are set out below.

1.1 Basis of preparations

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act (Act 56 of 2003).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand which is the functional and presentation currency of the Municipality.

In the absence of an issued and effective Standard of GRAP, accounting policies for material transactions, events or conditions were developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 as read with Directive 5.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

These accounting policies are consistent with the previous period.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the municipality will continue to operate as a going concern for at least the next 12 months.

1.3 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

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Other expenditure	(344 690 900)	(30 375 893)	(375 066 793)	-	254 998	(374 811 795)	(487 738 234)	(58 112 233)	(112 926 439)	130 %	142 %
Total expenditure	**(722 495 076)**	**(31 651 718)**	**(754 146 794)**	**-**	**(2)**	**(754 146 796)**	**(802 591 782)**	**(58 112 233)**	**(48 444 986)**	**106 %**	**111 %**
Surplus/(Deficit)	**101 929 068**	**(14 553 922)**	**87 375 146**	**-**		**87 375 144**	**41 024 475**		**(46 350 669)**	**47 %**	**40 %**
Surplus/(Deficit) for the year	**101 929 068**	**(14 553 922)**	**87 375 146**	**-**		**87 375 144**	**41 024 475**		**(46 350 669)**	**47 %**	**40 %**

Receivables from exchange transactions

The municipality assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the municipality makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

Allowance for slow moving, damaged and obsolete stock

An allowance for stock to write stock down to the lower of cost or net realisable value. Management have made estimates of the selling price and direct cost to sell on certain inventory items. The write down is included in the operation surplus note.

Impairment testing

An asset is impaired when the carrying amount of the asset exceeds its recoverable service amount. If there is an indicator of impairment present, the municipality is required to make a formal estimate of recoverable service amount. The municipality reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. The recoverable service amount is determined based on the higher of value in use and fair values less costs to sell.

The municipality reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets.

1.3 Significant judgements and sources of estimation uncertainty (continued)

Useful lives of property, plant and equipment and other assets

The municipality's management determines the estimated useful lives and related depreciation charges for the property, plant and equipment. This estimate is based on industry norm. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives.

Long-term employee benefit obligations

The present value of the post-retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post-retirement obligations.

The municipality determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the municipality considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Other key assumptions for pension obligations are based on current market conditions. Additional information is disclosed in Note 17.

Effective interest rate

The municipality used the prime interest rate to discount future cash flows.

Impairment of statutory receivables

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the municipality measures and impairment loss. The impairment loss is measured as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, are reduced, either directly or through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

In estimating the future cash flows, the municipality considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the municipality discounts the estimated future cash flows using a rate that reflects the current risk free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

Accounting Policies

1.3 Significant judgements and sources of estimation uncertainty (continued)

Impairment of receivables from exchange transactions

If there is an indication that a receivables from exchange transactions , or a group of receivables from exchange transactions , may be impaired, the municipality measures and impairment loss. The impairment loss is measured as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the receivables from exchange transactions, or group of receivables from exchange transactions, are reduced, either directly or through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

In estimating the future cash flows, the municipality considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the municipality discounts the estimated future cash flows using a rate that reflects the current risk free rate and, if applicable, any risks specific to the receivables from exchange transactions, or group of receivables from exchange transactions, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for receivables from exchange transactions are revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Receivables are assessed individually if they are significant otherwise they are assessed either individually or collectively. For the purposes of collective assessment of impairment, receivables are grouped based on similar credit risk characteristics. This grouping is done based on a credit risk evaluation or grading process that considers: Asset type, Industry, geographical location, collateral type, past due status and other relevant factors.

Discount rate was derived from minimum prescribed interest of 10.00% for government entities and adjusted based on the credit risk profile of each group of receivables.

1.4 Investment property

Investment property is property (land or a building - or part of a building - or both) held to earn rentals or for capital appreciation or both, rather than for:

- use in the production or supply of goods or services or for
- administrative purposes, or
- sale in the ordinary course of operations.

Owner-occupied property is property held for use in the production or supply of goods or services or for administrative purposes.

An impairment loss recognised in prior periods for a statutory receivable are revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Receivables are assessed individually if they are significant otherwise they are assessed either individually or collectively. For the purposes of collective assessment of impairment, receivables are grouped based on similar credit risk characteristics. This grouping is done based on a credit risk evaluation or grading process that considers: Asset type, Industry, geographical location, collateral type, past due status and other relevant factors.

Discount rate was derived from minimum prescribed interest of 10.00% for government entities and adjusted based on the credit risk profile of each group of receivables.

Investment property is recognised as an asset when, it is probable that the future economic benefits or service potential that are associated with the investment property will flow to the municipality, and the cost or fair value of the investment property can be measured reliably.

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement.

Where investment property is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

1.4 Investment property (continued)

Fair value

Subsequent to initial measurement investment property is measured at fair value.

The fair value of investment property reflects market conditions at the reporting date.

A gain or loss arising from a change in fair value is included in net surplus or deficit for the period in which it arises.

If the entity determines that the fair value of an investment property under construction is not reliably determinable but expects the fair value of the property to be reliably measurable when construction is complete, it measures that investment property under construction at cost until either its fair value becomes reliably determinable or construction is completed (whichever is earlier). If the entity determines that the fair value of an investment property (other than an investment property under construction) is not reliably determinable on a continuing basis, the entity measures that investment property using the cost model (as per the accounting policy on Property, plant and equipment). The residual value of the investment property is then assumed to be zero. The entity applies the cost model (as per the accounting policy on Property, plant and equipment) until disposal of the investment property.

Once the entity becomes able to measure reliably the fair value of an investment property under construction that has previously been measured at cost, it measures that property at its fair value. Once construction of that property is complete, it is presumed that fair value can be measured reliably. If this is not the case, the property is accounted for using the cost model in accordance with the accounting policy on Property, plant and equipment.

Derecognition/Disposal

Investment properties are derecognised (eliminated from the statement of financial position) on disposal or when the investment property is permanently withdrawn from use and no future economic benefits or service potential are expected from its disposal. The gain or loss arising on the disposal of an investment property is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner occupied property (property, plant and equipment), the deemed cost for subsequent accounting is the fair value [or carrying amount if cost model is used] at the date of change in use. If owner occupied property becomes an investment property, the entity accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Compensation from third parties for investment property that was impaired, lost or given up is recognised in surplus or deficit when the compensation becomes receivable.

1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:
- it is probable that future economic benefits or service potential associated with the item will flow to the municipality; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

1.5 Property, plant and equipment (continued)

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment is carried at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Property, plant and equipment are depreciated on the over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	5 - 50 years
Furniture and fixtures	Straight-line	4 - 10 years
Motor vehicles	Straight-line	5 - 15 years
IT equipment	Straight-line	3 - 8 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The municipality assesses at each reporting date whether there is any indication that the municipality expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the municipality revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.5 Property, plant and equipment (continued)

Assets which the municipality holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The municipality separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 11).

The municipality discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 11).

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised on disposal, or when no future economic benefits or service potential are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. Gains are not classified as revenue. Gains or losses are calculated as the difference between the carrying values of assets.

Assets which the group holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up is included in surplus or deficit when the compensation becomes receivable.

1.6 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the municipality or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:
- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the municipality; and
- the cost or fair value of the asset can be measured reliably.

The municipality assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:
- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Accounting Policies

1.6 Intangible assets (continued)

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Internally generated goodwill is not recognised as an intangible asset.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software, other	Straight-line	3 years

The municipality discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 11).

Intangible assets are derecognised:
- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of intangible assets is included in surplus or deficit when the asset is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

1.7 Heritage assets (continued)

Derecognition

The municipality derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

1.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.

1.7 Heritage assets

A heritage asset is defined as an asset that has a cultural, environmental, historical, natural, scientific, technological or artistic significance, and is held and preserved indefinitely for the benefit of present and future generations.

Recognition

The municipality recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the municipality, and the cost or fair value of the asset can be measured reliably.

Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses. Heritage assets are not depreciated.

Impairment

The municipality assesses at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the municipality estimates the recoverable amount or the recoverable service amount of the heritage asset.

Accounting Policies

1.7 Heritage assets (continued)

Derecognition

The municipality derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

1.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:
- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:
- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

1.8 Financial instruments (continued)

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A financial liability is any liability that is a contractual obligation to:
- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:
- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:
- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:
- derivatives;
- contingent consideration of an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfer of Functions Between Entities Not Under Common Control (GRAP 106) applies
- combined instruments that are designated at fair value;
- instruments held for trading. A financial instrument is held for trading if:
  - it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
  - on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
  - non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
  - financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

1.8 Financial instruments (continued)

Classification

The municipality has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Receivables from exchange transactions	Financial asset measured at amortised cost
Receivables from non-exchange transactions	Financial asset measured at amortised cost
Cash and cash equivalents	Financial asset measured at amortised cost

The municipality has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Payables from exchange transactions	Financial liability measured at amortised cost

Subsequent measurement – financial assets

Financial assets consist of cash and cash equivalents, deposits, receivables and investments.

Receivables are subsequently measured at amortised cost using the effective interest rate method, less impairment. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate.

A provision for impairment of receivables is established when there is objective evidence that the Municipality will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. Changes in the carrying amount of the provision is recognised in the Statement of Financial Performance. When a receivable is considered uncollectible, it is written off against the provision. Any gains or losses arising from the change in fair value of investments measured at fair value are recognised in the Statement of Financial Performance.

Residual interests that do not have a quoted market price in an active market, and the fair value of which cannot reliably be

subsequently measured at cost less any impairment. Impairment is considered when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected. Any calculated impairment is recognised in the Statement of Financial Performance.

Subsequent measurement - financial liabilities

Financial liabilities consist of payables, interest bearing loans and bank overdrafts.These liabilities are subsequently measured at amortised cost, using the effective interest rate method. Finance costs are expensed in the Statement of Financial Performance in the period in which they are incurred except where stated otherwise (see accounting policy on borrowing costs).

Fair value measurement considerations

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, the Municipality establishes fair value using a valuation technique.The chosen valuation technique makes maximum use of market inputs and relies as little as possible on municipality-specific inputs.

1.9 Statutory receivables

Identification

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

Accrued interest

Where the municipality levies interest on the outstanding balance of statutory receivables, it adjusts the transaction amount after initial recognition to reflect any accrued interest. Accrued interest is calculated using the nominal interest rate.

Interest on statutory receivables is recognised as revenue in accordance with the policy on Revenue from exchange transactions or the policy on Revenue from non-exchange transactions (Taxes and transfers), whichever is applicable.

Other charges

Where the municipality is required or entitled in terms of legislation, supporting regulations, by-laws or similar means to levy additional charges on overdue or unpaid amounts, and such charges are levied, the entity applies the principles as stated in "Accrued interest" above, as well as the relevant policy on Revenue from exchange transactions or the policy on Revenue from non-exchange transactions (Taxes and transfers).

Impairment losses

The municipality assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, the municipality considers, as a minimum, the following indicators:

- Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.
- It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.
- A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).
- Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

1.9 Statutory receivables (continued)

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the municipality measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced, either directly or through the use of an allowance account. The amount of the losses is recognised in surplus or deficit.

In estimating the future cash flows, an municipality considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the entity discounts the estimated future cash flows using a rate that reflects the current risk-free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted either directly or by adjusting the allowance account. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable(s) would have been had the impairment loss not been recognised at the date the impairment is revised. The amount of any adjustment is recognised in surplus or deficit.

Derecognition

The municipality derecognises a statutory receivable, or a part thereof, when:

- the rights to the cash flows from the receivable are settled, expire or are waived;
- the municipality transfers to another party substantially all of the risks and rewards of ownership of the receivable; or
- the municipality, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
  - derecognise the receivable; and
  - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. The entity considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP.

Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

1.10 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis.

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Income for leases is disclosed under revenue in statement of financial performance.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.11 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition. Inventory consist of consumables

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;
- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the municipality incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the municipality.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.12 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

Designation

1.9 Statutory receivables (continued)

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Recognition

The municipality recognises statutory receivables as follows:

- if the transaction is an exchange transaction, using the policy on Revenue from exchange transactions;
- if the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions (Taxes and transfers); or
- if the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the transaction amount can be measured reliably.

Initial measurement

The municipality initially measures statutory receivables at their transaction amount.

Subsequent measurement

The municipality measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

- interest or other charges that may have accrued on the receivable (where applicable);
- impairment losses; and
- amounts derecognised.

1.11 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition. Inventory consist of consumables

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the municipality incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the municipality.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.12 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

Designation

At initial recognition, the municipality designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of the municipality's objective of using the asset.

The municipality designates an asset or a cash-generating unit as cash-generating when:
- its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that
- the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

The municipality designates an asset as non-cash-generating when its objective is not to use the asset to generate a commercial return but to deliver services.

An asset used with the objective of generating a commercial return and service delivery, is designated either as a cash-generating asset or non-cash-generating asset based on whether the municipality expects to use that asset to generate a commercial return. When it is not clear whether the objective is to use the asset to generate a commercial return, the municipality designates the asset as a non-cash-generating asset and applies this accounting policy, rather than the accounting policy on Impairment of Non-cash-generating assets.

1.12 Impairment of non-cash-generating assets (continued)

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The municipality assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the municipality estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential.

The present value of the remaining service potential of a non-cash-generating assets is determined using the following approach:

Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash-generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the current reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost and reproduction cost of an asset is determined on an "optimised" basis. The rationale is that the municipality would not replace or reproduce the asset with a like asset if the asset to be replaced or reproduced is an overdesigned or overcapacity asset. Overdesigned assets contain features which are unnecessary for the goods or services the asset provides. Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost or reproduction cost of an asset on an optimised basis thus reflects the service potential required of the asset.

Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued non-cash-generating asset is treated as a revaluation decrease.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Accounting Policies

1.12 Impairment of non-cash-generating assets (continued)

Reversal of an impairment loss

The municipality assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the municipality estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

Any reversal of an impairment loss of a revalued non-cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.13 Employee benefits

Employee benefits are all forms of consideration given by an municipality in exchange for service rendered by employees.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the municipality recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The municipality measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when the municipality has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Accounting Policies

1.13 Employee benefits (continued)

Post-employment benefits: Defined benefit plans

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

Actuarial gains and losses comprise experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and the effects of changes in actuarial assumptions. In measuring its defined benefit liability the municipality recognises actuarial gains and losses in surplus or deficit in the reporting period in which they occur.

Assets held by a long-term employee benefit fund are assets (other than non-transferable financial instruments issued by the reporting entity) that are held by an entity (a fund) that is legally separate from the reporting entity and exists solely to pay or fund employee benefits and are available to be used only to pay or fund employee benefits, are not available to the reporting entity's own creditors (even in liquidation), and cannot be returned to the reporting entity, unless either:
- the remaining assets of the fund are sufficient to meet all the related employee benefit obligations of the plan or the reporting entity; or
- the assets are returned to the reporting entity to reimburse it for employee benefits already paid.

Current service cost is the increase in the present value of the defined benefit obligation resulting from employee service in the current period.

Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.

Past service cost is the change in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (when benefits are introduced or changed so that the present value of the defined benefit obligation increases) or negative (when existing benefits are changed so that the present value of the defined benefit obligation decreases). In measuring its defined benefit liability the entity recognises past service cost as an expense in the reporting period in which the plan is amended.

Plan assets comprise assets held by a long-term employee benefit fund and qualifying insurance policies.

The present value of a defined benefit obligation is the present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

The entity account not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices. Informal practices give rise to a constructive obligation where the entity has no realistic alternative but to pay employee benefits. An example of a constructive obligation is where a change in the entity's informal practices would cause unacceptable damage to its relationship with employees.

The amount recognised as a defined benefit liability is the net total of the following amounts:
- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly;
- plus any liability that may arise as a result of a minimum funding requirement

The amount determined as a defined benefit liability may be negative (an asset). The entity measures the resulting asset at the lower of:
- the amount determined above; and
- the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The present value of these economic benefits is determined using a discount rate which reflects the time value of money.

Any adjustments arising from the limit above is recognised in surplus or deficit.

1.13 Employee benefits (continued)

The entity determines the present value of defined benefit obligations and the fair value of any plan assets with sufficient regularity such that the amounts recognised in the annual financial statements do not differ materially from the amounts that would be determined at the reporting date.

The entity recognises the net total of the following amounts in surplus or deficit, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- the expected return on any plan assets and on any reimbursement rights;
- actuarial gains and losses;
- past service cost;
- the effect of any curtailments or settlements; and
- the effect of applying the limit on a defined benefit asset (negative defined benefit liability).

The entity uses the Projected Unit Credit Method to determine the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost. The Projected Unit Credit Method (sometimes known as the accrued benefit method pro-rated on service or as the benefit/years of service method) sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

In determining the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost, an entity shall attribute benefit to periods of service under the plan's benefit formula. However, if an employee's service in later years will lead to a materially higher level of benefit than in earlier years, an entity shall attribute benefit on a straight-line basis from:

- the date when service by the employee first leads to benefits under the plan (whether or not the benefits are conditional on further service); until
- the date when further service by the employee will lead to no material amount of further benefits under the plan, other than from further salary increases.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. The results of the valuation are updated for any material transactions and other material changes in circumstances (including changes in market prices and interest rates) up to the reporting date.

The entity recognises gains or losses on the curtailment or settlement of a defined benefit plan when the curtailment or settlement occurs. The gain or loss on a curtailment or settlement comprises:

- any resulting change in the present value of the defined benefit obligation; and
- any resulting change in the fair value of the plan assets.

Before determining the effect of a curtailment or settlement, the entity re-measure the obligation (and the related plan assets, if any) using current actuarial assumptions (including current market interest rates and other current market prices).

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is [OR is not] presented as the net of the amount recognised for a reimbursement.

The entity offsets an asset relating to one plan against a liability relating to another plan when the entity has a legally enforceable right to use a surplus in one plan to settle obligations under the other plan and intends either to settle the obligations on a net basis, or to realise the surplus in one plan and settle its obligation under the other plan simultaneously.

Accounting Policies

1.13 Employee benefits (continued)

Other post retirement obligations

The municipality provides post-retirement health care benefits, housing subsidies and gratuities upon retirement to some retirees.

The entitlement to post-retirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations. The municipality also provides a gratuity and housing subsidy on retirement to certain employees. An annual charge to income is made to cover both these liabilities.

The amount recognised as a liability for other long-term employee benefits is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly.

The municipality shall recognise the net total of the following amounts as expense or revenue, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- the expected return on any plan assets and on any reimbursement right recognised as an asset;
- actuarial gains and losses, which shall all be recognised immediately;
- past service cost, which shall all be recognised immediately; and
- the effect of any curtailments or settlements.

1.14 Provisions and contingencies

A provision is a liability of uncertain timing or amount.

Provisions are recognised when the Municipality has a present (legal or constructive) obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made.

Provisions are recognised when:

- the municipality has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the municipality settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating surplus (deficit).

1.14 Provisions and contingencies (continued)

If an municipality has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

A constructive obligation to restructure arises only when an entity:
- has a detailed formal plan for the restructuring, identifying at least:
  - the activity/operating unit or part of an activity/operating unit concerned;
  - the principal locations affected;
  - the location, function, and approximate number of employees who will be compensated for services being terminated;
  - the expenditures that will be undertaken; and
  - when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

A restructuring provision includes only the direct expenditures arising from the restructuring, which are those that are both:
- necessarily entailed by the restructuring; and
- not associated with the ongoing activities of the entity

No obligation arises as a consequence of the sale or transfer of an operation until the entity is committed to the sale or transfer, that is, there is a binding arrangement.

After their initial recognition contingent liabilities recognised in entity combinations that are recognised separately are subsequently measured at the higher of:
- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 41.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

The municipality recognises a provision for financial guarantees and loan commitments when it is probable that an outflow of resources embodying economic benefits and service potential will be required to settle the obligation and a reliable estimate of the obligation can be made.

Determining whether an outflow of resources is probable in relation to financial guarantees requires judgement. Indications that an outflow of resources may be probable are:
- financial difficulty of the debtor;
- defaults or delinquencies in interest and capital repayments by the debtor;
- breaches of the terms of the debt instrument that result in it being payable earlier than the agreed term and the ability of the debtor to settle its obligation on the amended terms; and
- a decline in prevailing economic circumstances (e.g. high interest rates, inflation and unemployment) that impact on the ability of entities to repay their obligations.

Where a fee is received by the municipality for issuing a financial guarantee and/or where a fee is charged on loan commitments, it is considered in determining the best estimate of the amount required to settle the obligation at reporting date. Where a fee is charged and the municipality considers that an outflow of economic resources is probable, the municipality recognises the obligation at the higher of:
- the amount determined using in the Standard of GRAP on Provisions, Contingent Liabilities and Contingent Assets; and
- the amount of the fee initially recognised less, where appropriate, cumulative amortisation recognised in accordance with the Standard of GRAP on Revenue from Exchange Transactions.

1.15 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

1.15 Commitments (continued)

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.16 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the municipality receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

The amount of revenue arising on a transaction which is statutory (non-contractual) in nature is usually measured by reference to the relevant legislation, regulation or similar means. The fee structure, tariffs or calculation basis specified in legislation, regulation or similar means is used to determine the amount of revenue that should be recognised. This amount represents the fair value, on initial measurement, of the consideration received or receivable for revenue that arises from a statutory (non-contractual) arrangement (see the accounting policy on Statutory Receivables).

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the municipality has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.16 Revenue from exchange transactions (continued)

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight-line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by services performed to date as a percentage of total services to be performed.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the municipality, and
- The amount of the revenue can be measured reliably.

Interest is recognised using the effective interest rate method for financial instruments, and using the nominal interest rate method for statutory receivables. Interest levied on transactions arising from exchange or non-exchange transactions is classified based on the nature of the underlying transaction.

1.17 Revenue from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, the municipality either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the municipality satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

1.17 Revenue from non-exchange transactions (continued)

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the municipality.

When, as a result of a non-exchange transaction, the municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Receivables that arise from statutory (non-contractual) arrangements are initially measured in accordance with this accounting policy, as well as the accounting policy on Statutory Receivables. The entity applies the accounting policy on Statutory Receivables for the subsequent measurement, derecognition, presentation and disclosure of statutory receivables.

Taxes

The municipality recognises an asset in respect of taxes when the taxable event occurs and the asset recognition criteria are met.

Resources arising from taxes satisfy the definition of an asset when the municipality controls the resources as a result of a past event (the taxable event) and expects to receive future economic benefits or service potential from those resources. Resources arising from taxes satisfy the criteria for recognition as an asset when it is probable that the inflow of resources will occur and their fair value can be reliably measured. The degree of probability attached to the inflow of resources is determined on the basis of evidence available at the time of initial recognition, which includes, but is not limited to, disclosure of the taxable event by the taxpayer.

The taxable event for property tax is the passing of the date on which the tax is levied, or the period for which the tax is levied, if the tax is levied on a periodic basis.

Taxation revenue is determined at a gross amount. It is not reduced for expenses paid through the tax system.

Transfers

The municipality recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Transferred assets are measured at their fair value as at the date of acquisition.

Fines

Fines are recognised as revenue when the receivable meets the definition of an asset and satisfies the criteria for recognition as an asset.

Assets arising from fines are measured at the best estimate of the inflow of resources to the municipality.

Where the municipality collects fines in the capacity of an agent, the fine will not be revenue of the collecting entity.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the municipality and the fair value of the assets can be measured reliably.

1.18 Accounting by principals and agents

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

Accounting Policies

1.18 Accounting by principals and agents (continued)

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent

When the municipality is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

The assessment of whether the municipality is a principal or an agent requires the municipality to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Binding arrangement

The municipality assesses whether it is an agent or a principal by assessing the rights and obligations of the various parties established in the binding arrangement.

Where the terms of a binding arrangement are modified, the parties to the arrangement re-assess whether they act as a principal or an agent.

Assessing which entity benefits from the transactions with third parties

The municipality is an agent when, in relation to transactions with third parties, all three of the following criteria are present:
- It does not have the power to determine the significant terms and conditions of the transaction.
- It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit.
- It is not exposed to variability in the results of the transaction.

Where the municipality has been granted specific powers in terms of legislation to direct the terms and conditions of particular transactions, it is not required to consider the criteria of whether it does not have the power to determine the significant terms and conditions of the transaction, to conclude that is an agent. The municipality applies judgement in determining whether such powers exist and whether they are relevant in assessing whether the municipality is an agent.

Recognition

The municipality, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal-agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The municipality, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The municipality recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

1.19 Unauthorised expenditure

Unauthorised expenditure means:
- overspending of a vote or a main division within a vote; and
- expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

All expenditure relating to unauthorised expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.20 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.21 Irregular expenditure

Irregular expenditure as defined in section 1 of the MFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including
- this Act; or
- the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- any provincial legislation providing for procurement procedures in that provincial government

National Treasury circular no. 68 of 2013 which was issued in terms of sections 62(1)(d) of the MFMA requires the following (effective from 1 July 2013):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), and the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the economic entity's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.22 Segment information

A segment is an activity of an entity:
- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

The municipality applies GRAP 18 - Segment Reporting to identify and report financial information about distinguishable activities or service delivery areas that are regularly reviewed by management for the purpose of allocating resources and assessing performance. Segments are identified based on the municipality's budget formats, monthly and quarterly budget monitoring statements that reflect the way in which services are delivered to the public.

Accounting Policies

1.22 Segment information (continued)

Each reportable segment comprises activities that generate revenue or incur expenses, and for which separate financial information is available. The basis for segment classification is aligned to the functional areas as defined in the approved municipal budget, including, but not limited to, functions such as community and social services, energy sources,road transport, sports and recreation, waste water and water management.

Segment information is presented using the same accounting policies as applied in the financial statements. Internal transfers between segments are measured on the same basis as external transactions, and any inter-segment revenue or expenses are eliminated during consolidation. The municipality discloses segment information in both financial and non-financial terms where applicable, to enhance transparency and accountability in service delivery.

1.23 Budget information

The approved budget is prepared on an accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2024/07/01 to 2025/06/30.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

The annual budget figures have been prepared in accordance with the Municipal Budget and Reporting Regulations, 2009. A comparative of actual to budgeted amounts are reported in a separate additional financial statement, called the Statement of Comparison of Budget and Actual amounts. Explanatory comment is provided in the notes to the Statement giving motivations for over or under spending on line items where it is found to be material. The budgeted figures are those approved by the Council at the beginning and during the year following a period of consultation with the public as part of the Integrated Development Plan. The budget is prepared and approved on an accrual basis by nature classification. The approved budget covers the period from 1 July 2024 to 30 June 2025. In general, a difference of 10% or more is considered material, although the surrounding circumstances are taken into account if it could influence the decisions or assessments of the users of the financial statements in determining whether a difference between the budgeted and actual amount is material.

1.24 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the municipality, including those charged with the governance of the municipality in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the municipality.

The municipality is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the municipality to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the municipality is exempt from the disclosures in accordance with the above, the municipality discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

1.25 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

Accounting Policies

1.25 Events after reporting date (continued)

The municipality will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The municipality will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

2. New standards and interpretations

2.1 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 July 2025 or later periods:

Guideline: Guideline on the Application of Materiality to Financial Statements

The objective of this guideline: The objective of this Guideline is to provide guidance that will assist entities to apply the concept of materiality when preparing financial statements in accordance with Standards of GRAP. The Guideline aims to assist entities in achieving the overall financial reporting objective. The Guideline outlines a process that may be considered by entities when applying materiality to the preparation of financial statements. The process was developed based on concepts outlined in Discussion Paper 9 on Materiality – Reducing Complexity and Improving Reporting, while also clarifying existing principles from the Conceptual Framework for General Purpose Financial Reporting and other relevant Standards of GRAP. The Guideline includes examples and case studies to illustrate how an entity may apply the principles in the Guideline, based on specific facts presented.

It covers: Definition and characteristics of materiality, Role of materiality in the financial statements, Identifying the users of financial statements and their information needs, Assessing whether information is material, Applying materiality in preparing the financial statements, and Appendixes with References to the Conceptual Framework for General Purpose Financial Reporting and the Standards of GRAP & References to pronouncements used in the Guideline.

The guideline is encouraged to be used by entities.

The entity expects to adopt the guideline for the first time in the 2098/2099 annual financial statements.

It is unlikely that the standard will have a material impact on the entity's annual financial statements.

Notes to the Annual Financial Statements

2. New standards and interpretations (continued)

Summary of amendments are:

Materiality and aggregation

The amendments clarify that:
- information should not be obscured by aggregating or by providing immaterial information;
- materiality considerations apply to all parts of the financial statements; and
- even when a Standard of GRAP requires a specific disclosure, materiality considerations apply.

Statement of financial position and statement of financial performance

The amendments clarify that the list of line items to be presented in these statements can be disaggregated and aggregated as relevant and additional guidance on subtotals in these statements.

Notes structure

The amendments add examples of possible ways of ordering the notes to clarify that understandability and comparability should be considered when determining the order of the notes and to demonstrate that the notes need not be presented in the order listed in GRAP 1.

Disclosure of accounting policies

Remove guidance and examples with regards to the identification of significant accounting policies that were perceived as being potentially unhelpful.

An entity applies judgement based on past experience and current facts and circumstances.

The effective date of this amendment is for years beginning on or after 01 April 2025.

The entity expects to adopt the amendment for the first time in the 2025/2026 annual financial statements.

It is unlikely that the amendment will have a material impact on the entity's annual financial statements.

3. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	2 364	2 364
Bank balances	47 327 674	8 856 808
Short-term deposits	205 762 717	276 968 939
	253 092 755	**285 828 111**

The short term issuer default rating for ABSA bank is a B rating as per the Fitch Ratings.

GRAP 104 (as revised): Financial Instruments

Following the global financial crisis, a number of concerns were raised about the accounting for financial instruments. This included that (a) information on credit losses and defaults on financial assets was received too late to enable proper decision-making, (b) using fair value in certain instances was inappropriate, and (c) some of the existing accounting requirements were seen as too rules based. As a result, the International Accounting Standards Board® amended its existing Standards to deal with these issues. The IASB issued IFRS® Standard on Financial Instruments (IFRS 9) in 2009 to address many of the concerns raised. Revisions were also made to IAS® on Financial Instruments: Presentation and the IFRS Standard® on Financial Instruments: Disclosures. The IPSASB issued revised International Public Sector Accounting Standards in June 2018 so as to align them with the equivalent IFRS Standards.

The revisions better align the Standards of GRAP with recent international developments. The amendments result in better information available to make decisions about financial assets and their recoverability, and more transparent information on financial liabilities.

The most significant changes to the Standard affect:

- Financial guarantee contracts issued
- Loan commitments issued
- Classification of financial assets
- Amortised cost of financial assets
- Impairment of financial assets
- Disclosures

The effective date of the revisions is not yet set by the Minister of Finance.

The entity expects to adopt the revisions for the first time when the Minister sets the effective date for the revisions.

It is unlikely that the standard will have a material impact on the entity's annual financial statements.

GRAP 1 (amended): Presentation of Financial Statements

Amendments to this Standard of GRAP, are primarily drawn from the IASB's Amendments to IAS 1.

3. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	2 364	2 364
Bank balances	47 327 674	8 856 808
Short-term deposits	205 762 717	276 968 939
	253 092 755	**285 828 111**

The short term issuer default rating for ABSA bank is a B rating as per the Fitch Ratings.

5. Consumer debtors disclosure

Gross balances		
Consumer debtors - Rates	140 006 821	144 515 828
Consumer debtors - Water	329 322 311	277 463 554
Consumer debtors - Refuse	239 702 096	196 013 319
Consumer debtors - Interest and sundry	123 876 566	109 718 719
Debtor on licence and permits	431 835	624 053
Accrued interest	1 475 189	1 976 294
	834 814 818	**730 311 767**
Less: Allowance for impairment		
Consumer debtors - Rates	(105 714 731)	(99 699 401)
Consumer debtors - Water	(317 128 130)	(264 897 601)
Consumer debtors - Refuse	(230 123 534)	(186 201 688)
Consumer debtors - Interest and sundry	(115 678 000)	(97 256 895)
	(768 644 395)	**(648 055 585)**
Net balance		
Consumer debtors - Rates	34 292 090	44 816 427
Consumer debtors - Water	12 194 181	12 565 953
Consumer debtors - Refuse	9 578 562	9 811 631
Consumer debtors - Interest and sundry	8 198 566	12 461 824
Debtor on licence and permits	431 835	624 053
Accrued interest	1 475 189	1 976 294
	66 170 423	**82 256 182**

Figures in Rand	2025	2024

3. Cash and cash equivalents (continued)

The municipality had the following bank accounts

Account number / description	Bank statement balances			Cash book balances		
	30 June 2025	30 June 2024	30 June 2023	30 June 2025	30 June 2024	30 June 2023
ABSA Bank - Account type - Cheque	47 327 674	8 856 808	198 639 815	47 327 674	8 856 808	198 639 815
ABSA PRIME LINKED 9361865734	82 987	35 014 436	32 035 573	82 987	35 014 436	32 035 573
ABSA PRIME LINKED 9359270109	38 717	16 335 858	14 946 189	38 717	16 335 858	14 946 189
ABSA CALL 4079532472	51 989 331	140 814 171	26 030 165	51 989 331	140 814 171	26 030 165
ABSA FIXED 4089541558	153 651 682	84 804 474	66 577	153 651 682	84 804 474	66 577
Total	**253 090 391**	**285 825 747**	**271 718 319**	**253 090 391**	**285 825 747**	**271 718 319**

No cash and cash equivalents was pledged as security.

4. Receivables from exchange transactions

	2025	2024
Accrued interest	1 475 189	1 976 294
Sundry Debtors	28 500	-
Debtor on licence and permits	431 835	624 053
Consumer debtors - Water	12 194 181	12 565 953
Consumer debtors - Refuse	9 578 562	9 811 631
Consumer debtors - Interest and sundry	8 198 566	12 461 824
	31 906 833	**37 439 755**

5. Consumer debtors disclosure

	2025	2024
Gross balances		
Consumer debtors - Rates	140 006 821	144 515 828
Consumer debtors - Water	329 322 311	277 463 554
Consumer debtors - Refuse	239 702 096	196 013 319
Consumer debtors - Interest and sundry	123 876 566	109 718 719
Debtor on licence and permits	431 835	624 053
Accrued interest	1 475 189	1 976 294
	834 814 818	**730 311 767**
Less: Allowance for impairment		
Consumer debtors - Rates	(105 714 731)	(99 699 401)
Consumer debtors - Water	(317 128 130)	(264 897 601)
Consumer debtors - Refuse	(230 123 534)	(186 201 688)
Consumer debtors - Interest and sundry	(115 678 000)	(97 256 895)
	(768 644 395)	**(648 055 585)**
Net balance		
Consumer debtors - Rates	34 292 090	44 816 427
Consumer debtors - Water	12 194 181	12 565 953
Consumer debtors - Refuse	9 578 562	9 811 631
Consumer debtors - Interest and sundry	8 198 566	12 461 824
Debtor on licence and permits	431 835	624 053
Accrued interest	1 475 189	1 976 294
	66 170 423	**82 256 182**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

5. Consumer debtors disclosure (continued)

Summary of debtors by customer classification

	2025	2024
Residences		
Current (0 -30 days)	18 389 367	10 299 316
31 - 60 days	8 078 612	6 793 110
61 - 90 days	7 935 896	6 774 625
91 - 120 days	11 539 295	6 759 857
121 - 365 days	12 650 071	71 122 021
> 365 days	585 482 775	511 122 753
	644 076 016	612 871 682
Less: Allowance for impairment	(619 251 420)	(588 292 246)
	24 824 596	**24 579 436**

	2025	2024
Commercial		
Current (0 -30 days)	830 723	260 366
31 - 60 days	135 913	139 154
61 - 90 days	135 517	138 895
91 - 120 days	838 820	138 649
121 - 365 days	139 998	1 712 160
> 365 days	19 020 629	16 769 675
	21 101 600	19 158 899
Less: Allowance for impairment	(15 153 927)	(12 558 321)
	5 947 673	**6 600 578**

	2025	2024
National and provincial government		
Current (0 -30 days)	7 217 839	12 745 845
31 - 60 days	808 544	809 975
61 - 90 days	801 888	794 298
91 - 120 days	832 217	777 439
121 - 365 days	816 800	8 362 144
> 365 days	78 396 781	72 191 136
	88 874 069	95 680 837
Less: Allowance for impairment	(55 382 939)	(47 205 017)
	33 491 130	**48 475 820**

	2025	2024
Indigent		
Current (0 -30 days)	3 631 203	1 769 603
31 - 60 days	581 296	613 106
61 - 90 days	2 138 010	954 560
91 - 120 days	2 870 104	951 808
121 - 365 days	1 872 101	4 459 983
> 365 days	80 781 590	919 689
	91 874 304	9 668 749
Less: Allowance	(91 874 304)	-
Less Write Off	-	(9 668 749)
	-	**-**

	2025	2024
Total debtor past due but not impaired		
31 - 60 days	9 815 510	8 355 345
61 - 90 days	11 117 660	8 662 379
91 - 120 days	16 534 817	8 627 753
121 - 365 days	16 285 188	28 935 227
	53 753 175	**54 580 704**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

5. Consumer debtors disclosure (continued)

Reconciliation of allowance for impairment		
Balance at beginning of the year	648 055 586	566 827 021
Contributions to allowance	117 772 270	81 228 565
	765 827 856	**648 055 586**

6. Receivables from non-exchange transactions

Consumer debtors - Rates	34 292 090	44 816 427

Statutory receivables included in receivables from non-exchange transactions above are as follows:		
Property rates	34 292 090	44 816 427
Total receivables from non-exchange transactions	34 292 090	44 816 427

Statutory receivables general information

Transaction(s) arising from statute

Property rates are governed by the Municipal Property Rates Act which regulates the power of a municipality to value and rateimmovable properties (that is, land and buildings) located within the boundaries of municipalities. The market value of theproperties is determined by professional valuers who value the immovable property at an amount the property would have realised if sold on the open market.

Determination of transaction amount

Municipal property rates are rates that each immovable property owner pays to the municipality where his/her immovable property (land and buildings) is located. The statutory receivables for property rates are calculated by multiplying the market value of immovable property (land plus buildings) by a cent amount in the rand that a municipal council has determined

Interest or other charges levied/charged

Interest or other charges levied/charged

Interest on rates is calculated on accounts that are overdue and payable after 30 days. The interest is charged daily on outstanding amounts after 30 days.

7. Inventories

Consumable stores	297 951	132 027
Carrying value of inventories carried at the lower cost and current replacement cost	297 951	132 027
Inventories recognised as an expense during the year	2 133 197	1 914 651

Inventory pledged as security

No inventory pledged as security.

7.1 Borehole water

Water inventory extracted from boreholes was assessed by management and the effect is insignificant to the financial statements of the Municipality. This was based on all the reserviors maximum capacity and estimated price per kilolitre.

Notes to the Annual Financial Statements

Figures in Rand

10. Investment property

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Investment property	10 995 900	-	10 995 900	10 895 550	-	10 895 550

Reconciliation of investment property - 2025

	Opening balance	Fair value adjustments	Total
Investment property	10 895 550	100 350	10 995 900

Reconciliation of investment property - 2024

	Opening balance	Fair value adjustments	Total
Investment property	20 568 056	(9 672 506)	10 895 550

Moretele Local Municipality
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8. Operating lease asset (liability)

Current assets	68 793	65 529

Minimum lease payments		
Within one year	59 810	59 810
In second to fifth year inclusive	219 304	279 114
	279 114	**338 924**

The Municipality currently has a rental agreement with Vodacom that expires in 2030.

9. Prepayments

Prepayments	550 000	550 000

Vision Active Holdings provided ePMS Licence services to Moretele Local Municipality for the period 1 October 2024 to 30 September 2025 which was paid on 13 September 2024. The 3 month period of 1 July 2025 to 30 September 2025 is a prepayment since the Municipality year end is 30 June 2025.

Pledged as security

No investment property has been pledged as security:

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the municipality.

10. Investment property (continued)

Details of valuation

The effective date of the revaluations was 30 June 2025. Fair valuations were performed by Engnet Solutions, who contracted an independant valuer, Mr Stefan Rudman, a qualified Property Valuer in terms of section 20(2)(a) of the Property Valuations Profession Act 2000., who is registered with the Professional Valuers Council, Registration Number: 3693. Mr Stefan Rudman and Engnet Solutions are not connected to the municipality and have recent experience in location and category of the investment property being valued.

The following methods were used to determine the market value of Investment properties, the type of property has determine the method of valuation

Comparable Sales method
The Comparable Sales Method estimates the value of a property by examining the other properties that have sold within a recent timeframe.

Discounted cash flow method of valuation (DCF)
In finance, discounted cash flow (DCF) analysis is a method of valuing an asset (property) using the concepts of the time value of money. All future cash flows are estimated and discounted by using cost of capital to give their present values (PVs). The sum of all future cash flows, both incoming and outgoing, is the net present value (NPV), which is taken as the value of the cash flows in question.[1] Using DCF analysis to compute the NPV takes as input cash flows and a discount rate and gives as output a present value; the opposite process—takes cash flows and a price (present value) as inputs, and provides as output the discount rate—this is used in bond markets to obtain the yield. Discounted cash flow analysis is widely used in investment finance, real estate development, corporate financial management and patent valuation. It was used in industry as early as the 1700s or 1800s, widely discussed in financial economics in the 1960s, and became widely used in U.S. Courts in the 1980s and 1990s

Income capitalisation Approach
The Income Approach is one of three major groups of methodologies, called valuation approaches, used by appraisers. It is particularly common in commercial real estate appraisal and in business appraisal. The fundamental math is similar to the methods used for financial valuation, securities analysis, or bond pricing. However, there are some significant and important modifications when used in real estate or business valuation.

Depreciated Replacement Cost
"The current cost of reproduction or replacement of an asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Depreciated Replacement Cost
"The current cost of reproduction or replacement of an asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

The valuation certificates are available for inspection at the municipality. These assumptions are based on current market conditions. All of the municpality's investment property is held, under freehold interest and no investment property had been pledged as security for any liabilities of the municipality.

There are no restrictions on the realisability of investment property or the remittance of revenue and proceeds of disposals. There are no contractual obligations on investment property.

Revenue from rental of investment property.

	2025	2024
Rental revenue from investment property	179 567	178 351

11. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	47 298 661	-	47 298 661	47 298 661	-	47 298 661
Buildings	237 075 958	(102 168 983)	134 906 975	236 339 719	(99 320 656)	137 019 063
Furniture and fixtures	12 776 201	(6 735 396)	6 040 805	11 231 785	(5 926 499)	5 305 286
Motor vehicles	30 555 683	(9 649 213)	20 906 470	23 063 313	(7 076 331)	15 986 982
IT equipment	68 253 719	(48 547 942)	19 705 777	66 904 795	(43 378 873)	23 525 922
Infrastructure	1 771 854 831	(476 797 337)	1 295 057 494	1 442 954 389	(429 350 132)	1 013 604 257
Work in progress	142 390 218	(5 322 251)	137 067 967	298 681 493	(4 375 984)	294 305 509
Total	**2 310 205 271**	**(649 221 122)**	**1 660 984 149**	**2 126 474 155**	**(589 428 475)**	**1 537 045 680**

11. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Total
Land	47 298 661	-	-	-	-	-	47 298 661
Buildings	185 148 888	528 590	(13 217 326)	-	(9 567 851)	(25 873 238)	137 019 063
Furniture and fixtures	4 563 344	1 506 227	-	-	(764 285)	-	5 305 286
Motor vehicles	17 358 809	3 602 040	(2 417 495)	-	(2 556 372)	-	15 986 982
IT equipment	29 878 364	572 460	(66 600)	-	(6 858 302)	-	23 525 922
Infrastructure	1 012 619 622	-	-	85 985 527	(42 814 164)	(42 186 728)	1 013 604 257
Work-in-progress	247 534 997	137 132 023	-	(85 985 527)	-	(4 375 984)	294 305 509
	1 544 402 685	**143 341 340**	**(15 701 421)**	**-**	**(62 560 974)**	**(72 435 950)**	**1 537 045 680**

Pledged as security

No Property, plant and equipment has been pledged as security.

11. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Transfers received	Depreciation	Impairment loss	Total
Land	47 298 661	-	-	-	-	-	47 298 661
Buildings	137 019 063	1 127 775	(1 079 927)	5 734 724	(7 623 111)	(271 549)	134 906 975
Furniture and fixtures	5 305 286	1 800 403	(66 332)	-	(954 831)	(43 721)	6 040 805
Motor vehicles	15 986 982	7 492 370	-	-	(2 572 882)	-	20 906 470
IT equipment	23 525 922	1 544 708	(72 869)	-	(5 103 388)	(188 596)	19 705 777
Infrastructure	1 013 604 257	-	-	328 900 441	(47 226 336)	(220 868)	1 295 057 494
Work-in-progress	294 305 509	180 873 063	-	(334 635 165)	-	(3 475 440)	137 067 967
	1 537 045 680	**192 838 319**	**(1 219 128)**	**-**	**(63 480 548)**	**(4 200 174)**	**1 660 984 149**

11. Property, plant and equipment (continued)

Changes in accounting estimate

The effect of changes in useful lives which was done on 1 July 2024 has the following effect on the profit and loss:

Current year	**Depreciation using old useful lives**	**Depreciation using revised useful lives**	**Change**
Furniture and Fixtures	14 587	3 296	(11 291)
IT Equipment	1 731 819	330 824	(1 400 995)
	1 746 406	**334 120**	**(1 412 286)**

Impact on current year	**Carrying amount based on old usefule lives**	**Carrying amount based on revised useful live**	**Change**
Furniture and Fixtures	6 029 513	6 040 805	11 292
IT Equipment	18 304 782	19 705 777	1 400 995
	24 334 295	**25 746 582**	**1 412 287**

Effect of depreciation on future periods	**Effect of changes in depreciation for future periods**	**Total**
Furniture and Fixtures	(11 292)	(11 292)
IT Equipment	(1 400 995)	(1 400 995)
	(1 412 287)	**(1 412 287)**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

11. Property, plant and equipment (continued)

Property, plant and equipment in the process of being constructed or developed

Cumulative expenditure recognised in the carrying value of property, plant and equipment		
Electrical Infrastructure (Cost - R 2,2000 ('25) / R23443 ('24))	18 238 682	11 054 332
Water Supply Infrastructure	61 813 350	192 340 993
Roads Infrastructure	-	31 912 452
Storm Water Infrastructure	396 307	396 308
Community Assets	10 256 773	10 639 850
Operational Buidings	46 362 855	47 961 574
	137 067 967	**294 305 509**

Carrying value of property, plant and equipment that is taking a significantly longer period of time to complete than expected		
Construction Of New Municipal Space / Building	46 362 854	47 961 573
Contractor was terminated and municipality is requiring additional funding		
Moretele Rural Water Supply - Metered Yard Connections - Ward 21 Kontant And Kgomokgomo	11 478 480	12 082 611
Contractor was terminated and municipality is requiring additional funding		
Proposed Park and Recreational Facility - Ward 4	1 141 446	1 222 978
Municipality is awaiting additional funds to complete the project		
Reticulation And Instal Yard Conn Ward 7 Mechanical And Electrical For Desalination Plant	18 880 825	19 364 949
Municipality is awaiting additional funds to complete the project		
Construction of High Mast Lights in Ward 13	7 723 594	7 921 635
Awaiting electrification from Eskom		
Construction Of New Community Hall Ward 1	7 778 140	8 046 352
Municipality is awaiting additional funds to complete the project		
	93 365 338	**96 600 098**

Construction work in progress	2025 Cost / Valuation	2025 Carrying value	2024 Cost / Valuation	2024 Carrying value
Electrical Infrastructure	18 436 723	18 238 682	11 054 332	11 054 332
Water Supply Infrastructure	63 109 953	61 813 350	194 870 166	192 340 993
Roads Infrastructure	-	-	31 912 452	31 912 452
Storm water Infrastructure	396 307	396 307	396 307	396 307
Community Assets	11 639 850	10 256 773	11 639 850	10 639 850
Operation Buildings	47 961 574	46 362 855	47 961 575	47 961 575
	141 544 407	**137 067 967**	**297 834 682**	**294 305 509**

Construction work in progress - Projects taking significant longer than expected	2025 Cost / Valuation	2025 Carrying value	2024 Cost / Valuation	2024 Carrying value
Electrical Infrastructure	4 181 696	4 181 696	-	-
Water Supply Infrastructure	7 858 055	7 650 707	112 912 985	112 912 985
Storm water Infrastructure	396 307	396 307	396 307	396 307
Community Assets	1 370 250	1 370 250	689 680	689 680
	13 806 308	**13 598 960**	**113 998 972**	**113 998 972**

Construction work in progress - Projects halted during the current or previous financial year	2025 Cost / Valuation	2025 Carrying value	2024 Cost / Valuation	2024 Carrying value
Electrical Infrastructure	7 921 634	7 723 594	7 921 634	7 921 634
Water Supply Infrastructure	31 447 560	30 359 304	79 247 031	76 717 858

Notes to the Annual Financial Statements

Figures in Rand			2025	2024

11. Property, plant and equipment (continued)

Community Assets	9 269 330	8 886 253	10 269 331	9 269 331
Operation Buildings	47 961 573	46 362 854	47 961 573	47 961 573
	96 600 097	**93 332 005**	**145 399 569**	**141 870 396**

Age analysis of ongoing projects - 2025

	In progress	**Delayed**	**Contractor terminated**	**Halted**	**Total**
1 year	35 319 357	-	-	-	35 319 357
3 years	8 416 602	-	-	-	8 416 602
5 years	-	35 490 673	-	-	35 490 673
> 5 years	-	-	57 841 335	-	57 841 335
	43 735 959	**35 490 673**	**57 841 335**	**-**	**137 067 967**

Age analysis of ongoing projects - 2024

	In progress	Delayed	Contractor terminated	Halted	Total
1 year	27 909 235	-	-	-	27 909 235
3 years	113 542 007	-	-	10 983 871	124 525 878
5 years	-	30 429 374	-	-	30 429 374
> 5 years	-	28 634 280	60 044 184	22 762 558	111 441 022
	141 451 242	**59 063 654**	**60 044 184**	**33 746 429**	**294 305 509**

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance

	2025	2024
Community Assets	780 510	559 495
Buildings	2 160 678	2 197 977
Infrastructure	22 842 246	13 211 511
Motor Vehicles	832 263	1 137 588
Office Furniture and Equipment	37 600	15 000
	26 653 297	**17 121 571**

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the municipality..

Notes to the Annual Financial Statements

Figures in Rand

12. Intangible assets

	2025			2024		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	529 999	(185 128)	344 871	164 782	(139 651)	25 131

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Amortisation	Total
Computer software, other	25 131	365 217	(45 477)	344 871

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Total
Computer software, other	80 209	(55 078)	25 131

Pledged as security

There are no intangible assets pledged as security:

13. Heritage assets

	2025			2024		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Art Collections, antiquities and exhibits	206 303	-	206 303	206 303	-	206 303

Reconciliation of heritage assets 2025

	Opening balance	Total
Art Collections, antiquities and exhibits	206 303	206 303

Reconciliation of heritage assets 2024

	Opening balance	Total
Art Collections, antiquities and exhibits	206 303	206 303

14. Payables from exchange transactions

Trade payables	66 883 175	54 545 875
Payments received in advanced	52 409 316	41 892 184
Retention	35 709 064	35 690 851
Trade payable -Accruals	15 577 732	9 928 121
Accrued leave pay	17 966 428	17 490 607
Accrued bonus	4 008 300	3 683 634
	192 554 015	**163 231 272**

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Figures in Rand 2025 2024

14. Payables from exchange transactions (continued)

Reconciliation of financial liabilities

	2025	2024
Trade payables	192 554 015	163 231 272
Accrued leave pay	(17 966 428)	(17 490 607)
Accrued bonus	(4 008 300)	(3 683 634)
	170 579 287	**142 057 031**

15. Payables from non-exchange

	2025	2024
Unallocated receipts	678 163	594 814

16. VAT payable

	2025	2024
Tax refunds payables	42 781 453	28 941 143

17. Employee benefit obligations

Long service awards

Under the plan, a long service award is payable to employees under 10 years of continuous service, and every 5 years of continuous service from 10 years of service to 45 years of service. The provision is an estimate of the long service based on historical staff turnover.

The present value of the defined benefit obligation were carried out by Xivoni Actuaries. The project unit credit funding method has been used to determine the past-service liabilities at the valuation date and the projected annual expense in the year following the valuation date.

Long service benefits are awarded in the form of a number of leave days awarded once an employee has completed a certain number of years in service. We have converted the awarded leave days to a percentage of annual salary by assuming there are 250 working days per year. The expected value of each employee's long service award is projected to the next interval by allowing for future salary growth.The accrued liability is determined on the basis that each employee's long service benefit accrues uniformly over the working life of an employee up to the end of the interval at which the benefit becomes payable. Further it is assumed that the current policy for awarding long service awards remains unchanged in the future.

The amounts recognised in the statement of financial position are as follows:

Carrying value		
Present value of the defined benefit obligation-wholly unfunded	(7 897 959)	(8 770 239)
Non-current liabilities	(8 236 447)	(7 897 959)
Current liabilities	(2 271 739)	(872 280)
	(10 508 186)	**(8 770 239)**

Changes in the present value of the long service award are as follows:

Opening balance	(8 770 239)	(7 596 000)
Benefits paid	1 000 617	240 767
Net expense recognised in the statement of financial performance	(2 738 564)	(1 415 006)
	(10 508 186)	**(8 770 239)**

17. Employee benefit obligations (continued)

Net expense recognised in the statement of financial performance

Current service cost	760 048	652 386
Interest cost	875 039	798 225
Actuarial (gains) losses	1 103 477	(35 605)
	2 738 564	**1 415 006**

Key assumptions used

Assumptions used at the reporting date:

Consumer price inflation	Difference between nominal and real yield curve	Difference between nominal and real yield curve
Normal salary increase rate	CPI +1%	CPI +1%
Discount rates used	Yield curve	Yield curve
Average retirement age	63	63
20% decrease in assumed level of withdrawal rates		
Accrued Liability	10 732 429	9 130 986
Current service cost	922 295	754 711
Interest cost	907 379	915 730
20% increase in assumed level of withdrawal rates:		
Accrued Liability	10 294 567	8 438 721
Current service cost	867 922	680 727
Interest cost	862 835	837 922
1% decrease in assumed level of salary inflation		
Accrued Liability	9 906 167	8 277 918
Current service cost	833 199	671 427
Interest cost	825 517	821 031
1% increase in assumed level of salary inflation		
Accrued Liability	11 167 028	9 306 463
Current service cost	962 038	764 179
Interest cost	949 589	934 218

18. Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts		
Library Grant	770 058	770 058
Municipal Infrastructure Grant	-	8 357 519
North West Sport : Maubane Cultural Village	1 592	1 592
	771 650	**9 129 169**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

19. Revenue

Rendering of services	4 848	6 404
Service charges	69 425 605	67 752 967
Rental of facilities and equipment	179 567	178 351
Bad Debts Recovered	9 300 000	-
Insurance Refund	99 980	-
Sale of goods	443 417	490 611
Operating income	75 056	106 223
Interest received -	44 243 873	44 985 635
Property rates	31 685 151	29 936 496
Actuarial gains/losses	-	35 605
Government grants & subsidies	691 075 388	600 170 628
Interest - Property Rates	3 851 318	3 375 278
Licence and permits	638 770	747 638
Gain on disposal of assets and liabilities	75 502	-
	851 098 475	**747 785 836**

The amount included in revenue arising from exchanges of goods or services are as follows:		
Service charges	69 425 605	67 752 967
Rendering of services	4 848	6 404
Rental of facilities and equipment	179 567	178 351
Miscellaneous other revenue	9 300 000	-
Fees earned	99 980	-
Sale of goods	443 417	490 611
Operating income	75 056	106 223
Interest received - investment	44 243 873	44 985 635
	123 772 346	**113 520 191**

The amount included in revenue arising from non-exchange transactions is as follows:		
Taxation revenue		
Property rates	31 685 151	29 936 496
Interest - Property rates	3 851 318	3 375 278
Transfer revenue		
Government grants & subsidies	691 075 388	600 170 628
Fines, Penalties and Forfeits	638 770	747 638
	727 250 627	**634 230 040**

20. Service charges

Sale of water	39 408 226	39 214 848
Refuse removal	30 017 379	28 538 119
	69 425 605	**67 752 967**

The service charges represent fees levied by the municipality for the provisions of essential services which includes water supply and refuse removal, these charges are the primary.

21. Rental of facilities and equipment

Facilities and equipment		
Rental of facilities	179 567	178 351

This is income earned through leasing municipal facilities to individuals,businesses and communities.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

22. Bad Debts Recovered

Bad Debts Recovered	9 300 000	-

During the year, the Municipality received R9,3 million from the curator of the VBS Bank as part of the second distribution to the creditors on 20 January 2025 after having received R3,5 million in the 2021/22 financial year.

23. Other revenue

Insurance Refund	99 980	-
Sale of goods	443 417	490 611
Operating income	75 056	106 223
	618 453	**596 834**

24. Other income

Administrative handling and gym fees	3 664	62 614
Building plans approval	71 392	43 609
	75 056	**106 223**

25. Licence and permits

Licence and permits	638 770	747 638

This is Income from licence discs collected by the Municipality on behalf of the Department of Traffic. The money collected goes into the bank account belonging to the Department of Traffic and the Municipality will receive 20% of the amounts collected.

26. Investment revenue

Interest revenue		
Bank	28 021 188	31 616 777
Interest charged on trade and other receivables	16 222 685	13 368 858
	44 243 873	**44 985 635**

The municipal positive liquidity allowed for a more effective cash flow management, resulting in an increased investment income.

27. Property rates

Rates received

Residential	31 685 151	29 936 496

The valuation roll is prepared in term of the municial property rate Act and the valuation roll is valid for 5 years. Current valuation was effected on 1 July 2024.

28. Interest from non-exchange receivables

Interest - Property rates	3 851 318	3 375 278

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

29. Government grants & subsidies

Operating grants		
Equitable share	469 371 000	443 170 884
Expanded Public Works Programme Grant	1 318 000	2 713 000
Local Government Financial Management Grant	2 900 000	2 900 000
Library Grant	1 028 696	900 870
LG Seta Grant	276 616	327 953
	474 894 312	**450 012 707**
Capital grants		
Municipal Infrastructure Grant	141 181 076	120 157 921
Water Supply Infrastructure Grant	75 000 000	30 000 000
	216 181 076	**150 157 921**
	691 075 388	**600 170 628**

Expanded Public Works Programme Grant

Current-year receipts	1 318 000	2 713 000
Conditions met - transferred to revenue	(1 318 000)	(2 713 000)
	-	-

Conditions were met and the grant was transferred to revenue.

Local Government Financial Management Grant

Current-year receipts	2 900 000	2 900 000
Conditions met - transferred to revenue	(2 900 000)	(2 900 000)
	-	-

Conditions were met and the grant was transferred to revenue.

Library Grant

Balance unspent at beginning of year	770 059	770 059
Current-year receipts	1 028 696	900 870
Conditions met - transferred to revenue	(1 028 696)	(900 870)
	770 059	**770 059**

Conditions still to be met - remain liabilities (see note 18).

Municipal Infrastructure Grant

Balance unspent at beginning of year	8 358 076	93 884
Current-year receipts	132 823 000	128 516 000
Conditions met - transferred to revenue	(141 181 076)	(120 157 924)
Rollover denied and witheld from equitable share	-	(93 884)
	-	**8 358 076**

Conditions still to be met - remain liabilities (see note 18).

North West Sport : Maubane Cultural Village

Balance unspent at beginning of year	1 592	1 592

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

29. Government grants & subsidies (continued)

Conditions still to be met - remain liabilities (see note 18).

Water services, Infrastructure grant (WSIG)

Current-year receipts	75 000 000	30 000 000
Conditions met - transferred to revenue	(75 000 000)	(30 000 000)
	-	-

Conditions were met and the grant was transferred to revenue.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

30. Employee related costs

Basic	109 083 483	102 090 791
Bonus	8 499 802	8 112 991
Medical aid - company contributions	8 832 515	8 147 585
UIF	545 383	541 558
Leave pay provision charge	475 821	1 620 562
Travel, motor car, accommodation, subsistence and other allowances	18 052 245	16 854 270
Overtime payments	1 376 475	113 159
Long-service awards	634 470	1 209 844
Housing benefits and allowances	390 380	358 890
Social contributions -Bargaining Council	35 838	34 106
Telephone	2 050 318	1 926 488
Pension contribution	17 125 104	16 508 309
	167 101 834	**157 518 553**

Remuneration of Municipal Manager - (S Ngwenya) (1 July 2024 - 30 June 2025)

Basic Salary	969 915	1 058 012
Travel and cellphone allowance	355 305	344 117
Contributions to UIF, Medical and Pension Funds	2 125	2 125
	1 327 345	**1 404 254**

Remuneration of Chief Financial Officer (B Sathekge) (1 July 2024 to 30 June 2025)

Basic Salary	797 365	850 999
Housing Allowance	18 000	18 000
Travel and cellphone allowance	288 588	273 246
Contributions to UIF, Medical and Pension Funds	2 125	4 953
	1 106 078	**1 147 198**

Remuneration of Infrastructure Development Services Director : Technical Services - (MP Molautsi) (1 July 2024 - 30 June 2025)

Basic Salary	700 468	768 950
Travel and cell phone allowance	253 490	245 283
Contributions to UIF, Medical and Pension Funds	2 125	2 125
	956 083	**1 016 358**

Remuneration of Director : Local Economic Development -(TS Mohalanyane) (1 July 2024 - 30 June 2025)

Basic Salary	700 468	778 559
Travel and cell phone allowance	265 490	258 131
Contributions to UIF, Medical and Pension Funds	2 125	6 899
	968 083	**1 043 589**

Remuneration : Community Development Services Director (NG Temba) (Appointed on 3 October 2024)

Basic salary	529 851	-
Travel and cell phone allowance	194 617	-
Contributions to UIF, Medical and Pension Funds	1 594	-
	726 062	**-**

Remuneration : Community Development Services Acting Director (J Mathibe) (6 May 2024 - 30 June 2024) (1 July 2024 - 31 July 2024)

Figures in Rand	2025	2024

30. Employee related costs (continued)

Acting Allowance	10 910	20 827

Remuneration of Director: Community Development - (LD Lehari) (1 July 2023 - 3 May 2024)

Basic salary	-	673 255
Travel and cellphone allowance	-	236 006
Contributions to UIF, Medical and Pension Funds	-	1 948
Leave payment	-	129 035
	-	**1 040 244**

Remuneration of Director: Corporate and Human Resources - (PN Mahlo) (1 July 2024 - 30 June 2025)

Basic salary	712 468	790 559
Travel and cellphone allowance	253 490	246 131
Contributions to UIF, Medical and Pension Funds	2 125	2 125
	968 083	**1 038 815**

31. Remuneration of councillors

Executive Major	1 020 283	988 011
Single Whip	777 031	753 360
Speaker	825 683	800 296
MPAC Chairperson	762 370	739 223
Exco Members	6 993 275	6 782 096
Councillors	13 602 081	13 193 360
	23 980 723	**23 256 346**

31. Remuneration of councillors (continued)

2025 Exco Members	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
VK Maluleka	606 483	57 524	47 004	66 016	777 027
MM Moetji	606 483	57 524	47 004	66 020	777 031
J Macheke	606 483	57 524	47 004	66 020	777 031
FM Tsoku	606 483	57 524	47 004	66 020	777 031
MG Molefe	606 483	57 524	47 004	66 020	777 031
CM Shai	606 483	57 524	47 004	66 020	777 031
SL Ndlovu	606 483	57 524	47 004	66 020	777 031
RC Pete	606 483	57 524	47 004	66 020	777 031
MV Mphaphudi	606 483	57 524	47 004	66 020	777 031
	5 458 347	**517 716**	**423 036**	**594 176**	**6 993 275**

2025 Mayor	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
MG Manyike	808 558	76 698	47 004	88 023	1 020 283

2025 Single Whip	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
NK Mleta	606 483	57 524	47 004	66 020	777 031

2025 Speaker	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
F Mapela	646 899	61 359	47 004	70 421	825 683

2025 Municipal Public Committee Accounts chairperson	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
MD Kodisang	594 304	56 368	47 004	64 694	762 370
MA Monaheng (Ad hoc MPAC Chairperson from 6 March 2025) (No acting allowance)					

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

31. Remuneration of councillors (continued)

2025 Councillors	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
PS Letlhabi	256 035	24 272	47 004	27 860	355 171
PM Mabena	256 035	24 272	47 004	27 864	355 175
MC Moatshe	256 035	24 272	47 004	27 860	355 171
D Sono	256 035	24 272	47 004	27 860	355 171
S Nkwana	256 035	24 272	47 004	27 860	355 171
RC Lekalakala	256 035	24 272	47 004	27 860	355 171
SJ Modisa	256 035	24 272	47 004	27 864	355 175
RME Kutumela	256 035	24 272	47 004	27 864	355 175
EL Moselane	256 035	24 272	47 004	27 860	355 171
SA Kutumela	256 035	24 272	47 004	27 860	355 171
DBS Mbekwa	256 035	24 272	47 004	27 860	355 171
OM Mamabolo	8 932	-	-	-	8 932
DD Nkutshweu	256 035	24 272	47 004	27 865	355 176
TN Skosana	256 035	24 272	47 004	27 865	355 176
PK Letlape	256 035	24 272	47 004	27 865	355 176
LF Modise	256 035	24 272	47 004	27 865	355 176
ML Mosane	256 035	24 272	47 004	27 865	355 176
DK Motlhasedi	256 035	24 272	47 004	27 865	355 176
AI Zimba	256 035	24 272	47 004	27 865	355 176
AD Tlhabane	256 035	24 272	47 004	27 865	355 176
JM Motaung	256 035	24 272	47 004	27 865	355 176
DS Sethole	256 035	24 272	47 004	27 865	355 176
FV Mashaba	256 035	24 272	47 004	-	327 311
GKT Mamadi	256 035	24 272	47 004	27 865	355 176
S Chauke	256 035	24 272	47 004	27 864	355 175
TM Sithole	256 035	24 272	47 004	27 864	355 175
PM Letebele	256 035	24 272	47 004	27 864	355 175
EKM Selepane	256 035	24 272	47 004	27 864	355 175
JD Mathimbi	256 035	24 272	47 004	27 864	355 175
ND Langa	210 291	24 272	39 170	-	273 733
MG Baloyi	256 035	24 272	47 004	27 864	355 175
MA Monaheng	256 035	24 272	47 004	27 860	355 171
BL Sithole	256 035	24 272	47 004	-	327 311
KJ Molefe	256 035	24 272	47 004	27 860	355 171
ST Motshegoa	256 035	24 272	47 004	34 224	361 535
ED Segona	256 035	24 272	47 004	27 864	355 175
TL Sekhaolela	256 035	24 272	47 004	-	327 311
TJ Mosetlhe	77 950	24 272	19 585	-	121 807
SL Mashele	250 080	24 272	47 004	-	321 356
HA Mokone	211 192	10 481	38 102	-	259 775
NP Mudau	174 658	-	29 912	-	204 570
BJ Langa	45 744	-	7 834	-	53 578
S Mashele	4 466	-	-	-	4 466
	9 944 538	**932 817**	**1 826 747**	**897 979**	**13 602 081**

2024 Mayor	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
MG Manyike	652 263	201 692	46 570	87 486	988 011

2024 Single Whip	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
NK Mleta	469 654	171 518	46 570	65 618	753 360

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Figures in Rand	2025	2024

31. Remuneration of councillors (continued)

2024 Speaker	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
F Mapela	500 783	182 953	46 570	69 990	800 296

2024 Municipal Public Committee Accounts chairperson	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
MD Kodisang	460 282	168 072	46 570	64 299	739 223

2024 Exco Members	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
VK Maluleka	469 654	171 518	46 570	67 474	755 216
MM Moetji	469 654	171 518	46 570	65 618	753 360
J Macheke	469 654	171 518	46 570	65 618	753 360
FM Tsoku	469 654	171 518	46 570	65 618	753 360
MG Molefe	469 654	171 518	46 570	65 618	753 360
CM Shai	469 654	171 518	46 570	65 618	753 360
SL Ndlovu	469 654	171 518	46 570	65 618	753 360
RC Pete	469 654	171 518	46 570	65 618	753 360
MV Mphaphudi	469 654	171 518	46 570	65 618	753 360
	4 226 886	**1 543 662**	**419 130**	**592 418**	**6 782 096**

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31. Remuneration of councillors (continued)

2024 Councillors	Basic Salary	Travel Allowance	Cellphone Allowance	Pension and medical aid	Total
PS Letlhabi	200 327	72 373	46 570	28 472	347 742
PM Mabena	200 327	72 373	46 570	27 694	346 964
MC Moatshe	200 327	72 373	46 570	28 472	347 742
D Sono	200 327	72 373	46 570	28 472	347 742
S Nkwana	200 327	72 373	46 570	28 472	347 742
RC Lekalakala	200 327	72 373	46 570	28 472	347 742
SJ Modisa	200 327	72 373	46 570	27 694	346 964
RME Kutumela	200 327	72 373	46 570	27 694	346 964
EL Moselane	200 327	72 373	46 570	28 472	347 742
SA Kutumela	200 327	72 373	46 570	28 472	347 742
DBS Mbekwa	200 327	72 373	46 570	28 472	347 742
OM Mamabolo	189 777	68 235	43 899	25 372	327 283
DD Nkutshweu	200 327	72 373	46 570	11 610	330 880
TN Skosana	200 327	72 373	46 570	27 694	346 964
PK Letlape	200 327	72 373	46 570	27 694	346 964
LF Modise	200 327	72 373	46 570	27 694	346 964
ML Mosane	200 327	72 373	46 570	27 694	346 964
DK Motlhasedi	200 327	72 373	46 570	27 694	346 964
AI Zimba	200 327	72 372	46 570	27 694	346 963
SM Ndlala	9 792	-	-	-	9 792
AD Tlhabane	200 327	72 372	46 570	27 694	346 963
JM Motaung	200 327	72 372	46 570	27 694	346 963
DS Sethole	200 327	72 372	46 570	2 322	321 591
FV Mashaba	200 327	72 372	46 570	-	319 269
GKT Mamadi	200 327	72 372	46 570	27 694	346 963
S Chauke	200 327	72 372	46 570	27 694	346 963
TM Sithole	200 327	72 372	46 570	27 694	346 963
PM Letebele	200 327	72 372	46 570	27 694	346 963
EKM Selepane	200 327	72 372	46 570	27 694	346 963
JK Baloyi	101 155	33 482	21 466	-	156 103
JD Mathimbi	200 327	72 372	46 570	27 694	346 963
ND Langa	187 813	72 372	46 570	-	306 755
MG Baloyi	200 327	72 372	46 570	27 694	346 963

JR Baloyi	101 155	33 482	21 466	-	156 103
JD Mathimbi	200 327	72 372	46 570	27 694	346 963
ND Langa	187 813	72 372	46 570	-	306 755
MG Baloyi	200 327	72 372	46 570	27 694	346 963
MA Monaheng	200 327	72 372	46 570	28 472	347 741
BL Sithole	200 327	72 372	46 570	-	319 269
MJ Kau	9 792	-	-	-	9 792
KJ Molefe	200 327	72 372	46 570	28 472	347 741
ST Motshegoa	200 327	72 372	46 570	27 694	346 963
S Mashele	107 486	35 964	23 068	-	166 518
ED Segona	200 327	72 372	46 570	23 220	342 489
TL Sekhaolela	187 813	72 372	46 570	-	306 755
TJ Mosetlhe	77 368	30 340	19 585	-	127 293
SL Mashele	48 531	19 032	12 285	-	79 848
	7 730 645	**2 792 462**	**1 796 823**	**873 430**	**13 193 360**

Councillors are remunerated in terms of the public office bearers act as gazetted by the MEC responsible for local government

32. Depreciation and amortisation

Property, plant and equipment	63 480 548	62 560 974
Amortisation of Intangible assets	45 477	55 078
	63 526 025	**62 616 052**

33. Impairment loss

Impairments		
Property, plant and equipment	4 200 175	72 394 751
Trade and other receivables	133 607 006	81 228 565
	137 807 181	**153 623 316**

34. Finance costs

Interest on late payments	459 765	610 019

35. Bulk purchases

Water	55 649 415	49 060 126

Material losses

Purchased during the year	4 993 831	4 455 500
Sold during the year	(3 495 079)	(3 383 507)
Unaccounted - Normal distribution losses - % water (2025 - 28%) (2024 - 21%)	1 498 752	1 071 993
Kilo litres	1 383 552	956 054
Loss (R): At cost	15 527 192	11 080 660

36. Contracted services

Specialist Services	549 416	638 220
Outsourced Services		
Business and Advisory	17 714 805	13 607 930
Hygiene Services	47 187 211	38 002 411
Security Services	49 076 458	39 838 494

Consultants and Professional Services		
Business and Advisory	75 293 744	52 660 719
Infrastructure and Planning	-	26 217
Laboratory Services	12 478 560	9 178 279
Legal Cost	1 071 711	5 349 881
Contractors		
Maintenance of Buildings and Facilities	2 160 678	2 201 037
Maintenance of Equipment	588 032	382 170
Maintenance of Unspecified Assets	23 904 587	22 523 955
	230 025 202	**184 409 313**

37. Work in Progress: Inventory

Details		
Public toilets distributed	39 865 210	13 073 520

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

38. General expenses

Auditors remuneration	5 952 358	5 928 322
Bank charges	263 800	210 094
Skills Development Fund Levy	1 561 423	1 449 628
Travel and subsistence	540 347	1 908 902
Operating Lease	-	305 114
Mayoral Outreach Programmes	8 381 363	6 337 384
Fines and penalties	304 887	763 818
Catering	2 047 476	1 157 262
Insurance	6 212 184	5 494 959
IT expenses	64 739	2 750
Promotions and sponsorships	855 452	412 933
Magazines, books and periodicals	242 201	219 540
Fuel and oil	3 575 351	5 519 933
Postage and courier	2 357	-
Royalties and license fees	178 146	200 461
Subscriptions and membership fees	2 128 094	30 233
Telephone and fax	6 686 169	4 399 911
Travel - local	2 246 374	776 122
Utilities	19 397 279	15 593 355
LED projects	-	3 555 341
Conference and seminars	67 040	81 961
Public relations	1 015 070	429 900
Indigent relief	7 582 565	7 773 479
Stipends	11 216 748	9 663 928
Other expenses	9 917 075	5 531 473
	90 438 498	**77 746 803**

39. Cash generated from operations

Surplus (deficit)	39 108 298	(11 085 538)
Adjustments for:		
Depreciation and amortisation	63 526 025	62 616 052
(Loss) gain on sale of assets and liabilities	(75 502)	15 701 421
PPE impairment	4 200 175	72 394 751
Fair value adjustments	(100 350)	9 672 506
Debt impairment	133 607 006	81 228 564
Bad debts written off	-	9 668 750
Movements in retirement benefit assets and liabilities	1 737 947	1 174 239
Changes in working capital:		
Inventories	(165 924)	90 766
Receivables from exchange transactions	(128 575 190)	(93 206 853)
Other receivables from exchange	501 106	(588 616)
Other receivables from non-exchange transactions	10 524 337	(1 390 311)
Prepayments	-	(71 739)
Payables from exchange transactions	18 620 126	(10 463 039)
VAT	13 840 310	15 641 329
Payables from (non-exchange)	83 349	92 688
Unspent conditional grants and receipts	(8 357 519)	8 264 195
Operating lease assets and accruals	(3 264)	(15 616)
	148 470 930	**159 723 549**

Figures in Rand	2025	2024

40. Commitments

Authorised capital expenditure

Already contracted for but not provided for		
• Approved and contracted for	23 807 401	31 019 573
Total capital commitments		
Already contracted for but not provided for	23 807 401	31 019 573

Authorised operational expenditure

Already contracted for but not provided for		
• Approved and contracted for	200 144 843	198 375 137
Total operational commitments		
Already contracted for but not provided for	196 178 267	198 375 137

Total commitments

Total commitments		
Authorised capital expenditure	23 807 401	31 019 573
Authorised operational expenditure	196 178 267	198 375 137
	219 985 668	**229 394 710**

This committed expenditure relates to capital projects and operations and will be financed by existing cash resources, internally generated funds and government grants.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

41. Contingencies

The table below sets out the contingent liabilities at year end with the maximum potential liability to the municipality.

Contingent liabilities incurred relating to interests in other entities

Contingent Liabilities	Nature	2025	2024
Bathini Security Services-Civil Matter (Against)- Matter still pending in court with possibility of liability	MLM filed its plea way back in 2009 which counter claim as a result of theft of MLM poperties (Mmmakaunyane/ Makapanstad Stadium.This case has been written off by Council since it is an old case and there has been no movement on the case for more than 5 years.	-	421 061
Bokosi Projects - Civil Matter (Against)	Contractor did not complete his snag list and MLM disputed claims to snag list.This case has been written off by Council since it is an old case and there has been no movement on the case for more than 5 years.	-	6 404 050
Chachaoka Management Project - Civil Matter (Against) Matter still pending in Court	Chachaoka Management instituted legal action based on a 2013 tender which was awarded to another bidder. There is a possibility of reimbursement. This case has been written off by Council since it is an old case and there has been no movement on the case for more than 5 years.	-	6 450 000
Khoza M - Civil matter (Against) - Matter still pending in Court	Plaintiff's Attorney of record withdrew from their matter following unsuccessful application for summary judgement in 2018.There possibility of reimbursement is unknown at the reporting date. This case has been written off by Council since it is an old case and there has been no movement on the case for more than 5 years.	-	10 000 000
Thomo Mphela Projects t/a Kago consulting engineers	This contract relates to the building where there was under-performance by the contractor and the contractor claims liability for the commitment based on the contract value.The case has been struck off the roll after agreement between the plaintiff and the defendant.	-	9 500 000
T Nxumalo v MLM	Employee was dismissed for forging his superior's signature. CCMA ruled in favour of MLM, the employee applied for a review of the award	1 500 000	1 500 000
Mabotwane Security Services v MLM	Claim for unpaid invoices	1 192 410	1 192 410

Figures in Rand			2025	2024

41. Contingencies (continued)

Diges	Supplier is suing the municipality for the cessation amount that was not paid		1 932 987	1 932 987
		-	**4 625 397**	**37 400 508**

Other contingent liabilities

Municipality has furthermore a contingent liability relating to possible fines or penalties that could be incur due to illegal dumping by the community, currently taking place on land owned by the municipality . A possible obligation exists for the rehabilitation of the same land.

Contingent assets

	2025	2024
Sizwe Auctions / MLM, Claim for damages against Sizwe Auctions, Pending at Pretoria High Court.	3 151 057	3 515 057

42. Related parties

Relationships	
Accounting officer	Refer to Accounting Officer's Responsibilities and Approvals Report
Members of key management remuneration	Refer to note 30
Councillors	Refer to note 31
Councillor arrear balances	Refer to note 49

43. Prior-year adjustments

Presented below are those items contained in the statement of financial position, statement of financial performance and cash flow statement that have been affected by prior-year adjustments:

Statement of financial position

2024

	Note	As previously reported	Correction of error	Restated
Inventories		132 027	-	132 027
Operating lease asset		65 529	-	65 529
Trade and other receivables from exchange transactions		37 439 755	-	37 439 755
Trade and other receivables from non-exchange transactions		44 816 427	-	44 816 427
Prepayments		550 000	-	550 000
Cash and cash equivalents		285 828 111	-	285 828 111
Investment property		10 895 550	-	10 895 550
Property, plant and equipment	**[a]**	1 534 548 877	2 496 800	1 537 045 677
Intangible assets		25 131	-	25 131
Heritage assets		206 303	-	206 303
Payables from exchange transactions	**[b]**	(153 900 195)	(9 331 075)	(163 231 270)
Payables from non exchange transactions		(594 814)	-	(594 814)
VAT payable	**[c]**	(28 860 221)	(80 922)	(28 941 143)
Employee benefit obligation : short term		(872 280)	-	(872 280)
Unspent conditional grants and receipts		(9 129 169)	-	(9 129 169)
Employee benefit obligation : long term		(7 897 959)	-	(7 897 959)
Accumulated Surplus		(1 713 253 072)	6 915 197	(1 706 337 875)
		-	-	-

Statement of financial performance

43. Prior-year adjustments (continued)

2024

	Note	As previously reported	Correction of error	Restated
Service charges		67 752 967	-	67 752 967
Rendering of services		6 404	-	6 404
Rental of facilities and equipment		178 351	-	178 351
Licence and permits		747 638	-	747 638
Sale of goods		490 611	-	490 611
Operating income		106 223	-	106 223
Interest received		44 985 635	-	44 985 635
Actuarial gains		35 605	-	35 605
Property rates		29 970 318	-	29 970 318
Interest - Property rates		3 375 278	-	3 375 278
Government grants and subsidies	**[d]**	600 305 758	(135 130)	600 170 628
Employee related costs		(157 518 552)	-	(157 518 552)
Remuneration of councillors		(23 256 345)	-	(23 256 345)
Depreciation and amortisation	**[a]**	(62 030 025)	(586 027)	(62 616 052)
Impairment loss		(153 664 515)	-	(153 664 515)
Finance costs	**[e]**	(493 088)	(116 931)	(610 019)
Bad debts written off		(9 668 750)	-	(9 668 750)
Bulk purchases		(49 060 126)	-	(49 060 126)
Contracted services	**[f]**	(176 334 022)	(8 075 291)	(184 409 313)
Loss on disposal of assets and liabilities		(15 701 421)	-	(15 701 421)
Fair value adjustment		(9 672 506)	-	(9 672 506)
Public toilets distributed		(13 073 520)	-	(13 073 520)
Inventory consumed		(1 914 651)	-	(1 914 651)
General expenses		(77 746 803)	-	(77 746 803)
Surplus for the year		**(2 179 536)**	**(8 913 379)**	**(11 092 915)**

Cash flow statement

2024

	Note	As previously reported	Correction of error	Re-classification	Restated
Non-Cash adjustments and Working Capital Movements					
Surplus / (deficit) for the year		(2 179 536)	(8 905 998)	-	(11 085 534)
Depreciation Property, plant and equipment	**[g]**	62 030 025	586 027	-	62 616 052
Impairment Property, plant and equipment	**[n]**	72 435 950	(41 199)	-	72 394 751
(Decrease) / Increase in payables from exchange	**[h]**	(19 057 287)	8 594 248	-	(10 463 039)
(Decrease) / Increase VAT receivable	**[i]**	15 908 224	(266 896)	-	15 641 328
(Decrease) / Increase in consumer deposits	**[j]**	(33 822)	33 822	-	-
		129 103 554	**4**	**-**	**129 103 558**
Cash flow from operating activities					
Grants Income	**[k]**	608 569 952	-	(135 129)	608 434 823
Payments made to suppliers	**[l]**	(320 172 255)	-	252 062	(319 920 193)
Finance costs	**[m]**	(493 088)	-	(116 931)	(610 019)
		287 904 609	**-**	**2**	**287 904 611**

Errors

[a] Property, plant and equipment & Depreciation

43. Prior-year adjustments (continued)

The restatement is due to additional assets that were identified on the ground during the physical verification of assets and their respective depreciation.

[b] Payables from exchange transactions

The restatements was as a result of ommitted invoices in the prior period from Magalies,Magalies Maintenance,Baloyi attorneys invoice for work done in prior years but paid in the current year, and invoices from Makgoga and Magalies Maintenance which were recorded in the incorrect period.

[c] VAT Payable

These are the VAT effects on the restatements of Magalies maintenance,legal fees on work done by Baloyi attorneys and Government grants income.

[d] Government grants & subsidies

Grants income reduced by R135 129 in the prior year due to a Library Grant which was recorded inclusive of VAT in error and the restatement was to made to reduce the grant with the VAT amount

[e] Finance Costs

This is interest on prior year ommitted invoices from Magalies lab and Magalies Maintenance invoices recorded in the current year as a restatement.

[f] Contracted services

The restatements was as a result of ommitted invoices in the prior period from Magalies,Magalies Maintenance and invoices from Makgoga and Magalies Maintenance which were recorded in the incorrect period.

[g] Depreciation Property, plant and equipment

The additional depreciation is depreciation on additional assets identified on the floor but were not on the fixed asset register.

[h] (Decrease) / Increase in payables from exchange

The additional payables is due to restatements on Magalies Maintenance,Magalies Water and other invoices which were not recorded in the correct period (cut-off).

[i] (Decrease) / Increase VAT payables

This is the VAT effect of all the restatements that had VAT including Magalies maintenance,legal fees on work done by Baloyi attorneys and Government grants income.

[j] (Decrease) / Increase in consumer deposits

This movement is due to an account which was in correctly mapped to revenue but was an accumulated surplus transaction and was there remapped from revenue from non-exchange transaction to accumulated surplus.

[k] Grants Income

Grants income reduced by R135 129 in the prior year due to a Library Grant which was recorded inclusive of VAT in error and the restatement was to reduce the grant with the VAT amount

[l] Payments made to suppliers

The payments made to suppliers has been reduced by R252 062 which consist of VAT output amount of R 135 129 from Library grant and interest costs from Magalies of R116 931.

m) Finance Costs

Notes to the Annual Financial Statements

43. Prior-year adjustments (continued)

Finance costs increase was as a result of interest from Magalies which was recorded as a prior period error.

n) Impairment Property, plant and equipment

Impairment on Property, Plant and Equipment reduced by R41 199 due to impairment assessment done on assets.

Commitments

The Capital and Operational Commitments were restated because of adjustments made as a result of of incorrect allocations of invoices and recording of contract amounts..

Commitments	As previously reported	Correction of error	Change in accounting policy	Re-classification	Restated
Capital commitments	49 234 911	(18 215 338)	-	-	31 019 573
Operational commitments	150 716 377	47 658 760	-	-	198 375 137
	199 951 288	**29 443 422**	**-**	**-**	**229 394 710**

Accumulated Surplus

Opening Balance		1 715 432 608	-
Contracted services	[f]	(323 216)	-
Depreciation and amortisation	[a]	(584 603)	-
Finance Costs	[e]	(65 015)	-
Government grants & subsidies	[d]	(129 392)	-
Accumulated surplus		3 093 032	-
		1 717 423 414	**-**

Financial Instruments

Financial liabilities	As previously reported	Correction of error	Change in accounting policy	Reclassification	Restated
Trade and other payables from exchange transactions	132 725 954	9 331 077	-	-	142 057 031

Refer to note [b] above.

Risk management

	As previously reported	Correction of error	Change in accounting policy	Reclassification	Restated
Payables from exchange transactions	132 725 954	9 331 077	-	-	142 057 031

Refer to note [b] above.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

43. Prior-year adjustments (continued)

Unauthorised expenditure

	As previously reported	Correction of error	Change in accounting policy	Reclassification	Restated
Unauthorised expenditure	805 769 891	(111 865 946)	-	-	693 903 945

Council authorised the write-off of unauthorised expenditure of R111 865 946 for the 2022/23 financial year on 17 April 2024 but this write-off was not effected in the 2023/24 financial by error and it was only effected in the 2024/25 financial year as a prior period error.

44. Financial instruments disclosure

Categories of financial instruments

2025

Financial assets

	At amortised cost	Total
Trade and other receivables from exchange transactions	31 906 833	31 906 833
Cash and cash equivalents	253 092 755	253 092 755
	284 999 588	**284 999 588**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	170 579 287	170 579 287

2024

Financial assets

	At amortised cost	Total
Trade and other receivables from exchange transactions	37 439 755	37 439 755
Cash and cash equivalents	285 828 111	285 828 111
	323 267 866	**323 267 866**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	142 057 031	142 057 031

Analysis of Financial instrument related amounts in Statement of financial performance

2025

	At amortised cost	Total
Interest income (calculated using effective interest method) for financial instruments at amortised cost	44 243 873	44 243 873

Figures in Rand	2025	2024

44. Financial instruments disclosure (continued)

Receivables impairment for the year	(133 607 006)	(133 607 006)
	(89 363 133)	**(89 363 133)**

2024

	At amortised cost	Total
Interest income (calculated using effective interest method) for financial instruments at amortised cost	44 985 635	44 985 635
Receivables impairment for the year	(81 228 565)	(81 228 565)
Impairment loss (Debt write-offs)	(9 668 750)	(9 668 750)
	(45 911 680)	**(45 911 680)**

45. Risk management

Financial risk management

The municipality's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

Liquidity risk

Liquidity risk is the risk that the municipality will encounter difficulty in meeting the obligations associated with its Financial Liabilities that are settled by delivering cash or another financial asset. The municipality's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the municipality's reputation.

Liquidity risk is managed by ensuring that all assets are reinvested at maturity at competitive interest rates in relation to cash flow requirements. Liabilities are managed by ensuring that all contractual payments are met on a timeous basis and, if required, additional new arrangements are established at competitive rates to ensure that cash flow requirements are met.

The municipality's risk to liquidity is a result of the funds available to cover future commitments. The municipality manages liquidity risk through an ongoing review of future commitments and credit facilities.

At 30 June 2025	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Payables from exchange transactions	170 579 287	-	-	-

At 30 June 2024	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Payables from exchange transactions	142 057 031	-	-	-

45. Risk management (continued)

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, financial instruments and trade receivables. The municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the municipality. The municipality has a sound credit control and debt collection policy. The municipality uses its own trading record to assess its major customers. The municipality's exposure of its counterparties are monitored regularly.

Trade receivables comprise a widespread customer base. Management evaluated credit risk relating to customers on an ongoing basis. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based by managment.

Investments/Bank, Cash and Cash Equivalents

The municipality limits its counterparty exposures from its short-term investments (financial assets that are neither past due nor impaired) by only dealing with well-established financial institutions short term credit rating of BBB and long-term credit rating of AA- and higher at an international accredited credit rating agency. The municipality's exposure is continuously monitored and the aggregate value of transactions concluded in spread amongst different types of approved investments and institutions, in accordance with its investment policy. In spite of the measures applied to mitigate investment risks the municipality was significantly exposed for the 2024/25 financial year after investing in a mutual bank. The municipality has reviewed its investment policy in the aim of improving its internal controls.

The municipality limits its counterparty exposures from its money market investment operations (financial assets that are neither past due nor impaired) by only dealing with well-established financial institutions of high credit standing. The credit exposure to any single counterparty is managed by setting transaction / exposure limits, which are included in the municipality's Investment Policy. These limits are reviewed annually by the Chief Financial Officer and authorised by the Council.

The municipality limits its counterparty exposures from its money market investment operations (financial assets that are neither past due not impaired) by only dealing with ABSA Bank, Nedbank and Standard Bank. No investments with a tenure exceeding 12 months are made.

Trade and other receivables are amounts owed by consumers and are presented net of impairment losses. The municipality has a credit risk policy in place and the exposure to credit risk is monitored on an on-going basis. The municipality is compelled in terms of its constitutional mandate to provide all its residents with basic minimum services without recourse to an assessment of creditworthiness. Subsequently, the municipality has no control over the approval of new customers who acquire properties in the designated municipal area and consequently incur debt for rates, water services rendered to them.

Trade receivables consist of a large number of customers. Periodic credit evaluation is performed on the financial condition of accounts receivable. Consumer debtors are presented net of a provision for impairment.

In the case of debtors whose accounts becomes in arrears, it is endeavoured to collect such accounts by "demand for payment" "restriction of services" and, as a last resort, "handed over for collection", whichever procedure is applicable in terms of Council's Credit Control and Debt Collection Policy. At this stage, the municipality only partially implement its credit control policy as there is no hand over of debtors.

There were no material changes in the exposure to credit risk and its objectives, policies and processes for managing and measuring the risk during the year under review.The municipality's maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position , without taking into account the value of any collateral obtained.

The municipality establishes an allowance for impairment that represents its estimate of anticipated losses in respect of trade and other receivables.

The municipality does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The municipality defines counterparties as having similar characteristics if they are related entities. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

45. Risk management (continued)

Financial assets exposed to credit risk at year end were as follows:

Financial instrument	2025	2024
Receivables from exchange transactions	31 906 833	37 439 755
Cash and cash equivalents	253 092 755	285 828 111

Market risk

Interest rate risk

Interest rate risk is defined as the risk that the fair value or future cash flows associated with the financial instruments will fluctuate in amount as a result of market interest charges.

Financial assets and liabilities that are sensitive to interest risk are cash and cash equivalent, investments, and loan payables. The municipality is exposed to interest rate risk on these financial instruments as the rates applicable are fixed interest rates.

Potential concentration of interest rate risk consists mainly of variable rate deposit investments, long-term receivables, other debtors, bank and cash balances.

The municipality diversifies its money market investment operations by only dealing with ABSA Bank, Nedbank and Standard Bank. No investments with a tenure exceeding 12 months are made. In the 2017/18 financial year the municipality had invested with a bank registered under the mutual bank act, which is contrary to investment regulation of 2005.

Receivables comprise a widespread customer base. Consumer debtors are presented net of a provision for impairment.

In the case of debtors whose accounts becomes in arrears, it is endeavoured to collect such accounts by "demand for payment" "restriction of services" and, as a last resort, "handed over for collection", whichever procedure is applicable in terms of Council's Credit Control and Debt Collection Policy. At this stage, the municipality only partially implement its credit control policy as there is no hand over of debtors.

Long-term receivables and other debtors are individually evaluated annually at Balance Sheet date for impairment or discounting. A report on the various categories of debtors is drafted to substantiate such evaluation and subsequent impairment / discounting where applicable. Debtors write off has been approved by council for write off in the 2024/25 financial year.

The municipality is not exposed to interest rate risk arising from equity investments as the municipality does not trade these investments.

Cash flow interest rate risk

Financial assets 2025	
Bank balances	47 327 674
Short-term deposits	205 762 717
	253 090 391

Financial assets 2024	
Bank balances	8 856 808
Short-term deposits	276 968 939
	285 825 747

Interest rate sensitivity on income	**2025**	**2024**
Interest rate increase of 1%	2 530 905	2 858 257
Interest rate decrease of 1%	(2 530 905)	(2 858 257)
	-	-

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

46. Unauthorised expenditure

Opening balance as previously reported	693 903 945	709 529 319
Add: Unauthorised expenditure Identified - current	85 628 740	96 240 572
Less: Approved by Council	(82 638 225)	(111 865 946)
Closing balance	**696 894 460**	**693 903 945**

During the current year Council with the recommendation of MPAC has written of unauthorised amount of R 82 638 225 for the 2023/24 financial year.

47. Fruitless and wasteful expenditure

Opening balance as previously reported	20 162 056	18 908 691
Add: Fruitless and wasteful expenditure identified - current	765 811	1 253 365
Closing balance	**20 927 867**	**20 162 056**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

47. Fruitless and wasteful expenditure (continued)

Details of fruitless and wasteful expenditure

	Disciplinary steps taken/criminal proceedings		
Interest charged by Eskom		8 078	7 287
SARS interest and penalties		304 887	763 818
Interest on overdue account - Magalies		426 955	472 502
Overdue charge - Auditor General		25 890	9 758
		765 810	**1 253 365**

48. Irregular expenditure

Opening balance as previously reported	965 452 693	955 325 166
Add: Irregular expenditure - current	2 941 780	10 127 527
Add: Irregular expenditure - prior period	1 848 539	-
Less: Amount written off	(347 364 643)	-
Closing balance	**622 878 369**	**965 452 693**

Cases under investigation

Investigations are still in progress regarding 5 cases which are all related to non-compliance with the procurement process requirements.

48. Irregular expenditure (continued)

Incident	Disciplinary steps taken/criminal proceedings		
Tax non-compliant on CSD report	Consequence management not followed	-	4 825 284
Declaration of interest incomplete	Consequence management not followed	-	3 817 243
Predetermined requirements not met	Consequence management not followed	-	1 485 000
13 days instead of 14 days that results in non-compliance with SCM reg. 22(1)(b)(i) with no approved reasons for deviation to 14 days.	Consequence management not followed	1 297 492	-
The person who approved the bid evaluation committee minutes was also a member on the bid adjudication committee	Consequence management not followed	2 941 780	-
Incorrect calculation of points	Consequence management not followed	365 483	-
During the testing of SCM deviations from normal procurement process, we identified that some reasons provided to deviate does not meet the requirement as per Supply Chain Management reg 36(1)(a)(i) to (v) below are the issues noted.	Consequence management not followed	185 564	-
		4 790 319	**10 127 527**

Cases assessed by the accounting officer

Three (Prior period: 2024) cases related to non-compliance with procurement process requirements as indicated above.	-	10 127 527
Six (current period: 2025) cases related to non-compliance with procurement process requirements as indicated above.	4 790 319	-
	4 790 319	**10 127 527**

Amount written off

[**N1**] After the council committee investigations, council adopted the council committee recommendation to write-off an amount of **R347 364 643** from the total irregular expenditure amount as it was found that the municipality received value for money and the services were delivered in accordance with the contract stipulation.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

49. Additional disclosure in terms of Municipal Finance Management Act

Contributions to organised local government

Opening balance	-	2 007 612
Current year subscription / fee	2 090 341	-
Amount paid - current year	(2 090 341)	(2 007 612)
	-	-

Audit fees

Current year subscription / fee	5 978 248	5 686 056
Amount paid - current year	(5 978 248)	(5 686 056)
	-	-

PAYE and UIF

Current year subscription / fee	34 680 792	31 236 658
Amount paid - current year	(35 540 186)	(32 031 426)
	(859 394)	**(794 768)**

Pension and Medical Aid Deductions

Current year subscription / fee	16 265 688	15 338 818
Amount paid - current year	(16 265 688)	(15 338 818)
	-	-

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49. Additional disclosure in terms of Municipal Finance Management Act (continued)

Councillors' arrear consumer accounts

There were two councillors in arrears on their accounts for more than 90 days as listed below.

30 June 2025	Outstanding less than 90 days R	Outstanding more than 90 days R	Total R
SEKHAOLELA L MS	(1 660)	17 020	15 360
TSOKU FN MS	(49)	1 006	957
	(1 709)	**18 026**	**16 317**

30 June 2025	**Gross Debtors**	**Calculated Impairmen**	**Total**
SEKHAOLELA L MS	15 360	(14 851)	509
TSOKU FN MS	957	(890)	67
	16 317	**(15 741)**	**576**

30 June 2024	Outstanding less than 90 days R	Outstanding more than 90 days R	Total R
SEKHAOLELA L MS	3 444	-	3 444
MASHELE SL MR	462	-	462
	3 906	**-**	**3 906**

30 June 2024	Gross Debtors	Calculated Impairment	Total
SEKHAOLELA L MS	17 156	(16 597)	559
MASHELE SL MR	8 706	(7 046)	1 660
	25 862	**(23 643)**	**2 219**

The municipality provided water and refuse collection services to the councillors above. The outstanding amounts also included property rates levied.

VAT

VAT payable	42 781 453	28 941 143

VAT output payables and VAT input receivables are shown in note 16.

All VAT returns have been submitted by the due date throughout the year.

Figures in Rand	2025	2024

50. Deviation from supply chain management regulations

Paragraph 12(1)(d)(i) of Government gazette No. 27636 issued on 30 May 2005 states that a supply chain management policy must provide for the procurement of goods and services by way of a competitive bidding process.

Paragraph 36 of the same gazette states that the accounting officer may dispense with the official procurement process in certain circumstances, provided that he records the reasons for any deviations and reports them to the next meeting of the accounting officer and includes a note to the annual financial statements.

The reasons for these deviations were documented and reported to the accounting officer who considered them and subsequently approved the deviation from the normal supply chain management regulations..

Incident		
Emergency	80 205	358 428
Sole supplier	483 268	871 760
Impractical or impossible	-	368 347
	563 473	**1 598 535**

51. Segment information

General information

Identification of segments

The municipality is organised and reports to management on the basis of seven major functional areas:Community and Social Services,Energy Sources,Road Transport, Sport and Recreation,Waste Water Management, Water Management and other which consists of executive and council, municipal manager, budget and treasury office, human resources and corporate services, infrastructure development services, community development services and local and economic development.. The segments were organised around the type of service delivered and the target market. Management uses these same segments for determining strategic objectives. Segments were aggregated for reporting purposes.

Information reported about these segments is used by management as a basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes.

51. Segment information (continued)

Segment surplus or deficit, assets and liabilities

2025

	Community and Social Services	Energy Sources	Road Transport	Sports and Recreation	Waste Water Managemen	Water Management	Unallocated	Total
Revenue								
Service charges	-	-	-	-	30 017 379	39 408 226	-	69 425 605
Rendering of services	-	-	-	-	-	4 292	556	4 848
Rental of facilities and equipment	-	-	-	-	-	-	179 567	179 567
Bad Debts Recovered	-	-	-	-	-	-	9 300 000	9 300 000
Insurance Refund	-	-	-	-	-	-	99 980	99 980
Licence and permits	-	-	638 770	-	-	-	-	638 770
Sale of goods	-	-	-	-	-	22 111	421 306	443 417
Operating income	-	-	-	-	-	-	75 056	75 056
Interest received -Non exchange	-	-	-	-	-	-	3 851 318	3 851 318
Interest received	-	-	-	-	6 393 182	9 756 313	28 094 377	44 243 872
Gains on disposal of assets and liabilities	-	-	-	-	-	-	75 502	75 502
Fair value adjustments	-	-	-	-	-	-	100 350	100 350
Property rates	-	-	-	-	-	-	31 685 151	31 685 151
Government Grants and Subsidies	1 028 696	-	-	-	-	76 318 000	613 728 692	691 075 388
Total segment revenue	**1 028 696**	**-**	**638 770**	**-**	**36 410 561**	**125 508 942**	**687 611 855**	**851 198 824**
Entity's revenue								**851 198 824**

Aggregated segments

The municipality operates in the North-West Province within Moretele Local Municipality jurisdiction. Segments were aggregated on the basis of services delivered as management considered that the economic characteristics of the segments throughout Moretele Local Municipality were sufficiently similar to warrant aggregation.

Moretele Local Municipality
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51. Segment information (continued)

	Community and Social Services	Energy Sources	Road Transport	Sports and Recreation	Waste Water Managemen	Water Management	Unallocated	Total
Expenditure								
Employee related costs	19 203 391	-	12 859 940	3 030 450	-	5 492 686	126 515 368	167 101 835
Remuneration of councillors	-	-	-	-	-	-	23 980 722	23 980 722
Depreciation and amortisation	-	-	-	-	-	63 526 024	-	63 526 024
Impairment loss	-	-	-	-	-	137 807 181	-	137 807 181
Finance costs	-	-	-	-	-	-	459 765	459 765
Bulk purchases	-	-	-	-	-	55 649 414	-	55 649 414
Contracted services	1 857 218	2 870 370	1 234 995	-	-	32 552 180	191 510 440	230 025 203
Actuarial losses	-	-	-	-	-	-	1 103 477	1 103 477
Public toilets distributed	-	-	-	-	39 865 210	-	-	39 865 210
Inventory Consumed	57 600	-	-	-	-	-	2 075 597	2 133 197
General Expenses	1 512 683	18 843 534	552 534	97 958	3 112 504	4 601 950	61 717 335	90 438 498
Total segment expenditure	**22 630 892**	**21 713 904**	**14 647 469**	**3 128 408**	**42 977 714**	**299 629 435**	**407 362 704**	**812 090 526**
Total segmental surplus/(deficit)	**(21 602 196)**	**(21 713 904)**	**(14 008 699)**	**(3 128 408)**	**(6 567 153)**	**(174 120 493)**	**280 249 151**	**39 108 298**
Assets								
Cash and cash equivalents	-	-	-	-	-	-	253 092 755	253 092 755
Receivables from exchange transactions	-	-	-	-	-	-	31 906 833	31 906 833
Receivables from non-exchange transactions	-	-	-	-	-	-	34 292 090	34 292 090
Inventories	-	-	-	-	-	-	297 951	297 951
Operating lease asset	-	-	-	-	-	-	68 793	68 793
Prepayments	-	-	-	-	-	-	550 000	550 000
Investment property	-	-	-	-	-	-	10 995 900	10 995 900
Property, plant and equipment	-	-	-	-	-	-	1 660 984 149	1 660 984 149
Intangible assets	-	-	-	-	-	-	344 871	344 871
Heritage assets	-	-	-	-	-	-	206 303	206 303
Total segment assets	**-**	**-**	**-**	**-**	**-**	**-**	**1 992 739 645**	**1 992 739 645**
Total assets as per Statement of financial Position								**1 992 739 645**

51. Segment information (continued)

	Community and Social Services	Energy Sources	Road Transport	Sports and Recreation	Waste Water Managemen	Water Management	Unallocated	Total
Liabilities								
Payables from exchange transactions	-	-	-	-	-	-	(192 554 015)	(192 554 015)
Unallocated Deposits	-	-	-	-	-	-	(678 163)	(678 163)
VAT payable	-	-	-	-	-	-	(42 781 453)	(42 781 453)
Employee benefit obligation	-	-	-	-	-	-	(10 508 186)	(10 508 186)
Unspent conditional grants and receipts	-	-	-	-	-	-	(771 650)	(771 650)
Total segment liabilities	**-**	**-**	**-**	**-**	**-**	**-**	**(247 293 467)**	**(247 293 467)**
Total liabilities as per Statement of financial Position								**(247 293 467)**

Following a change in the composition of its reportable segments, the corresponding items of segment information for earlier periods has been restated.

2024

	Community and Social Services	Energy Sources	Road Transport	Sports and Recreation	Waste Water Management	Water Management	Unallocated	Total
Revenue								
Service charges	-	-	-	-	28 538 119	39 214 848	-	67 752 967
Rendering of services	-	-	-	-	-	5 765	639	6 404
Rental of facilities and equipment	-	-	-	-	-	-	178 351	178 351
Licence and permits	-	-	747 638	-	-	-	-	747 638
Sale of goods	-	-	-	-	-	19 577	471 034	490 611
Operating income	-	-	-	149	-	-	106 074	106 223
Interest received	-	-	-	-	5 468 662	7 824 902	35 067 349	48 360 913
Actuarial Gains	-	-	-	-	-	-	35 606	35 606
Property rates	-	-	-	-	-	-	29 936 495	29 936 495
Government Grants and Subsidies	1 036 000	-	-	-	-	32 713 000	566 421 628	600 170 628
Total segment revenue	**1 036 000**	**-**	**747 638**	**149**	**34 006 781**	**79 778 092**	**632 217 176**	**747 785 836**
Entity's revenue								**747 785 836**

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51. Segment information (continued)

Expenditure								
Employee related costs	15 803 985	-	10 230 471	3 212 240	-	3 314 502	124 957 355	157 518 553
Remuneration of councillors	-	-	-	-	-	-	23 256 346	23 256 346
Depreciation and amortisation	-	-	-	-	-	62 616 052	-	62 616 052
Impairment loss	-	-	-	-	-	153 623 316	-	153 623 316
Finance costs	-	-	-	-	-	-	610 019	610 019
Bad debts written off	-	-	-	-	-	9 668 749	-	9 668 749
Bulk purchases	-	-	-	-	-	49 060 126	-	49 060 126
Contracted services	-	3 348 186	193 912	3 060	-	19 465 176	161 398 978	184 409 312
Fair value adjustments	-	-	-	-	-	-	9 672 506	9 672 506
Loss on disposal of assets	-	-	-	-	-	-	15 701 421	15 701 421
Public toilets distributed	-	-	-	-	13 073 520	-	-	13 073 520
Inventory Consumed	247 113	-	-	-	-	223 920	1 443 618	1 914 651
General Expenses	1 828 973	14 049 184	1 317 554	775 865	2 988 747	4 055 235	52 731 245	77 746 803
Total segment expenditure	**17 880 071**	**17 397 370**	**11 741 937**	**3 991 165**	**16 062 267**	**302 027 076**	**389 771 488**	**758 871 374**
Total segmental surplus/(deficit)	**(16 844 071)**	**(17 397 370)**	**(10 994 299)**	**(3 991 016)**	**17 944 514**	**(222 248 984)**	**242 445 688**	**(11 085 538)**
Assets								
Inventories	-	-	-	-	-	-	132 027	132 027
Operating lease asset	-	-	-	-	-	-	65 529	65 529
Receivables from exchange transactions	-	-	-	-	-	-	37 439 755	37 439 755
Receivables from non-exchange transactions	-	-	-	-	-	-	44 816 427	44 816 427
Prepayments	-	-	-	-	-	-	550 000	550 000
Cash and cash equivalents	-	-	-	-	-	-	285 828 111	285 828 111
Investment property	-	-	-	-	-	-	10 895 550	10 895 550
Property, plant and equipment	-	-	-	-	-	-	1 537 045 680	1 537 045 680
Intangible assets	-	-	-	-	-	-	25 131	25 131
Heritage assets	-	-	-	-	-	-	206 303	206 303
Total segment assets	**-**	**-**	**-**	**-**	**-**	**-**	**1 917 004 513**	**1 917 004 513**
Total assets as per Statement of financial Position								**1 917 004 513**

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51. Segment information (continued)

	Community and Social Services	Energy Sources	Road Transport	Sports and Recreation	Waste Water Management	Water Management	Unallocated	Total
Liabilities								
Payables from exchange transactions	-	-	-	-	-	-	(163 231 272)	(163 231 272)
Unallocated Deposits	-	-	-	-	-	-	(594 814)	(594 814)
VAT payable	-	-	-	-	-	-	(28 941 143)	(28 941 143)
Employee benefit obligation	-	-	-	-	-	-	(8 770 239)	(8 770 239)
Unspent conditional grants and receipts	-	-	-	-	-	-	(9 129 169)	(9 129 169)
Total segment liabilities	**-**	**-**	**-**	**-**	**-**	**-**	**(210 666 637)**	**(210 666 637)**
Total liabilities as per Statement of financial Position								**(210 666 637)**

52. Budget differences

Material differences between budget and actual amounts

STATEMENT OF FINANCIAL PERFORMANCE

It is general practise to deem a deviation of more than 10% on operational revenue and expenditure versus the final budget as material.

REVENUE

Service charges - Billing for service charges are realistic with a variance of 8% when compared to the projections.

Rental of facilities and equipment -Rental performance reflect a favourable performance of 98% and the variance of 2% is acceptable

Insurance refund - These are claims made by the municipality to the insurance companies for asset losses suffered.

Licences and permits - This variance is purely dependant on the number of people that come to the Municipality for their vehicle licencing.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

52. Budget differences (continued)

Other income -Other Income- This is from sale of Tender documents, there for it depends on the demand of tenderes. It is unpredictable

Interest received - investment -The variance is due consective interest rate hikes after the budget budget processes.

Interest Received -Receivables - Interest on outstanding debtors projections are not realistic, the budget is lower than the actual.

Property rates -The increase is due to increase and tariffs and some property values.

Interest - Taxation revenue - This is interest on property rates and it increases as and when the debtors book increases

Government grants & subsidies - Dependant on the government allocation

Fines, Penalties and Forfeits - DLTC services not fully functional.

EXPENDITURE

Personnel - Employee cost- Reflects favourable variance of 10% , this is due to vacant posts that where not filled.

Remuneration of councillors -Councillors remuneration reflects overperfomance of only 1%, this is due to the payback (upper limits) for the previous year.

Depreciation and amortisation - The performance results with 44% variance when compared to the budget,this is due to the infractructure assets that were impaired.

Inventory Consumed - Inventory consumed reflects favourable variance due to cost cutting measures implemented by the municipality.

Finance costs - Not budgeted.

Debt Impairment - Debt Impairment-This reflects a decrease in collection rate compared to the budgeted

Bulk purchases - It is within the acceptable range.

Contracted Services - It is within the acceptable range

General Expenses - General expenditure peformanceis slightly above the generally accepted limit due to some unplanned but necessary adhoc expenses incurred by the municipality.

STATEMENT OF FINANCIAL POSITION

It is general practise that a deviation of more than 10% on both actual figures for assets and liabilities versus the final budget as material.

Current Assets

Inventories - Inventories- the increase is due to Inventory supplied late and dispatched after financial year end.

Operating lease asset - under perfomance is due classification of under/over banking account linked to operating lease assets

Receivables from exchange - The municipality experienced lower collection rates than projected, particularly on service charges, this resulted in a larger portion of debtors being assessed as doubtful and impaired.

Receivables from non-exchange transactions - The municipality experienced lower collection rates than projected, particularly on Property rates, this resulted in a larger portion of debtors being assessed as doubtful and impaired.

Prepayments - No movement.

52. Budget differences (continued)

VAT receivable - There was a VAT payable in the current period instead of VAT receivable

Cash and cash equivalents -The budget vs actual has a favourable variance of R43m which was mostly made up of a favourable variance on the purchases of PPE of R93m which was partially offset by an adverse variance onreceipts from operating activities of R31m and an adverse variance of R19m on the payments of suppliers and employees.

Non-Current Assets

Investment property - Change was due to revaluations done by the Municipality

Property, plant and equipment - The difference due to the extensive assets Conditional reassemment that was conducted

Intangible assets -Variance is due to classification of assets, GIS and PMS System software were classified as Intangile assets when budgeting, and expensed under capital

Heritage assets - No movement

Current Liabilities

Payables from exchange transactions - There were many unpaid invoices as at year end than expected which were only paid after year end.

Payables from non-exchange transactions - Unallocated deposit have been reduced , this due to prior year deposits being allocated

Employee benefit obligation - Employee benefit Obligation-This is due to Actuarial workings that were not used when budgeting. It is cost effective to only use actuarial at the end of the year.

Unspent conditional grants and receipts - his is from MIG Schedule B Mmakaunyane Water project which had delays due to technical issues encountered on the ground.

CASHFLOW STATEMENT

It is general practise that a deviation of more than 10% on actual figures for all cash items versus the final budget as material

Cash flows from operating activities

Receipts

Sale of goods and services - The municipality experienced lower collection rates than projected,

Grants -The movement is in line with expectation.

Interest income - This relates to interest from investments made with the banks and is dependant on the prevailing interest rates like the prime rate..

Other receipts -This not in the control of the municipality and is mostly on demand and the projections were based on previous year performance which is very volatile.

Payments

Suppliers and Employee costs - This is in line with expectation

Finance costs - Not budgeted, this is due to interest charged on oustanding invoices and penalties(Fruitless expenditure)

Cash flows from investing activities

Purchase of property, plant and equipment - Less assets were purchased than originally budgeted for because the municipality buys assets that are really necessary not budgeted for.

52. Budget differences (continued)

Purchase of other intangible assets - Budgeted under PPE, and correctly reclassified as intangible.

53. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.The Municipality's operations are substantially funded by government and at the time of concluding the financial statements, the government had not announced any intention to cease funding the Municipality.

54. Events after the reporting date

There are no significant events after the reporting date.

55. Accounting by principals and agents

Moretele Local Municipality is a party to principal-agent arrangement(s).

Details of the arrangment(s) is|are as follows:

The municipality was appointed as an agent to act on behalf of The North West Department of Community Safety and Transport Management in May 2015 to provide motor vehicle registration and licensing functions in terms of the applicable national and provincial road traffic legistration. In terms of the agreement the North West Department of Community Safety and Transport Management which was responsible for registration and licensing of motor vehicles had identified Moretele Local Municipality as an agent to process these functions for and on behalf of the Department.

The significant terms and conditions of the arrangement(s) are that the agent shall be responsible for motor vehicle registration and licensing functions in compliance with all NaTIS requirements and be responsible for all equipment provided by the Department of Community Safety, Security and Liaison in return for a fee that is deternined by the MEC by notice in the provincial Gazzette for activities rendered. No changes have occurred during the reporting period to these arrangements.

The relationship exists to make it easier for the department ot provide a service to the community through an agent who is closer to the community as well as to better manage the administrative functions that come with the provision of the services.

Entity as agent

Resources held on behalf of the principal(s), but recognised in the entity's own financial statements

The municipality does not hold any money or asset on behalf the Department. The Municipality only issues the licences and the money goes to the Department of Traffic which will pay the Municipality 20% of the amount collected.

Revenue recognised

The aggregate amount of revenue that the entity recognised as compensation for the transactions carried out on behalf of the principal is R 638 770 (2024: R 747 638).

Liabilities and corresponding rights of reimbursement recognised as assets

There are no liabilities incurred on behalf of the principal(s) that have been recognised by the entity.

Additional information

Amounts receivable from the principal as at year end

Receivable from Exchange Transactions		
Debtors on Licence and Permits	431 835	624 053

ANNEXURE 2 : MUNICIPALITY'S POST AUDIT PLAN 2024/25

Financial Year: 2024/2025								
Annexure A: Matters Affecting Audit Report								
Reference	**Finding**	**Root Cause**	**Nature of Findings**	**Responsible Person**	**Due Date Dev**	**Due Date Imp**	**Action Plan Status**	**Implementation Status**
AAP88829-2025	Management agrees with the findings therefore finding remains and will be reported in the management report.	This was due to lack of adequate reviews by management to ensure that the notes as disclosed in the annual financial statements are correct and accurate.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP88836-2025	Consequence management, Unauthorised and Irregular expenditure	This was due to lack of adequate reviews by management to ensure that the notes as disclosed in the annual financial statements are correct and accurate.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP88842-2025	Consequence management, Unauthorised and Irregular expenditure	Management did not review and monitor compliance with applicable laws and regulations to	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		ensure that unauthorised, irregular and fruitless and wasteful expenditure is prevented as required by MFMA section 62(1) (a, b and d).						
AAP88871-2025	Contracted services-General ledger amounts include VAT	Financial and performance management-Management did not implement controls over recording expenditure accurately and correctly accounting for VAT,	GRAP non-compliance	Thabo Dire	5-Jan-26	30-Jun-26	Not Yet Started	In Progress
AAP88885-2025	Payment made for a requisition that was not signed by the CFO and MM as approved.	This is because the management did not review and ensure that the controls in place are working and being applied effectively. Management did not review and ensure that only requisition forms	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		completed and approved fully are paid.						
AAP88889-2025	Payment not made within 30 days	This is because the management did not review and ensure that the controls in place are working and being applied effectively. Management did not review and monitor compliance with MFMA as the invoice was not paid within 30 days.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89007-2025	Accruals – Missing receipt stamp date on payment requisition.	Management did not exercise adequate reviews to ensure compliance with existing procedures requiring that payment requisitions be stamped upon receipt of invoice. Management did not review and ensure that the controls in place	Internal control deficiency	Thabo Dire	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		are working and being applied effectively.						
AAP89016-2025	Difference between Schedule and Annual financial statements - Payables from exchange transactions.	Management did not ensure adequate review of schedules and annual financial statements submitted for audit.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89029-2025	Inadequate assessment of assets for impairment.	Management did not conduct regular physical inspections or update the Fixed Asset Register to reflect the current condition and usability of assets.	Internal control deficiency	Annah Matlala	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89032-2025	Consequences management - No investigation on Irregular, Unauthorised and fruitless and wasteful expenditure.	MPAC did not prioritize conducting investigations after the Accounting Officer tabled his investigations to council.	Non-compliance with applicable legislation		5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89040-2025	Expenditure Journals - Misclassification of public toilets expenses to legal fees. Invoice date falls in a different	Management did not implement proper controls to ensure allocation of expenses to correct accounts.	Internal control deficiency	Thabo Dire	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

	financial year (2020-21)							
AAP89071-2025	Presentation and disclosure – Fair presentation of receivables from exchange transaction note 5	Management did not ensure that debt write-offs were properly approved by council before inclusion in the financial statements.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89086-2025	Measurability and Presentation of APR not consistent and aligned to requirements of MSA and FPPR affecting reliability testing.	•The above has resulted in a non-compliance with National Treasury Framework for Managing Programme Performance Information impacting on measurability, presentation and disclosure • The above results in measurability and reliability issues. • This results in misalignment between the planned performance indicator, the TID, the POE and the	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		actual basic water provision to individual households. This further affects the information reported in the APR.						
AAP89147-2025	Revenue from non-exchange transactions – Properties not billed on a monthly basis.	Management uses an accounting system to bill for service charges and property rates, and the system does not bill all property every month and in other instances it bills incorrect monthly rates/tariffs amounts.	Internal control deficiency	Linda Kgatlhe	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89164-2025	SCM - Contract management - Contract price is above tendered price.	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. Management did not exercise oversight in making sure that the contracts are	Non-compliance with applicable legislation	Modiegi Phenya	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		drafted in accordance with GCC.						
AAP89183-2025	Presentation of APR is not accurately as per legislative requirements of MSA.	The municipal manager did not exercise oversight responsibility regarding performance reporting as evidenced by the lack of review of the APR to include the measures to improve targets that were not met.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP89185-2025	Presentation of unauthorised expenditure	Management did not exercise oversight and adequate reviews to ensure that the correct amounts of unauthorised are disclosed and that comparative figures are correct.	Internal control deficiency	Mmakota Molokoane	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
Annexure B: Other Important Matters								
Reference	**Finding**	**Root Cause**	**Nature of Findings**	**Responsible Person**	**Due Date Dev**	**Due Date Imp**	**Action Plan Status**	**Implementation Status**
AAP88811-2025	ICT – Inadequate review and updating of ICT policies.	Due to delays by SITA in conducting the assessment of the municipality's IT	Internal control deficiency	Joseph Mophuthing, Portia Mahlo	30-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started

		environment, management was unable to review and update the ICT policies. This is because the review process is dependent on the outcomes of the business continuity management framework provided by SITA following the assessment.						
AAP88821-2025	SCM - Interest not declared - Spouse in service of the municipality	The municipality does not have systems in place to determine when a supplier/employee has an interest in a certain company. The municipality relies on the declaration that the supplier provides to the municipality.	Internal control deficiency	Modiegi Phenya	5-Jan-26	30-Jun-26	Not Yet Started	Not Yet Started
AAP88837-2025	Possible cover quoting by suppliers	The review process of quotes did not evaluate if companies that are submitting quotations are not from related	Internal control deficiency	Modiegi Phenya	5-Jan-26	1-Jul-26	Not Yet Started	Not Yet Started

		companies to ensure that the procurement process is fair and competitive.						
AAP88844-2025	In adequate review of the performance information as per the section 40 of MSA- Site Visit Report not signed by Community Liaison Officer, Engineers and the contractor.	The municipal manager did not exercise oversight responsibility regarding performance reporting as evidenced by the lack of review of the APR to include the measures to improve targets that were not met.	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	2-Jul-26	Not Yet Started	Not Yet Started
AAP88854-2025	Discrepancies between the progress report and Site Visit Report in relation to the number of employees who were on the project.	The municipal manager did not exercise oversight responsibility regarding performance reporting as evidenced by the lack of review of the APR to include the measures to improve targets that were not met.	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	3-Jul-26	Not Yet Started	Not Yet Started
AAP88856-2025	Presentation of APR does not comply with	Leadership - The municipal manager	Non-compliance	Jerry Mabasa	5-Jan-26	4-Jul-26	Not Yet Started	Not Yet Started

	the legislative requirements of the MSA.	did not exercise oversight responsibility regarding performance reporting as evidenced by the lack of review of the APR to include the measures to improve targets that were not met. Financial and performance management - IDP Manager and Chief of staff in the office of the Mayor did not ensure that adequate measures to improve performance of targets not met are included in the APR.	with applicable legislation					
AAP88870-2025	Use of consultants - Cost reduction plan not developed and no skills Transfer in the SLA	Management did not ensure compliance with the legislative requirements relating to the reduction plan. This	Internal control deficiency	Jerry Mabasa	5-Jan-26	5-Jul-26	Not Yet Started	Not Yet Started

		indicates a lack of effective governance oversight and monitoring controls over legislative compliance.						
AAP88872-2025	ICT Service Continuity – Inadequate Disaster Recovery Plan	Due to delays by SITA in conducting the assessment of the municipality's IT environment, management was unable to review and update the ICT policies. This is because the review process is dependent on the outcomes of the business continuity management framework provided by SITA following the assessment.	System issues	Joseph Mophuthing	5-Jan-26	6-Jul-26	Not Yet Started	Not Yet Started
AAP88873-2025	Contracted services - Competitive bidding process not followed.	Financial and performance management: Management did not review and monitor compliance with	Non-compliance with applicable legislation	Modiegi Phenya	5-Jan-26	7-Jul-26	Not Yet Started	Not Yet Started

		applicable legislation.						
AAP88874-2025	Date of receipt of invoice not provided in the requisition form where payments were made to the supplier.	This is because the management did not review and ensure that the controls in place are working and being applied effectively. Management did not review and monitor compliance with MFMA section 65(2)(e).	Internal control deficiency	Thabo Dire	5-Jan-26	8-Jul-26	Under Development	Not Yet Started
AAP88875-2025	Lack of unique identifiers on infrastructure assets.	Management did not implement adequate asset management controls to ensure that all assets are uniquely identifiable and consistently tracked.	Internal control deficiency	Annah Matlala	5-Jan-26	9-Jul-26	Not Yet Started	Not Yet Started
AAP88878-2025	Employee Costs - Delayed Screening Report – Director of Community Development Services.	Management did not ensure compliance with the legislative requirements relating for screening	Internal control deficiency	Jerry Mabasa	5-Jan-26	10-Jul-26	Not Yet Started	Not Yet Started

		shortlisted candidates.						
AAP88881-2025	Employee Costs - Criminal Background Checks conducted late – Director of Community Development.	Management did not ensure compliance with the legislative requirements relating to the verification process.	Non-compliance with applicable legislation	Jerry Mabasa	5-Jan-26	11-Jul-26	Not Yet Started	Not Yet Started
AAP88882-2025	Three quotes were not obtained.	Financial and performance management: Review and monitor compliance with applicable laws and regulations. Management did not review and monitor compliance with applicable laws and regulations. They did not ensure reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1) (d) of the MFMA.	Non-compliance with applicable legislation	Modiegi Phenya	5-Jan-26	12-Jul-26	Not Yet Started	Not Yet Started

AAP89042-2025	Presentation of APR is not accurately as per legislative requirements of MSA and framework for programme performance information	Financial and performance management The Planning, monitoring and reporting unit and Director-IDS did not : a) Ensure consistency between information reported in the APR and the SBDIP b) Implement adequate review of the APR to ensure consistency between information reported in the APR and the SBDIP	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	13-Jul-26	Not Yet Started	Not Yet Started
AAP89048-2025	Non-compliance with municipal systems act of 2000 on water service charged during the year at fixed monthly flat rate for all the customers.	Moretele LM is in deep rural area which consists of mostly low-income households. •Water supply does not meet the needs of the residents of the municipality. On certain occasions water is	Internal control deficiency	Linda Kgatlhe	5-Jan-26	14-Jul-26	Not Yet Started	Not Yet Started

		not provided or is not delivered to consumers. The instability in the provision of the services as well hinders with the process of measuring the consumption. •This creates an issue when coming to estimating the water consumption per resident. •The cost vs benefit of installing the necessary infrastructure then residents unable to pay as Moretele area there are low rates of employment. •There is no meters installed for customers as the municipality does not have the infrastructure needed •As per evaluation						

		of the municipality being a poor income household area. The flat rate was communicated to the public for public participation. Even thou the rate has been approved the community want the municipality to lower the rate. By virtue of approval of the community and council this then constitute the fair value.						
AAP89054-2025	Employee Costs - Discrepancies noted on Performance Agreements.	The current EPMS system does not have sufficient controls to capture approval dates for specific periods, resulting in potential gaps in monitoring and reporting.	Internal control deficiency	Jerry Mabasa	5-Jan-26	15-Jul-26	Not Yet Started	Not Yet Started
AAP89056-2025			Internal control deficiency	Jerry Mabasa	5-Jan-26	16-Jul-26	Not Yet Started	Not Yet Started

	Unauthorized Approval of Recruitment Requisition	Management oversight by not following the recruitment policy effectively during the appointment processes.						
AAP89059-2025	Outdated Employee Listing	The employee listing has not been updated. This was due to a lack of regular reconciliation between Human Resource records and the active employee database.	Internal control deficiency	Jerry Mabasa	5-Jan-26	17-Jul-26	Not Yet Started	Not Yet Started
AAP89135-2025	Inaccurate capitalisation of assets	Capitalization of assets prior to adequate asset verification.	Internal control deficiency	Annah Matlala	5-Jan-26	18-Jul-26	Not Yet Started	Not Yet Started
AAP89141-2025	Commitments - differences noted	Oversight on ensuring all agreements amounts are correctly inserted on the commitments register	Internal control deficiency	Modiegi Phenya	5-Jan-26	19-Jul-26	Not Yet Started	Not Yet Started

AAP89143-2025	AOPO – Validity – Happy letters not signed by Municipality Representative	•The absence of the municipality representative in ensuring that the water connection and basic water connection have occurred may results the incompleteness and issues on the water connection go undetected, unsafe, or unusable. • The absence of the municipality representative in ensuring that the water connection and provision of basic water could lead the municipalities risk paying for incomplete or substandard work, leading to irregular expenditure due to poor project management, further poor construction	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	20-Jul-26	Not Yet Started	Not Yet Started

		quality, leading to rapid deterioration. • This results in invalidated POE reported in the APR and may result in overstatement of the information reported in the APR.						
AAP89149-2025	Measurability and Presentation of APR not consistent and aligned to requirements of MSA and FPPR affecting reliability testing.	Management did not implement adequate and appropriate controls over the SDBIP to ensure that there are technical indicator descriptions in place that define the indicators to ensure that the indicators and related targets are clear, unambiguous,	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	21-Jul-26	Not Yet Started	Not Yet Started

		specific, measurable and verifiable.						
AAP89168-2025	Equitable share as per DoRB allocated for indigent does not agree to budget and spent indigent allocation.	Financial and performance management, the municipality did not enforce controls to ensure that funding allocated for indigents reaches the intended households.	Internal control deficiency	Linda Kgatlhe, Welheminah Pnoshoko	5-Jan-26	22-Jul-26	Not Yet Started	Not Yet Started
AAP89171-2025	Contract management - Work executed after contract has expired	This is due to lack of review of the service level agreement and ensuring that delays and changes to the project's durations are monitored and ensure remedial action are taken.	Internal control deficiency	Pholosho Mulaudzi	5-Jan-26	23-Jul-26	Not Yet Started	Not Yet Started
AAP89179-2025	Indigent support may be provided to individuals/households who may no longer qualify for indigent support	The CFO did not implement adequate controls over the indigent register to ensure that the indigent register is regularly updated. Management	Internal control deficiency	Linda Kgatlhe	5-Jan-26	24-Jul-26	Not Yet Started	Not Yet Started

		should investigate the valid indigents identified and corrective measures should be implemented.						

APPENDIX A: COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councilor	Capacity	Proportional or Ward Representation
1.Cllr. Masango George Manyike	Mayor	PR Councilor
2.Cllr. Freda Mapela	Speaker	PR Councilor
3.Cllr. Nkele Kaike Mleta	Single Whip	PR Councilor
4.Cllr. Andrew Zwelibanzi Zimba	Councilor	Ward Councilor
5.Cllr. Mosidi C. Moatshe	Councilor	Ward Councilor
6.Cllr. Ramasela Caroline Lekalakala	Councilor	Ward Councilor
7.Cllr. David Sono	Councilor	Ward Councilor
8.Cllr. Kabifa John Molefe	Councilor	Ward Councilor
9.Cllr. Semetsa P Letlhabi	Councilor	Ward Councilor
10.Cllr. Machake Lucas Mosane	Councilor	Ward Councilor
11.Cllr. Monica Grace Baloyi	Councilor	Ward Councilor
12.Cllr. Silas Tikane Motshegoa	Councilor	Ward Councilor
13.Cllr. Johannes Dannyboy Mathimbi	Councilor	Ward Councilor
14.Cllr. Alfred Ditlharo Tlhabane	Councilor	Ward Councilor
15.Cllr. Frank Vusi Mashaba	Councilor	Ward Councilor
16.Cllr. Bongane Lawrence Sithole	Councilor	Ward Councilor
17.Cllr. Sarah Lindeni Ndlovu	Portfolio Head	Ward Councilor

18.Cllr. Tebogo Nelson Skosana	Councilor	Ward Councilor
19.Cllr. Samuel Nkwana	Councilor	Ward Councilor
20.Cllr. Lawrence Mashele	Councilor	Ward Councilor
21. Cllr. Joshua Maliehe Motaung	Councilor	Ward Councilor
22.Cllr. Lebogang Frans Modise	Councilor	Ward Councilor
23.Cllr. Phetogo Kenneth Letlape	Councilor	Ward Councilor
24.Cllr. Daniel Kau Motlhasedi	Councilor	Ward Councilor
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.A Mokone	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. Violet Kgaiki Maluleka	Portfolio Head	PR Councilor
35. Cllr. Leah Sekhaolela	Councilor	PR Councilor

36. Cllr. Stephen Abram Kutumela	Councilor	PR Councilor
37. Cllr.M Sefofu	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. Modau	Councilor	PR Councilor
48. Cllr. Patrick Mabena	Councilor	PR Councilor
49. Cllr. David Mbekwa	Councilor	PR Councilor
50.Cllr. D Langa	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 2024/25 Financial year.

Councillor	Capacity	Political Party	Proportional representation	Council meeting attended
1.Cllr. Andrew Zwelibanzi Zimba	Councilor	ANC	Ward Councilor	54
2.Cllr. Mosidi C. Moatshe	Councilor	ANC	Ward Councilor	43
3. Cllr. Ramasela Caroline Lekalakala	Councilor	ANC	Ward Councilor	44
4. Cllr. David Sono	Councilor	ANC	Ward Councilor	43
5.Cllr. Kabifa John Molefe	Councilor	ANC	Ward Councilor	43
6.Cllr. Semetsa P Letlhabi	Councilor	ANC	Ward Councilor	41
7.Cllr. Machake Lucas Mosane	Councilor	ANC	Ward Councilor	43
8.Cllr. Monica Grace Baloyi	Councilor	ANC	Ward Councilor	41
9.Cllr. Silas Tikane Motshegoa	Councilor	ANC	Ward Councilor	41
10.Cllr. Johannes Dannyboy Mathimbi	Councilor	ANC	Ward Councilor	41
11.Cllr. Alfred Ditlharo Tlhabane	Councilor	ANC	Ward Councilor	41
12.Cllr. Frank Vusi Mashaba	Councilor	ANC	Ward Councilor	40
13.Cllr. Bongane Lawrence Sithole	Councilor	ANC	Ward Councilor	40
14.Cllr. Sarah Lindeni Ndlovu	Councilor	ANC	Ward Councilor	43
15.Cllr. Tebogo Samuel Skosana	Councilor	ANC	Ward Councilor	43
16.Cllr. Samuel Nkwana	Councilor	ANC	Ward Councilor	41
17.Cllr. Lawrence Mashele	Councilor	ANC	Ward Councilor	37
18. Cllr. Joshua Maliehe Motaung	Councilor	ANC	Ward Councilor	41
19.Cllr. Lebogang Frans Modise	Councilor	ANC	Ward Councilor	42
20.Cllr. Phetogo Kenneth Letlape	Councilor	ANC	Ward Councilor	40
21.Cllr. D Motlhasedi	Councilor	ANC	Ward Councilor	40
22. Cllr. Dipuo Sophie Sithole	Councilor	ANC	Ward Councilor	41
23.Cllr. Essau Ditshepi Segone	Councilor	ANC	Ward Councilor	40
24.Cllr. Daniel Dibe Nkutshweu	Councilor	ANC	Ward Councilor	41
25. Cllr. Mashudu	Councilor	ANC	Ward Councilor	41

Veroniccah Mphaphudi				
26. Cllr.A Mokone	Councilor	ANC	Ward Councilor	41
27. Cllr. Francinah Tsoku	Councilor	ANC	PR Councilor	54
28. Cllr. Masango George Manyike	Councilor	ANC	PR Councilor	52
29. Cllr. Nkele Kaike Mleta	Councilor	ANC	PR Councilor	54
30. Cllr. Makinta Andries Monaheng	Councilor	ANC	PR Councilor	48
31.Cllr. John Macheke	Councilor	ANC	PR Councilor	50
32. Cllr. Freda Mapela	Councilor	ANC	PR Councilor	54
33. Cllr. Morake Gilbert Molefe	Councilor	ANC	PR Councilor	50
34. Cllr. Violet Kgauki Maluleka	Councilor	ANC	PR Councilor	48
35. Cllr. L Sekhaolela	Councilor (Deceased)	ANC	PR Councilor	50
36. Cllr. Stephen Abram Kutumela	Councilor	DA	PR Councilor	48
37. Cllr. M Sefofu	Councilor	DA	PR Councilor	46
38. Cllr. Makaleng C Shai	Councilor	EFF	PR Councilor	42
39. Cllr. Ramasela ME Kutumela	Councilor	EFF	PR Councilor	41
40. Cllr. Lesiba E Moselane	Councilor	EFF	PR Councilor	43
41. Cllr. Kamogelo E Selepane	Councilor	EFF	PR Councilor	40
42.Cllr. Gloria Mamadi	Councilor	EFF	PR Councilor	44
43. Cllr. Samuel Chauke	Councilor	EFF	PR Councilor	41
44. Cllr. Charles Pete	Councilor	EFF	PR Councilor	50
45. Cllr. Peter Letebele	Councilor	EFF	PR Councilor	50
46. Cllr. Tshidi Sithole	Councilor	EFF	PR Councilor	45
47. Cllr. Modau	Councilor	DOP	PR Councilor	36
48. Cllr. Patrick Mabena	Councilor	AIC	PR Councilor	43
49. Cllr. David Mbekwa	Councilor	ACG	PR Councilor	33
50.Cllr. D Langa	Councilor	EEF	PR Councilor	40
51. Cllr. Maggie Moetjie	Councilor	F4SD	PR Councilor	50

APPENDIX B: COMMITTEE AND COMMITTEE PURPOSES

Committee	Committee purpose	Chairperson	Type of Committee	Meeting dates
Portfolio Committee: Infrastructure Development Services Finance	To monitor and the activities of the relevant department in respect of Infrastructure Development and Service Delivery activities.	M Moetjie	80	12 July 2024 07 October 2025 20 January 2025 10 April 2025
Portfolio Committee: LED and Planning	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	80	18 January 2024 15 April 2024 17 April 2024 10 July 2024 10 October 2024 11 April 2025 17 June 2025 12 July 2024 18 July 2025
Portfolio Committee: CDS	To monitor the performance and the activities of the relevant administrative department	S Ndlovu	80	12 July 2024 09 October 2024 16 January 2025 11 April 2025 16 July 2025
Portfolio Committee: MPAC	To ensure that municipal finances are properly managed. and to advise the council on ways and means whereby utilization and monitoring of municipal expenditure and income management can be improved	M Kodisang	80	07 March 2025 12 March 2025 13 March 2025 14 March 2025 22 - 23 March 2025 08 April 2025 09 May 2025 04 June 2025 20 – 22 June 2025 03 July 2025
Portfolio Committee: Human Resources and Corporate Service	To monitor the activities of the relevant administrative department in respect of administration, Human Resource and Educational activities. To advise the council	V.K Maluleka	80	22 January 2024 18 April 2024 23 July 2024 21 January 2025

	through the Executive committee on Improvements that could be effected.			11 April 2025 17 July 2025
Portfolio Committee: BTO	To monitor and the activities of the relevant administrative department in respect of finance activities .To advise the council through the executive committee on improvements that could be effected.	C Pete	80	16 July 2024 10 October 2024 17 January 2025 11 April 2025
Portfolio Committee: IDP and PMS	To monitor performance of the Municipality and of individual employees through performance management system and guidelines	F Tsoku	80	24 January 2025 19 February 2025 17 September 2024 16 October 2024 17 July 2024 24 February 2024
Portfolio Committee: Sports Arts and Culture	To promote health and social activities through sports ac arts and culture	G Molefe	80	12 July 2024 09 October 2024 17 January 2025 11 April 2025 17 June 2025 13 April 2023
Special projects	To promote good governance and public participation through special project initiatives	M V Mphaphudi	80	17 September 2024 16 October 2024 17 July 2024 24 February 2024

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
Office of the Speaker	Acting Manager Office of the Speaker	Ms.L Ngako
	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 and PMS	Mr. NL Llale
	Manager Communications	Mr. A Malebye
	Chief Risk Officer	Mr. R Mahumani
Budget and Treasury	Manager assets management	Ms A Matlala
	Manager Expenditure	Mr T Dire
	Manager Reporting	Ms M Molokoane
	Manager Revenue	Ms L Kgatla
	Manager Budgeting	Ms W Phoshoko
	Manager Supply Chain	Ms M Phenya
Manager Human Resource and Cooperate services	Manager HR	Mr. J Mabasa
	Manager HRD	Ms. M Matsemela
	Manager Records Management	Ms.J Mohajane
	Manager EAP	Ms. LL Leballo
	Manager ICT	Mr J Mophuthing
	Manager Council Support	Mrs. S Minyuku
	Manager Security Services	Mr. A Mashigwana
	Manager Fleet	Mr. A Naake

	Management	
Community Development Services	Manager MPCC & Facilities	Mr. E Lamola
	Manager Sports, Arts, Culture.	Mr. J Mathibe
	Manager Disaster Management	Ms. MM Moselane
Infrastructure Development Services	Manager PMU	Ms L Moeng
	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	Manager LED	Mr. CT Motshegoa
	Town Planner	Ms. L Nemavhola
	Manager Trade and Investment	Mr E Moerane

APPENDIX D: FUNCTIONS OF THE MUNICIPALITY

Municipal Function	Municipal Function Yes/No	Performance Analysis
Constitution Schedule 4, Part B functions		
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
Constitution Schedule 5, Part B functions		
Beaches and Amusement Facilities	Yes	Not performed
Billboards and the Display of Advertisement in Public Places	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

Municipal Function	Municipal Function Yes/No	Performance Analysis
Constitution Schedule 4, Part B functions		
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
Constitution Schedule 5, Part B functions		
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

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

- Health coordination
- Disaster managen

APPENDIX E: WARD REPORTING

Dates for Ward Mass Meetings				
Ward	Quarter 1	Quarter 2	Quarter 3	Quarter 4
01				13 Feb. 2025 04 March 2025
02	11 July 2024 16 July 2024	21 September 2024	26January 2025 12 March 2025	
03				24 May 2025
04	13 July 2024 30 July 2024	05 September 2024 15 October 2024		08 April 2025
05		22 October 2024 31 October 2024 06 November 2024 01 December 2024	11 January 2025 07 February 2025 20 March 2025	08 June 2025 15 June 2025
06	16 July 2024	18 September 2024	12 February 2025 13 February 2025	11 June 2025
07	30 July 2024 30 July 2024	September 2024 12 November 2024 14 November 2024 19 November 2024 20 November 2024	03 11 January 2025 09 February 2025 20 March 2025	05 April 2025 19 April 2025 02 June 2025 16 June 2025
08	18 September 2024 29 September 2024			24 May 2025
09		27 October 2024		
10	23 August 2024	04 October 2024		21 May 2025
11			21 February 2025 30 March 2025	16 May 2025 14 June 2025
12	23 August 202		19 January 2025	09 March 2025 06 April 2025 18 May 2025
13	06 July 2024 13 July 2024 17 August 2024 21 September 2024			13 January 2025 18 January 2025 23 January 2025
14	10 August 2024 21 August 2024			

15			04 January 2025 30 March 2025	09 May 2025
16	NONE	NONE	NONE	NONE
17				28 May 2025
18	NONE	NONE	NONE	NONE
19	29 September 2024 06 October 2024 06 October 2024			31 May 2025
20	22 November 2024			26 February 2025 11 March 2025
21	03 October 2024		16 January 2025	
22	06 August 2024 05 September 2024			22 February 2025
23	NONE	NONE	NONE	NONE
24			23 January 2025	
25	11 August 2024		15 January 2025 16 February 2025	
26	16 October 2024			

Ward Committee Meetings: Ward 1		
Name of representative	**Capacity representing**	**Dates of meetings held during the Year**
1. Zwelibanzi A Zimba	Ward Councilor	04 July 2024 07 August 2024 05 September 2024 02 October 2024 05 November 2024 03 December 2024 07 January 2025 05 February 2025 06 March 2025 08 April 2025 06 June 2025
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	
9. Mokgadi C Motsei	Health, Sports and Education	
10. Edward Baloyi	Local Economic Development	
11. Orphan Ditsele	Infrastructure Development Services	

Ward Committee Meetings: Ward 2		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1.Cate Moatshe	Ward Councilor	03 July 2024 07 August 2024 04 September 2024 02 October 2024 06 November 2024 04 December 2024
2. Majoko Eva M	Ward Secretary	
3.Shiburi Maswabi J	Local Economic Development	

4. Malete Ignatius L	Education, Sports Arts Culture	08 January 2025 05 February 2025 05 March 2025 02 April 2025 07 May 2025 04 June 2025
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	
10.Mashaba Shadi E	Land Traditional affairs & Special Projects	
11. Kgokane Merriam M	Health and Disaster	
Ward Committee Meetings: Ward 3		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Caroline Lekalakala	Ward Cllr	06 July 2024 08 August 2024 06 September 2024 05 October 2024 07 November 2024 05 December 2024 08 January 2025 06 February 2025 05March 2025 04 April 2025 07 May 2025
2. Monyai Samson c	Ward Secretary	
3. Baloyi Meshack A	Human Settlements & Electricity	
4. Sebolai Mmapula	IDP & PMS	
5. Lehau Jerry	Health & Disaster Management	
6. Letsebe Fransciah	Local Economic Development	
7. Kubyane Rosinah	Special Projects & Traditional Affairs	
8. Maimela Sunnyboy	Water & Sanitation	
9. Molaudzi Mone	Education, Arts & Culture	

10. Matsha Patrick	Roads, Transport & Community Safety	05 June 2025
11. Rapetswa Dimakatso	Social Services	
Ward Committee Meetings: Ward 5		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. John Kabifa Molefe	(Ward Councilor)	04 July 2024 05 August 2024 05 September 2024 04 October 2024 07 November 2024 04 December 2024 07 January 2025 05 February 2025 04 March 2025 08 April 2025 06 May 2025 03 June 2025
2. Mosaka Simon	(Ward Secretary)	
3. Ramolefe Mmalati K	Human Settlements & Electricity	
4. Nukere Sibongile M	IDP & PMS Health & Disaster Management	
5. Sebopelo Sefemo S	Local Economic Development	
6. Cira Joseph	Special Projects & Traditional	
7. Raphiri Elizabeth	Special Projects	
8. Moroke Tumelo	Water & Sanitation	
9. Motsepe Caroline	Education, Arts & Culture	
10. Ngobeni George	Roads, Transport & Community	
11. Kgarume Mmule	Safety	
Ward Committee Meetings: Ward 6		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Peter S. Letlhabi	(Ward Councilor)	02 July 2024
2. Sello Joseph Matlatsi	(Ward Secretary)	04 August 2024

3. Maria Mabula	Roads, Transport & Community Safety	12 September 2024 04 October 2024 02 November 2024 06 December 2024 10 January 2025 07 February 2025 06 March 2025 03 April 2025 01 May 2025 05 June 2025
4. Isaac Modise	Water & Sanitation	
5. Michael Mphiko	Education, Sports & Sports, Arts & Culture	
6. Anna Selemela	Electricity & Human Settlements	
7. Johannah Bodiba	Local Economic Development	
8. Levy Ramotse	Integrated Development Planning	
9. Lydia mawela	Social Services	
10. Anna Ramabulana	Health & Disaster Management Culture	
11. Jacob Sello Setshedi	Land & Traditional Affairs	
Ward Committee Meetings: Ward 7		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Machake L. Mosane	Ward Councilor	09 July 2024 07 August 2024 03 September 2024 10 October 2024 11 November 2024 09 December 2024 13 January 2025 10 February 2025 10 March 2025 21 April 2025 19 May 2025
2. Phetlhe Ramosidi	Ward Secretary	
3. Ramahiwana Leah	Human Settlements & Electricity	
4. Baloyi Dumisane	IDP & PMS	
5. Dibete sello	Health & Disaster Management	
7. Mosebedi Sello	Affairs Special Projects & Traditional	

8. Ntloedi Joseph	Water & Sanitation	13 June 2025
9. Mokone Tshepiso	Education, Arts & Culture	
10. Napo Abram	Roads, Transport & Community Safety	
11. Tlou lesego	Social Services	
Ward Committee Meetings: Ward 8		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1.Moncica Baloyi	Ward Councilor	05 July 2024 02 August 2024 02 September 2024 09 October 2024 07 Novemebr 2024 05 December 2024 09 January 2025 07 February 2025 07 March 2025 04 April 2025 12 May 2025 08 June 2025
2. Maloka M Thabo	Ward Secretary	
3. Masebe Simon	Local Economic Development	
4.Baloyi Dorah	Education, Sports Arts & Culture	
5. Ntembani Masasi A	Electricity & Human Settlements	
6. Modiba Mantwa	Health & Disaster Management	
7. Matshego Letsomane	Land & Traditional Affairs	
8.Nkuna Steve	Roads, Transport & Community Safety	
9. Mosetlhe Rebecca	Social Services	
10.Ramalepe Patricia	IDP	
11. Baloyi Dorah	Sports, Arts & Culture	
12. Thabo M Maloka	Infrastructure development Services	
13. David Mbekwa	PR Councilor	
14. Solomon Ndlala	PR Councillor	
Ward Committee Meetings: Ward 9		

Name of representative	Capacity representing	Dates of meetings held during the year
1. Silas Motshegoa	Ward Councilor	06 July 2024 06 August 2024 03 September 2024 08 October 2024 05 November 2024 03 December 2024 07 January 2025 04 February 2025 04 March 2025 08 April 2025 06 May 2025 03 June 2025
2. Mashao Portia	Ward Secretary	
3.Machete Maphapha	Land & Traditional Affairs	
4.Madisakwane Michael	Health & Disaster Management	
5.Mahalangu justice	Local Economic Development	
6. Molautsi Lerato	Infrastructure development Services (Human Settlements & Electricity	
7.Sithole Maria	Water & Sanitation	
8. Sibeko Dumisane	Education, Sports, Arts & Culture	
9.Hlaletwa Shadi	Social Services	
10.Rasegatla Zondi	Roads, Transport & Community safety	
11. Mahlaela Sarah	Infrastructure Development services	

Ward Committee Meetings: Ward 10

Name of representative	Capacity representing	Dates of meetings held during the year
1. Dannyboy Mathimbi	Ward Councilor	06 July 2024 04 August 2024 02 September 2024
2. Pitsoane Tsholanang	Ward Secretary	

3. Rapoo K O	Human Settlements & Electricity	05 October 2024 08 November 2024 10 December 2024 04 January 2025 03 February 2025 07 March 2025 09 April 2025 10 May 2025 09 June 2025
4. Songo M	IDP & PMS	
5. Letlape R D	Health & Disaster Management	
6. Motlana M A	Local Economic Development	
7. Singo M A	Special Projects & Traditional Affairs	
8. Chauke R B	Water & Sanitation	
9. Modikoe K L	Education, Arts & Culture	
10. Morudu P	Roads, Transport & Community Safety	
11. Masubelele T P	Social Services	
Ward Committee Meetings: Ward 11		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. London D Tlhabane	Ward Councilor	06 July 2024 04 August 2024 02 September 2024 05 October 2024 08 November 2024 10 December 2024 04 January 2025 03 February 2025 07 March 2025 09 April 2025
2. Madiba T	Ward Secretary	
3. Nkuna H S	Human Settlements & Electricity	
4. Monyai K	IDP & PMS	
5. Motona T P	Health & Disaster Management	

6. Makhofane M E	Local Economic Development	10 May 2025 09 June 2025
7. Maluleke J H	Special Projects & Traditional Affairs	
8. Sambo M S	Water & Sanitation	
9. Johannah Ngobeni	Education, Arts & Culture	
10. Martina Seema	Roads, Transport & Community Safety	
11. Alfred Sekwele	Social Services	
Ward Committee Meetings: Ward 12		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Frank Mashaba	Ward Councilor	03/07/2024 01/August 2024 01 September 2024 02 October 2024 01 November 2024 01 December 2024 05 January 2025 04 March 2025 03 May 2025 03 June 2025
2. Mabeka M s M	Ward Secretary	
3. Mogale L M	Infrastructure Development Services	
4. Mathabe J H	Sports, Arts & Culture	
5. Matjitji J N	IDP & PMS	
6.Mahlangu B B	Health & Disaster Management	
7. Chauke H B	Land & Traditional Affairs	
8. Nkadimeng D A	Social Services	
9.Matjeke A T	Water & Sanitation	

10.Masiakwala E K	Roads, Transport & Community Safety	
11. Nkuna S	Local Economic Development	
Ward Committee Meetings: Ward 13		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1.Bongane L Sithole	Ward Councilor	09 August 2024 06 September 2024 05 October 2024 08 November 2024 05 December 2024 08 January 2025 07 February 2025 06 March 2025 04 April 2025 08 May 2025 06 June 2025
2.Phukubye Joyce	Ward Secretary	
3.Butjie Mofodi	Education, Sports, Arts & Culture	
4.Kgaditswe Essie	Social Services	
5.Geduza Rose	Health & Disaster Services	
6.Mathebula Yingwani	Water & Sanitation	
7.Modau Eunice	Roads, Transport & Community Safety	
8.Kekana Elias	Local Economic Development	
9.Baloyi Florence	Land & Traditional Affairs	
11.Moseki Mokgaetjie	IDP	
Ward Committee Meeting Ward 14		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Sarah L Ndlovu	Ward Councilor	11 July 2024 10 August 2024 10 September 2024
2.Selahle Maggie	Ward Secretary	
3.Kgarume Thabitha	Health & Disaster Services	09 October 2024

4.Lesabane Naome	Sports, Arts & Culture & Education	13 November 2024 04 December 2024 11 January 2025 12 February 2025 12 March 2025 10 April 2025 13 May 2025 10 June 2025
5.Mohlongo Gezane	IDP	
6. . Baloyi Winnie	Community Safety	
7. Mahuhushi Lawrence	Local Economic Development	
8. Matlakala Ntebe	Water & Sanitation	
9. Maphela Alfred	Electricity & Human Settlements	
10. Khoza Shirilo	Land & Traditional Affairs	
Ward Committee Meetings: Ward 15		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Nelson T Skosana	Ward Cllr	07 July 2024 11 Auguste 2024 08 September 2024 06 October 2024 10 November 2024 01 December 2024 05 January 2025 09 February 2025 08 March 2025 03 April 2025 10 May 2025 05 June 2025
2. Mogoru Eddie	Ward Secretary	
3. Nkoana solomon	IDP and PMS	
4. Ngoma letta	Sports, Arts & Culture	
5. Mdaka Martha	Social Development Services	
6. Mokgotho Julia	Local Economic	
7. Molausi Linky	Development	
8. Makgatho Thabitha	Health Services	
9. Sathekge Nkele	Human Settlements & Electricity	
10. Mahlangu N	Land use and Traditional affairs	
11. Matlou Joseph	Infrastructure Development	

	Services (Water & Sanitation)	
Ward Committee Meetings: Ward 16		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Samuel Nkwana	Ward Councilor	07 June 2024 05 July 2024 07August 2024 05 September 2024 04 October 2024 08 November 2024 06 December 2024 10 January 2025 07 February 2025 06 March 2025 03 April 2025 08 May 2025 05 June 2025
2. Sebetseba Jane	Ward Secretary	
3. Dibalane Mmaphuthi	Infrastructure Dev. Services (water & sanitation)	
4. Lebembe Saki	Local Economic Development	
5. Moleba Evelyn	Youth, Sports, Arts & Culture & Education (Special Projects)	
6. Monaledi Anna	Human Settlements & Electricity	
7. Mahlaba Reginah	IDP & PMS	
Ward Committee Meetings: Ward 17		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Jonas K Baloyi	Ward Councilor	04 July 2024 12 August 2024 04 September 2024 07 October 2024 04 November 2024 06 December 2024 08 January 2025 10 February 2025
2. Ditshwane Joel	Ward Secretary	
3. Mapela Matshwedi	Land & Traditional Affairs	
4. Sithole Mekateko	Education, Sports, Arts & Culture	

5. Mahlaola kanelene	Health & Disaster Management	13 March 2025 08 April 2025 07 May 2025 04 June 2025
6. Kotu Peter	IDP	
7. Mosupye Brenda	Local Economic Development	
8. Mahlaole Joseph	Roads, Transport & Community Safety	
9. Masedi Thomas	Human Settlements & Electricity	
10. Setlhagole Motima	Social Services	
11. Makinta Lizzy	Water & Sanitation	
Ward Committee Meetings: Ward 18		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Joshua Motaung	Ward Councilor	06 July 2024 03 August 2024 07 September 2024 05 October 2024 02 November 2024 01 December 2024 04 January 2025 03 February 2025 07 March 2025 04 April 2025 02 May 2025 06 June 2025
2. Thoka Molatlhegi	Ward Secretary	
3. Ringane Sello	Roads, Transport & Community Safety	
4. Nkambule Miemie	Electricity & Human Settlements	
5. Motshegwa Zebra	Social Services	
6. Raseroka Jaqueline	Education, Sports, Arts & Culture	
7. Baloyi Anna	Health & Disaster Management	
8. Motsepe Modiba	IDP	
9. Mawasha lebogang	Water & Sanitation	

10.Chauke Lilly	Local Economic Development	
Ward Committee Meetings: Ward 19		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Lebogang F Modise	Ward Councilor	07 July 2024 12 August 2024 06 September 2024 04 October 2024 07 November 2024 03 December 2024 09 January 2025 06 February 2025 06 March 2025 03 April 2025 08 May 2025 05 June 2025
2. Moleele Goitsemang	Ward Secretary	
3. Nkuna Rebecca	Human Settlements & Electricity	
4. Maleka Manyanya	Health & Disaster Management	
5. Matlala Motshidisi	Local Economic Development	
6. Naka Pauline	Special Projects & Traditional Affairs	
7. Ntshodisane Michael	Water & Sanitation	
8. Thipe Lucitia	Education, Sports, Arts & Culture	
9. Chauke Frans	Roads, Transport & Community Safety	
10. Mophuting Lydia	Social Services	
11. Mosibudi Ramollo	CDW	
Ward Committee Meetings: Ward 20		
Name of representative	Capacity representing	Dates of meetings held during the year
1. Phetoho Letlape	Ward Councilor	05 June 2024 05 July 2024

2. Kutumela Phethedi	Ward Secretary	03 August 2024 05 September 2024 04 October 2024 06 November 2024 04 December 2024 10 January 2025 06 February 2025 04March 2025 03 April 2025 02 May 2025 04 June 2025
3. Mbatha Philisiwe	IDP & PMS	
4. Ranaana Kedibone	Land and Traditional Affairs	
5. Malebye Martha	Health & Disaster Management	
6. Moobeng Andries	Water & Sanitation	
7. Maema Molebogo	Sports, Arts & Culture	
8. Mothabela Billy	Electricity & Human Settlements	
9. Mafora Kgomotso	Local Economic Development	

Ward Committee Meetings: Ward 21

Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Daniel Motlhasedi	Ward Councilor	06 June 2023 09 July 2024 07 August 2024 10 September 2024 07 October 2024 06 November 2024 04 December 2024 09 January 2025 10 February 2025 05 March 2025 08 April 2025 06 May 2025 09 June 2025
2. Setshedi Lina	Ward Secretary	
3.Boea Simon	Land & Traditional Affairs	
4.Mogwatlhe Hendrick	Water & Sanitation	
5.Maimane Pauline	Health & Disaster Management	
6.Makgopa Victoria	Electricity & Human Settlement	
7.Modiba Dikeledi	Education, Sports, Arts & Culture	
8. Molefe Jeremia	Roads, Transport & Community	

	Safety	
9.Mogoatlhe Desia	Social Services	
10. Lelaka Monica	Local Economic Development	
11. Ngobeni Rose	IDP/PMS	
Ward Committee Meetings: Ward 22		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Dipuo Sithole	Ward Councilor	06 July 2024 08 August 2024 06 September 2024 05 October 2024 07 November 2024 05 December 2024 08 January 2025 06 February 2025 05March 2025 04 April 2025 07 May 2025 05 June 2025
2. Puleng Ngako	Ward Secretary	
3. Bradley Malapane	Local Economic Development	
4. Johannes Mahlake	Sports, Arts & Culture	
5. Aaron Moela	Roads, Transport & Community Safety	
6. Louisa Letshwene	Electricity & Human Settlements	
7. Monicca Raphiri	Health & Disaster Management	
8. Stephen Baloyi	Water &Sanitation	
9. Lebogang Matlala	Integrated Development Planning	
10. William Ratshweni	Social Services	
11. Cecilia Mononyane	Land &Traditional Affairs	
Ward Committee Meetings: Ward 23		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Essau M Segone	Ward Councilor	06 July 2024 08 August 2024
2. Tjiane Boitumelo	Ward Secretary	

3. Mamabolo Jaqueline	Human Settlements & Electricity	06 September 2024 05 October 2024 07 November 2024
4. Molautsi Thabo	IDP & PMS	
		05 December 2024 08 January 2025 06 February 2025 05March 2025 04 April 2025 07 May 2025 05 June 2025
5. Lebese Billy	Health & Disaster Management	
6. Mlambo Cry	Local Economic Development	
7. Baloyi Obed	Special Projects & Traditional affairs	
8. Seloi Alphina	Water & Sanitation	
9. Letswalo Constance	Education, Arts & Culture	
10. Mashaba Peter	Roads, Transport & Community safety	
11. Mathebula Sophy	Social Services	
Ward Committee Meetings: Ward 24		
Name of representative	**Capacity representing**	**Dates of meetings held during the year**
1. Daniel Nkutshweu	Ward Councilor	13 July 2024 03 August 2024 05 September 2024 04 October 2024 08 November 2024 04 December 2024 08 January 2025 07 February 2025 06 March 2025 08 April 2025 08 May 2025 09June 2025 09 July 2025
2. Mokgadi Aletta	Ward Secretary)	
3. Motileng Emily	Social Services	
4. Seanego Welheminah	Roads, Transport & Community Safety	
5. Makhubela Sello	Education, Sports, Arts & Culture	
6. Maphaga Eva	Water & Sanitation	
8. Raseala Lebogang	Human Settlements & Electricity	
9. Swaratlhe George	Local Economic Development	
10. Mogodi Goitsemang	Health & Disaster Management	

11. Rapotu Stephinah	Special Projects & Traditional Land Affairs	

Ward Committee Meetings: Ward 25

Name of representative	Capacity representing	Dates of meetings held during the year
1. Mashudu V Mphaphudi	Ward councilor	07 July 2024 04 August 2024 08 September 2024 06 October 2024 03 November 2024 08 December 2024 05 January 2025 09 February 2025 09 March 2025 06 April 2025 08 May 2025 08 June 2025
2. Pregnolato Refilwe	Ward Secretary	
3. Tibane George	Roads, Transport & Community safety	
4. Kgomo Karabo	Education, Sports, Arts & Culture	
5. Nkomo Johanna	Health & Disaster Management	
6. Baloyi Michael	IDP & PMS	
7. Silinda Lucky	Local Economic Development	
8. Baloyi Stephens	Water & Sanitation	
9. Masanabo Michael	Land & Traditional Affairs	
10. Mashilo Josephine	Services, Human Settlement & Electricity	
11. Immelda Gaditshose	Special Projects	

Ward Committee Meetings: Ward 26

Name of representative	Capacity representing	Dates of meetings held during the year
1. Mokone	Ward councilor	06 July 2024 08 August 2024 06 September 2024
2. Paulinah Busang	Ward Secretary	
3. Raisibe Matia	Water & Sanitation	

<table>
<tr><td>4. Themba Hlongwane</td><td>Health & Disaster Management</td><td rowspan="8">05 October 2024
07 November 2024
05 December 2024
08 January 2025
06 February 2025
05March 2025
04 April 2025
07 May 2025
05 June 2025</td></tr>
<tr><td>5. Dorothy Baloyi</td><td>Electricity & Human Settlements</td></tr>
<tr><td>6. Kalepe Marubyane</td><td>Sports, Arts & Culture</td></tr>
<tr><td>7. Trudy Rakgogo</td><td>IDS</td></tr>
<tr><td>8. Frans Mathibe</td><td>Land & Traditional Affairs</td></tr>
<tr><td>9. Solomon Mokgara</td><td>IDP & PMS</td></tr>
<tr><td>10. Catherine Pege</td><td>Local Economic Development</td></tr>
<tr><td>11. Hlupi Golele</td><td>Roads, Transport & Community Safety</td></tr>
</table>

APPENDIX F: WARD COMMITTES 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
11	Yes	12	12
12	Yes	12	12
13	Yes	12	12
14	Yes	12	12
15	Yes	12	12
16	Yes	12	12
17	Yes	12	12
18	Yes	12	12
19	Yes	12	12
20	Yes	12	12
21	Yes	12	12
22	Yes	12	12
23	Yes	12	12
24	Yes	12	12
25	Yes	12	12
25	Yes	12	12

APPENDIX G: AUDIT COMMITTEE RECOMMENDATIONS REGISTER FOR 2024-25

Audit Committee Recommendations Register July 2024- June 2025

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
16 May 2024				
A separate meeting be scheduled for AC to review policies	Manager Internal Audit	31 March 2025	Done	
24 June 2024				
Management considers outsourcing for ICT audit	MM	28 February 2025	Done	
IA to consider a review of corporate/ municipal governance for the financial year 2025/2026	Manager Internal Audit	30 June 2025	Not done	To be incorporate during the IA plan adjustment
July 2024				
ICT to provide a report on the number of threats prevented.	Manager ICT	22 October 2024	Done	
SCM quarterly report (inclusive of deviations and purchase orders for the quarter), to be added as an agenda item in AC ordinary meetings	CFO	22 October 2024 and ongoing	Done	
16 August 2024				

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
WIP register to be an agenda item in the next ordinary audit committee meeting.	Director IDS	22 October 2024	Done. The CAPEX report incorporates the WIP	
A follow up meeting for AC to review the updated draft AFS be scheduled	MM	24 August 2024	Done	
A follow up meeting for AC to review the updated draft APR be scheduled	MM	24 August 2024	Done	
24 August 2024				
A follow up meeting for AC to review the amended draft AFS and APR be scheduled	MM	30 August 2024	Done	
30 August 2024				
The final draft AFS be submitted to AC before submission to AGSA	CFO	31 August 2024	Done	
The final draft APR be submitted to AC before submission to the AGSA	MM	31 August 2024	Done	
21 October 2024				
Internal audit report be presented after quarterly performance report.	Manager Internal Audit	January 2025	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
Municipality to consider climate change risks	Chief Risk Officer	January 2025	Disaster risk caused by climate change identified in CDS department, emerging risks will be identified	
ICT report to give an indication of the network's up time and availability as well as the total number of threats incidents that were prevented by the antivirus system for the quarter.	Manager ICT	January 2025	Done	
Recruitment and employee's equity plan be included in the HR report.	Director HR	January 2025	Done	
Management to include all the contracts that the municipality entered into in the contract register including month-to-month contracts.	CFO	January 2025	Done	
A report on UIF&W to be presented to the AC	CFO	January 2025	Done	
The Capital expenditure report to include the status of completion and expenditure to date of projects	Director IDS	January 2025	Done	
19 January 2025				
Special AC meeting to be held to discuss the draft annual report in detail.	MM	25 January 2025	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
Mid-term assessment report to be provided to AC for inputs	MM	25 January 2025	Done	
The scope of the outsourced ICT audit to include cyber security.	Manager Internal Audit	30 June 2025	Done	
Management to present the properties verifications report to AC	CFO	30 June 2025	Done	
A clear process plan with timelines on how management will be addressing the AGSA flat rate related finding be submitted to AC	CFO	23 April 2025	Done	
Management to conduct an assessment on alternative investment opportunities from other banks	CFO	23 April 2025	Done	
Detailed report on the status of UIF&W investigations by MPAC be submitted to AC	MM	23 April 2025	Done	
25 January 2025				
Management to incorporate all the inputs of the audit committee prior to tabling the annual report to council	Manager Office of the MM	31 January 2025	Done	
19 February 2025				
Management to submit report outlining where adjustments were made in the SDBIP	Manager Office of the MM	24 February 2025	Done	

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
Management to send the final adjusted SDBIP to AC	Manager PMS	24 February 2025	Done	
Management to send final adjusted budget to AC	CFO	24 February 2025	Done	
26 March 2025				
Management to include in the draft IDP, a plan on improving water provision infrastructure to enhance revenue collection	CFO & Director IDS	31 May 2025	Done	
Final IDP document be submitted to AC for review prior to tabling at council in May.	MM	31 May 2025	Done	
Final SDBIP document be submitted to AC for review prior to tabling at council in May.	MM	31 May 2025	Done	
Final budget related policies be submitted to AC for review prior to tabling at council in May	CFO	31 May 2025	Done	
23 April 2025				
Management to provide AC with the final performance report after system errors corrections	MM	21 July 2025	Done	
22 May 2025				
No recommendations were noted				

	Responsible Person	Due Date	Progress to date (Management)	Corrective actions
17 June 2025				
No recommendations were noted				