

2023/2024



LEKWA LOCAL MUNICIPALITY

ANNUAL REPORT

YEAR ENDED

30 JUNE 2024

Volume I

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REVISED ANNUAL REPORT TEMPLATE

The purpose of this Annual Report is to provide for improved, consolidated content and quality of Municipal Annual Reports, which gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government towards improving local government performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. This document provides an overview of municipal affairs by combining the annual performance report data required in terms of section 46 of the Municipal Systems Act, with annual report requirements as also referred to in the Municipal Finance Management Act (MFMA), 56 of 2003.

This Annual Report makes its contribution by attempting to forge linkages and reporting on information from the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP), Budget Reform Regulations, In-year Reports, Annual Financial Statements and Performance Management information of a municipality. It relates to the Medium-Term Strategic Framework particularly through the IDP strategic objectives; the cross cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual information as set out in Chapters 3, 4 & 5. It also provides information on good management practices in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5. It also addresses the Auditor General's Report, dealing with financial and performance management arrangements in Chapter 6. This opens up greater possibilities for financial and non-financial comparisons between municipalities and improved value for money.

This document must provide information on probity, including anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants from external parties and disclosure of loans and grants by municipalities. The appendices provide more detail including disaggregated information on municipal wards, and capital projects per ward among others.

The financial years contained in this template are explained and referred to as follows:

- Year -1: The previous financial year: **2022/2023**
- Year 0: The financial year of reporting: **2023/2024**
- Year 1: The following year, mostly requires future targets: **2024/2025**

Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

EXECUTIVE MAYOR’S FOREWORD

History is full of defining moments that continues to change the world, the way we see it and how we respond to it. Change demands much from us, requiring us to break from our regular routines and forcing us to rethink what and how we do things. Within the context of local government, it has become even more evident for the world in general and Lekwa Local Municipality in particular that change has become the order of the day.

The 2023/2024 financial year and beyond brought about changes that has again required that we stay true to the mandate received from our constituencies, constantly striving to do better for the communities we serve.

This is an opportunity for us to take responsibility and give an account to our communities and stakeholders on the progress made thus far and the state of affairs of the Municipality, for the period 1st July 2023 to 30 June 2024, noting that the Auditor-General has completed its audit.

As torch bearers to our electorate, we must remain vigilant when managing and spending the public purse in a transparent and accountable manner. We remain accountable to our principals and electorate, who have bestowed on us the responsibility to be the custodians for effective service delivery.

I herewith take the opportunity to present the 2023/2024 Annual Report to give account of the state of affairs of the Municipality.

The challenges faced by the Municipality, will not detract us from continuing to strive towards being a leading, people centred Municipality excelling in economic growth and governance, and continues to demand amongst other things, the following from us:

- (a) Accelerated infrastructure renewal and upgrades
- (b) Improved service provision with a reduction in water, electricity and refuse collection interruptions;
- (c) Improved maintenance of cemeteries, parks, the CBD and all areas in general;
- (d) A change in organisational culture where everyone strives towards ethical and professional conduct;
- (e) The continued monitoring of the implementation of the Financial Recovery Plan.

For the year under review, the Municipality set strategic goals and objectives, contained in the Integrated Development Plan (IDP). Investment in infrastructure upgrades for improved service delivery remains critical. The following are the capital projects that were undertaken during the 2023/2024 financial year:

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- Upgrading of Standerton Water Bulk System phase 2- Construction of Kieser Reservoir & Pressure Tower
- Refurbishment/Installation of boreholes in rural/farm areas
- Installation VIP toilets
- Installation of High mast lights
- Rehabilitation of Morgenzon Landfill site
- Upgrade of A Substation.
- Commencement of construction of a 6km 11Kv electricity line
- Commencement of switching station at Rooikoppen

A grant was also received from the MDRG (Municipal Disaster Recovery Grant) to amongst other attend to the following:

- Rehabilitation of Johan and Rooikoppen sewer pump stations
- Morgenzon water pump station
- Rehabilitation of water drainage systems
- Rehabilitation of circuit breakers and cubicle casings
- Bridge repairs and construction of wing walls and extensions of reno mattresses and gabions for embankments
- Completion of designs for the rehabilitation of Vry Street

The Municipality also managed to complete upgrading of the Standerton landfill site, noting the court order issued directing the Municipality to improve the health hazard conditions that were prevalent at the landfill site.

The intervention through the RBIG (Regional Bulk Infrastructure Grant) and WSIG (Water Services Infrastructure Grant) as implemented by the Gert Sibande District Municipality as the implementing agency, have seen a number of projects being undertaken to amongst others address the service delivery matters through:

- Upgrading of Rooikoppen internal sewer reticulation
- Upgrading of TLC and Rooikoppen main sewer pump stations and pumping mains to the Standerton waste water treatment plant

The interventions by Department of Water and Sanitation (DWS) has also been instrumental through the following projects:

- Rectification of internal water and sewer reticulation at Standerton Extension 8
- Unblocking of sewer pipelines in Rooikoppen
- Upgrading of Morgenzon sewer system, pump stations and bulk sewer
- Refurbishment of Vaal. Muller, Johan and Taljaard pump stations
- Water conservation and demand side management through the installation of pressure reducing valves, fixing of leaks, flow measuring devices and zoning at Rooikoppen, Concor and Old Standerskop reservoirs

Chapter 1

The role of SANRAL has been equally important in attending to main entry and exit routes through Standerton.

The continued efforts through partnerships across all spheres of government has been instrumental in addressing our service delivery challenges. As we continue with our efforts to improve service delivery, making sure that all allocated grant funding is used where it is most needed. A major challenge remains the inconsistent water supply to some areas due to the water treatment plant infrastructure not working optimally, its design capacity no longer meeting demand and ageing infrastructure, resulting in pipe bursts and water supply interruptions. We need to especially address the challenge of certain areas in Sakhile not receiving water, which has been a matter that has been going on for far too long. In respect of sanitation services, the immediate challenge is that the Standerton waste water treatment plant capacity no longer meets effluent demand, with sewer spillages only being attended to within resource and capacity constraints.

It must be noted that the 2023/2024 financial position of the Municipality, had a total operating revenue amounting to R1.724 billion while the operating expenditure amounted to R 1.652 billion. This resulted in an operating surplus of R 68.898 million for the reporting period.

The Municipality in conjunction with National Treasury, Vodacom and the Development Bank of South Africa (DBSA) has initiated numerous revenue enhancement programs in order to improve the revenue of the Municipality whilst protecting the current revenue streams available to the Municipality. This includes but is not limited to:

- Valuation roll reconciliation to ensure completeness of property rates billing
- Tariff review to ensure that tariffs are realistic and the Municipality is able to recoup the cost for the provision of services
- Policy reviews to ensure adherence with applicable legislation
- Improved meter reading services through electricity smart meters
- Water meter replacement and exposing meters that are not easily accessible
- Billing reconciliations to ensure completeness of revenue generated
- Additional pay points to allow consumers to pay for services at various payment points
- Intensify indigent management in response to the socio-economic climate, to protect the poor from the severe economic impact
- Vigorous implementation of credit control and debt collection

Cost curtailment and austerity measures has been put in place and with the establishment of a cash flow management committee has been tasked with the responsibility of closely monitoring and reducing expenditures and the “nice-to-haves”. The Municipality is committed to reducing running overheads such as overtime, standby, telephone costs, printing and stationery, including the reduction of non-essential procurement and expenditure. Provision has been made, within budget constraints, towards necessary expenditures that can improve service delivery on water network, electricity and road maintenance.

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The Municipality managed to maintain the audit outcome of a qualification. This indicates that the Municipality was able to adequately implement key activities as part of the post audit action plan which addressed findings raised by the Auditor General in the 2023/2024 financial year. The Municipality is committed to progressively improve its audit outcome, with the ultimate objective of obtaining a clean audit. This process will be closely monitored through the developed post audit action plan to address the all findings. The following key findings will be addressed in the 2024/2025 financial year:

- Irregular expenditure
- Property, plant and equipment
- Segment reporting
- Cash flow statement

The Municipality remains committed to maintain the highest standards of governance which is fundamental for the effective management of public finances and resources. Rest assured, the current political leadership remains committed to serve. Executive, governance and oversight structures are in place and continues to exercise its functions and responsibilities to monitor if resources are effectively, efficiently and economically utilized. I also wish to thank the political leadership and administration for their continued efforts, hard work and dedication. Lastly, to the employees and the community at large let us continue to be vigilant in our efforts to hold us accountable for a better tomorrow.

We remain committed and want to re-assure all stakeholders and the entire Lekwa community that with the transition having been a smooth one, all stops will be pulled out to ensure service delivery is fast-tracked to reach all our residents.

I thank you

Signed by:
Executive Mayor
S. Mngomezulu

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

The 2023/2024 Annual Report is herewith presented in order to give an account to our communities and stakeholders on the overall performance of the Municipality for the period 1st July 2023 to 30th June 2024.

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Lekwa Local Municipality, being a Category B municipality situated within the Gert Sibande District in the Mpumalanga Province, is one of seven municipalities within the district. The Municipality exercises its powers and functions towards administrative and operational efficiency, having put checks and balances in place, in line with its constitutional mandate and other legislative requirements, policies and procedures, including a system of delegations as espoused in terms of section 59 of the Municipal Systems Act 32 of 2000.

The municipality does not have any entities under its control and also has not entered into any public private partnerships for the year under review. Shared powers and functions relate to environmental health inspections undertaken by the Gert Sibande District Municipality. Sector department functions that are shared with the municipality includes library services. Traffic law enforcement in respect of vehicle and drivers licence services is being provided by the Mpumalanga Department of Community Safety, Security and Liaison.

Noting the continued challenges faced by the Municipality for the year under review, there has also been very positive developments, within the current resource constraints.

For the reporting period, the Auditor General SA commenced as per schedule after the unaudited annual financial statements and annual performance report was submitted on 31st August 2024.

The 2023/2024 financial performance of the Municipality indicates that the total operating revenue amounted to R1. 724 billion while the operating expenditure amounted to R 1.652 billion, this resulted in an operating surplus of R 68.898 million for the period. The Municipality had a high provision for debt impairment and depreciation, amounting to R 274 million. The total revenue received from service charges contributed R 692 million and property rates contributed 217 million (12.6%), while grants and subsidies received contributed R 219 million.

The Municipality also took advantage and applied to participate in the Municipal debt relief programme, which was approved on 1 December 2023. As a result of the process Eskom wrote off interest amounting to R136 535 833. Moreover, in terms of section 76(1)(e) and 76(4)(a) the Accounting Officer of the Provincial Department of Transport wrote-off a debt of R 75 333 825 owed by the municipality as irrecoverable debt, to the benefit of the Municipality. These write-offs further contributed to the increased revenue by R 211 869 657 (Debt Relief and Incentives), which is a new revenue line item which was not previously in the annual financial statements.

The Municipality had a total operating expenditure for the reporting period ending 30 June 2024 amounting to R 1 652 632 295. There was an increase in expenditure which amounted to R 240 629 469 when compared to the period ended 30 June 2023. The main contributors to this increase are the

Chapter 1

increase in Bad debt written off of R123 859 744, bulk purchases of R68 485 278, contracted services of R35 385 728, employee related costs of R10 519 115 and an increase in finance costs of R20 313 658. The Municipality was able to reduce Debt impairment by R40 812 964, this can be attributed to an improvement in collection rate and a change in impairment calculation methodology.

The following expenditures remains the highest cost drivers and have a significant impact on the revenue of the Municipality thus requiring the Municipality to vigorously implement the revenue enhancement strategy and continuous cost curtailment measures:

Bulk purchases R 544 068 888 million (33%)

Employee related costs R 282 231 288 million (17%)

Debt impairment R 214 613 319 million (13%)

Depreciation R 60 376 738 million (4%)

Finance costs R 181 672 963 million (11%)

Contracted services R 122 044 053 million (7%)

The Municipality has further implemented cost curtailment measures as well as the establishment of a cash flow management committee in order to reduce expenditures. The Municipality is committed to reducing running overheads such as overtime, standby, telephone costs, printing and stationery, including the reduction of non-essential procurement and expenditure. Furthermore the municipality took an initiative to renegotiate contracts with its service providers to reduce their scopes to affordable levels. Adequate provision is made towards expenditure that can improve service delivery on water network maintenance, improved sanitation, electricity maintenance and road maintenance amongst other expenditure.

Having maintained the audit outcome, it is important to further strengthen internal controls and closely monitor the post audit action plan to address all audit findings as well as to improve any other identified internal control deficiencies. The following findings must be addressed in the 2024/2025 financial year which resulted in the qualified audit outcome :

- Irregular expenditure
- Property, plant and equipment
- Segment reporting
- Cash flow statement

Chapter 1

The audit action plan will be monitored on a monthly basis, with quarterly reports being submitted to the various executive and governance structures as part of remaining accountable to sustain the current momentum of the qualified audit opinion. The Municipality will again request Auditor General (SA) to perform a status of records review. This assisted as an early warning to detect areas requiring attention to improve internal control shortcomings.

The implementation and reporting on the approved Financial Recovery Plan (FRP) is the responsibility of the entire management team in order to steadily improve the financial sustainability of the Municipality. Reports are submitted on a monthly basis and quarterly War Room meetings are held, facilitated by National Treasury, to track progress. Inroads have been made towards exiting the rescue phase of the FRP.

It must also be noted that for the year under review, with two vacant senior management positions, the appointed managers who filled these positions in an acting capacity, was equal to the task, which greatly assisted in creating senior management and administrative stability and the team is commended for their hard work and dedication.

The Municipality's risk management function, under direction of the accounting officer is critical in planning and implementing measures to manage and mitigate risks. The 2023/2024 financial year strategic risk assessment was conducted and all risks were identified at maximum, high and medium risks. With a functional Risk Management, Anti-Fraud and Anti-Corruption Committee (RMAFACC), risks were managed and mitigated and reported on to the Audit Committee and Council on a quarterly basis.

The year under review had its fair share of challenges and with it falling squarely on my shoulders as the accounting officer, maintained audit outcome also means that we are far from being out of the woods, we need to work much harder, crossing all the t's and dotting all the i's so that we do not drop the ball for the next audit season.

I would like to take the opportunity to express my gratitude to the political leadership, the management team and employees that against all odds and putting differences aside, doing what needed to be done within our current resource constraints and challenges to have completed the audit. The commitment remains to continue putting our shoulder to the wheel, noting the very pervasive challenges faced by the Municipality. It is only through working as a team and making sure that we get the basics right that we will ensure sustainable service delivery, that will improve the lives of our communities.

M. J. Lamola

Chapter 1

Municipal Manager

T 1.1.1



1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA







The Lekwa Local Municipality is a Category B municipality situated within the Gert Sibande District in the Mpumalanga Province. It is one of seven municipalities in the district. It was established on the 5th of December 2000 after the amalgamation of three former Transitional Local Councils, namely Standerton, Sakhile and Morgenzon. It is located in the south-west of the district, with immediate entrances to KwaZulu-Natal, Gauteng and Free State Provinces. Newcastle, Heidelberg and Vrede are respective immediate entrances. Standerton serves as an urban node, whilst Morgenzon, which is 45km northeast of Standerton, serves as a satellite node. Lekwa, with an area of 4 557km² lies on the large open plains of the Highveld region, which is characterised by tall grass, and it is transversed by the Vaal River, which flows in a western direction. The municipality, named after the Vaal River is commonly known as Lekwa (the Sesotho name for the Vaal River).

The data contained in this section, extracted from StatsSA's 2021 midyear population estimates report, and the latest Socio-Economic Review and Outlook (SERO) reports. In addition, data obtained from the Mpumalanga Department of Finance's economic development division as well as data collected by the Municipality has also been used to provide the statistical data. Wherever possible, comparative data has been provided in respect of contributions made by the Municipality towards satisfying the basic requirements for water, sanitation, electricity, solid waste removal, housing, local economic development, roads, stormwater and town planning.




T 1.2.1

Demographics	Population Estimates
 Population Estimated number for 2023:	 Households Estimated number for 2023:

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140 970 (Stats SA Mid-year population estimates 2021)			48 108 (Stats SA Mid-year population estimates 2021)		
Education			Poverty		
	Matric Pass Rate	80.5% (2022 NSC Results)		Population below the Lower Bound Poverty Line (LBPL)	44.5% (SERO, 2022)
	Admission to B Degree studies	30.6% (2022 NSC Results)		Human Development Index 2020	0.61 (SERO, 2022)
Health			Safety and Security		
	Public Hospitals	Public Clinics	Serious crimes per 10 000 population		
	1	8	229 – Improved from 241 in 2018/19		
Access to Basic Service Delivery					
	Piped Water		Sanitation		Electricity
	93.7%		Toilets: 97%		
			Flush/chemical toilets:		93,8%

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				86,6 %							
		Refuse Removal backlog 20%				Formal Housing 77.5%		 Formal Dwelling backlog 19.1%			
Labour											
Estimated number of job losses in 2021		3 985		2021 strict unemployment rate		22.8%		2021 youth (15-34yr) strict unemployment rate		36.1%	
Gini co-efficient in 2019		0.681		2021 female strict unemployment rate		27.8%					
Economic Contribution to Gert Sibande’s industries											
Agricul- ture 24.1%	Mining 11.4%	Manufac- turing 10.2%	Construc- tion 12.5%	Trade 14.1%	Transport 12.7%	Finan ce 14.4%	Community Services 13.8%		Utilities 28.9%		

Chapter 1

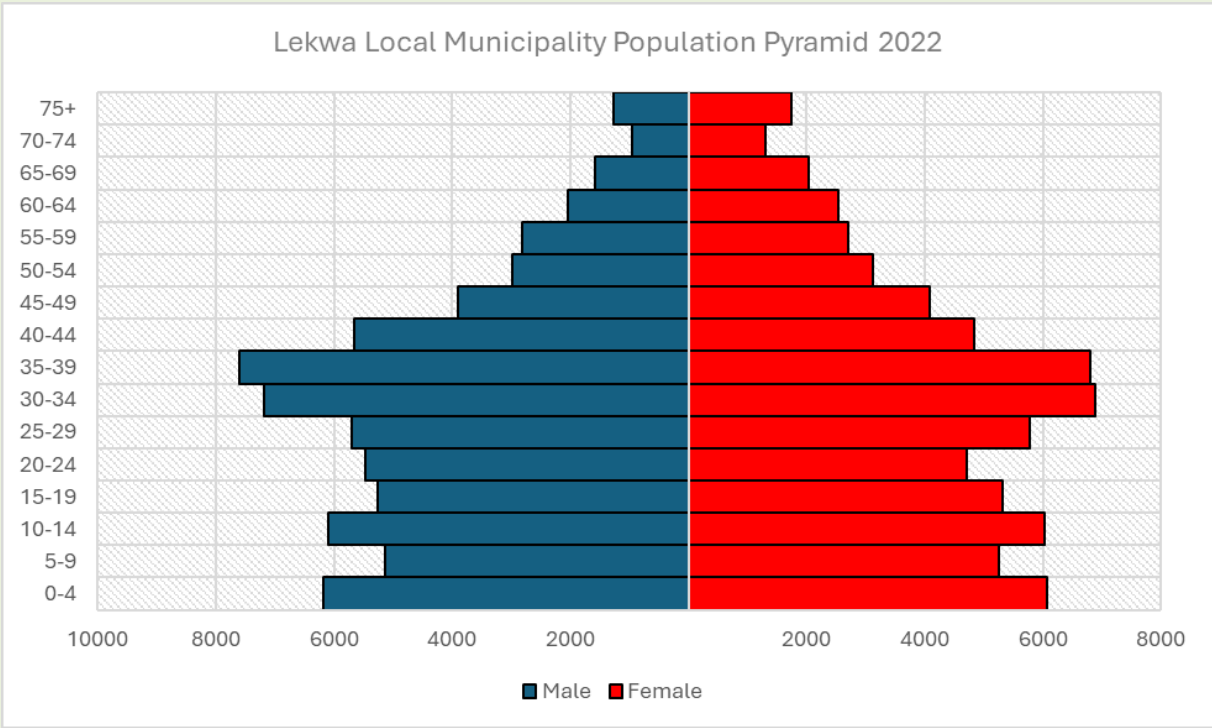
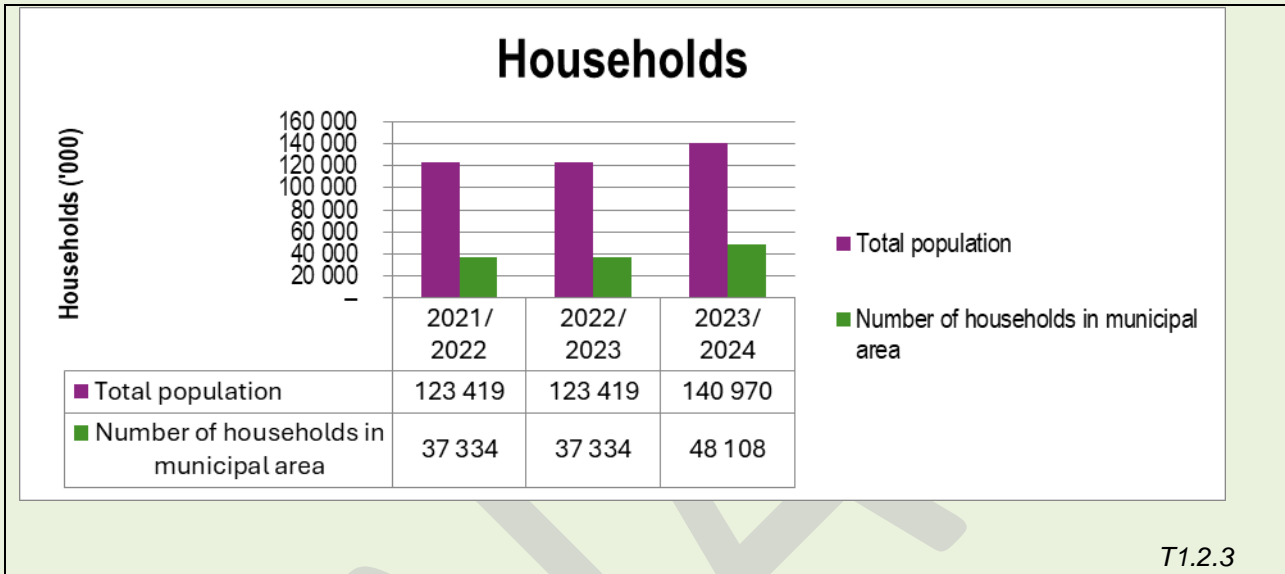


Table 1: Population Pyramid, Stats SA 2021 Midyear population estimates

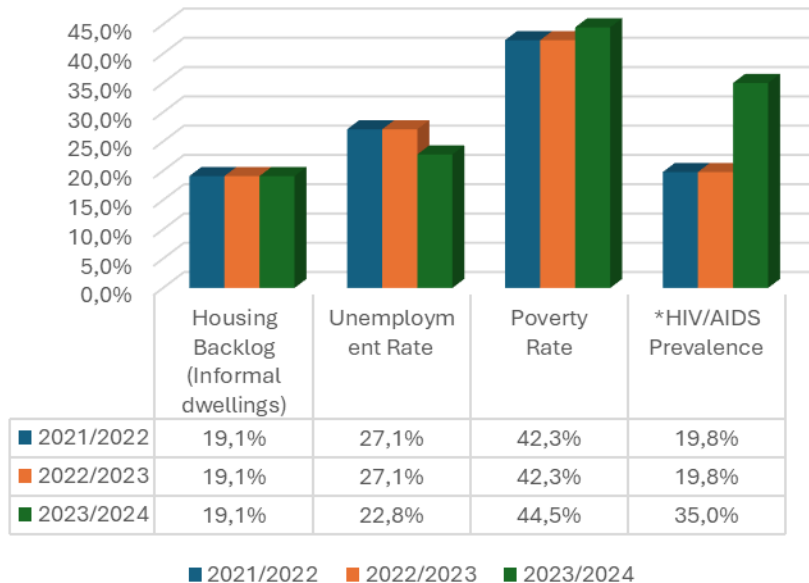
In 2022, the 35-39 age group was the largest with a total number of 14410 people (10.36%) followed by the 30-34 age category with 14052 (10.10%) people as depicted in the pyramid graph above. below. The population comprised of 50.25% males and 49.75% females in 2022.

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Chapter 1

Socio Economic Status



Natural Resources

Major Natural Resource	Relevance to Community
Grootdraai Dam	10th largest dam in South Africa. Can contribute significantly to tourism development which can create job opportunities
Municipal and state-owned land	Land availability for economic development
	<i>T 1.2.7</i>

COMMENT ON BACKGROUND DATA:

Population growth rate refers to how fast a population changes in size over time. A growth rate signifies that more people are settling in the municipality and a negative growth rate signifies that people are moving out of the municipality. The growth rate in Lekwa LM is positive, meaning that

Chapter 1

Lekwa's population is growing. However, it is growing at a slower pace than it was in the previous years. In the period 2021-2022 the population grew at a rate of 1.4, this has decreased to 1.3 in 2023-2024. It will further decrease to 1.1 in 2030-2031.

T 1.2.8

1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

In terms of water, sanitation, electricity and roads infrastructure as well as refuse removal services, the Municipality has been unable to cope with the demand for these basic services. Over a number of years, the situation has been compounded by inadequate infrastructure maintenance and has gradually deteriorated, subjecting communities to inconsistent water and electricity supply. The failing infrastructure may potentially expose communities to health and safety hazards. The current situation regarding water, sanitation, electricity and roads infrastructure is due to the following challenges:

- Inadequate maintenance of existing infrastructure
- Insufficient budget to adequately fund ongoing operations and maintenance
- Slow refurbishment and upgrade of aged infrastructure
- Lack of a comprehensive infrastructure master and maintenance plans
- Skills shortages in critical areas

It is of utmost importance to note that profitable local economies are driven by an efficient and functional infrastructure system of water, sanitation, electricity and roads management infrastructural services. In short, good infrastructure improves the quality of life and has economic spin-offs.

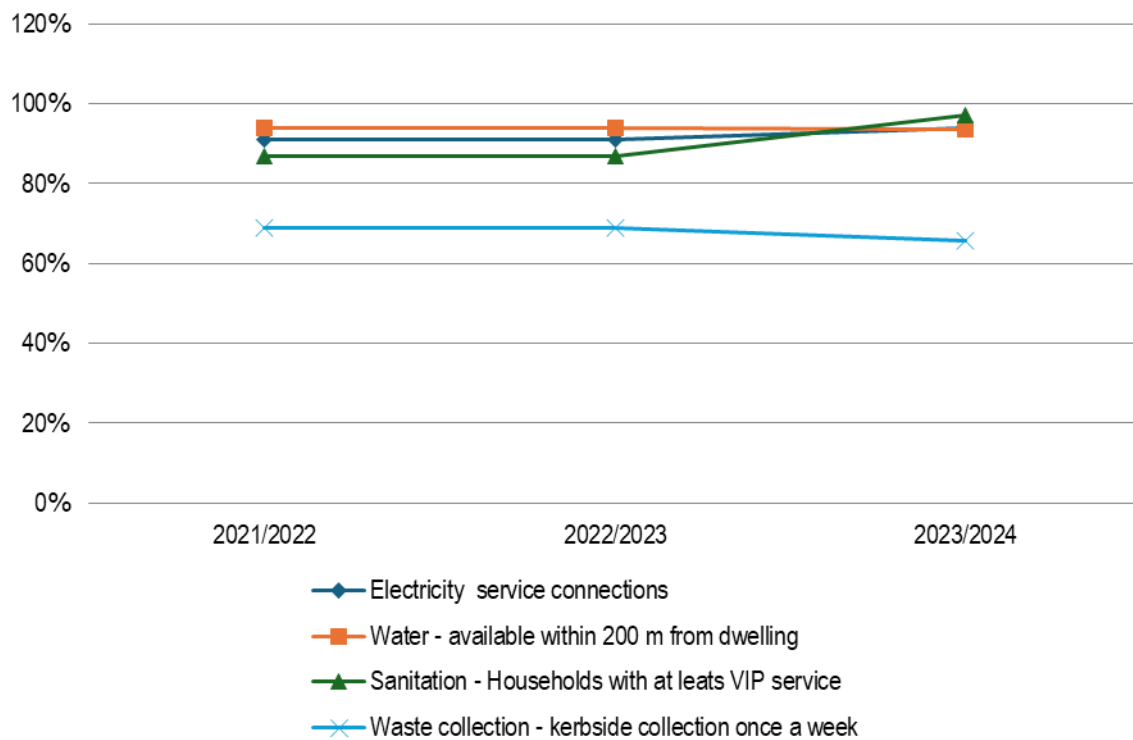
The Municipality will be receiving assistance through the Department of Water and Sanitation's (DWS) Water Services Infrastructure Grant (WSIG) and Regional Bulk Infrastructure Grant (RBIG) and Seriti to refurbish and upgrade water and sanitation infrastructure. The Municipality will also be procuring service providers to assist with the repairs and maintenance of water and sanitation infrastructure.

T 1.3.1

Proportion of Households with minimum level of Basic services			
	2021/2022	2022/2023	2023/2024
Electricity service connections	91%	91%	93,8%
Water - available within 200 m from dwelling	90%	94%	96%
Sanitation - Households with at least VIP service	87%	87%	97,0%
Waste collection - kerbside collection once a week	69%	69%	65,8%

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Proportion of households with access to basic services



T 1.3.2

COMMENT ON ACCESS TO BASIC SERVICES:

It is important to note that profitable local economic activities require efficient, optimally functioning systems of water, sanitation, electricity and roads management infrastructure services are available, including regular refuse removal services. In short, good infrastructure improves the quality of life of the residents of a municipality and creates opportunities for local economic growth.

Chapter 1

The major challenges relating to water provision includes the inconsistent water supply to some areas due to the water treatment plant infrastructure not working optimally and with the design capacity no longer meeting demand, as well as ageing infrastructure thus leading to pipe bursts and water supply interruptions. The backlogs and non-functional water infrastructure in the rural wards also results in water supply challenges.

In respect of sanitation services, the immediate challenge is that the Standerton waste water treatment plant capacity no longer meet effluent demand, with sewer spillages attended to within resource and capacity constraints. The Department of Water and Sanitation's 2023 Blue Drop Report indicates that the Lekwa Local Municipality received a "high" Blue Drop Risk Rating (BDRR). This rating reflects concerns about the quality of drinking water services in the municipality. Regarding wastewater management, the 2023 Green Drop Report reveals that 34% of wastewater systems nationally are in a critical state, the Standerton Wastewater Treatment Plant in Lekwa specifically is operating at 164% over capacity and received an overall score of 17%, placing it in the critical risk category. This overcapacity poses significant environmental and public health risks. While specific "No Drop" data for Lekwa Local Municipality is not available, the 2023 No Drop Watch Report highlights that non-revenue water (NRW) increased from 37% in 2014 to 47% in 2023 nationally. NRW includes water losses due to leaks, unauthorized consumption, and metering inaccuracies, indicating inefficiencies in water distribution systems. These findings underscore the need for urgent interventions to improve water and wastewater management in Lekwa Local Municipality.

The backlogs and the ablution facilities that need to be emptied in the rural wards results in sanitation challenges. The current sewer spillages into the Vaal River have been receiving attention, but efforts will be stepped up to find permanent and lasting solutions to these challenges as the extent of its negative environmental impact is significant. The risk rating for the municipality's Waste Water Treatment Plants are high as the plant capacities are overloaded and exceeded, thus requires upgrades, which the RBIG and WSIG funding seeks to begin addressing.

Electricity supply has experienced challenges relating to electricity supply including the exceeding of the notified maximum demand of 55MVA provided by Eskom, when current actual demand is at 67MVA. Electricity tariffs are still not fully cost reflective, which poses a challenge for the Municipality to service the Eskom account as well as to generate additional income for other service delivery matters. Illegal electricity connections and theft of electricity also negatively affects revenue generation from electricity sales. The current crisis remains that the Municipality has been unable to service its Eskom debt as per the repayment plan and the court order. Payments of about R2 million per week are made towards reducing the Eskom debt. 15% of the equitable share is also paid to Eskom with every tranche received.

Refuse removal services are provided to households but current challenges includes that the Morgenzon Landfill site has reached its design capacity lifespan and the Standerton landfill site is not

Chapter 1

managed in terms of the its permit requirements. Insufficient refuse removal trucks and the occasional breakdown of these vehicles has also negatively impacted the delivery of refuse removal services on a weekly basis. Plans are afoot to procure additional refuse removal trucks in the 2022/2023 financial year.

T 1.3.3

1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

The financial health of Lekwa Local Municipality for the year ending 30 June 2024 shows significant improvement despite facing substantial financial challenges. Key highlights include a transition from a deficit in the previous year to a surplus, achieved through strategic interventions and relief measures.

Total operating revenue reached R1,724,775,815, a 65% increase from the previous year, driven by higher public contributions, service charges, property rates, and a new revenue stream from the Debt Relief and Incentives program. This program contributed R211.9 million, including Eskom writing off R136.5 million in interest and the Provincial Department of Transport writing off R75.3 million as irrecoverable debt.

Grants receipts contributed R219 million (12.7%) of the total revenue, while revenue generated from property rates and service charges accounted for R911,227,795 (52.8%) of the total revenue mix. Although there are no specific norms and standards to measure grant dependency, this revenue mix indicates that the Municipality is not entirely dependent on grants and subsidies to finance its operations.

However, further improvements in own revenue generation are necessary. To address this, the Municipality is actively implementing various revenue enhancement programs aimed at reducing the operating deficit over the multi-year period.

Operating expenditure rose to R1,652,632,295, with major costs stemming from bulk purchases (33%), employee costs (17%), and debt impairment (13%). Despite this, the Municipality reduced debt impairment costs by R40.8 million through improved collections and refined methodologies. Cost-curtailement measures, including reducing overheads, renegotiating contracts, and prioritizing essential service delivery, are actively being implemented to manage expenditures.

Chapter 1

The Municipality recorded a surplus of R68.9 million, ending the year with R14.9 million in cash and cash equivalents. While challenges remain, the notable revenue growth and strategic cost management efforts signal progress in the Municipality's financial recovery and its commitment to sustainable operations and improved service delivery.

T 1.4.1

Financial Overview: 2023/2024			
			R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	218 956	218 956	219 896
Taxes, Levies and tariffs	831 316	879 958	911 227
Other	301 806	301 991	813 548
Sub Total	1 133 122	1 181 949	1 724 775
Less: Expenditure	1 361 479	1 442 533	1 655 877
Net Total*	(228357)	(260 583)	68 898
* Note: surplus/(deficit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Costs	17%
Repairs & Maintenance	7%
Finance Charges & Impairment	24%
T 1.4.3	

COMMENT ON OPERATING RATIOS

Employee-related costs accounted for **17%** of the total operating expenses, which remains within the accepted norm of **25-40%**. However, the Municipality faces a high vacancy rate, primarily due to delays in filling positions caused by inadequate cash flow. This high vacancy rate has significantly contributed to increased standby and overtime costs. To address this, the Municipality has reviewed its

Chapter 1

organizational structure, prioritizing the filling of critical positions that will have an immediate impact on service delivery.

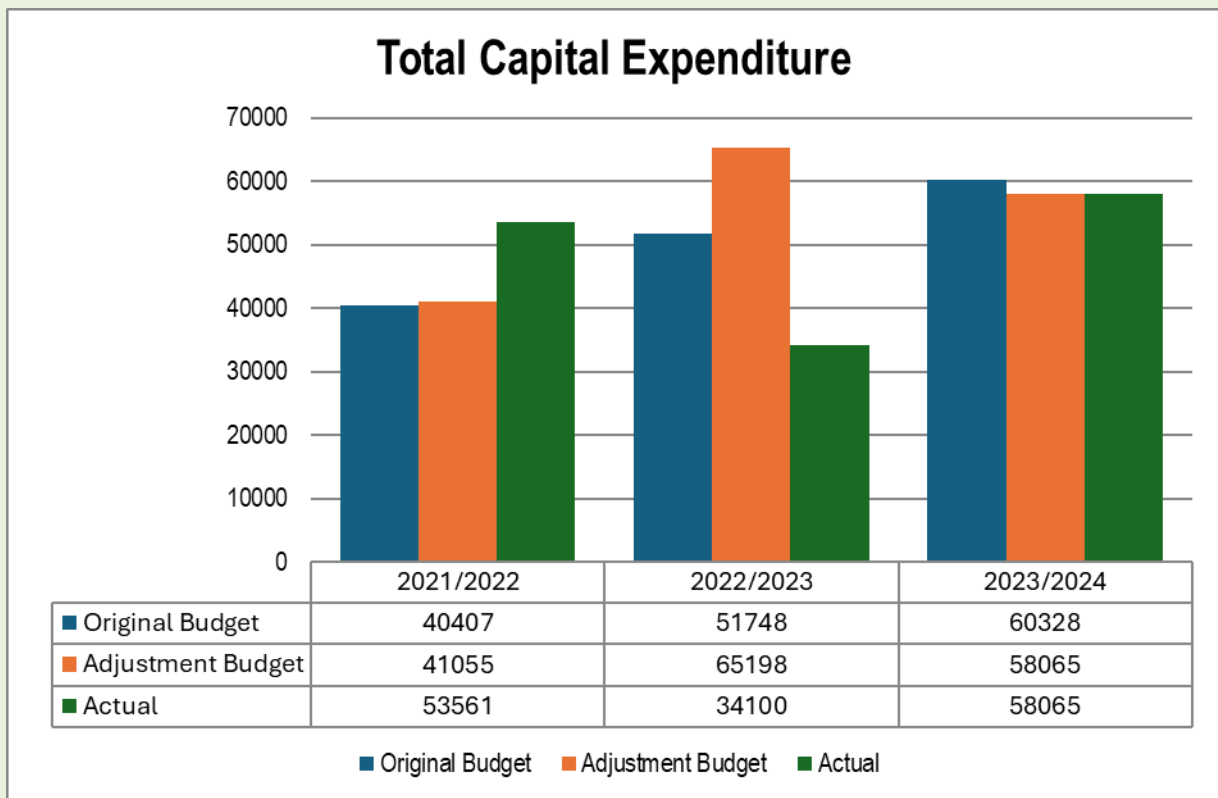
Spending on repairs and maintenance amounted to **7%** of the total operating costs for the reporting period, which is below the average norm of **8%**. The inadequate investment in this area is attributed to the unfunded position of the budget. To address this, the Municipality is developing a comprehensive maintenance plan to manage repairs and maintenance activities in a more structured manner.

The ratio for finance charges and impairment costs increased during the period, driven by the need to raise provisions for debt impairment due to insufficient cash flow and low revenue collection. Additionally, the rise in finance charges is linked to the interest incurred on Eskom debt. These factors underscore the importance of improving cash flow management and enhancing revenue collection to stabilize financial performance.

T 1.4.3

Total Capital Expenditure: 2021/2022- 2023/2024			
	R'000		
Detail	2021/2022	2022/2023	2023/2024
Original Budget	40407	51748	60328
Adjustment Budget	41055	65198	58065
Actual	53561	34100	58065
<i>T 1.4.4</i>			

Chapter 1



COMMENT ON CAPITAL EXPENDITURE:

The Municipality has significantly improved on the capital expenditure from 52% in the 2022/2023 financial year to 83% in the 2023/2024 financial year. The Municipality has spent 100% of conditional grants however, could not implement projects that are internally funded due to cash flow constraints. Additionally, the Municipality has enhanced its turnaround time for finalising the appointment of service providers for capital project implementation, further contributing to increased grant expenditure.

T 1.4.5.1

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

Chapter 1

ORGANISATIONAL DEVELOPMENT PERFORMANCE

The human resource management of the municipality comprises of activities relating to the rendering of a comprehensive human resource management function to Council by ensuring an efficient personnel administration system, recruitment and selection, sound labour relations, human resources development, implementation of affirmative action measures, occupational health and safety of employees and compliance with all relevant labour legislation.

T 1.5.1

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT: 2023/2024 FINANCIAL YEAR

The Municipality's audit opinion remained at a qualification for the 2023/2024 financial year. Maintaining this audit outcome indicates that the Municipality was once again able to adequately implement key activities in the post audit action plan to address the findings that the Auditor General raised in the 2022/2023 financial year. The Municipality is committed to further improving the audit, with the ultimate objective to obtain an unqualified audit opinion (Clean Audit). This process will be closely monitored through the developed post audit action plan to address the audit findings that remained. The following key findings will be addressed in the 2024/2025 financial year:

- Irregular expenditure
- Property, plant and equipment
- Segment reporting
- Cash flow

The Municipality has developed an audit action plan that will be monitored on a quarterly basis in an effort to ensure that we are able to improve from the qualified audit opinion. The Municipality will again request the Auditor General (SA) to perform a status of records review, which has assisted as an early warning or alert system to enable the Municipality to take required steps to correct the control deficiencies that were identified. It will also assist that the implementation of the action plan be more insightful and relevant, ensuring greater impact towards an improved audit outcome for the 2024/2025 financial year.

The AGSA's basis for a qualified opinion were the following:

1. Irregular expenditure

Chapter 1

The municipality did not include all instances of irregular expenditure to the financial statements, as required by section 125(2)(d) of the MFMA, as the municipality did not have adequate systems to identify all prior year's irregular expenditure. I was unable to determine the full extent of the understatement of irregular expenditure stated at R 197,86 million (2022-23: R 143,64 million) in note 48 to the financial statements, as it was impracticable to do so. Consequently, I was unable to determine whether any further adjustments made to the irregular expenditure in the prior period adjustment disclosure in note 41 to the financial statements were necessary.

2. Property, plant and equipment

During 2023, the municipality did not appropriately account for changes in useful lives for some of the property, plant and equipment in accordance with GRAP 17, Property, plant and equipment. Changes in remaining useful lives of the assets that were incorrectly accounted as an error instead of change in accounting estimates. Consequently, the opening balance of the property, plant and equipment was understated by R26,86 million and the opening balance of accumulated depreciation was overstated by the same amount.

3. Segment reporting

The municipality did not accurately disclose segment reporting in the financial statements, as required by GRAP 18, Segment reporting. The segment information disclosed for expenditure, assets and liabilities did not reconcile back to the financial statements amounts. Consequently, segment information was misstated by expenditure R235,68 million, assets R1,66 billion and liabilities R684,27 million. Additionally, the comparative amounts in the segment information disclosed for revenue was misstated by R22,14 million as it was not adjusted with the restated amounts as per the prior year adjustment note.

4. Cash flow statement

Payment to employees

The municipality's cash paid to employees was incorrectly disclosed as the calculation did not account for movements of accrued leave and accrued bonus which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the compensation of employees is understated by R50, 83 million (2023: R32, 06 million).

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Sale of goods and services

The municipality's cash from sale of goods and services was incorrectly disclosed as the calculation did not account for interest on trade receivables, furthermore the incorrect opening balance for trade receivables was used which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the sale of goods and services is understated by R122, 10 million and the comparative amount was overstated by (2023: R19, 18 million).

Corresponding figures

Cash flow statement

Suppliers

The municipality's cash paid to suppliers was incorrectly disclosed as it was calculated using the incorrect opening balance for trade payables which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the suppliers were overstated by R31, 82 million in the cash flow statement for the comparative amounts.

T 1.6.1

1.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	Quarterly
2	Finalise the 4th quarter Report for 2023/2024 financial year	July 2024
3	Municipal entities submit draft annual reports to MM	N/A
4	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	August 2024
5	Submit draft 2023/2024 Annual Performance Report to Internal Audit	August 2024
6	Audit/Performance committee considers draft Annual Performance Report of municipality and entities (where relevant)	August 2024

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7	Mayor tables the unaudited Annual Performance Report	31 August 2024
8	Municipality submits draft Annual Performance Report including consolidated annual financial statements to Auditor General	31 August 2024
9	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	November 2024
10	Auditor General audits Annual Performance Report including consolidated Annual Financial Statements	September – November 2024
11	Municipalities receive and start to address the Auditor General's comments	January – February 2024
12	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	31 st January 2025
13	Audited Annual Report is made public and representation is invited	February 2025
14	Oversight Committee (MPAC) assesses Annual Report	February - March 2025
15	Council adopts Oversight report	31 st March 2025
16	Oversight report is made public	April 2025
17	Oversight report is submitted to relevant provincial councils	April 2025
18	Commencement of draft Budget/IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input into next planning phase	March/April 2025
T 1.7.1		

COMMENT ON THE ANNUAL REPORT PROCESS:

Adherence to the above timelines remains critical towards ensuring sufficient time is allocated for achieving key milestones within the cyclical nature of municipal performance planning, reporting, analysis and review processes. This continuous loop is important to ensure that it allows for a process of reflection, by looking at the year under review as it then creates the space to inform planning for the next financial year's cycle of planning and budgeting processes. The alignment between the IDP, Budget and the Performance Management System for reporting and monitoring against predetermined objectives as dealt with in terms of the approved process plan is critical. An annual report project implementation plan is developed with clear deadlines and responsible persons assigned to ensure the timely completion of the 1st draft of the annual performance report to be submitted with the unaudited

Chapter 1

AFS by the end August annually. For the year under review, the unaudited annual financial statements and the annual performance report was submitted on time. The audit was completed and the final management report and audit report was presented to management and also to the Audit Committee on 29th November 2024, whereafter other processes unfolded in respect of the drafting of the audit action plan and the annual report with audited financial and performance information.

T 1.7.1.1

Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

This Chapter is composed of the following four components:

- Component A: Political and Administrative Governance
- Component B: Intergovernmental Relations
- Component C: Public Accountability and Participation
- Component D: Corporate Governance

T 2.0.1

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. This component reflects on both the political and administrative structures of the Municipality.

T 2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

For the year under review, the Municipality had a number of key committees in place. The highest decision-making structure, being the municipal council held meetings throughout the year toward the facilitation of the administrative process of implementing programmes and projects as set out for the year in its IDP and SDBIP.

For the year under review, the executive leadership of the Municipality were comprised as follows:

(a) Members of the Mayoral Committee

- Councillor DL Thabethe (Executive Mayor)
- Councillor J T Sebilane (MMC: Planning and Economic Development)
- Councillor S A Majozi (MMC: Technical Services)
- Councillor P C Mahlaba (MMC: Corporate Services)
- Councillor S M Modise (MMC: Community Services and Safety)

Chapter 2

(b) The municipal council was under the leadership of Councillor O Phiri as Speaker of Council until 2024-03-26, and replaced by Councillor S A Majozi. Councillor D Msibi was the Whip of Council.

The Municipal Council also established both section 80 and 79 Committees to assist with the exercise of both executive and legislatively mandated functions and responsibilities. Council nominated Councillors to serve on the following committees of Council as listed below:

Councillors and Committees Allocated		
Council Members	Full Time / Part Time	Committees Allocated
	FT/PT	
Municipal Public Account Committee (MPAC)		
C A O Franco	PT	Chairperson
A P Mthimkhulu	PT	Member
S B Ngqulunga	PT	Member
G J Xulu	PT	Member
W Venter	PT	Member
N C Nhlapo	PT	Member
Rules, Ethics and Local Geographical Names Committee		
D Bekker	PT	Chairperson
G J Xulu	PT	Member
R S Tsotetsi	PT	Member
S A Maboea	PT	Member
S B Ngqulunga	PT	Member
N P Selepe	PT	Member
W Venter	PT	Member
Planning & Economic Development Oversight Committee		
R S Tsotetsi		Chairperson
S A Solisini	PT	Member
D R Manana	PT	Member
A P Mthimkhulu	PT	Member
N P Selepe	PT	Member

Chapter 2

Technical Services Oversight Committee		
W Venter	PT	Chairperson
C A O Franco	PT	Member
J C Stoltz	PT	Member
D R Manana	PT	Member
S W Masondo	PT	Member
Budget and Treasury Committee		
J C Stoltz	PT	Chairperson
S A Maboea	PT	Member
W Venter	PT	Member
S Masondo	PT	Member
D Bekker	PT	Member
By-laws & Policies		
G J Xulu	PT	Chairperson
N C Nhlapo	PT	Member
A P Mthimkhulu	PT	Member
M L Molaba	PT	Member
W Venter	PT	Member
J C Stoltz	PT	Member

The political situation within the municipality has become more stable after the Local Government Elections held in November 2021. The established committees were functional for the period under review.

The Municipality also has a functional Audit Committee (AC) that provides guidance throughout the year on recommendations on the financial processes and performance of the Municipality. The Audit Committee, also serves as the Performance Audit Committee (PAC) which acts as an independent oversight structure of Council.

T2.1.1

COUNCILLORS

Chapter 2

The Lekwa Municipal Council consists of 30 Councillors, made up of 15 ward councillors and 15 proportional representative (PR) councillors. For the 2023/2024 financial year, the following was the composition of the municipal council:

	Male	Female
ANC	10	3
DA	2	2
EFF	1	2
LCF	5	1
FF Plus	1	1
ATM	0	1
Independent	1	0

A Freedom Front Plus A councillor resigned from the party to contest Ward 4 as an independent candidate. The by-election took place on 26 October 2023, where councillor C. Stoltz was elected as ward councillor.

Appendix A consists of the complete list of Councillors, which distinguishes between ward councillors and those appointed on a proportional representation basis, including the status as either full time or part time as councillors.

Appendix B sets out the various established committees and their functions, which were established for the year under review.

T2.1.1

POLITICAL DECISION-TAKING

Decisions making took place at Mayoral Committee and Council sittings. For the period under review, it must be noted that with the newly elected Council in place, the functionality of the Municipal Council had stabilized with council meetings sitting as per schedule to fully exercise its legislative and oversight responsibilities as required. Council had 10 sittings for the year under review.

In order to further strengthen the reporting on and tracking of the implementation of Council resolutions, council resolution implementation and tracking is a standing item on the agenda of ordinary council sittings.

T 2.1.3

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

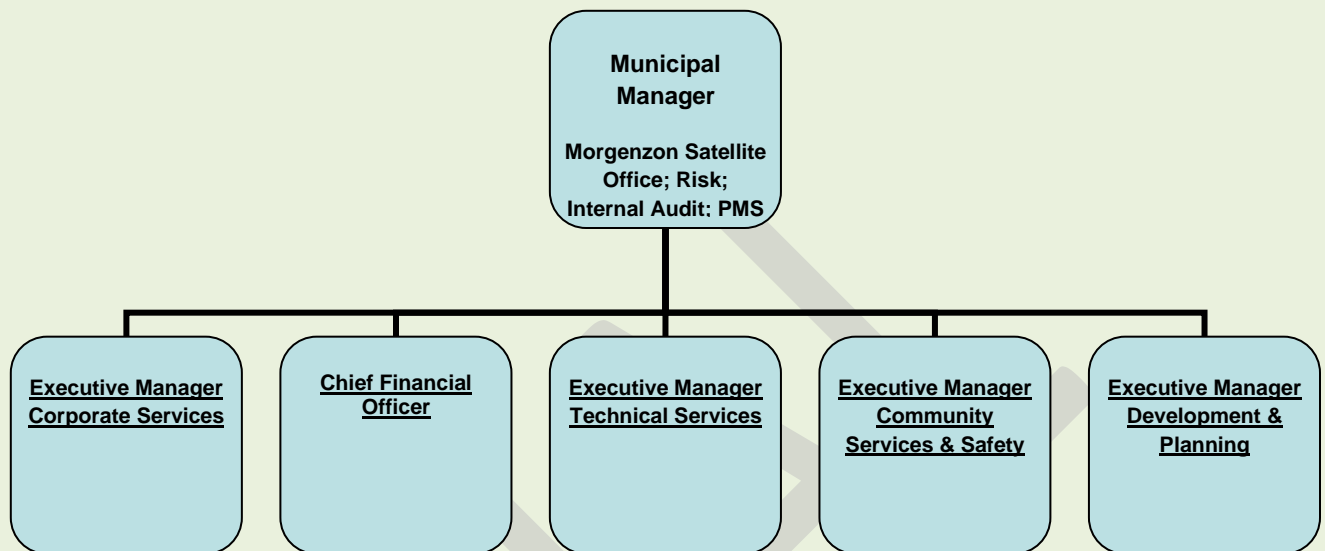
Chapter 2

Section 60 (b) of the MFMA stipulates that the Municipal Manager of a municipality is the accounting officer of the municipality, and for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality. This chapter deals with the highest levels of administrative leadership.

For the year under review, all senior management positions were filled which has assisted in creating greater administrative stability.

T 2.2.1

Chapter 2



Key Performance Areas

- Legal Services
- Secretariat Services
- Human Resources
- Intergovernmental Relations
- Communications
- Information Technology
- Political Offices

Key Performance Areas

- Budget & Financial Reporting
- Income
- Expenditure
- Debt Collection
- Supply Chain

Key Performance Areas

- Electricity
- Water & Sanitation
- Roads & Works
- Project Management Unit

Key Performance Areas

- Traffic Law Enforcement & Safety
- Licensing
- Fire and Disaster Management
- Parks, Environment, Sport, Recreation, Arts & Culture
- Environmental Health Services
- Libraries

Key Performance Areas

- Land Development & Town Planning
- Human Settlement
- Local Economic Development (LED)
- Integrated Development Planning (IDP)

Chapter 2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Section 3 of the MSA requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance as envisaged in section 41 of the Constitution. This requires municipalities to establish and foster cooperative relations across all spheres of government, noting its interrelated yet independent nature.

T 2.3.0

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The President's Coordinating Council (PCC) is the main coordinating body at national level. It consists of the President, the Deputy President, key Ministers, Premiers and the South African Local Government Association (SALGA).

The PCC meets regularly to oversee the implementation of national policies and legislation, and to ensure that national, provincial and local development strategies are aligned to each other.

At national level, each department has an Inter-Governmental Forum where Ministers meet with MECs and SALGA. These forums are called MinMECs and are also attended by heads of departments, as technical advisors. The purpose of MinMECs is to consult, coordinate implementation and align programmes at national and provincial level.

T 2.3.1

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Premier of the Province co-ordinate relationships between national, provincial and local government in the province through a Premier's Inter-governmental Forum (PIF) which consists of the Premier, the local government MEC, other MECs, Metro and District Mayors and other Mayors where necessary.

The PIF meets regularly and consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation, such as

- (i) The Mpumalanga Provincial Aids Council (MPAC);

Chapter 2

- (ii) The Mpumalanga Socio- Economic Consultation Council that seek to produce Socio Economic Review Outlook (SERO) Report for the province;
- (iii) The Mpumalanga Arts and Culture Council (MACC);
- (iv) Provincial Geographical Name Change Committee (PGNC)

T 2.3.2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

For the year under review, the Municipality did not have any municipal entities under its control.

T 2.3.3

DISTRICT INTERGOVERNMENTAL STRUCTURES

The mechanism used at district level is through a number of district forums that includes the following:

- ☐ The Executive Mayor's Forum;
- ☐ The Municipal Manager's Forum;
- ☐ The District Aids Council;
- ☐ The District Communication Forum;
- ☐ The District Disability Forum;
- ☐ The District Sports Council; and
- ☐ The District Arts and Culture Forum
- ☐ The District Elderly People Forum
- ☐ The District Women Forum

LOCAL INTERGOVERNMENTAL STRUCTURES

The local forums include the following:

- ☐ The Local Aids Council
- ☐ The Local Disability Forum
- ☐ The Local Sports Council
- ☐ The Local Arts and Culture Forum
- ☐ The Local Elderly Forum
- ☐ The Local Women Forum

Chapter 2

A multisectoral approach remains an effective mechanism in ensuring a coordinated approach to address social ills confronted by the community championed by civil society sectors, the private sector and government departments.

More emphasis has been put on Gender Based Violence campaigns to fight this endemic scourge. The Local Aids Councils have now incorporated GBVF as a permanent agenda item with pledges being made by all stakeholders on the commitment to fight GBVF.

T 2.3.4

Chapter 2

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 17 (2) of the MSA requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (1) also states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance, whilst section 18 (a) - (d) requires a municipality to supply its community with information concerning municipal governance, management and development. In line with the above, the Municipality has developed a system of participatory governance, management and development through the establishment of the following:

a) **Ward Committees** – establishment of ward committees with the purpose to enhancing participatory democracy in local government;

(b) **Community meetings** to discuss ward issues and report on matters raised;

As a legislative and democratic requirement at local level, ward committees are central to the effective community participation process. It should enhance the involvement in the affairs of the municipality in a collective and structured manner. Furthermore, to objectively achieve its public mandate and fulfil it in an inclusive manner, ward committees must work towards ensuring that community involvement in different development aspects within their locality to better the lives of its community in a non-partisan way is achieved. Community Development Workers (CDWs) are also deployed in the wards which can also assist in bringing other government services closer to the community.

T 2.4.0

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

Community participation is a fundamental principle that underpins the actions of democratic governance. According to the objects of local government as contained in Chapter 7, Section 152(e) of the Constitution, it is based on the understanding that communities must participate in all decision-making processes within local government on matters that affects them. It is for this reason that communities are encouraged to assist in building a sound and active partnership with the Municipality in order to fulfil the requirements of Section 152. This is done through the following:

- a) Ward Committees and CDWs;
- b) Mayoral Izimbizo (IDP and Budget consultation) and
- c) Holding community meetings.

Communities are mobilised through the use of a loud hailing system, door-to-door distribution of notices, flyers and pamphlets to encourage their involvement during consultation and information sharing sessions.

T 2.4.1

WARD COMMITTEES

Chapter 2

The Municipal Structures Act of 1998 and the Municipal Systems Act of 2000 provides the legislative framework for the establishment of Ward Committees to enhance participatory governance. Ward Committees were established in all 15 wards with the objectives to:

- (a) Create formal communication channels and co-operative partnership between the Municipality and the communities within a Ward.
- (b) Facilitate public participation in the process of development, review and implementation of the Integrated Development Plan of the Municipality.
- (c) Acting as advisory bodies on Council policies and matters affecting communities in wards.
- (d) Facilitate Council Programmes and make recommendations on matters affecting wards to the Ward Councillor;
- (e) Express the needs and concerns of the residents within Wards.
- (f) Identify development priorities within Wards through the involvement of ward residents and promoting accountability of the Municipality to the residents of every ward;

Ward Operational Plans were developed and approved by Council with all activities and programme of the wards implemented accordingly. A stipend is paid on a monthly basis to Ward Committee members, subject to the submission of monthly reports to the office of the Speaker, with issues identified in the wards, for further discussion at the Ward Councillors Forum. Quarterly reports are also submitted to Council on these activities as undertaken. Ward Committees were functional for the period under review.

T 2.4.2

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

Public and community meetings generally convened to keep communities informed regarding service delivery matters and to provide a platform for the community to raise issues and give inputs for the development of the Municipality. This consultation and engagement process assists the Municipality to plan and budget according to identified and prioritized needs. In community meetings, the Municipality also uses the platform to continuously encourage the community to pay for services and to actively participate in the affairs of the municipality.

The community benefits by submitting their development needs to be catered for within a specific financial year in the IDP and budget. It also provides an opportunity to directly interact with municipal administration on issues affecting service delivery. Ward Committee Meetings took place during the year under review although there was a delay with the induction of the ward committee members. Meetings were convened according to times that suited particular communities. In respect of the numbers of people attending meetings, it differs from ward to ward due to venues that are not central, sometimes lack of transport and the public opting not to attend due to one or other reason. T

2.4.3.1

2.5 IDP PARTICIPATION AND ALIGNMENT

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IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Partially. Impact and outcome indicators are captured in the IDP strategic goals and objectives. Annually, the SDBIP includes input and output indicators
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Partially. Alignment is in respect of outcomes relevant to local government mandate
* Section 26 Municipal Systems Act 2000	T 2.5.1

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance broadly refers to the mechanisms, processes and relations by which institutions and corporations are controlled, managed and directed. Governance structures and principles identify the distribution of rights and responsibilities among different participants in an organization and includes the rules and procedures for making decisions in corporate affairs.

All the governance structures individually and collectively must cultivate characteristics such as integrity, competence, responsibility, accountability, fairness, transparency and exhibit them in their conduct to advance ethical leadership and corporate citizenship.

T 2.6.0

2.6 RISK MANAGEMENT

RISK MANAGEMENT

In terms of the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, section 62(1)(c) states that the Accounting Officer must ensure that the municipality has and maintains an effective, efficient, and transparent system of risk management. In compliance with this requirement, the Municipal Manager has appointed a Risk Management, Anti-Fraud and Anti-corruption Committee (RMAFACC) to advise the Municipality on risks that can affect the achievement of the strategic (IDP) and operational (SDBIP) objectives for the Municipality.

The Committee constitutes of section 56 senior managers that are directly accountable to the Municipal Manager. Furthermore, the RMAFACC is chaired by an external independent Chairperson. Meetings are convened every quarter, the reports compiled are submitted to the Municipal Manager, Audit Committee and Municipal Council with quarterly progress on risk, compliance, and fraud management. Moreover, Risk Champions are appointed as departmental representatives to assume the responsibility of assisting with the implementation of risk management, compliance, and fraud management activities in their respective departments. The Risk Champions hold monthly meetings, chaired by the Chief Risk Officer and report quarterly to the RMAFACC.

The following strategic risk documents were in place and approved by Council during the year under review:

- Risk Management Policy
- Risk Management Strategy
- Risk Management Implementation Plan
- Fraud Prevention Policy
- Fraud Prevention Plan
- Whistleblowing Policy
- Private Work and Declaration of Interest Policy

Based on the constitutional mandate of the Municipality and the applicable regulatory requirements, the following risk registers were developed, implemented, monitored, and reported on to relevant oversight committees on a quarterly basis:

- ☐ Strategic Risk Register
- ☐ ICT Risk Register
- ☐ Fraud Risk Register

The Risk management process is comprehensive and meetings are held as per the approved schedule. The effectiveness of the RMAFACC is evaluated annually against predetermined objectives for risk management, noting that attempts are being made towards a more matured level as far as risk management best practices are concerned.

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For the year under review, the Municipality undertook an assessment of its risks on 16th and 23rd May 2023 and an approved Strategic risk register was place.

The following were the identified strategic risks:

- SR 1: Failure to sustain the current infrastructure and to provide additional required infrastructure (Maximum risk)
- SR 2: Failure to provide needs for basic social, health and security services to the community (High risk)
- SR 3: Property vandalised, municipal information lost, and senior management & leadership attacked (High risk)
- SR 4: Unskilled and insufficient human resources to achieve the municipality's operational and strategic objectives (Maximum risk)
- SR 5: Increased informal settlements (Maximum risk)
- SR 6: Failure to provide land for business and recreational needs of the community (Medium risk)
- SR 7: Poor management of integrated and sustainable human settlements programmes (High risk)
- SR 8: Increased levels of unemployment (Maximum risk)
- SR 9: Communities lose trust on the municipal leadership and services (High risk)
- SR 10: Governance failure resulting in non-compliance to laws, policies, standards, best practices, and mal-administration practices (High risk)
- SR 11: Natural / Manmade /epidemics Disasters are not anticipated and planned for by the municipality (Maximum risk)
- SR 12: Property vandalised, misuse of fleet, loss of assets (Medium risk)
- SR 13: Insufficient collections from revenue streams (Maximum risk)
- SR 14: Receiving unfavourable audit opinion form AGSA (Maximum risk)
- SR 15: Inefficient contract management (Maximum risk)

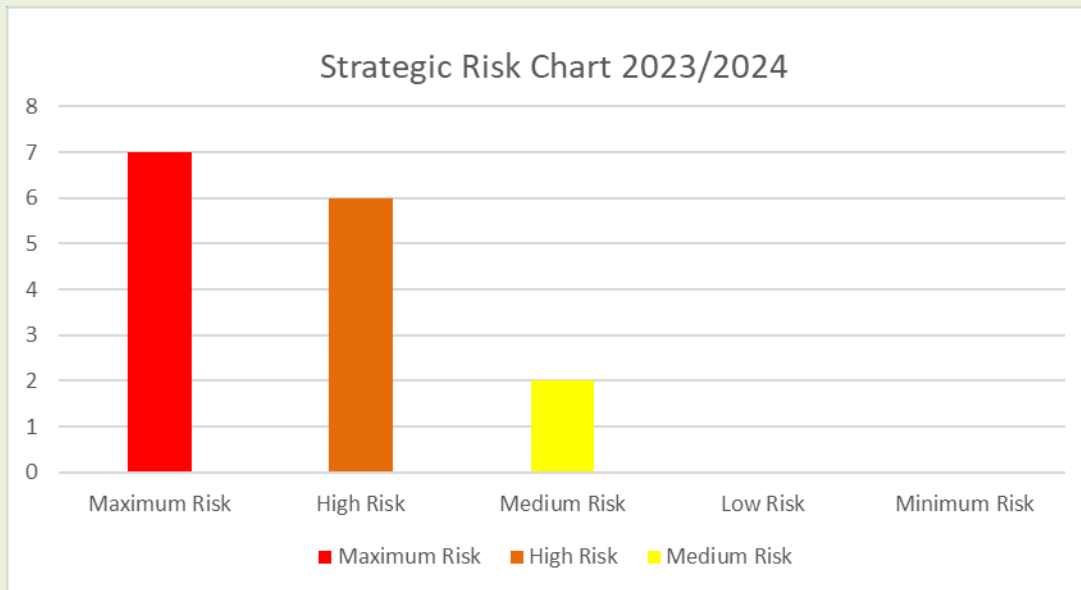
In addition, the ICT and Fraud risk registers were reviewed, implemented, and monitored on a regular basis for the year. During the 2023/2024 financial year significant efforts were made towards the implementation of the mitigating actions.

In reality, the process of managing risks is inseparable from that of managing for success and within this context it is therefore not surprising that risk management is a central part of any organization's performance improvement initiatives. The 2023/2024 risk assessment revealed the following risks levels:

Risk Magnitude	No of Risk per Magnitude	Percentage
Maximum Risk	7	47%

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High Risk	6	40%
Medium Risk	2	13%
Low Risk	0	0%
Minimum Risk	0	0%
Total number of risks	15	100%



The above graph depicts the magnitude of risks identified from the strategic risk assessment conducted. From the risks identified as contained in the Municipality's IDP, risks classified as maximum were 47%, and areas of high risk were at 40%, with 13% were identified at medium and 0 low and minimum risk magnitude. Maximum and high risks are unacceptable and cannot be tolerated, therefore, action needs to be taken to reduce their impact. Management prioritized all the risks, especially those falling within the unacceptable risk appetite of Lekwa Local Municipality. Quarterly Risk Management meetings were held to report on and deal with the implementation of risk mitigation strategies. For the year under review, the risk mitigation plan has adequately reduced the risks that were identified as maximum and high. Some risks relating to service delivery were not reduced, mainly due to budgetary constraints.

It must be noted that with the appointment of senior managers, the effective management and reporting on risk mitigation has improved. The RMAFCC chaired by an independent, external Chairperson managed to attend to risk matters. The Internal Audit Unit used its professional judgment when evaluating and auditing the systems of internal controls for identified risks to ensure that such

Chapter 2

controls are effectively implemented, which also informed their three-year rolling risk-based internal audit plan.

The following is a summary of progress on risk mitigation implementation for the period under review:

Type of risk register	Total no. of actions	Actions completed: 100%	Actions almost completed: 51 - 99%	Actions commenced: 1 - 50%	Actions not yet started: 0%
Strategic	136	50	67	13	6
ICT	19	11	3	5	0
Fraud	69	49	15	0	5
Emerging	1	1	0	0	0

T 2.6.1

2.7 ANTI-FRAUD AND ANTI-CORRUPTION

ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

The primary responsibility for preventing and detecting fraud rests with management and those charged with governance. The MFMA and its regulations clearly stipulate that matters such as incurring unauthorized, irregular as well as fruitless and wasteful expenditure; the possible abuse of the SCM system (including fraud and improper conduct); and allegations of financial misconduct should be investigated and that disciplinary steps should be taken based on the results of the investigations.

As part of the anti-fraud and anti-corruption plan, awareness, workshops were conducted on an ongoing basis as part of raising awareness among employees and Councillors on matters relating to fraud and corruption. The availability of the Fraud Hotline is also communicated for the public to also have an opportunity to report any fraud or corruption.

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

In terms of MFMA section 110 – 119 and the SCM Regulations of 2005 and other relevant MFMA circulars, it sets out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption. Section 217 of the Constitution and 112 of MFMA requires that a

Chapter 2

procurement system which is transparent ensures cost effectiveness equity, that must be competitive and fair.

The challenges in the supply chain management include broadly the high historical irregular expenditure that have not been concluded after the matter had been tabled to Council for further investigation. The Municipality had incurred R 771 490 on expenditure that were not in terms of the SCM policies and regulations and R 29 594 543 related to the appointment of service providers that did not have contracts in place or contracts that have expired. The total irregular expenditure as at 30 June 2023 amounted to R 703 559 931. The expenditure has been reported to Council and is awaiting its outcome after the matter had been delegated to a committee of Council, the Municipal Public Accounts Committee (MPAC) for further investigation.

The Constitutional Court Judgement of the 16th February 2022 regarding the Preferential Procurement Regulations of 2017 had an adverse effect on the procurement process as some of the bids that were not responsive had to be readvertised. The Municipality could not proceed until such time that a request for exemption was approved in terms of PPFA 3 c and Section 2 (1) a, b and c and its regulations. This further delayed the implementation of some capital projects.

The Municipality introduced various systems to curb the increase in irregular expenditure. This includes but is not limited to the following:

- 1) Restructuring the Supply Chain Management Unit to be in line with the SCM Pillars
- 2) Introduction of Standard Operating Procedures (SoPs) and checklists to ensure adherence to SCM policies & Regulations
- 3) Establishment and appointment of Bid Committees in line with SCM Regulations
- 4) Introduction of Request for Quotes register
- 5) Introduction of contract management policy.

In respect of building capacity within the supply chain management unit, one official has enrolled for a SCM Higher Certificate with MANCOSA. In addition, Provincial Treasury has also committed to assist the municipality with training of BID Committee members including the SCM staff. It is also a requirement that SCM staff also on an annual basis complete financial disclosure forms.

The Municipality has developed Unauthorised Irregular Fruitless and Wasteful expenditure reduction strategy. The centralisation of the supply chain management function will further strengthen the managing of service providers as well as the procurement of goods and services.

T 2.8.1

2.9 BY-LAWS

By-laws Introduced during 2023/2024

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Developed	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
None				

*Note: See MSA section 13.

T 2.9.1

COMMENT ON BY-LAWS:

In line with section 11 (3) of the Municipal Systems Act 2000, municipal councils are given the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation. The Municipality has developed various by-laws with a view to regulate and administer all affairs in the Municipality. No by-laws were approved by Council during the 2023/2024 financial year.

T 2.9.1.1

2.10 WEBSITES

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Annual and adjustments budgets and all budget-related documents	Yes	19 June 2024
All 2023/2024 budget-related policies	Yes	19 June 2024
The 2022/2023 Annual Report	Yes	7 February 2024
The 2023/2024 Annual Report	Still to be published	After Council approval
All service delivery agreements for 2023/2024	Yes	10 July 2024
All 2023/2024 performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	9-Sep-24
All long-term borrowing contracts valid during 2023/2024	N/A	N/A
All supply chain management contracts above a prescribed value for 2023/2024	N/A	N/A
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during	No	N/A
Contracts agreed in 2023/2024 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 done during 2023/2024	N/A	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during 2023/2024	No	

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Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

The municipal website was newly developed and went live on 1st September 2024. The Municipality placed documents on the website as per the requirements of the Municipal Systems Act and the Municipal Finance Management Act, including documents that were available prior the new website going live. The official website can be accessed on www.lekwalm.gov.za.

T 2.10.1.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS

Public satisfaction surveys have not been conducted as a means to monitor the level of service provision by the Municipality to its communities. It must however be noted that over the past year, complaints and negative publicity received via the local newspaper, the Lekwa Facebook page and other social media platforms, it is evident that communities are dissatisfied with the level of services rendered. In order to ensure that the various service departments render effective and efficient services to the communities, Ward Committees through their ward operational plans, remain in touch with issues on the ground.

The Local Government Elections were held in November 2021 and political stability began to be restored within the municipality, with current community participation programmes further strengthening it. Interactions with communities through the Mayoral Izimbizo programme was resuscitated and both Ward Committees and Community Development Workers and community interactions has been ongoing.

T 2.11.1

COMMENT OF SATISFACTION SURVEYS

To support service delivery and promotion of access to our communities, the Municipality has procured the services of MUNSOFT which is responsible for deployment of Document Management System which contain various module which includes amongst others the Customer Care System. Training has been conducted to the Supervisors at Technical Services including the frontline staff at Call-Centre which operates 24/7. In the spirit of co-operative governance, COGTA has made a commitment to

Chapter 2

assist Municipalities in Mpumalanga in conducting community satisfaction surveys. COGTA has also introduced the GOVCHAT which allows the public to register their complaints ranging from water and electricity including other services rendered by other government departments nationally.

T 2.11.2.1

COMMENT ON PUBLIC SATISFACTION LEVELS:

The Municipal Service Standards and Charter as well as the Customer Care Policy is in the process of being reviewed, and to be finalized in the 2024/2025 financial year. In order to create a platform where communities can voice their suggestions and complaints, suggestion boxes have been procured and placed at strategic points throughout the municipality that can be utilized for receiving suggestion and complaints from our consumers and efforts will be made to regularly monitor the information received.

T 2.11.2.2

Chapter 3

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

INTRODUCTION

The population of Lekwa has increased from 115 268 in 2011 to 140 970, according to StatsSA as further outlined in the Socio-Economic Review Outlook (SERO) report. It also indicates a decrease in informal settlement dwellings from 23.9% (7 414 in 2011) to 19.1% (7 129 in 2016). Noting the following levels of basic service provision for households, it is a clear indication that with the growing population, services must be upgraded and maintained commensurate with the said growth rate.

Proportion of Households with minimum level of Basic services

Service Delivery Area	2020/2021	2021/2022	2022/2023	2023/2024
Electricity service connections	91%	91%	91%	93,8%
Water - available within 200 m from dwelling	90%	90%	94%	96%
Sanitation - Households with at least VIP service	87%	87%	87%	97%
Waste collection - kerbside collection once a week	69%	69%	69%	65,8%

The challenges faced by the Municipality in respect of continuous, uninterrupted supply of water, electricity and refuse collection has been compounded by the current population growth and the further deterioration of infrastructure, without the commensurate regular repairs and maintenance being undertaken. With a clear mandate to focus on the priority areas of water, sanitation and electricity provision, the focus remained on trying to improve the provision of these services.

The following capital projects were completed in the year under review in order to address some of the basic service delivery challenges:

- Refurbishment of Standerton Water Treatment Plant
- Construction of Kieser Reservoir
- Installation of boreholes
- Refurbishment of boreholes
- Water Conservation and Demand Management Project

Chapter 3

This Chapter provides information per department and functional service delivery areas ranging from roads and transport, local economic development, town planning, human settlements, solid waste management, environmental health, safety and security and emergency services. A brief reference to service delivery performance in respect of the largest capital projects undertaken is included in **Appendix E**.

Critical to effective and sustainable service delivery is the need for a capacitated and skilled work force. With critical skills gaps having been identified, the workplace skills plan and relevant training programmes will be critical to deal with staff and skills shortages.

T 3.0.1

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

INTRODUCTION TO BASIC SERVICES

The 2023/2024 financial year still focused on attending to service delivery challenges relating to infrastructure refurbishment and upgrade, by undertaking capital projects relating to water, sanitation, and electricity. It must however be noted that it included the conclusion of projects that were commenced in the 2020/2021 financial year.

The continued pressure on existing infrastructure as most of the bulk infrastructure is functioning at beyond its maximum capacity due to the expansion of especially residential developments without the commensurate upgrade and regular maintenance of existing infrastructure over the past few years, has placed additional strain on the infrastructure capacity.

The policy objectives as outlined in Chapter 3 is based on the service delivery targets set for the 2023/2024 financial year, in line with the approved SDBIP. The information as outlined, provide additional operational information as well as information that is in line with information contained in the chapter and Component K on organisational performance Report, in line with the Annual Performance Report (APR) which was prepared in terms of section 46 of the MSA, and submitted to the Auditor-General for auditing. Full details on the audited APR, is contained under Component K.

The Municipality does not have any entities under its management and a full list of functions of the Municipality are included in **Appendix C**.

T 3.1.0

Chapter 3

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

The Municipality has identified and implemented the projects of the refurbishment of the Standerton and Morgenzon Water Treatment Plants in order to improve water supply to the community.

The following is the current status in respect of the water treatment plants within Lekwa:

AREA	STANDERTON AND SAKHILE	MORGENZON AND SIVUKILE
WATER DEMAND	45ML/day	3.9 ML/day
PREVIOUS DESIGN CAPACITY	37 ML/day	2.2ML/day
CURRENT DESIGN CAPACITY	37ML/day	2.2 ML/day
EXCESS/DEFICIT	Deficit of 5 ML/day	Deficit of 1.7ML/day

The following challenges has been identified in respect of water supply:

- * Inconsistent water supply to high lying areas of Sivukile, Sakhile, Standerton Extensions 6, 7 and 8;
- * The existing configuration of the Standerton water supply system is affecting the efficient and equitable supply of water due to low pressure in supplyinhigh lying areas.
- * The bulk pumping mains from the Standerton Water Treatment Works to the 3 reservoirs are connected directly to the water reticulation network which supplies Standerton town areas resulting in the reservoirs not filling up during peak periods of sufficient water supply from the water treatment works. Newer areas which are connected to the reservoirs and are only supplied from the reservoirs do not always get water during peak periods and when the reservoirs are low.
- * During the 2023/2024 financial year, the following water services related project was implemented:
 - Construction of Kieser Reservoir
 - Water Conservation and Demand Management Project
 - Refurbishment/Installation of boreholes in rural/farm areas in Lekwa

The backlog on a constant supply of piped water in the rural wards 9, 12, and 13 remains and continues to be serviced through water tankers. The Municipality is a Water Services Authority and it did not have contracts with any water services providers during the 2023/2024 financial year. The Municipality depends on grants for the refurbishment and upgrade of water services and funds are insufficient to adequately address all such backlogs.

The water demand of the Municipality is higher than the design capacity of the Standerton Water Treatment Plant. As a mitigation measure Goldi has applied and has been granted a water use license which will enable them to abstract water from the Vaal River. This will then ease the water demand from the Standerton Water Treatment Plant. The Municipality has been delivering water to the community in the high lying areas, informal settlements rural which do not have access to water utilising six water trucks. The Municipality through the assistance of GSDM and DWS has commenced the upgrade of the Standerton Water Treatment Plants and related bulk infrastructure in

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order to address the water supply challenges. The Municipality also undertook the refurbishment of boreholes in the rural wards.

T3.1.1

Total Use of Water		
	Rand Value	Unaccounted water losses
2021/2022	212,407,671	47%
2022/2023	37, 409, 075	69%
2023/2024	8, 866, 240	45%
T 3.1.2		

COMMENT ON WATER USE:

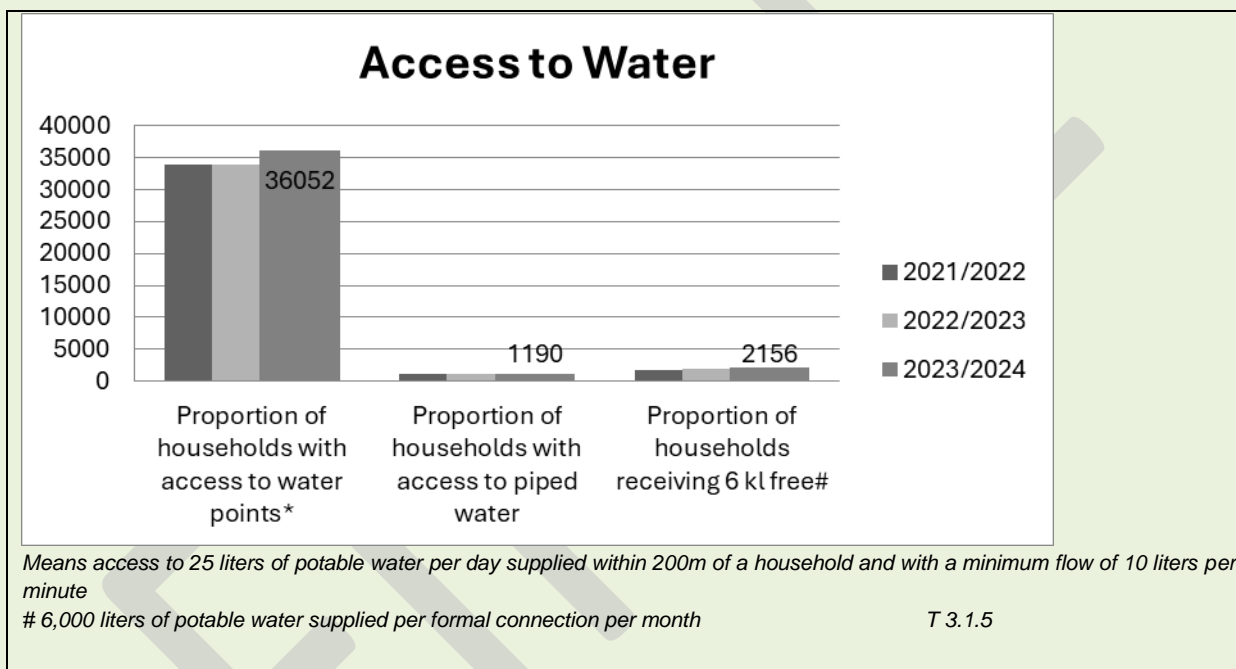
The extent of water losses are significant, noting the aging water infrastructure and insufficient maintenance of such infrastructure which has a direct impact on the increase in both technical and non-technical water losses. Another contributing factor is the supply of water through water tankers. The water tankers obtains water from municipal water sources, which forms part of indirect water losses.

T 3.1.2.2

Water Service Delivery Levels				
Description	2020/2021	2021/2022	2022/2023	Households 2023/2024
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Water: (above min level)</u>				
Piped water inside dwelling	33 833	33 833	33 833	36 052
Piped water inside yard (but not in dwelling)	0	0	0	0
Using public tap (within 200m from dwelling)	1 154	1 154	1 154	1 190
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>	34 987	34 987	34 987	37 242
<i>Minimum Service Level and Above Percentage</i>	94%	94%	94%	97%
<u>Water: (below min level)</u>				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)	1 687	1 687	1 687	1 687
No water supply	660	660	660	660
<i>Below Minimum Service Level sub-total</i>	2 347	2 347	2 347	2 347
<i>Below Minimum Service Level Percentage</i>	6%	6%	6%	6%

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Total number of households*	37 334	37 334	37 334	38 583
* - To include informal settlements				T 3.1.3



Access to Water			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
2021/2022	33833	1154	1730
2022/2023	33947	1154	1884
2023/2024	36052	1190	2156
T 3.1.5			

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K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/20 23 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
15	100 % access to water	Number of water leaks repaired	1215 Water leaks repaired	Achieved	Repair of 1000 water leaks	1000 water leaks repaired	1140 water leaks repaired (+140 variance)	Achieved	504040 0	337141 0,48	Quarterly Progress Report				Technical Services	1- 12,14 & 15

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
16	100% access to water	% construction of reservoir and pressure tower	Construction @25%	Achieved	Construction of Kieser reservoir and pressure tower	100% construction of Kieser reservoir and pressure tower	95% construction of Kieser reservoir and pressure tower completed (-5% variance)	Not Achieved	27 545 575,00	27 545 575,00	Quarterly Progress Report	Progress Reports ; Completion certificate	Delays due to water tightness testing and commissioning. Sealing of reservoir and connection of water from bulk water supply to enable the concrete reservoir and elevated water tank to be filled with water and tested for water tightness.	Water tightness testing and commissioning be completed . Contractor to connect bulk water supply to the reservoir, seal the the reservoir and conduct water tightness testing to ensure that there is no leakage. Outstanding contract balance for the project	Technical Services	10

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K P I N O	KPI	Approved Adjusted KPI / Performa nce Measure	2022/20 23 Overall Audited Actual Performa nce	2022/20 23 Audited Achieve ment Status	2023/24 Annual Target	Approved Adjusted 2023/202 4 Annual Target	2023/202 4 Audited Overall Achieve ment	2023/20 24 Audited Achieve ment Status (Achieve d/ Not Achieve d)	2023/2 024 Actual Adjuste d Budget	2023/20 24 Actual Expendi ture based on Adjuste d Budget	Portfol io of Evide nce	Approv ed Adjuste d Portfoli o of Evidenc e	Blockage / Challenge s or deviation from meeting targets	Corrective measures	Depart ment	Ward Locati on / Regio nal Identif ier
17	100 % acce ss to wate r	Number of borehole s installed	New KPI	New KPI	Installatio n of two boreholes	2 Borehole s installed	2 Borehole s installed	Achieve d	2 200 000,00	1 933 664,78	Quart erly Progr ess Repor t	Progres s Reports ; Comple tion certifica te			Technic al Service s	9; 12
18	100 % acce ss to wate r	% refurbish ment of water infrastruc	New KPI	New KPI	Refurbish ment of Morgenzo n raw water pumping	100% refurbish ment of Morgenz on raw water	100% refurbish ment of Morgenz on raw water	Achieve d	107779 0	937209, 86	Progr ess Repor ts	Progres s Reports ; Comple tion			Technic al Service s	14

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K P I N O	KPI	Approved Adjusted KPI / Performa nce Measure	2022/20 23 Overall Audited Actual Perform ance	2022/20 23 Audited Achieve ment Status	2023/24 Annual Target	Approved Adjusted 2023/202 4 Annual Target	2023/202 4 Audited Overall Achieve ment	2023/20 24 Audited Achieve ment Status (Achieve d/ Not Achieve d)	2023/2 024 Actual Adjuste d Budget	2023/20 24 Actual Expendi ture based on Adjuste d Budget	Portfol io of Evide nce	Approv ed Adjuste d Portfoli o of Evidenc e	Blockage / Challenge s or deviation from meeting targets	Corrective measures	Depart ment	Ward Locati on / Regio nal Identif ier
	r	ture			units	pumping units	pumping units					certifica te				

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
19	100% access to water	KPI removed. Appointment of Service Provider to be undertaken by DBSA to develop WSDP.			Develop WSDP		KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Progress Reports				Technical Services	1 to 15

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Employees: Water Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	20	42	26	16	38%
7 - 9	2	5	3	2	40%
10 - 12	17	24	18	7	29%
13 - 15	2	2	0	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	#DIV/0!
Total	42	74	48	25	34%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T3.1.7					

Capital Expenditure 2023/2024 Water Services					
R' 000					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	28952	29620	29620	2%	
Rehabilitation of Morgenzon Raw Water Pump Station	1000	1077	1077	7%	1077
Refurbish & upgrade standerton water treatment plant 2	27952	27545	27545	-1%	27545
Boreholes at wards 9;12 and 13	0	998	998	100%	998
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.1.9

Chapter 3

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The backlog remains on the supply of piped water in the informal. rural wards 9, 12, and 13 and sufficient budget was not available to address all backlogs, however there is an ongoing programme for the refurbishment of boreholes, other rural areas are also provided with water on an ongoing basis using water tankers.

The Municipality is the Water Services Authority, and it did not have contracts with any water services providers during 2023/24. The Municipality depends on grants for the extension and provision of water services, but such funds are not adequate in addressing all backlogs and the complete refurbishment of existing water infrastructure.

T 3.1.10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

Providing adequate sanitation facilities remains one of the major challenges towards basic service delivery, especially among poor and rural communities. Households that do not have access to adequate sanitation facilities may be using a bucket system or unimproved pit toilets. In addition, poorly designed or operated water-borne sewerage systems, especially in urban areas, if it fails or if it is inadequate, impacts on the health of communities. The negative impact on the environment can also be extremely serious, especially when raw sewage begins to spill into rivers and streams. Concerted efforts have been made to address these challenges as it can adversely affect communities and the environment at large. The provision of a basic level of household sanitation to mainly rural communities and informal settlements, as areas with the greatest need must be attended to and requires an environmentally sound approach to providing sanitation services and addressing the need to protect surface and ground water resources from sanitation pollution through integrated environmental management practices. Inadequate sanitation facilities and infrastructure combined with unhygienic practices represent South Africa's sanitation problem that must be addressed.

In addressing these challenges, the following sanitation projects were undertaken during the 2023/2024 financial year:

- 100 VIP toilets installed
- Refurbishment of Johan, Steijn and Rooikppen sewer pump stations

T 3.2.1

Sanitation Service Delivery Levels

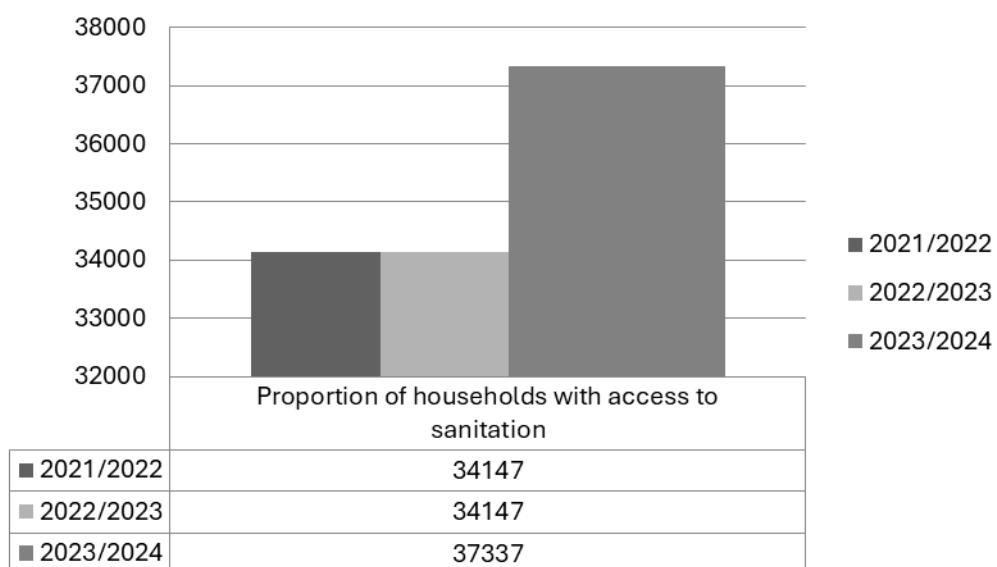
Description	*Households			
	2020/2021	2021/2022	2022/2023	2023/2024

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	Outcome No.	Outcome No.	Actual No.	Actual No.
<u>Sanitation/sewerage: (above minimum level)</u>				
Flush toilet (connected to sewerage)	32 001	32 001	32 00	35 257
Flush toilet (with septic tank)	293	293	293	493
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	1 853	1 853	1 853	1587
Other toilet provisions (above min.service level)	0	0	0	
<i>Minimum Service Level and Above sub-total</i>	34 147	34 147	34 147	37 337
<i>Minimum Service Level and Above Percentage</i>	91%	91%	91%	96%.
<u>Sanitation/sewerage: (below minimum level)</u>				
Bucket toilet	–	–	–	0
Other toilet provisions (below min.service level)	1 864	1 864	1 864	622
No toilet provisions	1 323	1 323	1 323	624
<i>Below Minimum Service Level sub-total</i>	0	0	0	
<i>Below Minimum Service Level Percentage</i>	9%	9%	9%	4%
Total households	37 334	37 334	37 334	38 583
*Total number of households including informal settlements				T 3.2.3

Chapter 3

Access to Sanitation



T 3.2.5

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
20	100% access to sanitation	Date by which Sanitation Operations and Maintenance Plan developed	New KPI	New KPI	Develop Operation and Maintenance Plan	Sanitation Operations and Maintenance Plan developed by 30 June 2024	Sanitation Operations and Maintenance Plan developed	Achieved	0	0	Quarterly Progress Report	Draft Operations and Maintenance Plan			Technical Services	MP305
21		Number of VIP toilets installed	50 VIP toilets installed	Achieved	Installation of 100 VIP toilets	100 VIP toilets installed	100 VIP Toilets installed	Achieved	2 000 000	2 000 000	Progress Reports	Progress Reports			Technical Services	9; 12; 13

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
22		% refurbishment of sanitation infrastructure	New KPI	Achieved	Refurbishment of Johan, Steijn and Rooikpenn sewer pump stations	100% Refurbishment of Johan, Steijn and Rooikpenn sewer pump stations	100% refurbished sewer pump stations	Achieved	1000000	1000000		Progress Reports	Progress reports; Completion certificate		Technical Services	4

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Employees: Sanitation Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	6	3	3	50%
7 - 9	7	18	7	11	61%
10 - 12	3	5	3	2	40%
13 - 15	9	15	9	6	40%
16 - 18	29	65	29	36	55%
19 - 20	18	30	18	12	40%
Total	43	95	43	52	55%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T 3.2.7					

Capital Expenditure 2023/2024 : Sanitation Services					
R' 000					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	2000	671	1329	-50%	
Installation of 100 VIP toilets in rural/farm areas	2000	671	1329	-50%	30211
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					
T 3.2.9					

Chapter 3

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

Challenges relating to efficient sanitation service delivery can be addressed by means of the following strategic interventions:

- facilitating the participation of communities to be fully involved in projects that relate to their health and well being;
- promoting health and hygiene awareness and practices;
- development and use of local resources
- upgrading of existing facilities
- adopting an integrated environmental management approach;
- developing a common approach to implementation; and
- undertaking specific programmes to clear the backlog.

The projects as implemented during the 2023/2024 financial year has not dealt with the extent of the backlogs, but has been critical towards beginning to address these challenges. Understanding that sanitation provides dignity to human life, will also require that more sustainable solutions to sanitation services be considered, especially within rural areas, where septic tanks should be considered in future instead of the current VIP toilet systems.

T 3.2.10

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

Challenges relating to efficient sanitation service delivery can be addressed by means of the following strategic interventions:

- * facilitating the participation of communities to be fully involved in projects that relate to their health and well being;
- * promoting health and hygiene awareness and practices;
- * development and use of local resources
- * upgrading of existing facilities
- * adopting an integrated environmental management approach;
- * developing a common approach to implementation; and
- * undertaking specific programmes to clear the backlog.

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The projects as implemented during the 2023/2024 financial year has not dealt with the extent of the backlogs, but has been critical towards to address these challenges, noting the intervention by the Department of Water and Sanitation.

T 3.2.10

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

The Notified Maximum Demand (NMD) remains a challenge within the Municipality, which means that once the 55MVA maximum has been exceeded during any period, Eskom imposes penalties. The upgrading of the existing electricity network is a major priority since the network is ageing. The major challenges are distribution losses, illegal connections, meter bridging, breakdowns, service interruptions and limited capacity with the increased electricity demand. The upgrading of the entire electricity network still requires attention, noting especially the potential that it has to attract investors if consistent electricity supply can be provided.

T 3.3.1

Electricity Service Delivery Levels				
Description	2020/2021	2021/2022	2022/2023	Households 2023/2024
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Energy: (above minimum level)</u>				
Electricity (at least min.service level)	34,491	34,619	34,645	34,645
Electricity - prepaid (min.service level)	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>	34,491	34,619	34,645	34,645
<i>Minimum Service Level and Above Percentage</i>	92%	93%	93%	93%
<u>Energy: (below minimum level)</u>				
Electricity (< min.service level)	2,843	2,715	2,689	2,689
Electricity - prepaid (< min. service level)	–	–	–	–
Other energy sources	–	–	–	–
<i>Below Minimum Service Level sub-total</i>	2,843	2,715	2,689	2,689

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<i>Below Minimum Service Level Percentage</i>	7,6%	7,3%	7,2%	7,2%
Total number of households	37,334	37,334	37,334	37,334
				<i>T 3.3.3</i>

Total Use of Electricity		
	Rand Value	Unaccounted electricity losses
2021/2022	158,257,039	36%
2022/2023	105,341,890	25%
2023/2024	88,350,878	17%
		<i>T 3.3.2</i>

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
23	100% access to electricity	km of bulk electricity line to Meyerville constructed	New KPI	New KPI	Construction of 2km bulk electricity line to Meyerville.	2km bulk electricity line to Meyerville constructed	2km bulk electricity line installed	Achieved	0		Quarterly Progress Report				Technical Services	4
24	100% access to electricity	MVA transformer installed	Transformer ordered.	Not Achieved	A substation upgraded. (Installation of 20 MVA transformer)	20 MVA transformer installed by 30 June 2024	20 MVA transformer installed	Achieved	7000000	70000000	Quarterly Progress Report	Progress reports; Completion certificate			Technical Services	7

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K P I N O	KPI	Approved Adjusted KPI / Performa nce Measure	2022/20 23 Overall Audited Actual Performa nce	2022/20 23 Audited Achieve ment Status	2023/24 Annual Target	Approved Adjusted 2023/202 4 Annual Target	2023/202 4 Audited Overall Achievem ent	2023/20 24 Audited Achieve ment Status (Achieve d/ Not Achieve d)	2023/2 024 Actual Adjust ed Budget	2023/20 24 Actual Expendit ure based on Adjusted Budget	Portfo lio of Evide nce	Approve d Adjusted Portfolio of Evidenc e	Blocka ge / Challen ges or deviatio n from meetin g targets	Correc tive measu res	Depart ment	Ward Location / Regional Identifier
2 5	100% access to electricity	% completi on of design for kV line	New KPI	New KPI	Design for 11kV line between A Substation and Rooikopp en.	100% Design completi on for 11kV line between A Substatio n and Rooikopp en.	100% complete d designs on 11 KV lines	Achieve d	15000 00	1500000	Quart erly Progr ess Repor t	Comple ted designs			Technic al Service s	11

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
26	100% access to electricity	KPI removed. Previous application submitted to Eskom and Eskom responded by saying application will only be considered if the Municipality is in a position to service current account.			Submit request to Eskom for upgrade of NMD		KPI Removed . Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress Report				Technical Services	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
27	100% access to electricity	% progress on designs and tender documentation for installation of high mast lights	New KPI	New KPI	Design and tender documentation for installation of high masts lights	100% progress on design and tender documentation for installation of high mast lights by 30 June 2024	100% design and tender documentation for installation of high mast lights concluded	Achieved	0		Quarterly Progress Report	Progress reports; Designs			Technical Services	8; 10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
28		Number of street lights repaired	317 street lights repaired	Achieved	Repair 400 street lights	400 street lights repaired	977 Street lights repaired (+577 variance)	Achieved	85215	85215	Monthly progress reports	Quarterly progress reports			Technical Services	3,4,8,10
29		Number of highmast lights repaired	37 highmast lights repaired	Achieved	Repair 20 high mast lights	20 high mast lights repaired	114 Highmast lights repaired (+94 variance)	Achieved	2500000	2369548	Monthly progress reports	Quarterly progress reports			Technical Services	1,2,3, 4, 5,6,7,15, 12, 14

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K P I N O	KPI	Approved Adjusted KPI / Performa nce Measure	2022/20 23 Overall Audited Actual Performa nce	2022/20 23 Audited Achieve ment Status	2023/24 Annual Target	Approved Adjusted 2023/202 4 Annual Target	2023/202 4 Audited Overall Achievem ent	2023/20 24 Audited Achieve ment Status (Achieve d/ Not Achieve d)	2023/2 024 Actual Adjust ed Budget	2023/20 24 Actual Expendit ure based on Adjusted Budget	Portfo lio of Evide nce	Approve d Adjusted Portfolio of Evidenc e	Blocka ge / Challen ges or deviatio n from meetin g targets	Correc tive measu res	Depart ment	Ward Location / Regional Identifier
3 0		Number of electricity meters installed	4946 electricit y meters inspecte d and audited	Achieve d	Installation of 100 electricity meters	100 electricity meters installed	3128 Electricity meters installed (+3028 variance)	Achieve d	34000 00	3419330	Month ly progr ess report s	Quarterl y progress reports			Technic al Service s	1 to 11, 13 & 15

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
31		Date for development of Energy Efficiency and Demand Side Management (EEDSM) Strategy	New KPI	New KPI	EDMS Strategy Document developed	Energy Efficiency and Demand Side Management (EEDSM) Strategy developed by 30 June 2024	Energy Efficiency and Demand Side Management (EEDSM) Strategy developed	Achieved	0		Quarterly progress report	Progress reports on development of EEDSM Strategy document			Technical Services	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
32		Date for development of Electricity Maintenance Plan	New KPI	New KPI	Development of Electricity Maintenance Plan	Electricity Maintenance Plan developed by 30 June 2024	Electricity Maintenance Plan developed	Achieved	0		Quarterly progress report	Progress reports on development of Electricity Maintenance Plan;			Technical Services	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
33		% Expenditure on rehabilitation of electricity infrastructure	New KPI	New KPI	Rehabilitation of water drainage system, installation of 0.5HP and drainage pipe (showground, BB and Sakhile switching stations), Rehabilitation of water drainage system, Installation of storm water drainage pump (ext-8 switching station), Rehabilitation, replacement of breakers and cubicles	100% Expenditure on rehabilitation of electricity infrastructure	100% Expenditure on rehabilitation of electricity infrastructure	Achieved	34930696	39501269,85	Progress Reports	Progress reports; Completion certificates			Technical Services	1,2,3, 5,6,8,9,10,11

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Employees: Electricity Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	2	0	0%
4 - 6	3	3	2	2	67%
7 - 9	6	8	29	15	188%
10 - 12	7	15	2	0	0%
13 - 15	9	15	0	4	27%
16 - 18	11	21	0	22	105%
19 - 20	18	30	0	0	0%
Total	55	93	35	43	46%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.3.6</p>					

Capital Expenditure Year 2023/2024: Electricity Services					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	7 000 000	3 000 000	3 000 000	1 000 000	
Upgrading of Standerton A Substation Phase 1	7 000 000	3 000 000	3 000 000	1 000 000	10 000 000
<p>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</p> <p>T 3.3.8</p>					

Chapter 3

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

The capital project implemented was the phase 1 upgrade of A sub. Managing Eskom loadshedding received attention through the ongoing engagement with Eskom regarding the application on increased NMD.

T 3.3.9

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

INTRODUCTION TO WASTE MANAGEMENT

The waste management division renders waste management services within the municipality. The services rendered are waste collection (household and business), street cleaning, maintenance and operation of landfill sites, and clearing illegal dumping spots. Waste is collected in ten (10) wards, and the remaining three wards do not have the service due to insufficient resources.

Waste collection is divided into six zones: five zones for residential areas and one zone for businesses.

According to the 2022 census, Lekwa municipality has 38583 households, of which 31320 have access to the weekly waste collection schedule. Due to insufficient resources, waste is collected on weekends to provide residents equal access to services. Currently, the municipality has six waste collection trucks, which are insufficient to cover all areas during the week and extend the service to unserved areas.

Rural areas have no access to waste collection services.

On a daily basis, street-cleaning services are rendered within the Central Business District (CBD), open spaces and main entrances/exits through town. Due to resource and capacity constraints, street-cleaning services cannot currently be extended to all areas within Lekwa. The Community Works programme has also been utilised to clean identified areas.

The municipality has two landfill sites: Standerton, which is operational, and Morgenzon, which is closed and due for rehabilitation.

The following are critical challenges faced by the solid waste management division:

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- Insufficient personnel in respect of solid waste management and street cleaning services;
- Inaccessibility of roads by refuse collection vehicles due to bad road conditions especially during rainy season;
- Refuse vehicles being used excessively due to limited number of vehicles, which shortens the lifespan of the vehicles, yet vehicles are insufficient to render services in all areas;
- The municipality is operating with six refuse collection trucks, while eleven refuse trucks are required to service all registered households and businesses.
- The extending of waste management services has not been realised due to limited resources;
- Littering and illegal dumping in all sections of Lekwa remains a challenge as the result of inconsistency waste removal;

T 3.4.1

Solid Waste Service Delivery Levels				
Description	2020/2021	2021/2022	2022/2023	Households 2023/2024
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week	25946	25946	25946	23862
<i>Minimum Service Level and Above sub-total</i>	25946	25946	30518	23862
<i>Minimum Service Level and Above percentage</i>	84,0%	85,4%	69,5%	63,91%
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week	0	0	0	542
Using communal refuse dump	0	0	0	1550
Using own refuse dump	0	0	0	3218
Other rubbish disposal	0	0	0	114
No rubbish disposal	4419	4419	11388	8048
<i>Below Minimum Service Level sub-total</i>	4419	4419	11388	13472
<i>Below Minimum Service Level percentage</i>	18,5%	16,0%	14,6%	36,09%
Total number of households	27761	27631	30365	37334

T 3.4.2

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
1	Percentage households with refuse removal services		75%	Not Achieved	100% (30518) households with access to refuse removal service	100% (23862) households with access to refuse removal as per the valuation roll	99% (-1 variance)	Not Achieved	R1 907 991,00	R1 151 851,37	Refuse Removal Schedule	Refuse removal report	Refuse was not collected during public holidays for the division not to exceed the 40hrs overtime monthly	Catch-up programme where refuse is collected within a 14 day period	Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 14, 15

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K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/20 23 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2 024 Annual Target	2023/20 24 Audited Overall Achievement	2023/20 24 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													y limit			
2	Percentage businesses with refuse removal		75%	Not Achieved	% of businesses with access to refuse removal	100% (720) businesses with access to refuse	99,5% (- 0,50 variance)	Not Achieved	190799 1,00	115185 1,37	Refuse Removal Schedule	Refuse removal report	Refuse was not collected during public holiday	Catch- up programme where refuse is collected	Community Services & Safety	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	services				service	removal services							s for the division not to exceed the 40hrs overtime monthly limit	d within a 14 day period		
3	Percentage Upgrading of		New KPI	New KPI	100% Upgrade of Standert		100% upgrade of Standert	Achieved	R21 000 000,00	R19 334 704,46	Progress report				Community Services &	1,2,3,4,5,6,7,8, 10,11,14 &15

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	Standard landfill site				on Landfill site		on Landfill site								Safety	
4	Improved landfill site compliance	% completion of Morgen zon landfill site designs	New KPI	New KPI	Designs for rehabilitation of Morgen zon rehabilitation	100% Completion of designs	8% progress toward Morgen zon landfill site designs. Consultant appointed	Not Achieved	0	0	Appointment Letter, Designs, Tender Document, Advert	Advert, Tender document; Appointment letter; designs	Funding removed due to reduced MIG allocation as per Mid Term	Project to be completed in the 2024/25 FY	Community Services & Safety	14

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
								d for designs.					Budget Adjustment presented by Minister of Finance in October 2023.			
5	CBD street cleaning	Number of streets	4 Reports	Achieved	4 reports prepared on	11 streets cleaned	11 streets cleaned	Achieved	R1 907 991,00	R1 151 851,37	Schedule of Street Cleaning				Community Services &	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	reported on quarterly	cleaned			CBD street cleaning						9. Dated pictures				Safety	
6	Number of illegal dumping sites cleared and removed	Number of illegal dumping sites cleaned	New KPI	New KPI	6 illegal dumping sites cleared and removed	6 Illegal dumping sites cleaned	48 Illegal dumping sites cleaned (+42 variance)	Achieved	R1 907 991,00	R1 151 851,37	Illegal dumping site scheduled and report.				Community Services & Safety	MP305

Chapter 3

Employees: Solid Waste Management Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	41	70	38	32	46%
7 - 9	9	13	8	6	46%
10 - 12	1	5	1	4	80 0%
13 - 15	1	2	1	1	50%
16 - 18	1	1	1	1	100%
19 - 20	0		0	0	0%
Total	77	80	62	18	23%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T3.4.5</p>					

Chapter 3

Capital Expenditure Year 2022/2023: Waste Management Services					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	19000 000	0	2 000 000	0%	
Upgrading of Standerton Landfill site	19000 000	2 000 000	2 000 000	0%	19 000 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.4.9

COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

The upgrading of the Standerton landfill site has been completed. The following were part of the upgrading scope:

- 1.Installation of 4221 metres clear view fence, access control, two high mast lights with solar panels for alternative energy
- 2.Construction of office block and ablution facilities
- 3.Supply and installation of 30-ton weighbridge
- 4.Drilling and equipping of two boreholes
- 5.Supply of water (jojo) tank and a metal stand

T 3.4.10

3.5 HOUSING

INTRODUCTION TO HOUSING

The need for integrated residential housing programmes is evident in the ever-increasing number of informal settlements mushrooming especially along the periphery of Lekwa's residential areas within Sakhile and its extensions.

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There is also still a noticeable increase in the number of residents who are in need of serviced residential stands. The need to acquire residential properties is in order to build houses for their families. There are also residents who fall within what is often referred to as the “gap housing market”. These are residents who do not qualify to receive low-cost government subsidised houses (RDP) and often find it difficult to receive housing finance from financial institutions. The municipality has requested the Department of Human Settlements to service 500 residential stands in Standerton Ext.8 which some of them can be made available to people who may want to build houses for their families.

The Mpumalanga Department of Human Settlements did not allocate any new projects to the municipality in both 2022/2023 and 2023/2024. Nevertheless, the municipality has indicated to the department that housing units for the 109 approved beneficiaries are still outstanding. These are beneficiaries who have been waiting for their houses since 2018. Also outstanding are 200 free standing housing units which must be built for 200 beneficiaries who are residing in the flats at Standerton Ext.8.

A request by the municipality in November 2020, was honoured by the Department of Human Settlement in August 2021, to move 163 housing subsidies from the project of 500 units in Standerton Ext 8 to an in-situ project, due to the unavailability of serviced sites, with 163 beneficiaries approved thus far. The 163 in-situ units plus the 109 of Standerton Extension 8 remains incomplete.

The following are projects that were still in progress during the 2023/2024 financial year:

a) The upgrading of informal settlements programme (UISP) which afford communities housing development in places where they already reside (in situ development). The project for the 200 housing units as well as the newly allocated 163 housing units fall under this programme.

b) Community Hall Project in Standerton Ext.8

Messrs Prodipix 212 JV Mrazane Pumzi Trading were appointed by the Department of Human Settlements (DoHS) to implement this project in September 2019. This project should have been completed in February 2021. This project has come to a halt several times due to cash flow constraints experienced by the contractor which has hampered progress on the completion of the project. At a meeting held on 2022-02-15 convened on site by the DoHS and the Project Managers the services of the contractor were terminated. According to the information given by the Department of Human Settlements, the tender for the project was re-advertised in September 2023.

c) 200 Housing Units Project

Messrs TGI (Pty) Ltd were appointed by the DoHS to implement this project. 189 housing units spread across 10 wards have been completed with beneficiaries having taken occupation of their houses. This project was implemented in the townships of Sakhile, Azalea, Standerton Extensions 6 and 7 and Sivukile. In February 2022 the DoHS informed the contractor about its intention to terminate its

Chapter 3

appointment in respect of this project in view of its failure to complete the outstanding 10 housing units. The project was to be continued with, once DoHS gave written confirmation that the remaining units will be built with the new subsidy quantum as well as the availability of budget to build all the housing units allocated to it including the 163 housing units. To date, under this project, 4 houses in Morgenzon, 1 in Standerton Ext 6, 1 in Standerton Ext 7 and 2 in Sakhile have not yet been constructed and the 2 that were previously at roofing stage in Sakhile have been completed.

d) 163 housing units project

This allocation is the remainder from the 500 that was allocated for Extension 8, with 391 approved for Extension 8 and the 163 was moved to in-situ. Potential beneficiaries extracted from the pool of the National Housing Needs Register (NHNR) were prioritised for this project. However, it subsequently transpired that most of these beneficiaries have actually built their own houses and therefore are no longer in need of RDP houses. This meant that more beneficiaries had to be extracted from the pool. 163 beneficiaries have been approved to receive housing units under this project. The contractor has commenced with construction work but moving in a very slow pace.

e) 60 Community Residential Units

This project is at a halt currently following the invasion of the incomplete units by illegal dwellers which took place in 2020. In 2021 the DoHS appointed a firm of attorneys to undertake the task of obtaining an eviction order to have the illegal dwellers evicted from the units. The Divisional Manager: Human Settlements was requested by the lawyers to depose to a confirmatory affidavit concerning to the facts that led to the illegal occupation of the units. The matter is being litigated by the parties.

f) Transfer of ownership of RDP houses in Standerton Ext.8

The ownership of 389 RDP houses built in Standerton Ext.8 was successfully concluded with their title deeds being handed over. 186 title deeds have since been applied for and collected by the conveyancer for registration with the deed's office.

The need for integrated residential housing programmes is evident from the ever-increasing mushrooming of informal settlements, especially along the periphery of Lekwa's residential areas within Sakhile and its extensions.

There is also still a noticeable increase in the number of residents who are in need of serviced residential stands. The need to acquire residential properties for individual development. There are also residents who fall within what is often referred to as the "gap housing market". These are residents who do not qualify to receive low cost government subsidised houses (RDP) and often find it difficult to receive housing finance from financial institutions. The municipality has requested the Department of Human Settlements to service 500 residential stands in Standerton Ext.8 which can also be made available for this purpose.

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T 3.5.1

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2021/2022	37334	32695	87.1%
2022/2023	38583	34145	88.0%
2023/2024	38583	34145	88.0%
			T 3.5.2

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
76	Number of informal settlements Relocated		Nil informal settlements relocated	Not Achieved	4 Progress reports on 1 informal settlement relocated (Enkanini Camp; Mamsy village)		4 Reports	Achieved	N/A		Q1-Q4: Progress Reports				Planning & Economic Development	9

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
77	Number of Reports on Human Settlements Projects		4 Reports	Achieved	4 Reports on Human Settlements Projects		4 Reports	Achieved	N/A		Q1-Q4: Progress Reports		Projects funded by the provincial department on fast tracking the projects	to engage provincial department on fast tracking the projects	Planning & Economic Development	MP305
78	Number of Housing Beneficiaries		New KPI	New KPI	4 Beneficiary Management		4 Reports (6523 beneficiaries) registered	Achieved	N/A		Q1-Q4: Progress		insufficient Capacity	Request for filling of vacant	Planning & Economic	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	aries Registered				ment Reports						Reports		y	positions	Development	
79	Number of Human Settlements Awareness Campaigns Held		2 Reports	Not Achieved	4 Human Settlements Awareness Campaigns		4 Human Settlements Awareness Campaigns	Achieved	N/A		Q1-Q4: Progress Reports		N/A		Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
80	Number of Land Invasions Reported and Attended		New KPI	New KPI	4 Land Invasion Reports		3 Land Invasion Reports	Not Achieved	N/A		Q1-Q4: Progress Reports		Insufficient capacity	Request for filling of vacant positions	Planning & Economic Development	MP305
81	Number of Title deeds issued to rightful owners		4 progress reports (200 title deeds)	Achieved	4 Progress reports on 200 Title deeds transferr		3 Progress reports on 200 Title deeds transferred	Not Achieved	N/A		Q1-Q4: Progress Reports		No control over funding title deeds and	Conducting of beneficiary verification prior	Planning & Economic Development	MP305

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K P I N O	KPI	Approve d Adjusted KPI / Perform ance Measure	2022/20 23 Overall Audited Actual Perform ance	2022/20 23 Audited Achieve ment Status	2023/24 Annual Target	Approv ed Adjust ed 2023/2 024 Annual Target	2023/2024 Audited Overall Achievement	2023/20 24 Audited Achieve ment Status (Achieve d/ Not Achieve d)	2023/2 024 Actual Adjust ed Budget	2023/20 24 Actual Expendi ture based on Adjuste d Budget	Portfol io of Evide nce	Appro ved Adjust ed Portfol io of Evide nce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Departm ent	Ward Locati on / Regio nal Identif ier
					ed								poor collecti on rate	registra tion		

Chapter 3

Employees: Housing Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	6	3	3	50%
4 - 6	1	2	1	2	100%
7 - 9	1	1	1	0	0%
10 - 12	2	2	2	0	0%
13 - 15	1	1	1	0	0%
16 - 18	1	1	1	0	0%
19 - 20					#DIV/0!
Total	9	13	9	5	38%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

T 3.5.4

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

The mandate in respect of the delivery of houses resides with the National and Provincial departments of Human Settlements, while the Municipality only plays a facilitating role by making land available and identifying potential beneficiaries as well as to ensure that necessary infrastructure is installed. The township of Standerton Ext.8 is facing a myriad of challenges. In as much the 1650 housing units that have been built are appreciated since they have provided a secured accommodation to 1650 families, the issue of the shoddy infrastructure and workmanship has become a blight to these projects. The inadequate water supply as well as sewer spillages are negatively affecting the residents. This is coupled with the unstable electricity supply due to inadequate electrical infrastructure.

Great effort has gone into ensuring that some of these matters are attended to. The Mpumalanga Department of Human Settlements has erected two sewer pumping units in this township. This will go a long way in alleviating the sanitation challenges. The Department of Energy has, through the INEP electrified all the RDP housing units in Standerton Ext.8. A switching station has also been erected.

The above gives hope that indeed a genuine effort is being made to attend to the matters that are of serious concern to the residents of this township.

T 3.5.7

Chapter 3

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Due to the level of unemployment and resultant inequality and high levels of poverty within the municipal area, there are households that are unable to pay for their municipal services. The Municipality therefore adopted an indigent management policy to ensure that these households have access to at least a basic level of municipal services. For the 2023/2024 financial year, 2156 households registered for indigent support. The Municipality held public awareness campaigns to encourage consumers to register for indigent support.

Qualifying indigent households with an earning threshold capped at R4400 per month was eligible to apply and qualify for an indigent subsidy that is funded for the equitable share as provided and allocated through the annual Division of Revenue Act (DORA).

An indigent household is defined, as a household where the total combined monthly household income does not exceed a predetermined amount per month, equivalent to two old age pensions' income. This is determined annually for pensioners by the Department of Social Development. The allowance for free usage of electricity services is limited to 50 kilowatt unit hours per month and for water services of 6 kilolitres per month. Such qualifying indigent households must also have at least a 20 ampere circuit breaker with pre-paid electricity metering installed.

T 3.6.1

Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R4,401 per month								
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse		
		Total	Access	%	Access	%	Access	%	Access	
2021/2022	37 334	37 334	1 730	5%	1 730	5%	1 730	5%	1 730	5%
2022/2023	37 334	33 334	1 884	6%	1 884	6%	1 884	6%	1 884	6%
2023/2024	48 108	48 108	2 156	4%	2 156	4%	2 156	4%	2 156	4%

T 3.6.3

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT

Chapter 3

The Municipality provide basic services to indigent household within the municipal area. The total quantum for qualification for indigent support is R4400 total gross per household income per month. This is based on 50 KWA free electricity per month, 6 kilolitres free water per month. A rebate on the basic charge for refuse removal, sewerage and assessment rates per household, at the applicable rate per month is granted to qualifying and approved households.

There has been an increase in the number of registered indigents, but efforts will be stepped redoubled to increase the indigent registration process, considering the dire statistics of the unemployment and inequality rates within the Municipality. The indigent grant is a means to assist communities and consumers who cannot afford to pay for their municipal services, subsidised from the equitable share allocation.

T 3.6.6

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

INTRODUCTION TO ROAD TRANSPORT

Urban road transport infrastructure is facing many problems in South Africa. The Government acknowledges the challenges facing road transport and infrastructure. To this end, the drafting of new policy is underway which will eliminate or at least alleviate many of the problems being experienced. The Land Transport Act of 2000, the Land Transport Bill of 2008 and the 3 “way win” Strategy of 2006 which saw all three spheres of government working together to improve road infrastructure. Currently the South African Department of Transport is drawing up a National Transport Master Plan (NATMAP) intended to guide government policy up to 2050, some of the issues to be addressed by NATMAP includes the development of suitable facilities and road infrastructure to facilitate efficient transport services.

T 3.7

3.7 ROADS

INTRODUCTION TO ROADS

Chapter 3

Implementation of the Pavement Management System for maintenance and upgrading of streets, and through the intervention of Gert Sibande District Municipality on the development of RAMS “Road Asset Management System”, indicates that the Municipality has 422.9km of roads of which 237.6km is gravel and 157.7km paved or asphalt. The Municipality strives to eliminate all gravel roads, although with the assistance from other sectors department, such as Public Works Roads and Transport (DPWR&T) and SANRAL, main arterial roads were upgraded. This includes the Secunda (R546), Bethal Rd (R39), and the Standerton to Leandra (R50) road, including the R23 towards Greylingstad and Volkstrust. This will improve accessibility and drivability of these major routes through Standerton. The routes function as urban connectors for the various national roads passing through Standerton town. The scope of work entails repair and resurfacing of the existing pavement to restore the streets’ structural and functional condition. With SANRAL’s assistance, existing tar roads were resheeted, which involved removing the top layer of the existing tar road and replacing it with a new asphalt layer. It is a more intensive process than re-tarring because it ensures a completely new surface is laid down. This is done when the road has more significant wear and tear, but the base layer is still intact, which has extended the lifespan of the roads. Maintenance was done on the following road sections:

- Beyers Naude Street
- R546 (Walter Sisulu Drive)
- Krogh Street
- R546 (Vrede)
- R50 (Viljoen Road)
- R39 (Viljoen Road)
- R38 (R39 intersection)

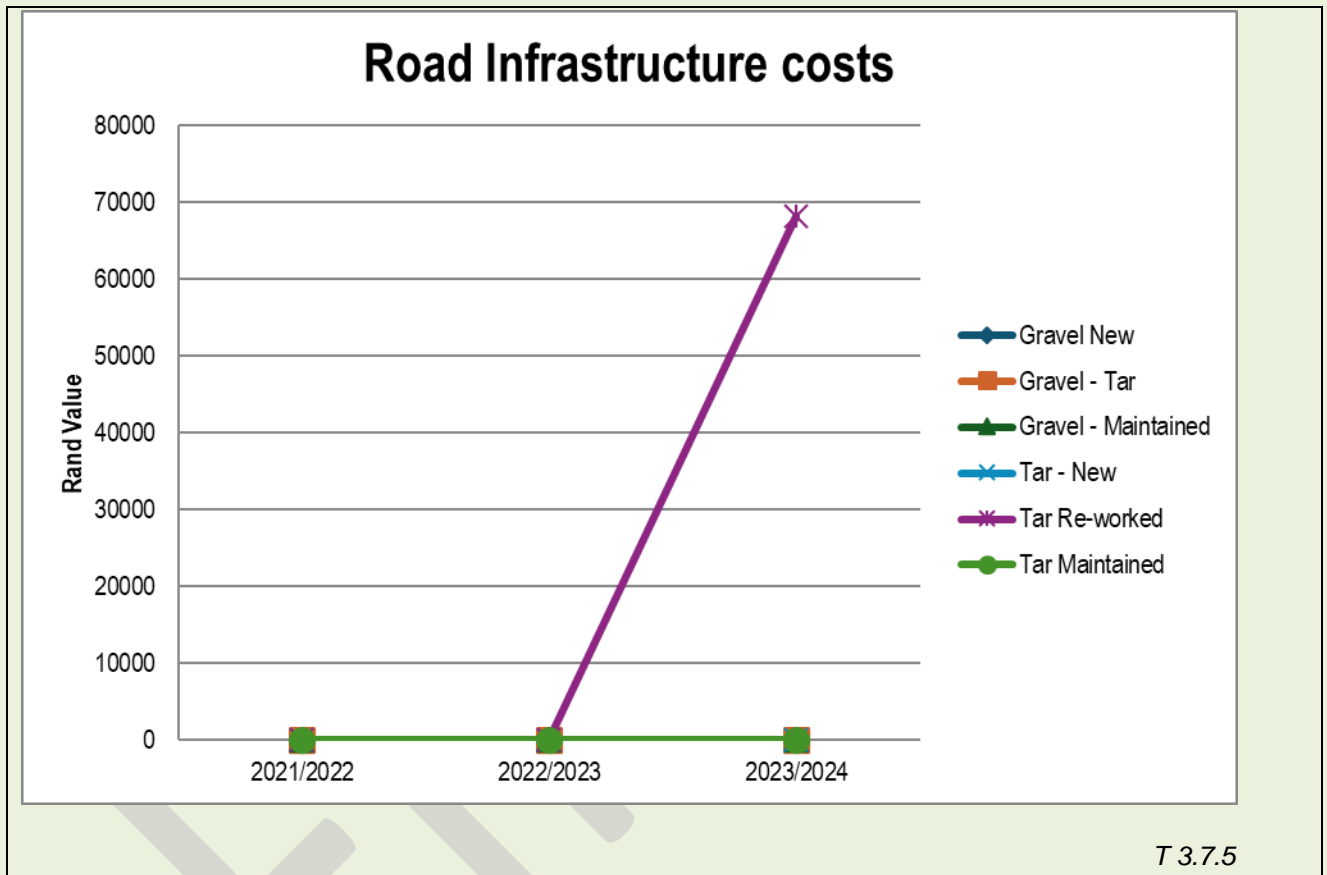
Although the Municipality is faced with many challenges on road maintenance due to budget constraints, ageing road infrastructure, an obsolete road maintenance fleet and constrained human resource capacity as vacant positions are not being filled. The Municipality undertook maintenance and blading of roads, assisted by the Gert Sibande District for pothole patching.

T 3.7.1

Tarred Road Infrastructure					Kilometers
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2021/2022	180	0	0	12 592m ²	0
2022/2023	187	0	0	2	0
2023/2024	187	0	0	12	0

T 3.7.3

Chapter 3



Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
35	192 km of Roads paved/tarred	km of road rehabilitated			Designs developed for 4km of Roads to be constructed	KPI removed. No funding for this KPI and that the current focus is on rehabilitation and hence achievement would be impossible for this	KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress report				Technical Services	4,8,10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
						target.										
36	192 km of Roads paved/tarred	km of road rehabilitated	1,9km road rehabilitated	Achieved	Design and tender documentation for 5km Bauman street to	10km of roads rehabilitated	12,01km of road rehabilitated (+2km variance)	Achieved	SANRAL	SANRAL	Quarterly Progress report				Technical Services	8; 10

Chapter 3

K PI N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					be rehabilitated.											

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
37		Number of road bridges rehabilitated	New KPI	New KPI	Construction of wing walls and extension of road mattress or construction of gabions for embankment downstream. (Sakhile)	Rehabilitation and upgrading of two damaged road bridges in Rooikoppin.	2 Bridges not completely upgraded and rehabilitated	Not Achieved	2,360,225.58	2360225,58	Quarterly Progress report		2MC have submitted a Variation Order for change of Scope and additional funds to cover the addition	Variation Order for change of scope and additional funds to cover the additional scope	Technical Services	11

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K P I N O	KPI	Approve d Adjusted KPI / Performa nce Measure	2022/20 23 Overall Audited Actual Performa nce	2022/202 3 Audited Achieve ment Status	2023/24 Annual Target	Approved Adjusted 2023/202 4 Annual Target	2023/202 4 Audited Overall Achieve ment	2023/202 4 Audited Achieve ment Status (Achieve d/ Not Achieved)	2023/202 4 Actual Adjusted Budget	2023/20 24 Actual Expendi ture based on Adjuste d Budget	Portfol io of Evide nce	Appro ved Adjust ed Portfol io of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Locati on / Regio nal Identif ier
					ward 11) Protection on both sides of the bridge. Cleaning of river bed and culverts								al Scope.	for complet ion in 24/25 FY		

Chapter 3

Employees: Road Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	0	0	0	0%
4 - 6	3	0	0	0	0%
7 - 9	6	0	0	0	0%
10 - 12	7	90	29	61	68%
13 - 15	9	29	8	21	72%
16 - 18	11	1	1	0	0%
19 - 20	18	0	0	0	0%
Total	55	120	38	82	68%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

Capital Expenditure 2023/2024: Road Services					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	68 234 017,00	68 237 017,00	68 234 017,00	-	
Project A - Urgent maintenance on municipal roads	68 234 017,00	68 237 017,00	68 234 017,00	-	68 234 017,00

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

Chapter 3

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

Due to budgetary constraints and the reprioritisation of water and sanitation projects, the Municipality could not sufficiently maintain its roads infrastructure. This is evident in the gradual decline in spending on road infrastructure over the past years. With the assistance of GSDM, road surface maintenance with their pothole patching programme continued. With SANRAL's assistance, existing tar roads were resheeted, which involved removing the top layer of the existing tar road and replacing it with a new asphalt layer. It is a more intensive process than re-tarring because it ensures a completely new surface is laid down. This is done when the road has more significant wear and tear, but the base layer is still intact, which has extended the lifespan of the roads.

T 3.7.10

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO LICENSING AND TRANSPORT

The Licensing section's main functions previously included the registering and licensing of vehicles and drivers for the purpose of maintaining order and legality on the road and to promote road safety in general. The section has been faced with challenges which include the following:

With the revenue generated from licensing not being paid over by the Municipality on a 20:80 basis to the Department of Safety, Security and Liaison as per the MoU, the service reverted back to the Department during the 2017/2018 financial year. This was preceded by extensive engagements at both provincial and municipal level. The Department is currently operating from the municipal premises and certain employees opted to be transferred whilst others preferred to remain with the Municipality and were accordingly placed.

With the service being transferred, no services under the component was rendered.

T 3.8.1

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

For the year under review, no capital projects were undertaken in respect of licensing and road transport as this activity was handed over to the Provincial Department. With the service having reverted back to the Department of Security, Safety and Liaison, the Municipality will no longer be reporting in respect of this component.

T 3.8.7

Chapter 3

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The implementation of the Municipality's Stormwater Master Plan by upgrading all natural streams and wetlands and maintenance of 170km of stormwater structures including catch pits has been hindered as a result of budgetary constraints the Municipality is facing, thus it is unable to meet its targets on the implementation of the Stormwater Master Plan.

T 3.9.1

Cost of Construction/Maintenance			
	Stormwater Measures		
	New	Upgraded	Maintained
2021/2022	0	0	0
2022/2023	0	0	0
2023/2024	0	0	0
			T 3.9.3

Chapter 3

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

No capital funding was directed for upgrading of storm water structures in the 2023/2024 financial year and only operational activities were implemented which included the maintenance and cleaning of stormwater channels with the assistance of the Community Works Programme initiative.

T3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

INTRODUCTION TO PLANNING AND DEVELOPMENT

The Town Planning, building regulation and enforcement unit deals with all matters relating to improved spatial planning. There were no major service delivery priorities undertaken for the year under review.

The Land & Planning Department deliver the following services to the community:

- Building Control and Regulation** – All building plans are submitted to the unit and circulated to the Town Planning Unit & Fire Department. If compliant with the National Building Regulations & Land Use Scheme & Fire Regulations, it is approved by the Head of the Department. Regular inspections are carried out on all construction sites and where there are contraventions, the necessary letters are issued. The control over the Built environment, record keeping and inspections on construction sites is an ongoing key activity within the unit.

- Outdoor Advertising** – All outdoor advertising is managed by this department. This includes temporary advertising signs such as auctions and real estate boards. All other outdoor advertising has been contracted out on a 3 year basis

- Geomatics** – This section deals with issues of land encroachment and the identification of stand boundaries as per the relevant Surveyor-General diagrams. Stands are re-peggd where required to avoid boundary disputes.

- GIS** - This Department is also responsible for the Geographic Information System (GIS) which is the custodian of all the municipalities spatial data.

T 3.10

3.10 PLANNING

INTRODUCTION TO PLANNING INTRODUCTION TO PLANNING AND DEVELOPMENT

Chapter 3

The Town Planning unit together with Land and Planning Unit deals with all matters concerning Spatial Planning and land use Management.

The Town Planning Unit and the Land and Planning Unit delivers the Following Services to the community.

- **Building Control and Regulation** – All building plans are submitted to the unit and if compliant with the National Building Regulations, it is approved. Regular inspections are carried out on all construction sites and where there are contraventions, necessary letters are issued. Building plans and inspections on construction sites is an ongoing key activity within the unit.
- **Town Planning** – The Town Planning unit is responsible for the implementation of the SDF in and ensuring compliance of the land use scheme to realise the municipal spatial vision. This includes all land use changes and transgressions as well as the enforcement thereof. The unit also guides current and future development in Lekwa through the SDF in line with the National Development Plan SPLUMA. Currently a moratorium has been placed by council on land use change/ Rezoning applications that may have an impact on bulk infrastructure
- **Geomatics** – This section deals with issues of land encroachment and the identification of stand boundaries as per the relevant Surveyor-General diagrams and stands are repegged where required to avoid boundary disputes.
- **Geographic Information Systems (GIS)**- this function provides geographic data in terms of locations/space and tools used to analyse and visualise spatial data. The function was established recently and thus requires capacity.

T 3.10.1

Applications for Land Use Development						
Detail	Formalisation of Townships/township establishments		Rezoning		Other LUD applications	
	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
Active matters in our applications register	2	2	21	5	19	19
Determination made in year of receipt	0	0	3	1	7	7
Determination made in following year	0	0	6	4	9	3
Applications withdrawn	0	0	0	0	0	0
Applications outstanding at year end	0	0	12	12	18	15
						T 3.10.2

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
61	Council adopted IDP, Budget and PMS process plan		1 IDP, Budget, PMS Process Plan approved by August 2022	Achieved	2024/25 IDP, Budget and PMS process plan		Process Plan adopted by Council on 2023-08-29	Achieved	Not Applicable		Council Resolution and IDP/Budget /PMS Process Plan		None	Not Applicable	Planning & Economic Development	MP305
62	Strategic Planning Session convened		Strategic Planning Session convened 13-14 February 2023	Achieved	1 Strategic Planning Session convened		Strategic Planning session convened 4-5 March 2024 @ Waterfront Lodge	Achieved	R200 000		Attendance Register and the Report of the Strategic Planning Session		None	Not Applicable	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
63	Approved 2024/25 IDP		Final IDP approved 15 June 2023, Notices published	Achieved	2024/25 IDP approved		Q1: Situational Analysis Report developed, Q2: Strategic Development Report developed, Q3: Draft IDP approved 02 April 2024 ,	Achieved	R179 990		Q1: Situational Analysis Report, Q2: Strategic Development Report, Q3: Draft IDP and Council Resolution, Q4: Final IDP and Council		Rescheduling of council meetings led to delays in approval of final and draft IDP. IDPs were therefore approved outside legislature	Not Applicable	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							Q4: Final IDP approved 04 June 2024				Resolution		d timeframes			

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
64	Number of IDP Representative Meetings Convened		3 IDP Representative Forum meetings convened	Not Achieved	4 IDP Forum meetings		4 IDP Representative Fourm meetings convened	Achieved	Not Applicable		Q1-Q4: Minutes and Attendance Register		None	Not Applicable	Planning & Economic Development	MP305
65	Number of progress reports on townships established		4 Reports on townships establishment of Morgenzon Extension	Achieved	4 Progress reports on 3 townships established (Morgenz		4 Reports	Achieved	External Funding		Q1-Q4: Progress Reports		None	N/A	Planning & Economic Development	9; 10; 14

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			5 and Standerton Extension 11		on Ext 5, Sakhile Ext 7, Standerton Ext 11)											

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
66	Number of Progress Reports on Development Applications Processed and Approved		4 Quarterly Reports	Achieved	4 Reports on Development Applications		4 Reports	Achieved	R5447 1.32 Revenue Generated		Q1-Q4: Progress Reports		None	N/A	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
67	Revenue Generated from Bulk Contribution Tariffs		New KPI	New KPI	4 Reports on Implementation of Bulk Contribution Policy		4 Reports	Achieved	R11 573.00 Revenue Generated		Q1-Q4: Progress Reports		None	N/A	Planning & Economic Development	MP305
68	Number of progress reports on precinct plans developed		3 Reports	Not Achieved	4 Progress reports on development of 2 Precinct plans for		4 Reports	Achieved	R0.00		Q1-Q4: Progress Reports				Planning & Economic Development	1; 2; 10; 11

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	d				Riverpark and Sakhile - (Tsotetsi Str & Hlongwane Drive)											
69	Frequency Review of SDF		New KPI	New KPI	Review of Spatial Development Framework		4 Reports	Achieved	R0.00		Q1-Q4: Progress Reports				Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
70	Number of progress reports on informal settlements upgraded		4 Reports	Achieved	4 Progress reports on 1 Informal settlement upgraded (Welamlambo): Subdivision of Erf 7847 and 5348 Sakhile Ext 4		4 Reports	Achieved	R 115 690		Q1-Q4: Progress Reports				Planning & Economic Development	2

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
71	Number of Stands identified for disposal		New KPI	New KPI	4 Progress reports on stands identified for disposal		3 Reports	Not Achieved	None		Q1-Q4: Progress Reports		Lack of personnel in Land & Property Division	Position of Property & Facilities management Officer was advertised. Shortlisting and interviews conduct	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														ed. Awaiting appointment in 2024/25 FY		
72	Number of Municipal Owned Properties Leased		New KPI	New KPI	4 Progress Reports on Leased Properties	4 Reports	Achieved	None			Q1-Q4: Progress Reports				Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
73	Number of Regional Cemeteries Established		Wait for lessee to vacate property on 30 November and then continue with the establishment of the cemetery	Achieved	4 progress reports on the establishment of 2 regional cemeteries (Standerton & Morgenzoen)		4 Reports	Achieved	None		Q1-Q4: Progress Reports		Objection received on Standerton cemetery delayed it. Leasing of Erdzak farm not concluded.	Objection and leasing of Erdzak farm resolved	Planning & Economic Development	4; 14

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
74	Number of Building Plans Approved within 30 Days		Approved 50 building plans	Achieved	50 Building Plans Approved within 30 Days		75 Building Plans approved	Achieved	None		Q1-Q4: Reports on Building Plans Approved within 30 Days				Planning & Economic Development	MP305

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DRAFT

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Employees: Planning Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
TG16	1	1	1	0	0%
TG14	1	1	1	1	100%
TG13	0	0	2	2	#DIV/0!
TG12	1	1	1	1	100%
TG11	0	0	0	0	#DIV/0!
TG10	1	1	1	1	100%
TG09	1	1	1	1	100%
Total	5	5	7	6	120%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.10.4

Capital Expenditure 2022/2024: Planning Services					
R'					
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	3,433,696	3,433,696	1,201,792	-186%	
Standerton regional cemetery	858,424	858,424	300,448	-186%	858,424
Morgenzon regional cemetery	858,424	858,424	300,448	-186%	858,424
Thuthukani regional cemetery	858,424	858,424	300,448	-186%	858,424
Lekwa Land Audit				-186%	

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	858,424	858,424	300,448		858,424
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.10.6

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

With the ever-increasing demand for land required for both residential, commercial and mixed used residential development, there has been a dramatic increase over the last few years. The densification of urban areas has put a strain on available bulk infrastructure supply and this must be balanced against the investment and local economic growth opportunities that can be created through such developments. With the Spatial Development Framework in place and with the Land Use Management System, the future spatial planning and integrated development planning will see much more integrated well-structured development nodes.

Since the Lekwa SDF was adopted. Spatial Planning and Land Use Management Act (SPLUMA), the following actions listed in the Implementation Framework has been achieved:

- 1) Approval of SDF
- 2) The SDF was incorporated into the Lekwa IDP
- 3) A Land Use Management System has been compiled by National Government and was adopted in November 2020
- 4) Council has introduced a Performance Management System as required by the Municipal Systems Act of 2000
- 5) Standerton Extension 8 was established and will be the first mixed income housing development in Lekwa.
- 6) The following by-laws are in draft format and has been distributed for comments: Open Space Plan, Urban Edge Policy and Encroachment Policy
- 7) In line with SPLUMA, a Spatial Planning and Land Use Management by-law was developed and adopted by Council
- 8) At district level, a Joint Municipal Planning Tribunal (JMPT) has been established to deal with the land use and development applications classified under Category B in terms of SPLUMA
- 9) The Municipality conducted a Land Audit to guide Council regarding the alienation of properties under the area of jurisdiction within Lekwa.

The following are challenges faced by the unit:

- 1) The enforcement of the Town Planning Scheme, National Building Regulations and dealing with such related transgressions are not effective. This is mainly due to the minimal fines that are currently in place that may be imposed. It is suggested that the penalties for transgressions be of such a magnitude that it will discourage anyone from not complying with all legislation. The said penalties were approved by Council

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- 2) Council informed the public, in the past via the local papers, regarding all legislation related to building control and land uses. This exercise of educating the community should be done on a regular basis.
- 3) Town Planning and Land & Planning unit should also be equipped with of a “Law Enforcement Officers”/ land use inspectors accreditation status to assist them with their daily duties to deal with transgressions.
- 4) The fact that this Department is not prioritised when capital funds are allocated via the budget makes it impossible to address issues mentioned in the implementation framework of the Lekwa SDF.
- 5) Currently the Municipality does not have a fully functional GIS in operation. It is currently being addressed via the SLA between Council and the Gert Sibande District Municipality. The position of GIS Operator has been vacant for a number of years and was filled in April 2020.
- 6) With the implementation of SPLUMA and the wall-to-wall land use scheme for Lekwa, the need of land use inspectors will become critical. There is some improvement with the capacitating the unit. A fully function has enabled the unit to attend to land use management as well as to reduce illegal land invasions and pressure on overloaded infrastructure.
- 7) There is a huge demand for stands for Residential, Business and Church stands.

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

Local Economic Development (LED) within Municipality, is established to fulfil the constitutional as required by section 152 (c) of the constitution of Republic of South Africa Act 108 of 1996, this section compels Local Government to promote Social and economic development, The Municipality is expect to create a conducive environment for economic Growth. The Collaboration between Lekwa and other social Partners had made a difference in creating a conducive environment, however it worth mentioning that a lot need to be done in order attract new investment and support the existing investors to support Local economic Growth.

T 3.11.1

Census 2011		Community survey by Stats SA 2016	
Poverty Headcount	Intensity of Poverty	Poverty Headcount	Intensity of Poverty
4,5%	41,5%	5,0%	42,8%
UNEMPLOYMENT RATE AS PER STATS SA CENSUS 2011			

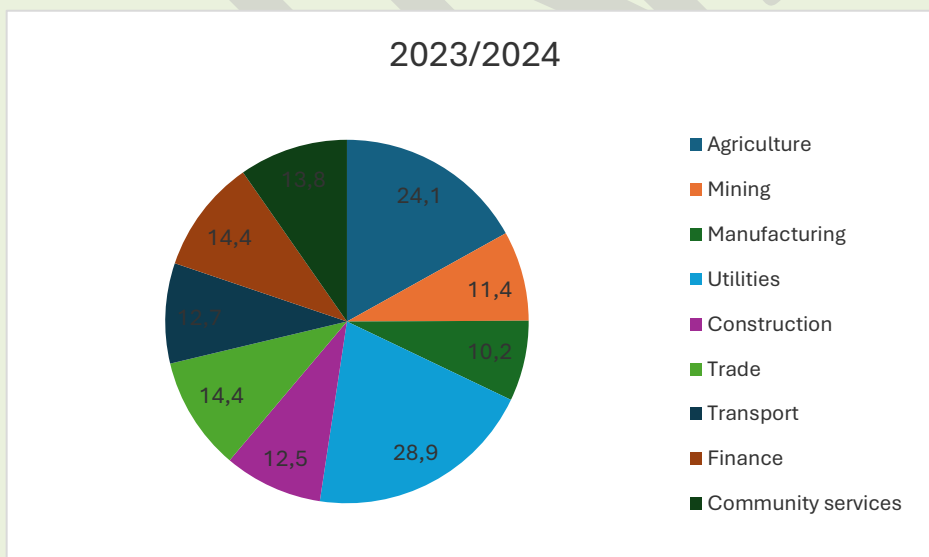
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- Unemployment rate 25.7%
- Youth unemployment rate 38.8%

UNEMPLOYMENT RATE HOUSEHOLD SURVEY 2016

- Unemployment rate 27.5%
- Youth unemployment rate 57.8%

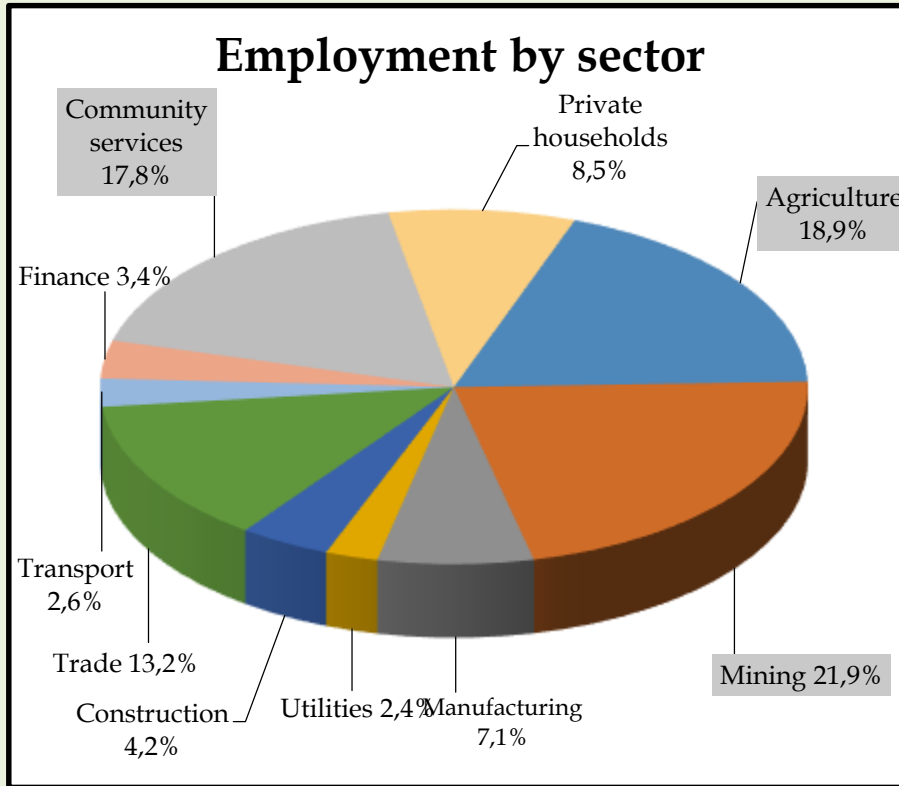
Economic Activity by Sector		
Sector	2022/2023	2023/2024
Agriculture	23.3%	24.1%
Mining	16.1%	11.4%
Manufacturing	9.3%	10.2%
Utilities	28.9%	28.9%
Construction	12.2%	12.5%
Trade	13.6%	14.4%
Transport	12.1%	12.7%
Finance	14.1%	14.4%
Community services	13.3%	13.8%



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The municipality's dominant contributions to Gert Sibande's economy includes utilities (28.9%) (mainly electricity), & agriculture industries (24.1%), with substantial contributions to finance (14.4%), trade (14.1%), & community services (13.8%).

- Lekwa holds comparative advantages in agriculture, mining, and utilities



COMMENT ON LOCAL JOB OPPORTUNITIES

Unemployment remains a serious concern for South Africa as a whole as well as for Lekwa Municipality, creation of job opportunities is a priority for the Municipality and all other social partners, the Municipality had facilitated creation of job opportunities, the construction of R23 road within Lekwa contribute on job creation, the implementation of Community Works project (CWP) and Siyathuthuka Project also made an impact on job creation for the community of Lekwa.

In 2021, 25.7% of the employed worked in the trade industry. According to Stats SA, the trade industry comprises of wholesale, motor, accommodation, food, and beverages (i.e., restaurants and catering),

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and retail. This means that most economic activity within the municipality is related to goods rather than services. The mining industry only employs approximately 2.3% of people in Lekwa LM. The Implementation of Social labour Plan (SLP) projects by both Seriti Coal and Sasol Mining contributed on job opportunities; the on-going Maintenance of Tutuka Power Station and Sasol had created temporary work opportunities for the Community of Lekwa .

T 3.11.4

FINAL

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
82	Number of LED Forums Held		3 LED Forum Meetings held	Not Achieved	4 LED Forum meetings held		0 LED Forum meetings	Not Achieved	R00.00		Q1-Q4: Minutes and Attendance Register		Planned meetings disrupted	Revised LEDTOR, target moved to 2024/25 FY	Planning & Economic Development	MP305
83	Number of SMMEs supported		4 Reports	Achieved	50 SMMEs supported through training interventions		50 SMMEs supported	Achieved	R00.00		Q2&Q3: Reports on SMMEs Supported		None	None	Planning & Economic Development	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
84	Number of SLP and CSI projects implemented		4 reports on Seriti SLP projects implemented	Achieved	4 Reports on SLP and CSI projects implemented		4 Reports	Achieved	Achieved		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305
85	Number Economic Development summit held		Economic Business Indaba held 18-18 August 2022	Achieved	Economic Summit by 31 December 2023	Economic Summit be held by 30 June 2024	Economic Summit not held	Not Achieved	R00.00		Attendance Registers and Programme		All planned meetings were disrupted	LED F TORs were revised	Planning & Economic Development	10

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
86	Number of Hawkers' stalls constructed	Target removed due to unavailability of budget for the project in the current financial year			Construction of hawkers' stalls in Standerton CBD		KPI removed. Not for annual reporting	KPI Removed. Not for annual reporting	R00.00		Q1-Q4: Progress Report (Close Out Report & Completion Certificate)		No budget allocated for the project	Target moved to the new Financial year	Planning & Economic Development	10

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
87	Number of Reports on Agriculture Development Strategy		New KPI	New KPI	4 Reports on implementation of agricultural development strategy		4 Reports	Achieved	R00.00		Q1-Q4: Progress Reports		None	none	Planning & Economic Development	MP305
88	Number of Reports on Tourism Development		New KPI	New KPI	4 Reports on implementation of tourism development		3 Reports	Not Achieved	R00.00		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ment				nt strategy										ment	
89	Number of Building Licenses Approved within 30 Days		New KPI	New KPI	4 Reports on Business Licenses Issued		4 Reports	Achieved	R00.00		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
90	Number Liquor Licenses Applications Processed within 30 Days		New KPI	New KPI	4 Reports on Liquor Licenses Processing		4 Reports	Achieved	0		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305

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Employees: Local Economic Development Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	0	0	0	0	#DIV/0!
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	1	1	1	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	#DIV/0!
Total	2	2	2	0	0%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p style="text-align: right;">T 3.11.8</p>					

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

Lekwa Local Municipality was able to achieve the following:

- Local Business indaba was held successfully
- Business licensing policy was developed and implemented
- Agricultural development strategy was developed
- Tourism Development Strategy was develop
- Training intervention were provided to local SMMEs
- Local Economic Development forum was launched
- Enterprise Development was provided to local SMME through Siyathuthuka enterprise development programme.
- Various Social Labour Projects were implemented by the two mining companies(Sasol & Seriti)
- Work opportunities were created through Community works project (CWP) and Siyathuthuka

T 3.11.11

Chapter 3

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; childcare; aged care; social programmes, theatres.

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

INTRODUCTION TO LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES

Performance of the library and information services of Lekwa Local Municipality has improved during 2022/23 financial year especially on walk-ins. It has to be mentioned that due to the 4th Industrial Revolution (4IR), users are more interested in eBooks and usage of search engines to gather information. Membership has decreased due to the reasons mentioned above. Library awareness campaigns and exhibitions are conducted to promote libraries especially targeting calendar of events where members are reminded of the meaning and importance of such events. The Provincial Department of Culture, Sport and Recreation have seconded two (2) librarians to assist with the provision of library services. The support is in accordance with the Service Level agreement entered into between the municipality and the department. Support have also been provided in respect of internet connectivity and a headcount machine.

The Municipality is planning to introduce a library services Book Club that will consist of local primary and high schools that will participate in reading, book reviews and spelling competitions. The aim of the Club will be to instill a culture of reading and improved literacy, while also promoting South Africa's language diversity. This will also encourage citizens to read, write, converse and value ideas and thoughts of others. This programme will be introduced by the Department of Culture, Sport and Recreation as Libraries is of the core mandate of the department. It should be noted that the Municipality is planning to commence engagements to hand these services back to the Department of Culture, Sport and Recreation as it is currently an unfunded municipal mandate that does not form part of the local government core mandate.

T3.12.1

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
12	Number of reports on library promotions conducted	Number of library promotions conducted	4 Reports	Achieved	4 Reports	4 Library promotions conducted	4 Library promotions conducted	Achieved	10000	8747,54	Pictures ; Attendance register				Community Services & Safety	MP305
13	Number of reports on library material circulated	% Library material circulated	4 Reports	Achieved	4 Reports	100% library material circulated	100% library material circulated	Achieved	10000	8747,54	Pictures or attendance register	Library information system report			Community Services & Safety	2, 4, 10, 14
57	Number of reports on		New KPI	New KPI	4 Reports on		4 Reports	Achieved	N/A		Quarterly report		N/A	N/A	Corporate Services	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	document management system				document management system											

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Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0%
4 – 6	1	1	1	0	0%
7 – 9	2	2	2	1	13%
10 – 12	4	4	4	1	7%
13 – 15	22	22	22	0	0%
16 – 18	0	0	0	0	0%
19 – 20	0	0	0	0	0%
Total	31	31	31	3	3%

*Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.*

T 3.12.4

COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:

Performance of the library and information services of Lekwa Local Municipality has improved during 2023/2024 financial year especially on walk-ins. It has to be mentioned that due to the 4th Industrial Revolution (4IR), users are more interested in eBooks and usage of search engines to gather information. Membership has decreased due to the reasons mentioned above. Library awareness campaigns and exhibitions are conducted to promote libraries especially targeting calendar of events where members are reminded of the meaning and importance of such events. The Provincial Department of Culture, Sport and Recreation have seconded two (2) qualified librarians to assist with the provision of library services. The support is in accordance with the Service Level agreement entered into between the municipality and the department. Support have also been provided in respect of internet connectivity and a headcount machine.

The Municipality is planning to introduce a library services Book Club that will consist of local primary and high schools that will participate in reading, book reviews and spelling competitions. The aim of the Club will be to instill a culture of reading and improved literacy, while also promoting South Africa's language diversity. This will also encourage citizens to read, write, converse and value ideas and thoughts of others. This programme will be introduced by the Department of Culture, Sport and Recreation as Libraries is of the core mandate of the department. It should be noted that the Municipality is planning to commence engagements to hand these services back to the Department of Culture, Sport and Recreation as it is currently an unfunded municipal mandate that does not form part of the local government core mandate.

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T 3.12.7

3.13 CEMETORIES AND CREMATORIUMS

INTRODUCTION TO CEMETORIES & CREMATORIUMS

The rapid urbanisation of the population of South Africa in general is impacting negatively on the ability of local municipalities to provide social services optimally to all citizens. Lekwa Local Municipality with its location and mineral resources is not immune to these migration trends. It is estimated that the population of the town is growing by approximately two percent per annum. The competing demand for human settlements far outweighs the need and speed with which to provide burial ground within the municipal urban edge. Walter Sisulu Cemetery is reaching its capacity and it has been difficult to find suitable, centrally located available land for the establishment of another cemetery. However, the new in Sakhile Extension 4, Rooikoppen has recently been fenced and is ready for operation. The Municipality is developing 1.5 ha new cemetery in Thuthukani. This will increase available capacity by making available additional burial sites. Approximately 288 people are buried in all the municipal cemeteries per annum. The Municipality must explore the possibility of attracting investment in a crematorium and identification of land for a regional cemetery. There are signs that the limitations of culture are dissolving as people are becoming urbanised and more open-minded in their perspective on cremation. The lack of burial space might force families to opt for cremation.

T 3.13.1

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
10	Number of reports on management of cemeteries	Number of cemeteries cleaned	KPI was removed due to financial constraint	KPI Removed	4 Reports	4 cemeteries cleaned	7 Cemeteries maintained (+3 variance)	Achieved	75 000,00	54 819,77	Maintenance Report				Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 10, 11, 14, 15

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Employees: Cemeteries and Crematoriums					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	15	1	15	1	6.25%
7 - 9	6	8	5	3	50%
10 - 12	1	2	1	1	50%
13 - 15	0	0	0	0	0%
16 - 18	1	1	1	1	100%
19 - 20	1	1	1	0	0%
Total	55	49	7	9	10%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p style="text-align: right;">T 3.13.4</p>					

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIUMS OVERALL:

The burial space currently available within the Municipality is depleting at a rate much faster than anticipated and projected. The current crisis of limited burial space will require the identification of additional burial space which will be finalized in the 2024/2025 financial year, with progress well underway towards establishing additional burial space. The Municipality is facing resistance from the members of the community in using the new cemetery in Sakhile Extension 4, Rooikoppen that have been fenced and made ready for operation.

T 3.13.7

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Chapter 3

Within the Community Services and Safety Department, the Transversal unit has been responsible for implementing social programmes focusing on children, the aged and persons with disabilities. These social programmes are aimed at specific target groups, through a number of projects throughout the year. Another focus area is also to embark on the gender-based violence programme through awareness. The section has developed the quarterly targets aiming at reaching the various focus groups.

K P I N O	KPI	Prop osed Adju sted KPI / Perfo rman ce Mea sure	2022 /202 3 Over all Audit ed Actu al Perfo rman ce	2022 /202 3 Audit ed Achi eve ment Statu s	2023/ 24 Annu al Targe t	Pro pos ed Adj uste d 202 3/20 24 Ann ual Tar get	2023/ 2024 Actual Overa ll Achi eve ment	2023 /202 4 Achi eve ment Statu s (Achi eved / Not Achi eved)	202 3/20 24 Act ual Adj uste d Bud get	2023 /202 4 Actu al Exp endit ure base d on Adju sted Bud get	Portf olio of Evid ence	Pro pos ed Adj uste d Portf olio of Evi den ce	Bloc kage / Chall enge s or devia tion from meet ing targe ts	Corr ectiv e meas ures	Dep artm ent	Wa rd Loc atio n / Re gio nal Ide ntifi er
1 2 1	Appro ved Youth devel opme nt strate gy		Not Achi eved	Not Achi eved	Youth devel opme nt Strate gy appro ved by 2023- 07-31		Youth Devel opme nt Strate gy not appro ved	Not Achi eved			Coun cil Reso lution ; Appr oved Yout h Deve lopm ent Strat egy		Yout h devel opm ent strate gy not revie wed	Prep are Yout h Deve lopm ent Strat egy for revie w by end Q1 of 2024 /25	Com muni ty Serv ices & Safe ty	MP 30 5

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022 /2023 Overall Audited Actual Performance	2022 /2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023 /2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023 /2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenge or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
122	Implementation of approved Youth development strategy		Not Achieved	Not Achieved	4 Reports on implementation of approved youth development strategy		4 Reports on implementation of approved youth development strategy	Achieved			Quarterly reports				Community Services & Safety	MP 305
123	Number of reports on HIV/AIDS plan implemented		4 Reports	Achieved	4 Reports on implementation of HIV/AIDS plan		4 Reports on implementation of HIV/AIDS plan	Achieved			Quarterly reports				Community Services & Safety	MP 305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022 /2023 Overall Audited Actual Performance	2022 /2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023 /2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023 /2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenge or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
124	Number of Sports Council meetings held		New KPI	New KPI	Number of Sports Council meetings held by 2024-06-30		3 Sports Council meetings held	Not Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP 305
125	Number of Civil Society meetings convened		4 Meetings	Achieved	4 Civil society meetings convened		3 Civil society meetings convened	Not Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP 305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022 /2023 Overall Audit ed Actual Performance	2022 /2023 Audit ed Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023 /2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023 /2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenge s or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
126	Number of Anti gender r-based Violence Campaigns conducted		4 GBV Campaigns	Achieved	4 Anti gender r-based Violence Campaigns conducted		4 Anti gender r-based Violence Campaigns conducted	Achieved			Flyers & attendance registers				Community Services & Safety	MP 305
127	Number of women's forum meetings		4 Meetings	Achieved	4 Women's forum meetings held by 2023-06-30		4 Women's forum meetings held	Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP 305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022 /2023 Overall Audited Actual Performance	2022 /2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/24 Annual Target	2023/2024 Actual Overall Achievement	2023 /2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023 /2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenge or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
128	Number of People Living with Disabilities forum meetings held		4 Meetings	Achieved	4 Forum meetings of People Living with Disabilities forum meetings held		4 Forum meetings of People Living with Disabilities forum meetings held	Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP 305

COMPONENT E: ENVIRONMENTAL PROTECTION

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

INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environmental health is the science and practice of preventing human injury and illness, promoting well-being by identifying and evaluating environmental sources and hazardous agents, limiting

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exposures to hazardous physical, chemical, and biological agents in air, water, soil, food, and other environmental media or settings that may adversely affect human health.

Environmental Health Services within the Province is being rendered at District level. The Provincial Environmental Health Practitioners provide support mostly where a challenge still remains in the devolution of the function to Municipalities due to human resource constraints. The District is responsible for environmental pollution control through municipal health and environmental services and provide support to sector departments in terms of biodiversity and landscape.

T 3.14

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

The Gert Sibande District Municipality is responsible for monitoring water quality on a monthly basis, within the Municipality. Compliance to SANAS 241 standards for drinking water is tested. Surveillance of surface water and sampling of boreholes for possible pollution by heavy metals or other chemical or biological contaminants is conducted. The District, as a licensing authority manages air pollution through regulatory services and compliance monitoring services, including environmental pollution control, incident management and pollution prevention through awareness campaigns. The impact of the service has seen increased awareness and community participation in pollution prevention.

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

Within the South African context, ecological infrastructure refers to naturally functioning ecosystems that deliver valuable services to people, such as healthy mountain catchments, rivers, wetlands, coastal dunes, and nodes and corridors of natural habitat, which together form a network of interconnected structural elements in the landscape. Investing in ecological infrastructure has its foundation in simultaneously identifying critical services flowing from naturally functioning ecosystems, and identifying those organisations that would benefit from or have a key responsibility for investing in these naturally functioning systems. The ecosystem services that are primarily being focused on for attracting investment in South Africa are largely related to water and disaster risk reduction, with climate change adaptation elements in both of these. The primary stakeholders that would be interested in these services are government related, although this should not discount the potential for private sector stakeholder involvement.

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The entire economy relies to some extent on services flowing from ecological infrastructure – clean water flowing from healthy catchments being one obvious example. Unless this infrastructure is secured, the economy will suffer. Investing in ecological infrastructure should be seen as a means of risk reduction.

Water is South Africa's most critical natural resource, and is a vital element for sustainable economic growth - supporting agriculture, energy generation, industry and forestry, as well as domestic use. The effects of climate change are expected to place additional pressures on the country's already stretched water resources. South Africa is a developing country facing a number of challenges relating to poverty, unemployment and inequality. Investing in ecological infrastructure has the potential to contribute to national development goals, including job creation, poverty alleviation and rural development.

Mainstreaming biodiversity into land-use planning and decision-making, resource management and biodiversity stewardship is critical. The mandate for managing ecological infrastructure is shared between all three spheres of government in South Africa. For example, land use decisions made at the municipal level affect the existence and state of ecological infrastructure, such as the maintenance of healthy wetlands that provide a disaster risk reduction role for human settlements, while the enforcement of buffers along river stretches on agricultural land by provincial agricultural departments has a direct impact on river health and water quality.

The private sector also has a critical role to play in investing in ecological infrastructure both as an investor, and as a landowner. There are a number of motivations for private sector investment in ecological infrastructure, and one of the main motivators is to manage risk. Within the Municipality, not enough has been done to date to mainstream this critical element towards sustainable environmental health.

Invasive alien plant control will form part of the EPWP programme, with teams focusing on clearing waterways and municipal owned land with dense growth of invasive plants. The Department of Forestry, Fisheries and Environment will also be approached for assistance with cleaning and greening programmes. In respect of environmental education, interventions will also be undertaken, involving the local communities with themes that will include, dealing with invasive alien plants, biodiversity, conservation and animal well-being.

T 3.16.1

COMPONENT F: HEALTH

INTRODUCTION TO HEALTH

This component includes clinics, ambulance services and health inspections, which are all functions that are not directly provided by the Municipality. These services are rendered by the Department of Health and the District respectively.

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T 3.17

3.17 CLINICS

INTRODUCTION TO CLINICS

Clinic services and primary health care is no longer under the control of the Municipality. This service is provided by the Department of Health. The following table provides some critical statistics in respect of clinic services within the Municipality and as a proportion of clinic services within the District.

T 3.17.1

PUBLIC HEALTH FACILITIES	2023/2024
Number of clinics	27
Number of community health centres (CHC)	1
Number of hospitals	1

HIV prevalence rate of pregnant women 32.5% - decreasing between 2010 and 2011.

HIV prevalence rate excluding pregnant women 19.9% - decreasing trend.

TB cases – decreasing between 2010 and 2012.

Clinics in Lekwa, seven of Gert Sibande's 62 clinics.

Community health centres in Lekwa is 1 of Gert Sibande's 18 Community Health Care centers.

Hospitals, one of Gert Sibande's 9 hospitals.

3.18 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

Emergency Medical Services (EMS) or ambulance services consists of teams of healthcare professionals who are responsible for providing pre-hospital emergency care and transportation of the sick and injured. Medical care is usually provided within three components, namely operations, specialised standby services and hospital inter-facility transfers. Within Lekwa, this service is provided by the Department of Health and thus the Municipality does not have any competence in rendering this service.

T 3.18.1

3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

Chapter 3

INTRODUCTION TO HEALTH INSPECTIONS; FOOD AND ABATTOIR LICENCING AND INSPECTIONS, ETC

Municipal Health Services has been extended by the District through compliance inspections for the following services, namely food control, environmental pollution control, water quality monitoring, health surveillance including premises. Monthly inspections to premises, including targeted food and water sampling is conducted. Through training and awareness campaigns, communities and stakeholders are capacitated. There is a continuous campaigning to do licensing of all food premises with regular and continuous compliance monitoring and enforcement.

The District, being mandated to provide municipal health services, has extended compliance inspection in the areas of food control, environmental pollution control, water quality monitoring and health surveillance of business premises. A significant number of inspections are done on a monthly basis, targeting food and water sampling. Awareness and training campaigns are done to capacitate communities and stakeholders. There is a continuous campaigning to do licensing of all food premises with continuous compliance monitoring and enforcement. It being a District function, it has managed to increase its monitoring and licensing regime and programme, including the number of awareness programmes to capacitate communities and stakeholders and be actively involved in municipalities within the District.

T 3.19.1

Chapter 3

COMPONENT G: SECURITY AND SAFETY

INTRODUCTION TO SECURITY & SAFETY

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

T 3.20

3.20 TRAFFIC LAW ENFORCEMENT

INTRODUCTION TO TRAFFIC LAW ENFORCEMENT

The function of the municipal traffic department is to ensure the safety of all road users within the Lekwa Local Municipal area by, the policing of all moving violations, speed management by means of cameras and the inspection of vehicles in terms of roadworthiness and vehicle safety. During this period, the Traffic Department increased visibility in all areas. Additional roadblocks were held during this period.

Some of the safety & security challenges experienced by the community of Lekwa include the following:

- Limited visible policing
- Inadequate resources for effective and efficient combatting of crime
- Limited partnerships between SAPS and municipal stakeholders
- Poor lighting in certain areas

Shortage of equipment to conduct special road blocks for the collection of outstanding fines

Shortage of personnel specially on funeral escorts over weekends.

T 3.20.1

Traffic Law Enforcement Service Data					
	Details	2022/2023	2022/2023		2023/2024
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Number of road traffic accidents during the year	633	0	633	1539
2	Number of by-law infringements attended	0	0	0	0
3	Number of police officers in the field on an average day	11	19	11	19
4	Number of police officers on duty on an average day	8	15	19	19
T 3.20.2					

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
8	Conduct safety awareness campaigns	Number of safety awareness campaigns conducted	4 Campaigns	Achieved	12 safety awareness campaigns conducted		10 safety awareness campaigns conducted (-2 variance)	Not Achieved	20 000,00	17 280,60	Pictures and attendance registers		Awareness campaigns not undertaken due to other daily operations	Adherence to annual plan for activities to be undertaken	Community Services & Safety	MP305
9		Number of roadblocks conducted	4 Reports	Achieved	48 roadblocks conducted		18 roadblocks conducted (-30 variance)	Not Achieved	50 000,00	36 385,05	Trailer Report	Quarterly Roadblock Report	Shortage of Traffic Officers. Road blocks not conduct	Recruitment of additional personnel	Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 14, 15

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K P I N O	KPI	Approved Adjusted KPI / Performa nce Measure	2022/202 3 Overall Audited Actual Performa nce	2022/202 3 Audited Achievem ent Status	2023/24 Annual Target	Approv ed Adjuste d 2023/20 24 Annual Target	2023/202 4 Audited Overall Achievem ent	2023/202 4 Audited Achievem ent Status (Achieve d/ Not Achieved)	2023/20 24 Actual Adjuste d Budget	2023/20 24 Actual Expendit ure based on Adjusted Budget	Portfolio of Evidenc e	Approv ed Adjuste d Portfoli o of Evidenc e	Blockag e / Challen ges or deviatio n from meeting targets	Correctiv e measure s	Departm ent	Ward Locati on / Regio nal Identifi er
													ed on public holidays			

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Employees: Police Officers					
Job Level	2022/2023	2023/2024			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Police Officer & Deputy					
Other Police/Traffic Officers					
0 - 3	0	0	0	0	0%
4 - 6	4	7	3	5	80%
7 - 9	0	0	0	0	0%
10 - 12	6	8	8	8	75%
13 - 15	4	0	4	0	100%
16 - 18	1	0	1	0	100%
19 - 20	0	0	0	0	0%
Total	55	93	55	28	30%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.20.4</p>					

3.21 FIRE

INTRODUCTION TO FIRE SERVICES

Fire and Disaster Management Services are an important public service. It forms part of the social fabric of all our communities. The services provided is critical to preventing fires and responding quickly and effectively to incidents. In terms of the Fire Brigade Services Act, No. 9 of 1987, the service is responsible for: a) preventing the outbreak or spread of a fire; b) fighting or extinguishing a fire; c) the protection of life or property against a fire or other threatening danger; d) the rescue of life or property from a fire or other danger; and subject to the provisions of the Health Act, 1997, the rendering of an ambulance service as an integral part of the fire brigade service.

Within the Municipality, fire and disaster management falls within the same unit. Disaster management is a service that is run on an agency basis by the Municipality on behalf of the Gert Sibande District Municipality. There are critical challenges within the unit especially in respect of

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adequate staff, safety gear, equipment and the requisite fleet to effectively and efficiently perform its functions. The Fire, Rescue and Disaster Management service is operating on a four-shift system, 24/7, with a minimum of 8 Senior Fire Fighters, 37 Fire Fighters and 6 Control Room Attendants which is still far less than the required standard for manning a fire station. In addition, there is also vehicle shortages as most of the fire fighting vehicles have been scrapped due to being beyond its reasonable life expectancy. These vehicles require replacing and those that are still operational, suffer breakdowns and remains out of service for extended periods of time at the workshop for repairs due to its use beyond its reasonable lifespan. Service delivery is also hampered, and the lives of the fire fighters are at risk in instances when work is performed where smoke or chemicals is inhaled, due to lack of proper equipment. For the year under review, the component has responded to all reported emergency calls. Fire hydrant inspections are also undertaken on a regular basis with the total number of fire hydrants being 318, 40 are non-operational due to stolen and damaged heads.

T 3.21.1

Municipal Fire Service Data			
	Details	2022/2023	2023/2024
1	Total house/building fires attended in the year	100	66
2	Total veld/grass fires attended in the year	98	134
3	Total motor vehicle accidents attended in the year	133	116
4	Total fire safety inspections conducted on business premises in the year	111	245
5	Total fire hydrant inspections conducted in the year	128	157
6	Fire fighters in post at year end	44	44
7	Vehicle fires attended	07	24
		T 3.21.2	

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
7	Emergency, fire and rescue services rendered	% Emergency, fire and rescue services attended	4 Reports (397 emergencies, accidents, fires attended)	Achieved	4 Reports on emergencies, accidents, house fires and veld fires attended to	100% Emergency, fire and rescue services attended	100% Emergency, fire and rescue services rendered	Achieved	340 000,00	110 835,58	Report on Emergency and Rescue Services	Quarterly Reports on Emergency and Rescue Services			Community Services & Safety	MP305

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Employees: Fire Officers					
Job Level	2022/2023	2023/2024			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer & Deputy	0	1	1	0	0
Other Fire Officers / Fire Fighters					
0 - 3	1	0	0	0	0%
4 - 6	3	0	0	0	0%
7 - 9	6	99	38	61	61.6%
10 - 12	7	23	15	8	34.7%
13 - 15	9	3	0	0	0%
16 - 18	11	1	1	0	0%
19 - 20	18	0	0	0	0%
Total	55	102	54	45	96.3%
<p><i>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i></p> <p><i>T 3.20.4</i></p>					

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

The Fire, Rescue and Disaster Management unit operates on a two-shift system and four shift rotation, 24 hours a day and seven days a week. Each shift operates with a minimum of three Fire Fighters and a Control Room Attendant which is far less than the required standard for effectively manning a fire station per shift.

The problem is also compounded by the fact that most of the fire fighting vehicles have been scrapped due to it being beyond its useful lifespan, while other vehicles have not been repaired either from involvement in accidents or due to maintenance and repairs. Maintenance and repairs to these vehicles have become a very costly exercise due to the age of these vehicles.

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The Morgenzon Fire Station does not meet minimum requirement standards. Noting that disaster management is a district shared service, future plans must include the upgrade of the existing premises.

Service delivery is hampered and the lives of fire fighters are at times at risk due to protective clothing not being replaced on a regular basis as it becomes damaged.

The above has a negative impact in the ability to ensure that in all instances the average turnaround time to respond to incidents in both urban and rural is not always within the specified acceptable standard to reach an emergency incident. The unit however always strives to respond to their call of duty with utmost dedication and commitment.

T 3.21.2.1

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

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

The Disaster Management function is mandated by the Disaster Management Act (57 of 2002) and other supporting legislation has been devolved as a District function. Measures aimed at preventing or reducing risks associated with hazards prevailing within the district is being implemented. It is a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of projects and programmes aimed at improving capacity to deal with disasters and emergencies.

The District supports local municipalities and other stakeholders with firefighting training in order to improve their capacity to prevent, reduce and or respond to the fire incidents and emergencies. The Municipality relies on the District for assistance in rendering Disaster management services.

T 3.22.1

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:

The GSDM has a functional Disaster Management Advisory Forum, which holds quarterly meetings. The Forum consists of stakeholders from diverse sectors to advise and assist the District in the planning and implementation of programmes that are aimed at prevention and reduction the risk of disasters, mitigating the severity of disasters, preparedness, responding to incidents and post disaster recovery and rehabilitation. The Municipality participates in District and Provincial Disaster Management Advisory Forums and other Disaster and Emergency Services Technical Committees and Structures within the district and the province.

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T 3.22.7

COMPONENT H: SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

This component includes community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites. The main objective of this section within the Community Services and Safety are the following:

The Division strives to maintain and keep environment, parks and gardens clean, tidy and organised.

- The Division cleans and maintains sport facilities in suitable conditions.
- The Division cleans and maintain recreational facilities to the acceptable standards.

SERVICE DELIVERY OBJECTIVES

- To clean and maintain environment, parks and gardens
- To clean and preparation of sports and recreational facilities

CHALLENGES

- Old and redundant machinery and equipment
- Lack of additional and up to date machinery and equipment
- Additional land for burial purposes
- Insufficient personnel staff members to cater for three sections in the division

ACHIEVEMENTS

- Ability to clean and maintain facilities as per weekly programme

T 3.23

3.23 SPORT AND RECREATION

SERVICE STATISTICS FOR SPORT AND RECREATION

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
11	Number of reports on management of parks and amenities	Number of parks and amenities maintained	2 Reports	Not Achieved	4 Reports	12 Parks and amenities maintained	12 Parks maintained	Achieved	75 000,00	54 819,77	Maintenance Report				Community Services & Safety	MP305

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Employees: Sport and Recreation					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	0	0	0%
4 - 6	15	0	15	0	100%
7 - 9	3	2	3	2	80%
10 - 12	2	1	2	1	50%
13 - 15	0	0	0	0	0%
16 - 18	1	1	1	0	100%
19 - 20	0	0	0	0	0%
Total	15	15	15	3	18%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.23.3</p>					

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

Key stakeholders responsible for oversight and governance and to communicate matters relating to assurance includes Council, the Executive Mayor and the Municipal Manager. The Leadership and those charged with governance continuously contribute to the credibility of financial and performance information and compliance with legislation by ensuring that adequate internal controls are implemented and effectively monitored.

The establishment of Council Committees, Section 79 and 80 strengthen in line with the Local Government: Municipal Structures Act 117 of 2008, specifically established to oversee the

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implementation of measures Policies and strategies are being implemented as intended as well as the key risks are identified, monitored, and mitigated. The Councils provided the platform of accountability to create an enabling environment for good governance and to promote accountability through oversight role of political committees.

Council committees monitor and ensure compliance with the duties and objectives; and investigate and make suggestions on how to address the underlying causes of socio-economic inequality in the municipality. Poor functional of Section 79 Committees due to lack of attendance by members resulted to lack of oversight and accountability leads to the continued disregard of key local government legislation which hampers administrative oversight and accountability. The Executive Mayor with the support of the Mayoral Committee members overseeing the administration of the municipality to ensure effectiveness and efficiency in service delivery. The Municipal Manager, as the Head of the municipality's administration has ensure proper administrative internal controls are in place to promote administrative accountability to ensure that proper administrative reporting arrangements are in place to promote accountability of the administrative function of the municipality through the development of a system of delegation to promote administrative and operational efficiency.

T 3.24

3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

INTRODUCTION TO EXECUTIVE AND COUNCIL

The following highlights key findings in respect of leadership, financial and performance management and governance that can only be addressed and corrected as a collective:

- a) Effective leadership based on a culture of honesty, ethical business practices and good governance, and protecting and enhancing the best interests of the entity
- b) Exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls
- c) Implement effective human resource management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored and that policies and internal controls are in place
- d) Establish information technology governance framework that supports and enables the Municipality to deliver value and improves performance

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- e) Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible to support financial and performance information
- f) Review and monitor compliance with applicable legislation and design and implement formal controls over information technology systems to ensure the reliability of the systems and the availability, accuracy and protection of information;
- g) implement appropriate risk management activities to ensure that regular risk assessments, are conducted and that the risk strategy is implemented and monitored through an adequately resourced and functional internal audit unit;
- h) ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and overseeing the effectiveness of the internal control environment, including financial and performance reporting and compliance with legislation.

T 3.24.1

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

In exercising its executive and legislative mandate the institution has, through leadership collective, financial and performance management and governance, ensured effective oversight and accountability by considering and reviewing all legislative reporting requirements in various committees of Council for the provision of services.

T 3.69.2

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
91	5 review and Approved Public Participation Strategy		Community Participation Strategy not approved	Not Achieved	1 reviewed and approved Public Participation Strategy		Public participation strategy not reviewed for approval	Not Achieved					Public participation strategy approved 2023-01-31 used and not reviewed for 2023/24	Prepare public participation strategy for review and approval in Q2 of 2024/25	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
92	Functional Ward Committees		15 Ward Committees established and functional	Achieved	180 Ward Committee meetings to be held		180 Ward Committee meetings held	Achieved			Minutes & attendance registers				Office of the Municipal Manager	MP305
93	300 ward Community Consultations held		90 meetings held	Not Achieved	60 Ward Community Consultation Meetings		60 Ward community meetings	Achieved			Minutes & attendance registers				Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
94	300 Community outreach programmes conducted		45 programs implemented	Not Achieved	4 Community outreach programmes conducted		4 Community outreach programmes	Achieved			Flyers & attendance registers				Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
95	100% of community issues resolved		New KPI	New KPI	100% of issues resolved.		40% issues resolved	Not Achieved			Consolidated feedback report on complaints attended		Departments not attending to complaints as required due to cashflow constraints and slow response time	Develop monthly schedule for issues and complaints raised to be attended and reported on Top Management meeting	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
96	5 Review and Approval of OPMS Framework		22/23 Organisational PMS Policy Framework approved on 2022-07-29	Achieved	1 Review and Approval of OPMS Framework		OPMS Policy reviewed. Not approved by Council	Not Achieved	N/A		Council resolution; Approved OPMS Policy		Review of OPMS delayed. Awaited inputs and consolidation of inputs from SALGA	Dereffred for approval in Q1 of 2024/2025	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
97	5 SDBIP approved		22/23 SDBIP Approved on 2022-06-28	Achieved	1 SDBIP		2023/24 SDBIP approved by 2023-07-14 after budget approved on 2023-06-15	Achieved	N/A		Signed SDBIP		N/A	N/A	Office of the Municipal Manager	MP305
98	20 quarterly reports		4 Reports	Achieved	4 quarterly reports		4 Reports	Achieved	N/A		SDBIP reports; Council		N/A	N/A	Office of the Municipal	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	prepared				prepared						resolution				Manager	
99	5 annuals performance reports prepared		1 Annual Performance Report submitted by 2022-08-31	Achieved	1 annual performance reports prepared		1 annual performance report prepared	Achieved	N/A		Annual Performance Report; Proof of submission to AGSA		N/A	N/A	Office of the Municipal Manager	MP305
100	5 oversight and annual		1 Annual Report tabled by 2023-01-	Achieved	1 annual report tabled		Annual Report tabled on 2024-01-	Achieved	N/A		Council resolution; Annual		N/A	N/A	Office of the Municipal	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	reports tabled		31				31				report				Manager	
101			1 Oversight Report on Annual Report adopted by 2023-03-31	Achieved	1 oversight report adopted		2022/23 Oversight report not adopted on time, Adopted 2024-07-02	Not Achieved			Council resolution; Oversight report		Oversight report tabled to Council on 2024-04-02. Referred back for MPAC to complete	Deferred and approved in Q1 of 2024/24	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													oversight work			
115	5 Approved Council Schedule of Council and Sub-Committee		Schedule of council meeting approved on the 30th of June	Achieved	1 approved Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees	Achieved				Council resolution; Approved schedule				Corporate Services	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	es		2023													
116	100% Implementation of Council Resolution		3 Reports on council and subcommittees of council meetings	Not Achieved	4 Council Resolutions implementation tracking register		4 Council Resolutions implementation tracking register	Achieved			Council resolution implementation reports; Council Resolution				Corporate Services	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			held								n					
117	20 council sittings		14 Council Meetings held	Achieved	4 council sittings		4 Council sittings	Achieved			Notice and Agenda; Minutes				Corporate Services	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
118	20 mayoral Com sittings		12 Mayoral Committee Meetings held	Achieved	4 mayoral Com sittings		4 Mayoral Committee sittings	Achieved			Notice and Agenda; Minutes				Corporate Services	MP305
119	120 Section 79 meetings to be held		11 Section 79 meetings held	Not Achieved	24 Section 79 meetings to be held		18 Section 79 meetings	Not Achieved			Notice and Agenda; Minutes		Non-adherence to schedule of council activities ;	Adhere to schedule of council and committees as	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													Changes in composition of committees	approved		
120	Number of section 80 Meetings to be held		7 MPAC Meetings held	Achieved	12 Meeting to be held		12 Section 80 Meetings	Achieved			Notice and Agenda; Minutes				Corporate Services	MP305

Chapter 3

FINAL

Chapter 3

Employees: The Executive and Council					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	13	2	200%
4 - 6	3	3	8	7	233%
7 - 9	6	8	12	10	125%
10 - 12	7	15	8	8	53%
13 - 15	9	15	0	0	0%
16 - 18	11	21	18	7	33%
19 - 20	18	30	0	0	0%
Total	55	93	59	34	37%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.24.4</p>					

Chapter 3

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

As highlighted above and noting the findings of the Auditor General, specifically relating to providing assurance and the political administrative will to effectively deal with consequence management, clear plans will be put in place through the audit action plan to address such. In addition, relevant Treasury guidelines and circulars will be utilized to strengthen the implementation, monitoring and reporting of such matters.

In exercising its executive and legislative mandate the institution has, through leadership collective, financial and performance management and governance, ensured effective oversight and accountability by considering and reviewing all legislative reporting requirements in various committees of Council for the provision of services in addressing the socio-economic inequalities and challenges.

Various projects as outlined in the IDP to address water, sanitation, electricity, roads, human settlements and human capital development have been undertaken to ensure sustainable supply of services.

T 3.24.7

Chapter 3

3.25 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

The established Budget and Treasury office's main focus is to provide accounting services for all directorates in the Municipality. Key functions include revenue management, credit control, debt collection, supply chain and asset management. Revenue management deals with debtors' management, which includes billing and the collection of consumer debt. The average collection rate was 67% for the year under review. The asset management section deals with movable and immovable assets in terms of various GRAP standards. Creditors and payroll management deals with the payment of creditors through procurement processes and direct payment. In addition, it deals with the remuneration of salaries and councillors allowances. At the reporting date, there were no issues in terms of salaries and allowances. Matters raised by the Auditor General were in terms of major creditors such as Eskom, Department of Transport, and the Department of Water and Sanitation. The supply chain management section deals with the storage of goods and stock for use by various departments. This among others include fuel and oil, material for water, electrical, refuse, sewerage and stationary. This section also deals with procurement processes that deals with competitive bidding as well as quotations. The component of accounting management services deals with budget management and reporting to various structures as required in terms of inter alia MFMA sections 71,72, 52, 121, 122, 123,124,125 126, 131 and 132.

The challenges that needs to cleared out are procurement matters dealing with irregular, unauthorised, fruitless and wasteful expenditure. The other matter that in most instances complicate budget management is that the budget is not realistic and not cash backed. An audit recovery action plan had been developed to address matters raised by the Auditor General.

T 3.25.1

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
129	Collection Rate 95%		68%	Achieved	65%		56%	Not Achieved	N/A		Quarterly report		Overall performance below 65% due to reversal of billing in August 2023	To improve the revenue collection through revenue enhancement programmes	Budget & Treasury	MP305
130	Cost / Cash Coverage = 6 Months		0.5 Months	Achieved	1 month		0,5 month	Not Achieved	N/A		Quarterly report; Cash flow management		Unfunded budget and cashflow constrai	Improve billing and revenue collection	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
											committee minutes		nts			

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
131	Reduction of UIFW Expenditure R 100 mil		R 1.8 billion	Achieved	R 1.8 billion		The fruitless for the quarter amounts to R317 464 940 , Irregular amounts to R239 977.038 which was submitted to	Achieved			Quarterly report				Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							council in the 4th quarter									

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
132	Efficient Contract Management		4 Contract register updates	Achieved	R 30 mil		A list all contracted services is updated / monitored on a monthly basis	Achieved			Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
133	Number of service provider performance monitoring reports prepared		New KPI	New KPI	4 Reports on service provider performance monitoring		4 Reports on service provider performance	Achieved	N/A		Quarterly report		4	N/A	All Departments	MP305
134	GRAP Compliant FAR		4 Asset Register updates	Achieved	GRAP & mSCOA Compliant Assets Register		The FAR is prepared in accordance to	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Proposed Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/20 23 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2 024 Annual Target	2023/20 24 Actual Overall Achievement	2023/20 24 Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/20 24 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							GRAP and Mscoa									

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
135	Cost Reflective Tariffs		Approved Trading Services Tariffs by 2023-06-30	Achieved	Reduction of Trading Services Operating Deficit		Tariffs were reviewed, submitted to council and approved with the Budget on the 4th June 2024 (see	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							attached council resolution)									

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
136	Reduction of Accounting deficit on Budget		New KPI	New KPI	(R 252 mil)		The budget funding plan implemented and improved the total amount being being monthly as well as the revenue collected	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							the the 4th quarter									

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
137	Reduce outstanding creditors to R 2.7 billion		New KPI	New KPI	R –		The municipality is under financial distress and unable to pay all creditors within 30 days. Eskom debt still increasing	Not Achieved	N/A		Quarterly report		Cashflow constraints and below acceptable revenue generation limit means to pay creditors	Improve revenue collection and reduction of expenditure	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							9									
138	Number of reports on FRP		4 Reports	Achieved	12 Reports on FRP		12 FRP reports	Achieved	N/A		Monthly report		None	N/A	All Department	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	implementation				Implementation										ents	

Chapter 3

Employees: Financial Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	4	4	3	75%
4 - 6	3	10	10	5	50%
7 - 9	6	12	12	9	75%
10 - 12	7	22	22	29	132%
13 - 15	9	0	0	0	#DIV/0!
16 - 18	11	6	6	4	67%
19 - 20	18	0	0	0	#DIV/0!
Total	55	54	54	50	93%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.25.4</p>					

Chapter 3

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL

Total operating revenue reached R1,724,775,815, a 65% increase from the previous year, driven by higher public contributions, service charges, property rates, and a new revenue stream from the Debt Relief and Incentives program. This program contributed R211.9 million, including Eskom writing off R136.5 million in interest and the Provincial Department of Transport writing off R75.3 million as irrecoverable debt.

Grants receipts contributed R219 million (12.7%) of the total revenue, while revenue generated from property rates and service charges accounted for R911,227,795 (52.8%) of the total revenue mix. Although there are no specific norms and standards to measure grant dependency, this revenue mix indicates that the Municipality is not entirely dependent on grants and subsidies to finance its operations.

However, further improvements in own revenue generation are necessary. To address this, the Municipality is actively implementing various revenue enhancement programs aimed at reducing the operating deficit over the multi-year period.

Operating expenditure rose to R1,652,632,295, with major costs stemming from bulk purchases (33%), employee costs (17%), and debt impairment (13%). Despite this, the Municipality reduced debt impairment costs by R40.8 million through improved collections and refined methodologies. Cost-curtailed measures, including reducing overheads, renegotiating contracts, and prioritizing essential service delivery, are actively being implemented to manage expenditures.

The Municipality recorded a surplus of R68.9 million, ending the year with R14.9 million in cash and cash equivalents. While challenges remain, the notable revenue growth and strategic cost management efforts signal progress in the Municipality's financial recovery and its commitment to sustainable operations and improved service delivery.

reducing the operating deficit over the multi-year period.

T 3.25.7

3.26 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

The impact of human resource services on the Municipality can especially be seen in the efforts made to ensure that both Councillors and officials are skilled through the various learning and skills development programmes. This ensures that the Municipality produces a well-capacitated leadership and management team for improved service delivery.

Chapter 3

T 3.26.1

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

Support services to the following departments have been rendered to ensure a capable administration in prudent utilisation of minimal resources:

Office of the Municipal Manager

Budget and Treasury

Corporate Services

Community Services and Safety

Technical Services

Planning and Economic Development

Services:

Recruitment and Selection

Training and Development

Employee Administration

Leave Administration

Health and Safety

T 3.26.2

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
42	100% senior management with signed performance agreements		100%	Achieved	100%		100%	Achieved	N/A		Signed performance agreements				All Departments	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
43	100% senior management performance assessments conducted		0%	Not Achieved	100%		0%	Not Achieved	N/A		Performance assessment reports		Formal assessments not conducted. Schedule not adhered to due to clash of meetings and other activities	Develop schedule to be adhered to. Senior managers to submit self-scoring assessment at least within 14 days	All Departments	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														after end of quarter to schedule reviews		
44	Number of departmental		12 Meetings	Achieved	12 Departmental		12 Meetings	Achieved			Notice & Agenda;				All Department	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	meetings held				meetings held						Minutes				ents	
45	60 LLF meetings		12 Meetings	Achieved	12 LLF Meetings held		12 LLF Meetings held	Achieved			Notice & Agenda; Minutes				Corporate Services	MP305
46	10 workshops on prosecuting and presiding disciplinary		2 workshop	Achieved	2		2 Workshops conducted	Achieved			Notice & Agenda and attendance register				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	y cases															
47	Number of reports on disciplinary hearings		4 Reports	Achieved	4 Reports		4 Reports	Achieved			Signed reports				Corporate Services	MP305
48	Number of report on Centralized 24/7 customer care		4 Reports	Achieved	4 Reports		4 Reports	Achieved	Estimated at 800 000		Signed reports				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	service															

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
49	Efficient, effective IT Services		4 Reports	Achieved	20%		15%	Not Achieved	R 743,000.00		Quarterly report		Delay in payment of invoices. Project halted due to outstanding payments. To date 15% of work completed on the	To pay the invoices on time. The meeting was held between the municipality and the service provider. The service	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													server room upgrade.	provider committed to complete as they could be paid the outstanding invoices.		

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
50	Approved 5-year organogram		1 Reviewed and approved organisational structure by 2023-06-30	Achieved	Annually reviewed organogram and recruitment plan		Organogram reviewed and recruitment plan developed	Achieved	N/A		Signed Recruitment plan and council resolution for Organogram		N/A	N/A	Corporate Services	MP305
51	Annual Review of HRD Strategy		HRD policy/ strategy approved	Achieved	1		HRD Strategy developed	Achieved	N/A		Council resolution; Approved HRD		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
											Strategy					
52	Annual development and implementation of WSP		WSP developed and submitted	Achieved	1		WSP developed	Achieved	N/A		Approved WSP		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
53	Annual development and implementation of EE Plan and Report		EE plan and report submitted	Achieved	1		1 EE plan submitted	Achieved	N/A		Letter of submission and EEP		N/A	N/A	Corporate Services	MP305
54	Efficient and effective Automated Leave Management		New KPI	New KPI	1		1 Automated leave management	Achieved	N/A		Leave Management automation report; leave		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ent						system				system screenshot					
55	Develop, approved and implement IPMS		New KPI	New KPI	4		4 Reports	Achieved	N/A		IPMS implementation reports		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
56	% Individual Employees with signed performance agreements		New KPI	New KPI	100%		21% employees with signed performance agreements	Not Achieved	N/A		Signed performance agreements		Performance assessments not conducted	More workshops to be conducted on performance assessments	Corporate Services	MP305
57	Number of reports on document management		New KPI	New KPI	4 Reports on document		4 Reports	Achieved	N/A		Quarterly report		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	system				management system											
58	Annual review of Job Descriptions		0%	Not Achieved	20%		20% job descriptions reviewed	Achieved	N/A		Quarterly report		N/A	N/A	Corporate Services	MP305
59	% completion of skills audit		Skills audit not conducted	Not Achieved	100%	100% skills audit completed by 30	100% skills audit conducted	Achieved	N/A		Skills audit report		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
						June 2024	d									
60	Verification of qualifications	Number of reports on verification of qualifications	0 employees' qualifications verified	Not Achieved	1	1 Report by 30 June 2024 on qualifications verified	1 Report	Achieved	N/A		Qualification verification report		N/A	N/A	Corporate Services	MP305

Chapter 3

Employees: Human Resource Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	0	1	100%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	54	93	54	39	42%
<p><i>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i></p> <p><i>T3.26.4</i></p>					

Chapter 3

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL

The priority within human resource services remains to ensure that the organizational structure of the Municipality is aligned to the IDP in order to achieve the Municipality's strategic objectives. Sound employee relations are critical to ensuring that the organization meets its objectives.

T 3.26.7

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Information and Communications Technology (ICT) is an extended term for information technology (IT) which stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals), computers as well as necessary enterprise software, middleware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate information.

ICT Framework and Policies were approved by Council to guide on the governance of the Information Communication Technology (ICT). The municipality has appointed the service provider to implement the internet connection and telephones system.

T 3.27.1

SERVICE STATISTICS FOR ICT SERVICES

The following ICT services are aimed at enhancing IT connectivity and were provided to ensure continuous and effective organisational performance.

Communication – Emails, Teams, Zoom, and Telephone system

Security – Updated Anti-virus & Firewall (Network security).

The installation of software and hardware.

Upgrades to current systems – VIP System, Munsoft and Mun-Admin.

IT Governance – ICT Steering Committee

The following ICT policies and procedures were also approved for the period under review: 11 Policies were approved by 31 July 2023, 07 Policies were reviewed and awaiting Council approval.

* Lekwa Local Municipality ICT Policy Framework

* Lekwa Local Municipality ICT Strategy

* Lekwa Local Municipality ICT Continuity Policy

* Lekwa Local Municipality Disaster Recovery & Business Continuity Plan for ICT Services

Chapter 3

- * Electronic Communications Policy
- * Backup and Recovery Policy
- * Change Management Policy
- * Firewall Policy
- * Laptop Security Management Policy
- * ICT Security Policy
- * Information Security Policy
- * Patch Management Policy
- * Physical and Environmental Security Policy
- * User Access Management Policy
- * Virus and Malware Management Policy
- * Change Management Procedure
- * Access Control Procedure
- * Directory User Account Managements Standards and Procedure

Internet connectivity at all municipal administrative offices has been completed, as well as telephones. This will in future also assist in work efficiency, especially once an intranet service is activated, which is in the future plans of the Municipality.

T 3.27.2

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
49	Efficient, effective IT Services		4 Reports	Achieved	20%		15%	Not Achieved	R 743,000.00		Quarterly report		Delay in payment of invoices. Project halted due to outstanding payments. To date 15% of work completed on the server room	To pay the invoices on time. The meeting was held between the municipality and the service provider. The service provider committed to	Corporate Services	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved / Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													upgrade.	complete as they could be paid the outstanding invoices.		

Chapter 3

Employees: ICT Services					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	0	0	0	0	#DIV/0!
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	2	2	2	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	#DIV/0!
Total	3	3	3	0	0%
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p>					

Chapter 3

Financial Performance 2023/2024: ICT Services					
Details	2022/2023	2022/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees	R2,260,727	R2,653,845		R2,260,727	R393,118
Repairs and Maintenance	R9,684,711	R11,552,211	R2,647,789	R9,684,711	R1,867,500
Other	0	0	0	0	0%
Total Operational Expenditure	R11,945,438	R14,206,056	R2,647,789	R11,945,438	R2,260,618
Net Operational Expenditure					
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					
T 3.27.5					

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The performance of the ICT services has improved in aligning with the business needs brought about by the move to the Fourth Industrial Revolution (4IR). Municipal buildings' telephone and internet connectivity has been completed. The has also commenced the process of fibre connectivity to stabilize internet connection in all municipal offices. The Municipal website has been resuscitated with the intention to be internally responsible for managing the website. The ICT is in the process of digitalizing the administrative processes by introducing Employee Self Service (ESS) for leave management, electronic document management for online records management, thereby reducing paper costs. The appointment of a service provider for the upgrade of the server room had non-responsive bids and was re-advertised. This project was finalized in the 2023/2024 financial year.

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

Chapter 3

Within the Municipality, the components of property, legal, risk management and procurement services falls under Corporate Services, office of the Municipal Manager and Budget and Treasury respectively. Noting that the Municipality is required to establish and maintain effective, efficient and transparent systems of financial and risk management, internal controls and internal audit operating procedures in accordance with any prescribed norms and standards, the Auditor General's findings relating to these requires attention. It is evident from the findings that these areas are interrelated and internal controls must be strengthened in order to ensure improved compliance to regulatory frameworks. Dealing with litigation matters is ongoing as there has been a number of cases brought against the Municipality that has escalated the contingent liability provision.

T3.28.1

SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

In respect of service statistics for legal, risk management and procurement services, the Municipality strives to provide these services in accordance with applicable legislative and regulatory frameworks.

T 3.28.2

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
41	100% reduction in litigation		Achieved	Achieved	20%		10%	Not Achieved			Quarterly report		Nature of matters with some legacy cases and finalisation dependent on court roll	Quarterly update of litigation register and attempt settling some matters out of court to reduce overall	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														litigation register		
102	5 strategic risks registers		Strategic risk assessment was conducted and approved on 2022-	Achieved	1 strategic risk register developed		1 strategic risk register developed	Achieved	R0.00		Signed Risk register		N/A	N/A	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			07-29													
103	5 strategic risks mitigating action plan		New KPI	New KPI	4 Progress report on risk mitigation plan implementation	4 Progress report on risk mitigation plan implementation	Achieved	R0.00			Quarterly reports		N/A	N/A	All Departments	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
104			4 risk management anti-fraud, anti-corruption committee reports submitted	Achieved	4 reports on strategic risk mitigating action plan implementation		4 reports on strategic risk mitigating action plan implementation	Achieved	R0.00		Quarterly reports		N/A	N/A	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
105			4 risk management anti-fraud, anti-corruption committee meetings held	Achieved	4 Risk Committee meetings held		4 Risk Committee meetings held	Achieved	R103 000		Notice and Agenda ; Minutes		N/A	N/A	Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
106	10 anti-fraud and anti-corruption		2 anti-fraud and anti-corruption awareness conducted in October 2022 and April 2023	Achieved	4 anti-fraud and anti-corruption workshops / awareness		4 anti-fraud and anti-corruption workshops / awareness	Achieved	R0.00		Flyers & attendance registers		N/A	N/A	Office of the Municipal Manager	MP305
107	Conduct 5 Audit committee charters		Audit Committee charter approved on 21 July	Achieved	1 Audit committee charter		Approved Audit Committee Charter on 2023-08-	Achieved			Approved Audit committee				Office of the Municipal	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			2022				29				charter				Manager	

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
108	20 Audit committee meeting to be held		4 Audit committee meetings held on the following dates 21 July 2022, 20 October 2022, 20 Jan 2023 & 20 April 2023	Achieved	4 Audit committee meetings to be held		4 Audit Committee meetings	Achieved			Notice and Agenda ; Minutes				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
109	5 Internal audit charter		New KPI	New KPI	1 Internal audit charter		Approved Internal Audit Charter (Audit Committee 2023-07-20)	Achieved			Approved Internal Audit charter				Office of the Municipal Manager	MP305
110	5 three year rolling internal audit plan		Internal Audit Plan approved on 21 July 2022	Achieved	1 three year rolling internal audit plan		Approved Three year internal audit plan (Audit Committee	Achieved			Approved Three year internal audit				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							2023-07-20)				plan					
111	20 Reports on implementation of annual audit plan submitted to audit		4 Reports on implementation on the annual audit plan	Achieved	4 Reports on implementation of annual audit plan submitted to Audit		4 Reports	Achieved			Quarterly reports				Office of the Municipal Manager	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	committee				Committee											
112	5 Audit action plans		New KPI	New KPI	1 Audit action plan developed and monitored for implementation		1 Audit Action plan	Achieved			Audit action plan				All Departments	MP305

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KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
113	20 Progress report implemented on action plan		4 Reports on audit action plan	Achieved	4 Progress reports on AGSA action plan implementation		4 Progress reports on AGSA action plan implementation	Achieved			Quarterly reports				All Departments	MP305
114			4 Reports on audit action plan	Achieved	4 Progress reports on internal audit action plan implementation		4 Progress reports on internal audit action plan implementation	Achieved			Quarterly reports				All Departments	MP305

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Capital Expenditure 2023/2024 Property; Legal; Risk Management and Procurement Services					
					R' 000
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
No capital expenditure relating to property, risk management and procurement services were undertaken					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.28.6

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

Property services is divided into property administration through the development of leases, deeds of sale, etc under the auspices of the Manager Legal Services within the Corporate Services department. The component dealing with the alienation of property falls within the ambit of the Municipality's Planning and Economic Development's Department under the human settlements unit. Capital projects undertaken relies largely on external grant funding as the Municipality does not have sufficient cash reserves to undertake property development. Partnerships have been created for both residential and commercial property development.

T 3.28.7

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COMPONENT J: MISCELLANEOUS

INTRODUCTION TO MISCELLANEOUS

This component includes the provision of airports, abattoirs, municipal courts and forestry as municipal enterprises. The Municipality does not provide any of these services within its area of jurisdiction.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

The 2023/2024 Annual Performance Report was compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act of 2000.

The purpose of this report is to provide feedback regarding the performance of Lekwa Local Municipality, noting that the information included in this report is based on the IDP and the approved Adjusted SDBIP as developed for the 2023/2024 financial year. The annual performance report is based on the overall cumulative performance for the period 1 July 2023 to 30 June 2024.

It is against this backdrop that the 2023/2024 Annual Performance Report of Lekwa Local Municipality was prepared and submitted in terms of the Municipal Systems Act of 2003. This report covers the performance information and focuses on the operationalization and implementation of the approved Service Delivery Budget and Implementation Plan (SDBIP) objectives as encapsulated in the Municipality's 2023/2024 Integrated Development Plan (IDP), as approved by the Municipal Council on 15 June 2023. The report seeks to reflect on actual performance of the Municipality as measured against the performance indicators and targets, in line with the six (6) Key Performance Areas (KPAs) which are:

- ✓ Service Delivery and Infrastructure Development
- ✓ Municipal and Institutional Development and Transformation
- ✓ Financial Viability and Management
- ✓ Good Governance and Public Participation
- ✓ Local Economic Development
- ✓ Spatial Rationale

Each KPA has a strategic goal and objectives which were developed to help focus the Municipality on its developmental role in a more coherent manner. The IDP was developed and approved for the 2022-2027 term and has been reviewed and approved for the 2023/2024 financial year.

The 2023/2024 Annual Performance Report (APR) is presented in terms of section 46 (1) and (2) of the Municipal Systems Act (MSA), Act 32 of 2000, read together with the MFMA Circular 63 on annual reporting and sections 121 (3) (c) and 127(2) of the Local Government: Municipal Finance Management (MFMA) Act 56 of 2003. Every municipality and municipal entity must prepare and adopt

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an annual report for each financial year in accordance with the MFMA. Section 46 of the MSA provides that an annual performance report must be submitted to the municipal council, which will eventually form part of and be included in the final annual report to be prepared in terms of the MFMA.

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000; which stipulates the following:

- “(1) A municipality must prepare for each financial year a performance report reflecting—
- (a) the performance of the Municipality and each external service provider during that financial year;
 - (b) a comparison of the performance referred to in paragraph (a) with targets set for performance in the previous financial year; and
 - (c) measures taken to improve performance. “

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations of 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, organised and managed, including determining the roles of the different role players.

Performance management is not only relevant to the organisation as a whole, but also to the individuals employed within the organisation and external service providers. The Performance Management System (PMS) Framework, which was adopted on by Council under Resolution A90 on 30 June 2023 by the Municipality inter alia, reflects the linkage between the IDP, Budget, the organisational SDBIP and individual performance.

This report serves as the Annual Performance Report for the 2023/2024 financial year ended 30 June 2024, also taking into account the adjusted SDBIP which was approved by Council under Resolution A22 on 2 April 2024. In the case of underperformance and deviations from meeting set targets, challenges to achieving targets and details pertaining to the relevant measures taken to address these challenges, are also provided. The overall cumulative organisational performance achieved for the 2023/2024 Annual Performance Report ended 30 June 2024 is at 78% compared to the 2022/23 financial year performance which was at 76%.

For the period under review, the Municipality was still faced with challenges relating to improving its financial position. The mandatory section 139 intervention and the Financial Recovery Plan (FRP) is testimony to this. On a monthly basis, progress on implementation of the FRP is submitted to National Treasury and on a quarterly basis, the same is discussed in War Room meetings. The effective implementation of the FRP is critical towards the turnaround in the financial and service delivery challenges faced by the Municipality.

Key successes under very trying and challenging circumstances include a senior management team which key towards ensuring that every Department is fully accountable towards the achievement of performance targets. This, supported by a more stable political environment enhances strategic decision making towards service delivery and an improved financial position.

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Sincere gratitude and appreciation is herewith extended to the Honourable Executive Mayor, Mayoral Committee, MPAC, Section 79 and 80 Committees, the Audit and Performance Audit Committee and Council for their strategic direction and leadership during the financial year and our extended management team who remains hands on and take responsibility and accountability towards the preparation of the APR.

According to the provisions of chapter 6 of the municipal systems act, 32 of 2000, municipalities must monitor and measure the progress of their performance by preparing quarterly, mid-year and annual performance reports. These quarterly and mid-year reports make up the municipality's section 46 annual performance report, which is submitted to the Auditor-General South Africa (AGSA), along with the annual financial statements and annual report for auditing. This report is based on information received from each department for assessment of their performance for the cumulative annual performance for the 2023/2024 financial year which ended on 30 June 2024. This is a high-level report based on actual performance per key performance area (KPA), key performance indicators (KPIs) and annual targets in line with the adjusted and approved 2023/2024 SDBIP. The Organisational Performance is evaluated at an organisational level through the Top-layer SDBIP as informed by Departmental targets cutting across the following six KPAs:

- ✓ KPA: Service Delivery and Infrastructure Development
- ✓ KPA: Financial Viability and Management
- ✓ KPA: Local Economic Development
- ✓ KPA: Municipal Institutional Development and Transformation
- ✓ KPA: Good Governance and Community Participation
- ✓ KPA: Spatial Rationale

The Annual Performance Report is herewith submitted in terms of the (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circulars 11 and 63 on annual reporting. The supporting **Annexure APR** contains the consolidated performance for the year under review. This report covers the performance information for the period 1 July 2023 to 30 June 2024, focusing on the extent to which the SDBIP targets were achieved. The adjusted SDBIP was approved by Council on 2 April 2024 under Resolution A22 to ensure adherence to the strategic objectives, contained in the (IDP) with the approval of the Budget Adjustment.

For the period under review, the Municipality had to address the following key disclaimer audit findings as it related to the 2022/2023 audit of performance objectives:

AUDIT FINDING	CORRECTIVE ACTION TAKEN
Indicators are not well defined and verifiable	Technical Indicator Definitions (TIDs) developed for KPA Basic Service Delivery and Infrastructure
Indicators with its related targets are not relevant	Reviewed 2023/24 SDBIP targets and indicators to refine indicators for a logical link between indicators and targets
Inconsistency between the planned targets as	Consolidated quarterly reports used to prepare

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per the SDBIP and the reported target in the APR	APR. Review of consolidated draft APR submitted to Internal Audit for final review before submission to AG.
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On a quarterly basis, the SDBIP performance report was prepared and reviewed by the Performance Management System (PMS) unit, prior to the report being submitted to Internal Audit for auditing. The assessment of performance reports and supporting portfolios of evidence by the PMS-unit provides an initial review processes, whereafter the final quality assurance is provided by the Internal Audit unit. These audited performance reports are subsequently submitted at the various platforms which include Top Management Committee and the Mayoral Committee. These reports are ultimately presented through the Audit Committee Chairperson to Council.

The overall performance of Lekwa Local Municipality is based on the Departmental Performance scorecards which is aligned to the IDP and approved Adjusted SDBIP KPI's applicable to each department in terms of their respective contribution thereto. The departmental scorecard information is, for the purpose of annual performance reporting reconfigured into reporting per KPA, in line with the approved and adjusted 2023/2024 SDBIP. Results are presented in the form of an audited score of whether a target was achieved or not achieved. The total number of targets that are achieved and not achieved are counted and a total is allocated to determine the overall level of performance.

For the 2023/2024 period under review, both administrative and governance structures were in place. In respect of the Audit Committee, as per the provisions of the Municipal Planning and Performance Management Regulation 14(2)(c), the Municipality utilised its established Audit Committee as its Performance Audit Committee. The following are the members and invited representatives who served on the Audit Committee for the year under review:

- Mr. T Gafane (Audit Committee Chairperson)
- Mr. S Dube (Audit Committee member)
- Mr. P Rambuda (Audit Committee member)
- Mr. I Motala (Audit Committee member)

The Audit Committee held meetings on the following dates:

- 2023-07-20
- 2023-08-28
- 2023-10-19
- 2024-01-26
- 2024-04-19

Under the guidance and leadership of the Municipal Manager, Mr M.J. Lamola, the senior management team was constituted as follows:

- (a) Executive Manager Planning & Economic Development: MP Phosa
- (b) Executive Manager Community Services & Safety: T Mtshiselwa
- (c) Executive Manager Technical Services: MS Jiyane

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- (d) Executive Manager Corporate Services: L Khoza who resigned in December 2023 . Mr S Khumalo was appointed in an acting capacity for the remainder of the financial year.
- (e) Chief Financial Officer: K Duba whose contract ended in February 2024. Ms. V Nkatha was appointed with effect from 1st April 2024.

The appointed senior managers all signed their performance agreements within the required 30 days after the commencement of the financial year. The Chief Financial Officer, Ms Nkatha, who was appointed in April 2024, concluded her performance agreement within sixty days of her appointment.

The Local Government: Municipal Staff Regulations promulgated in 2021 which objectives inter alia provides for a local public administration that is fair, effective and transparent and to create a development oriented local administration that is governed by accountable and ethical standards, the cascading of individual performance reviews have been implemented within the Municipality. An implementation plan has been put in place towards fully implementing the said Regulations.

This Annual Performance Report provides an overview of performance information, based on progress made against predetermined objectives towards meeting set targets in line with the approved SDBIP. Every effort has been made to ensure that the Annual Performance Report (APR) reflects accurate non-financial performance information that provides a reflection on achievements against predetermined objectives and KPIs, in line with the SDBIP targets for the year under review. Through the reporting on and auditing of performance information governance and oversight structures are afforded an opportunity to account to communities and stakeholders on organisational municipal performance, from an independent source, the Auditor General of South Africa.

The audit of predetermined objectives is regarded as an annual procedure for reporting on actual performance against set predetermined objectives of the Municipality to provide assurance to Council, members of the public and other relevant stakeholders that the “actual performance reported” is useful, reliable and accurate. The objective of an audit of predetermined objectives is to enable AGSA to conclude whether the reported performance against predetermined objectives is useful and reliable, in all material respects, based on predetermined audit criteria. This audit is executed as an integral part of the annual regularity audit, to confirm compliance with applicable laws and regulations as well as the usefulness and reliability of the reported performance information to be published in the annual report of the Municipality. Through the independent auditing of predetermined objectives, quality assurance is aimed at giving effect to the economical procurement and efficient and effective utilisation of resources. To this end the following key concepts are critical in this regard:

1. Economy: for the procurement of resources of the right quality in the right quantities at the right time and place at the lowest possible cost;
2. Efficiency: To achieve the optimal relationship between the output of goods, services or results and the resources used to produce them;
3. Effectiveness: To achieve policy objectives, operational goals and other intended outcomes.

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Through the audit of predetermined objectives, democracy is strengthened by enabling oversight, accountability and good governance in the public sector following which such findings are reported accordingly.

The AGSA had the responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for a selected development priority presented in the annual performance report. Procedures were performed to identify material findings. The usefulness and reliability of the reported performance information was evaluated in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priority presented in the municipality's annual performance report for the year ended 30 June 2024. From the audit of performance information, the accuracy of various reported achievements could not be determined, as indicators were not well defined, and could thus not verify the methods and processes used to measure the achievements. Consequently, the reported achievements might be more or less than reported and were not reliable for determining if the targets have been achieved.

Development priorities	Opinion	Movement
Basic Service Delivery	Disclaimer	Stagnant

The following was noted in respect of the audit of performance information:

- That not maintaining sufficient and appropriate audit evidence to support the reported achievements on this key performance area, resulting in disclaimer of conclusion.
- The impact of this is that the limitations experienced result in a lack of transparency and accountability as the achievement reported on service delivery and infrastructure development is not confirmed due to the limitations found.
- Material findings were identified on the overall presentation of performance information in the annual performance report. Indicators were not measurable and reported indicators in the Annual Performance Report thus might not be measurable and verifiable, as a result, reliability of these indicators could not be tested.
- Material misstatements were also identified in the reported performance information in the annual performance report submitted for auditing. Some of these misstatements are repeat from previous years.

The 2023/2024 annual performance report was prepared based on the institutional Performance Scorecard (SDBIP) of the Municipality. The report was submitted in line with section 126 (1) (a) of the MFMA, within two months after the end of the financial year to which the financial statements relate, to the Audit Committee, Mayoral Committee and Council. The Annual Performance Report was submitted to the Auditor-General for auditing together with the unaudited 2023/2024 Annual Financial Statements.

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This 2023/2024 annual performance report, as audited and is herewith incorporated into the 2023/2024 Annual Report, as provided for by section 121 (3) (c) of the MFMA which stipulates that the annual report must inter alia include the audited Annual Performance Report of the Municipality as prepared in terms of section 46 of the MSA.

The organisational performance report relates to achievements for the financial year under review as well as corrective measures to be taken to improve areas of under achievement. This section of the Annual Performance Report will reflect the Municipality's actual performance against the planned targets as contained in the Municipality's SDBIP as per the six (6) KPA's based on the approved SDBIP.

7.1 The following table below is a breakdown of performance per KPA in line with its KPIs:

KEY PERFORMANCE AREA	2022/2023				2023/2024			
	Achieved	% Achieved	Not Achieved	% Not Achieved	Achieved	% Achieved	Not Achieved	% Not Achieved
Basic Service Delivery and Infrastructure Development	24	80	6	20	27	77	8	23
Municipal Transformation and Institutional Development	22	76	7	24	16	80	4	20
Spatial Rational	21	62	13	38	18	86	3	14
Local Economic Development	7	78	2	22	5	63	3	37
Good Governance and Public Participation	29	76	9	24	30	79	8	21
Financial Viability and Management	19	90	2	10	7	70	3	30
TOTALS	122	76	39	24	103	78%	29	22%
Total KPIs	161				132			

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7.2 The graphs below depict the level of performance per KPA for the 2022/23 and 2023/24 financial years as outlined above:

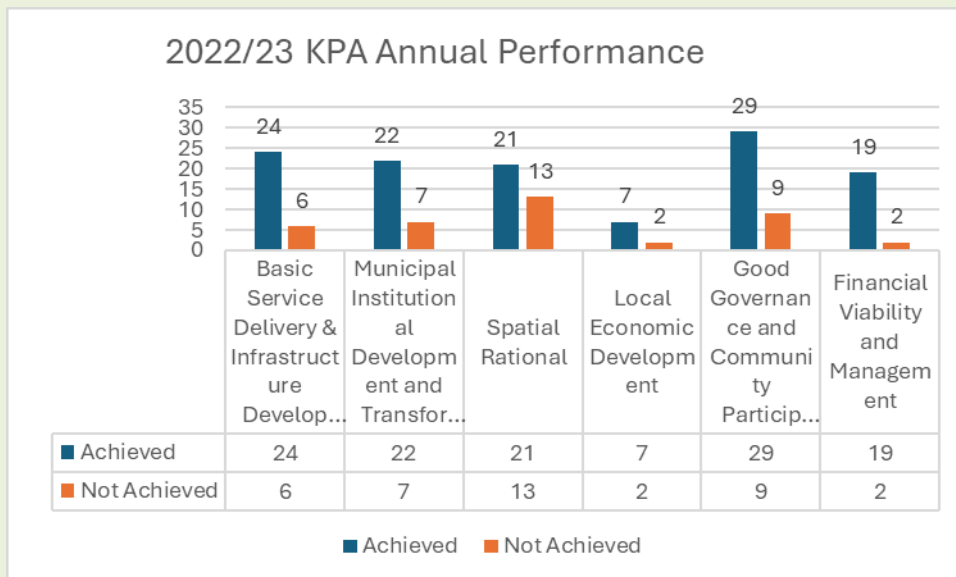


Figure 1: 2022/2023 Performance per KPA

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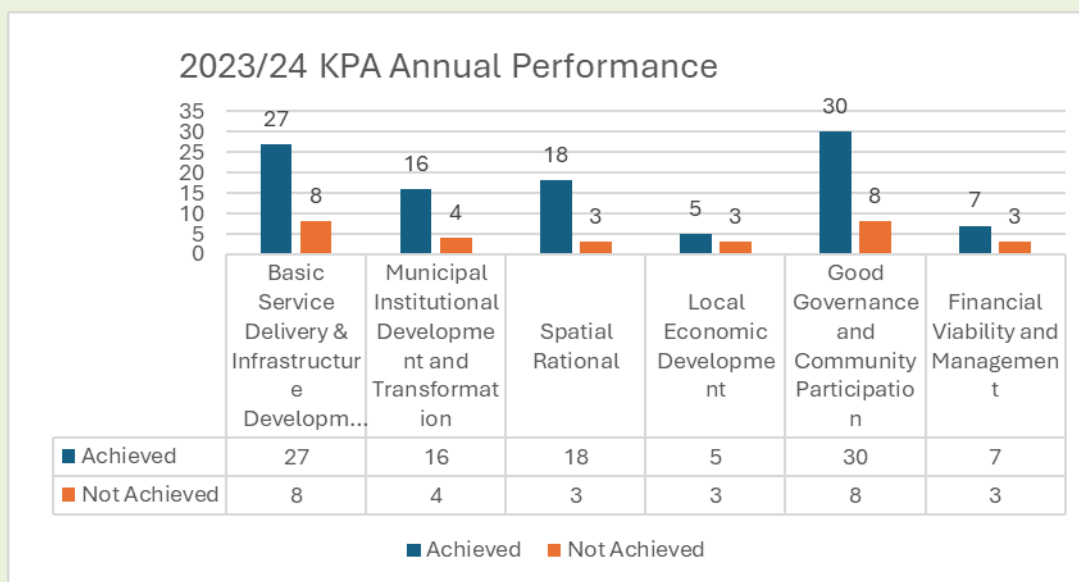


Figure 2: 2023/2024 Performance per KPA

7.3 The following provides a general summary of performance achievements and areas for improvement per KPA:

Key Performance Areas	Significant Highlights	Areas of underperformance
Basic Service Delivery and Infrastructure Development	<p>Capital project implementation and expenditure is on track, with most projects practically complete.</p> <p>Operation and maintenance plans, which were long outstanding have been developed for sanitation services; electricity, an energy efficiency and demand management strategy as well as a fleet maintenance plan</p>	Capital projects not completed at year end, acceleration plans are in place for completion in the 24/25 financial year;
Municipal Transformation and Institutional Development	The implementation of individual performance management is being implemented and has been cascaded to all levels below senior managers	The overall implementation and conducting of performance reviews still requires attention for improved individual accountability towards overall improved organisational performance

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Key Performance Areas	Significant Highlights	Areas of underperformance
	Automation of the leave management and document management systems for improved administrative efficiency	
Spatial Rational	Implementation of spatial development framework for approval of land use applications	Slow progress has been made on the implementation of human settlements projects, considering the dire need for low-income residential developments
Local Economic Development	The municipality is actively involved in CSI and SLP projects	The non-functionality of the LED Forum also impacted the planned Economic development summit
Good Governance and Public Participation	Governance structures, both the Risk Management and Audit Committee are fully functional and is a great value add towards organisational accountability	Council and committees of council not convening meetings according to the approved schedule impacts on legislative compliance
Financial Viability and Management	Improved contract management to reduce UIFW expenditure	Low cost coverage and revenue collection remains a concern towards the long term financial sustainability of the Municipality

7.8 Comparative 2021/2022 and 2022/2023 Annual Report

As part of strengthening governance, accountability and oversight, Council delegates the Municipal Public Accounts Committee (MPAC) to exercise oversight role in respect of the annual report. The 2022/2023 Annual Report was tabled by MPAC to Council at a sitting on 2 April 2024 under Council Resolution A25, where the report was referred back in order to allow MPAC to complete its oversight and in-loco inspections. Council finally resolved to adopt the Oversight Report without reservations on 2 July 2024 under Resolution A68. For the 2021/2022 financial year, by comparison, Council has steadily improved and gained some political stability in the 2023/24 period.

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The performance of service providers is monitored through a signed Service Level Agreement (SLA). It remains the responsibility of a department, to ensure that the necessary SLA is in place and the performance of a service provider is monitored. In addition, the end user department provides monthly reports to the Supply Chain Management (SCM) unit. Appointed service providers who fail to perform are reported to SCM and the necessary remedial action follows, including, but not limited to, the termination of the contract.

In view of the fact that the previous year's APR did not include information on external service provider performance, the following provides a general reflection in respect thereof, based on the assessment by user departments, in line with **Appendix I:**

- (a) Service provider performance was found to be acceptable across the board;
- (b) Instances where the service was not at a satisfactory level, was largely due to key timelines not being met;
- (c) Certain suppliers were appointed on an as and when required basis for operational reasons. The aforementioned service providers' performance will therefore be assessed when such service is utilised.

The reporting on credible performance information plays a significant role in good governance and accountability within any organisation.

The greater the focus therefore is on the quality and timely auditing of performance information to provide assurance that the performance information is reliable, relevant and accurate.

Performance information and reporting focuses the attention of the public and oversight bodies on whether public institutions such as municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans. It is also intended to alert managers to areas where corrective action is required. The most important reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks and perform them well. This can greatly enhance the level of public confidence that communities and other stakeholders can once again have in the Municipality.

The organisational performance report relates to achievements for the financial year under review as well as reflecting corrective measures taken to improve areas of under achievement, as contained below:

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MUNICIPAL KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
Municipal Priority: Provision of efficient and effective solid waste management service
<ul style="list-style-type: none"> Improve Water and Sanitation provision Provide reliable electricity supply Provision of safe and dependable roads Provision of efficient and effective fleet services
Strategic Objective: Provision of basic services (solid waste removal by 100%, emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)
Impact statement: Improved quality of life and safe living

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
1	Percentage households with refuse removal services		75%	Not Achieved	100% (30518) households with access to refuse removal service	100% (23862) households with access to refuse removal as per the valuation roll	99% (-1 variance)	Not Achieved	R1 907 991,00	R1 151 851,37	Refuse Removal Schedule	Refuse removal report	Refuse was not collected during public holidays for the division not to exceed the 40hrs overtime monthly	Catch-up programme where refuse is collected within a 14 day period	Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 14, 15

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													limit			
2	Percentage businesses with refuse removal		75%	Not Achieved	% of businesses with access to refuse removal	100% (720) businesses with access to refuse	99,5% (-0,50 variance)	Not Achieved	19079 91,00	11518 51,37	Refuse Removal Schedule	Refuse removal report	Refuse was not collected during public holidays for the	Catch-up programme where refuse is	Community Services & Safety	10

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K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/20 24 Annual Target	2023/20 24 Audited Overall Achievement	2023/2 024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	services				service	removal services							division not to exceed the 40hrs overtime monthly limit	collected within a 14 day period		
3	Percent age Upgrading of Standerton		New KPI	New KPI	100% Upgrade of Standerton Landfill		100% upgrade of Standerton Landfill	Achieved	R21 000 000,00	R19 334 704,46	Progress report				Community Services & Safety	1,2,3,4,5,6,7, 8,10,11,14 &15

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	landfill site				site		site									
4	Improve landfill site compliance	% completion of Morgenzon landfill site designs	New KPI	New KPI	Designs for rehabilitation of Morgenzon on rehabilitation	100% Completion of designs	8% progress toward Morgenzon landfill site designs. Consultant	Not Achieved	0	0	Appointment Letter, Designs, Tender Document, Advert	Advert, Tender document; Appointment letter; designs	Funding removed due to reduced MIG allocation as per Mid Term Budget	Project to be completed in the 2024/25 FY	Community Services & Safety	14

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							appointed for designs.						Adjustment presented by Minister of Finance in October 2023.			
5	CBD street cleaning reported	Number of streets	4 Reports	Achieved	4 reports prepared on CBD street	11 streets cleaned	11 streets cleaned	Achieved	R1 907 991,00	R1 151 851,37	Schedule of Street Cleaning, Dated				Community Services &	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	on quarterly	cleaned			cleaning						pictures				Safety	
6	Number of illegal dumping sites cleared and removed	Number of illegal dumping sites cleaned	New KPI	New KPI	6 illegal dumping sites cleared and removed	6 Illegal dumping sites cleaned	48 Illegal dumping sites cleaned (+42 variance)	Achieved	R1 907 991,00	R1 151 851,37	Illegal dumping site schedule and report.				Community Services & Safety	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
7	Emergency, fire and rescue services rendered	% Emergency, fire and rescue services attended	4 Reports (397 emergencies, accidents, fires attended)	Achieved	4 Reports on emergencies, accidents, house fires and veld fires attended to	100% Emergency, fire and rescue services attended	100% Emergency, fire and rescue services rendered	Achieved	340 000,00	110 835,58	Report on Emergency and Rescue Services	Quarterly Reports on Emergency and Rescue Services			Community Services & Safety	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
8	Conduct safety awareness campaigns	Number of safety awareness campaigns conducted	4 Campaigns	Achieved	12 safety awareness campaigns conducted		10 safety awareness campaigns conducted (-2 variance)	Not Achieved	20 000,00	17 280,60	Pictures and attendance registers		Awareness campaigns not undertaken due to other daily operations	Adherence to annual plan for activities to be undertaken	Community Services & Safety	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
9		Number of roadblocks conducted	4 Reports	Achieved	48 roadblocks conducted		18 roadblocks conducted (-30 variance)	Not Achieved	50 000,00	36 385,05	Trailor Report	Quarterly Roadblock Report	Shortage of Traffic Officers. Road blocks not conducted on public holidays	Recruitment of additional personnel	Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 14, 15

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
10	Number of reports on management of cemeteries	Number of cemeteries cleaned	KPI was removed due to financial constraints	KPI Removed	4 Reports	4 cemeteries cleaned	7 Cemeteries maintained (+3 variance)	Achieved	75 000,00	54 819,77	Maintenance Report				Community Services & Safety	1, 2, 3, 4, 5, 6, 7, 10, 11, 14, 15
11	Number of reports on management of parks and amenities	Number of parks and amenities	2 Reports	Not Achieved	4 Reports	12 Parks and amenities	12 Parks maintained	Achieved	75 000,00	54 819,77	Maintenance Report				Community Services &	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ment of parks and amenities	maintained				maintained									Safety	
12	Number of reports on library promotions conducted	Number of library promotions conducted	4 Reports	Achieved	4 Reports	4 Library promotions conducted	4 Library promotions conducted	Achieved	10000	8747,54	Pictures; Attendance registers				Community Services & Safety	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ed															
13	Number of reports on library material circulated	% Library material circulated	4 Reports	Achieved	4 Reports	100% library material circulated	100% library material circulated	Achieved	10000	8747,54	Pictures or attendance register	Library information system report			Community Services & Safety	2, 4, 10, 14

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
14	100% access to water	KPI removed. Internal budget funding not available			Calibration of 5 Bulk Meters @ WTW		KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress Report				Technical Services	10
15	100% access to water	Number of water leaks	1215 Water leaks	Achieved	Repair of 1000 water	1000 water leaks	1140 water leaks repaired	Achieved	50400	33714 10,48	Quarterly Progress Report				Technical Service	1-12,14 & 15

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K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		repaired	repaired		leaks	repaired	(+140 variance)								s	

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
16	100% access to water	% construction of reservoir and pressure tower	Construction @25%	Achieved	Construction of Kieser reservoir and pressure tower	100% construction of Kieser reservoir and pressure tower	95% construction of Kieser reservoir and pressure tower completed (-5% variance)	Not Achieved	27 545 575,00	27 545 575,00	Quarterly Progress Report	Progress Reports; Completion certificate	Delays due to water tightness testing and commissioning. Sealing of reservoir and connection of water from bulk water supply to the reservoir, seal the the reservoir and conduct water tightness testing to ensure that there is no leakage	Water tightness testing and commissioning be completed. Contractor to connect bulk water supply to the reservoir, seal the the reservoir and conduct water tightness testing to ensure that there is no leakage	Technical Services	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
17	100% access to water	Number of boreholes installed	New KPI	New KPI	Installation of two boreholes	2 Boreholes installed	2 Boreholes installed	Achieved	2 200 000,00	1 933 664,78	Quarterly Progress Report	Progress Reports; Completion certificate			Technical Services	9; 12
18	100% access to water	% refurbishment of water infrastru	New KPI	New KPI	Refurbishment of Morgenzen raw water	100% refurbishment of Morgen	100% refurbishment of Morgen	Achieved	10777 90	93720 9,86	Progress Reports	Progress Reports; Compl			Technical Services	14

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		cture			pumping units	zon raw water pumpin g units	zon raw water pumping units					etion certific ate				

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
19	100% access to water	KPI removed. Appointment of Service Provider to be undertaken by DBSA to develop WSDP.			Develop WSDP		KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Progress Reports				Technical Services	1 to 15

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
20	100% access to sanitation	Date by which Sanitation Operations and Maintenance Plan developed	New KPI	New KPI	Develop Operation and Maintenance Plan	Sanitation Operations and Maintenance Plan developed by 30 June 2024	Sanitation Operations and Maintenance Plan developed	Achieved	0	0	Quarterly Progress Report	Draft Operations and Maintenance Plan			Technical Services	MP305
2		Number of VIP	50 VIP toilets	Achieved	Installation of 100	100 VIP toilets	100 VIP Toilets	Achieved	2 000	2 000	Progress	Progress			Technical	9; 12; 13

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
1		toilets installed	installed	ed	VIP toilets	installed	installed	ed	000	000	Reports	Reports			Services	
22		% refurbishment of sanitation infrastructure	New KPI	Achieved	Refurbishment of Johan, Steijn and Rooikppen sewer pump stations	100% Refurbishment of Johan, Steijn and Rooikppen sewer pump	100% refurbished sewer pump stations	Achieved	100000	100000		Progress Reports	Progress reports; Completion certificate		Technical Services	4

Chapter 3

K P I N O	KPI	Approve d Adjuste d KPI / Perform ance Measur e	2022/20 23 Overall Audited Actual Perform ance	2022/2 023 Audite d Achiev ement Status	2023/24 Annual Target	Approve d Adjuste d 2023/20 24 Annual Target	2023/20 24 Audited Overall Achieve ment	2023/2 024 Audite d Achiev ement Status (Achie ved/ Not Achiev ed)	2023/2 024 Actual Adjust ed Budget	2023/2 024 Actual Expen diture based on Adjust ed Budget	Portfolio of Evidence	Approv ed Adjust ed Portfoli o of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Location / Regional Identifier
						stations										
2 3	100% access to electricit y	km of bulk electricit y line to Meyervil le constru	New KPI	New KPI	Construc tion of 2km bulk electricity line to Meyervill	2km bulk electricit y line to Meyervil le constru	2km bulk electricit y line installed	Achiev ed	0		Quarterly Progress Report				Techni cal Service s	4

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		cted			e.	cted										
24	100% access to electricity	MVA transformer installed	Transformer ordered.	Not Achieved	A substation upgraded. (Installation of 20 MVA transformer	20 MVA transformer installed by 30 June 2024	20 MVA transformer installed	Achieved	700000	700000	Quarterly Progress Report	Progress reports ; Completion certificate			Technical Services	7

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					mer)											
25	100% access to electricity	% completion of design for kV line	New KPI	New KPI	Design for 11kV line between A Substation and Rooikop pen.	100% Design completion for 11kV line between A Substation and	100% completed designs on 11 KV lines	Achieved	15000 00	15000 00	Quarterly Progress Report	Completed designs			Technical Services	11

Chapter 3

K PI N O	KPI	Approve d Adjuste d KPI / Perform ance Measur e	2022/20 23 Overall Audited Actual Perform ance	2022/2 023 Audite d Achiev ement Status	2023/24 Annual Target	Approve d Adjuste d 2023/20 24 Annual Target	2023/20 24 Audited Overall Achieve ment	2023/2 024 Audite d Achiev ement Status (Achie ved/ Not Achiev ed)	2023/2 024 Actual Adjust ed Budget	2023/2 024 Actual Expen diture based on Adjust ed Budget	Portfolio of Evidence	Approv ed Adjust ed Portfoli o of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Location / Regional Identifier
						Rooikop pen.										

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
26	100% access to electricity	KPI removed. Previous application submitted to Eskom and Eskom responded by saying application will only be considered if the Municipality is in a position to service current account.			Submit request to Eskom for upgrade of NMD		KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress Report				Technical Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
27	100% access to electricity	% progress on designs and tender documentation for installation of high mast lights	New KPI	New KPI	Design and tender documentation for installation of high masts lights	100% progress on design and tender documentation for installation of high mast lights by 30 June	100% design and tender documentation for installation of high mast lights concluded	Achieved	0		Quarterly Progress Report	Progress reports ; Designs			Technical Services	8; 10

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
						2024										
28		Number of street lights repaired	317 street lights repaired	Achieved	Repair 400 street lights	400 street lights repaired	977 Street lights repaired (+577 variance)	Achieved	85215	85215	Monthly progress reports	Quarterly progress reports			Technical Services	3,4,8,10

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
)									
29		Number of highmast lights repaired	37 highmast lights repaired	Achieved	Repair 20 highmast lights	20 highmast lights repaired	114 Highmast lights repaired (+94 variance)	Achieved	250000	2369548	Monthly progress reports	Quarterly progress reports			Technical Services	1,2,3, 4, 5,6,7,15, 12, 14

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
30		Number of electricity meters installed	4946 electricity meters inspected and audited	Achieved	Installation of 100 electricity meters	100 electricity meters installed	3128 Electricity meters installed (+3028 variance)	Achieved	340000	3419330	Monthly progress reports	Quarterly progress reports			Technical Services	1 to 11, 13 & 15

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
31		Date for development of Energy Efficiency and Demand Side Management (EEDSM) Strategy	New KPI	New KPI	EDMS Strategy Document developed	Energy Efficiency and Demand Side Management (EEDSM) Strategy developed by 30 June 2024	Energy Efficiency and Demand Side Management (EEDSM) Strategy developed	Achieved	0		Quarterly progress report	Progress reports on development of EEDSM Strategy document			Technical Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
32		Date for development of Electricity Maintenance Plan	New KPI	New KPI	Development of Electricity Maintenance Plan	Electricity Maintenance Plan developed by 30 June 2024	Electricity Maintenance Plan developed	Achieved	0		Quarterly progress report	Progress reports on development of Electricity Maintenance Plan;			Technical Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
33		% Expenditure on rehabilitation of electricity infrastructure	New KPI	New KPI	Rehabilitation of water drainage system, installation of 0.5HP and drainage pipe (showground, BB and Sakhile switching stations), Rehabilitation of water drainage system, Installation of storm water drainage pump (ext-8 switching station),	100% Expenditure on rehabilitation of electricity infrastructure	100% Expenditure on rehabilitation of electricity infrastructure	Achieved	34930696	39501269,85	Progress Reports	Progress reports ; Completion certificates			Technical Services	1,2,3, 5,6,8,9,10,11

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
34	192 km of Roads paved/tarred	KPI removed. Appointment of Service Provider to be undertaken by DBSA to develop Roads and			Roads and Storm water Master Plan Developed		KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress report				Technical Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		Stormwater Mater Plan.														

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
35	192 km of Roads paved/tarred	km of road rehabilitated			Designs developed for 4km of Roads to be constructed	KPI removed. No funding for this KPI and that the current focus is on rehabilitation and hence achieve	KPI Removed. Not for annual reporting	KPI Removed. Not for annual reporting			Quarterly Progress report				Technical Services	4,8,10

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
						ment would be impossible for this target.										
36	192 km of Roads paved/tarred	km of road rehabilitated	1,9km road rehabilitated	Achieved	Design and tender documentation for 5km Bauman	10km of roads rehabilitated	12,01km of road rehabilitated (+2km variance	Achieved	SANRAL	SANRAL	Quarterly Progress report				Technical Services	8; 10

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					street to be rehabilitated.)									

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
37		Number of road bridges rehabilitated	New KPI	New KPI	Construction of wing walls and extension of reinforcement of road bridges or construction of gabions for embankment downstream	Rehabilitation and upgrading of two damaged road bridges in Rooikop pen.	2 Bridges not completely upgraded and rehabilitated	Not Achieved	2,360,225.58	2,360,25.58	Quarterly Progress report		2MC have submitted a Variation Order for change of Scope and additional funds to cover the	Variation Order for change of scope and additional funds to cover the additional scope for completion	Technical Services	11

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					am. (Sakhile ward 11) Protection on both sides of the bridge. Cleaning of river bed and culverts								additional Scope.	on in 24/25 FY		

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
38	Dependable fleet management	Number of vehicles procured	1 Refuse truck procured	Achieved	Procure 4 vehicles	4 vehicles procured	7 Vehicles procured (Variance of +3 due to additional finding set aside to procure vehicles	Achieved	10000 000	45558 38,92	Registration Certificates / Invoice				Technical Services	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
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Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
39		Number of vehicles disposed	New KPI	New KPI	Disposal of 8 vehicles	8 vehicles disposed	0 Vehicles disposed	Not Achieved	0	0	Transfer Certificate		Auction planned for 2024-06-29 postponed due to disruption by members of the public	Auction rescheduled to Q1 in 24/25 FY	Technical Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
40		Date for Fleet maintenance plan approval	New KPI	New KPI	Fleet Maintenance plan developed	Fleet maintenance plan approved by 30 June 2024	Fleet maintenance plan developed	Achieved	0	0	Maintenance Plan				Technical Services	MP305
MUNICIPAL KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
Municipal Priority: Improved and capable institution																
Customer Care																
Improved individual and organizational performance																
Municipal employees and councillors trained – compliance and adherence to the approved WSP																
Impact statement: Improved organizational performance																

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
K P I N O	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Performance	2022/2023 Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
41	100% reduction in litigation		Achieved	Achieved	20%		10%	Not Achieved			Quarterly report		Nature of matters with some legacy cases and finalisation dependent on court roll	Quarterly update of litigation register and attempt settling some matters out of court to reduce overall	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														litigation register		
42	100% senior management with signed		100%	Achieved	100%		100%	Achieved	N/A		Signed performance agreements				All Departments	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	performance agreements															

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
43	100% senior management performance assessments conducted		0%	Not Achieved	100%		0%	Not Achieved	N/A		Performance assessment reports		Formal assessments not conducted. Schedule not adhered to due to clash of meetings and other	Develop schedule to be adhered to. Senior managers to submit self-scoring assessment at least within	All Departments	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													activities	14 days after end of quarter to scheduled reviews		
4	Number of		12 Meeting	Achiev	12 Departm		12 Meeting	Achiev			Notice & Agenda;				All Depart	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
4	departmental meetings held		s	ed	ental meetings held		s	ed			Minutes				ments	
45	60 LLF meetings		12 Meetings	Achieved	12 LLF Meetings held		12 LLF Meetings held	Achieved			Notice & Agenda; Minutes				Corporate Services	MP305
46	10 workshops on prosecution		2 workshop	Achieved	2		2 Workshops conduct	Achieved			Notice & Agenda and attendance				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ing and presiding disciplinary cases						ed				ce register					
47	Number of reports on disciplinary hearings		4 Reports	Achieved	4 Reports		4 Reports	Achieved			Signed reports				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
48	Number of report on Centralized 24/7 customer care service		4 Reports	Achieved	4 Reports		4 Reports	Achieved	Estimated at 800 000		Signed reports				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
49	Efficient, effective IT Services		4 Reports	Achieved	20%		15%	Not Achieved	R 743,000.00		Quarterly report		Delay in payment of invoices. Project halted due to outstanding payments. To date 15% of work completed	To pay the invoices on time. The meeting was held between the municipality and the service provider	Corporate Services	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													ed on the server room upgrade	. The service provider committed to complete as they could be paid the outstanding invoices		

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
50	Approved 5-year organogram		1 Reviewed and approved organisational structure by 2023-06-30	Achieved	Annually reviewed organogram and recruitment plan		Organogram reviewed and recruitment plan developed	Achieved	N/A		Signed Recruitment plan and council resolution for Organogram		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
51	Annual Review of HRD Strategy		HRD policy/ strategy approved	Achieved	1		HRD Strategy developed	Achieved	N/A		Council resolution; Approved HRD Strategy		N/A	N/A	Corporate Services	MP305
52	Annual development and implementation		WSP developed and submitted	Achieved	1		WSP developed	Achieved	N/A		Approved WSP		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	of WSP															
53	Annual development and implementation of EE Plan and Report		EE plan and report submitted	Achieved	1		1 EE plan submitted	Achieved	N/A		Letter of submission and EEP		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
54	Efficient and effective Automated Leave Management		New KPI	New KPI	1		1 Automated leave management system	Achieved	N/A		Leave Management automation report; leave system screenshot		N/A	N/A	Corporate Services	MP305
55	Develop, approve and		New KPI	New KPI	4		4 Reports	Achieved	N/A		IPMS implementation		N/A	N/A	Corporate Service	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	implement IPMS										reports				s	
56	% Individual Employees with signed performance agreements		New KPI	New KPI	100%		21% employees with signed performance agreements	Not Achieved	N/A		Signed performance agreements		Performance assessments not conducted	More workshops to be conducted on performance assessments	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
57	Number of reports on document management system		New KPI	New KPI	4 Reports on document management system		4 Reports	Achieved	N/A		Quarterly report		N/A	N/A	Corporate Services	MP305
58	Annual review of Job Descripti		0%	Not Achieved	20%		20% job descriptions reviewe	Achieved	N/A		Quarterly report		N/A	N/A	Corporate Service	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	ons						d								s	
59	% completion of skills audit		Skills audit not conducted	Not Achieved	100%	100% skills audit completed by 30 June 2024	100% skills audit conducted	Achieved	N/A		Skills audit report		N/A	N/A	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
60	Verification of qualifications	Number of reports on verification of qualifications	0 employees' qualifications verified	Not Achieved	1	1 Report by 30 June 2024 on qualifications verified	1 Report	Achieved	N/A		Qualification verification report		N/A	N/A	Corporate Services	MP305
MUNICIPAL KPA : SPATIAL RATIONALE																
Municipal Priority : Integrated Human Settlements																

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
Strategic objective: Viable communities																
Impact statement: Reduced unemployment and poverty																
KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Status Actual Perform	2022/2023 Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on	Portfolio of Evidence	Approved / Adjusted Portfolio of Eviden	Blockage / Challenges or deviation from meeting	Corrective measures	Department	Ward Location / Regional Identifier

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		e	ance			Target		Not Achieved)		Adjusted Budget		ce	targets			
61	Council adopted IDP, Budget and PMS process plan		1 IDP, Budget, PMS Process Plan approved by August	Achieved	2024/25 IDP, Budget and PMS process plan		Process Plan adopted by Council on 2023-08-29	Achieved	Not Applicable		Council Resolution and IDP/Budget/PMS Process Plan		None	Not Applicable	Planning & Economic Development	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			2022													
6 2	Strategic Planning Session convened		Strategic Planning Session convened 13-14 Februar	Achieved	1 Strategic Planning Session convened		Strategic Planning session convened 4-5 March 2024 @	Achieved	R200 000		Attendance Register and the Report of the Strategic Planning		None	Not Applicable	Planning & Economic Development	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			y 2023				Waterfront Lodge				Session					

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
63	Approved 2024/25 IDP		Final IDP approved 15 June 2023, Notices published	Achieved	2024/25 IDP approved		Q1: Situational Analysis Report developed, Q2: Strategic Development Report developed, Q3: Draft	Achieved	R179 990		Q1: Situational Analysis Report, Q2: Strategic Development Report, Q3: Draft IDP and Council Resolution, Q4:		Rescheduling of council meetings led to delays in approval of final and draft IDP. IDPs were therefor	Not Applicable	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							IDP approved 02 April 2024 , Q4: Final IDP approved 04 June 2024				Final IDP and Council Resolution		e approved outside legislated timeframes			

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
64	Number of IDP Representative Meetings Convened		3 IDP Representative Forum meetings convened	Not Achieved	4 IDP Forum meetings		4 IDP Representative Forum meetings convened	Achieved	Not Applicable		Q1-Q4: Minutes and Attendance Register		None	Not Applicable	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
65	Number of progress reports on townships established		4 Reports on townships establishment of Morgen zon Extension 5 and Standerton Extension	Achieved	4 Progress reports on 3 townships established (Morgen zon Ext 5, Sakhile Ext 7, Standerton Ext		4 Reports	Achieved	External Fundin g		Q1-Q4: Progress Reports		None	N/A	Plannin g & Economic Develo pment	9; 10; 14

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			n 11		11)											

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
66	Number of Progress Reports on Development Applications Processed and Approved		4 Quarterly Reports	Achieved	4 Reports on Development Applications		4 Reports	Achieved	R5447 1.32 Revenue Generated		Q1-Q4: Progress Reports		None	N/A	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
67	Revenue Generated from Bulk Contribution Tariffs		New KPI	New KPI	4 Reports on Implementation of Bulk Contribution Policy		4 Reports	Achieved	R11 573.00 Revenue Generated		Q1-Q4: Progress Reports		None	N/A	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
68	Number of progress reports on precinct plans developed		3 Reports	Not Achieved	4 Progress reports on development of 2 Precinct plans for Riverpark and Sakhile - (Tsotetsi Str & Hlongwane		4 Reports	Achieved	R0.00		Q1-Q4: Progress Reports				Planning & Economic Development	1; 2; 10; 11

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					Drive)											
69	Frequency Review of SDF		New KPI	New KPI	Review of Spatial Development Framework		4 Reports	Achieved	R0.00		Q1-Q4: Progress Reports				Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
70	Number of progress reports on informal settlements upgraded		4 Reports	Achieved	4 Progress reports on 1 Informal settlement upgraded (Welamlambo): Subdivision of Erf 7847 and 5348		4 Reports	Achieved	R 115 690		Q1-Q4: Progress Reports				Planning & Economic Development	2

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					Sakhile Ext 4											

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
71	Number of Stands identified for disposal		New KPI	New KPI	4 Progress reports on stands identified for disposal		3 Reports	Not Achieved	None		Q1-Q4: Progress Reports		Lack of personnel in Land & Property Division	Position of Property & Facilities management Officer was advertised. Shortlisting and interview	Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														was conducted. Awaiting appointment in 2024/25 FY		
72	Number of Municipal Owned		New KPI	New KPI	4 Progress Reports on Leased		4 Reports	Achieved	None		Q1-Q4: Progress Reports				Planning & Economic Development	MP305

Chapter 3

K P I N O	KPI	Approve d Adjuste d KPI / Perform ance Measur e	2022/20 23 Overall Audited Actual Perform ance	2022/2 023 Audite d Achiev ement Status	2023/24 Annual Target	Approve d Adjuste d 2023/20 24 Annual Target	2023/20 24 Audited Overall Achieve ment	2023/2 024 Audite d Achiev ement Status (Achie ved/ Not Achiev ed)	2023/2 024 Actual Adjust ed Budget	2023/2 024 Actual Expen diture based on Adjust ed Budget	Portfolio of Evidence	Approv ed Adjust ed Portfoli o of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Location / Regional Identifier
	Properti es Leased				Propertie s										pment	

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
73	Number of Regional Cemeteries Established		Wait for lessee to vacate property on 30 November and then continue with the establishment of the cemetery	Achieved	4 progress reports on the establishment of 2 regional cemeteries (Standerton & Morgenston)		4 Reports	Achieved	None		Q1-Q4: Progress Reports		Objection received on Standerton cemetery delayed it. Leasing of Erdzak farm not concluded	Objection and leasing of Erdzak farm resolved	Planning & Economic Development	4; 14

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			y										ed.			

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
74	Number of Building Plans Approved within 30 Days		Approved 50 building plans	Achieved	50 Building Plans Approved within 30 Days		75 Building Plans approved	Achieved	None		Q1-Q4: Reports on Building Plans Approved within 30 Days				Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
75	Implementation of approved outdoor advertising policy		Tender went out in May 2023, need to be re-advertise due to lack of submissions	Achieved	Management of outdoor advertising		Outdoor advertising managed	Achieved	None		Q1-Q4: Progress Reports				Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
76	Number of informal settlements Relocated		Nil informal settlements relocated	Not Achieved	4 Progress reports on 1 informal settlement relocated (Enkanini Camp; Mamsy village)		4 Reports	Achieved	N/A		Q1-Q4: Progress Reports				Planning & Economic Development	9

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
77	Number of Reports on Human Settlements Projects		4 Reports	Achieved	4 Reports on Human Settlements Projects		4 Reports	Achieved	N/A		Q1-Q4: Progress Reports		Projects funded by the provincial department on fasttracking the projects	to engage provincial department on fasttracking the projects	Planning & Economic Development	MP305
78	Number of Housing Beneficiaries		New KPI	New KPI	4 Beneficiary Manage		4 Reports (6523 benefici	Achieved	N/A		Q1-Q4: Progress Reports		insufficient Capacity	Request for filling of vacant	Planning & Economic	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	aries Registered				ment Reports		aries) registered							position s	Development	
79	Number of Human Settlements Awareness Campaigns Held		2 Reports	Not Achieved	4 Human Settlements Awareness Campaigns		4 Human Settlements Awareness Campaigns	Achieved	N/A		Q1-Q4: Progress Reports		N/A		Planning & Economic Development	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
80	Number of Land Invasions Reported and Attended		New KPI	New KPI	4 Land Invasion Reports		3 Land Invasion Reports	Not Achieved	N/A		Q1-Q4: Progress Reports		Insufficient capacity	Request for filling of vacant positions	Planning & Economic Development	MP305
81	Number of Title deeds issued to		4 progress reports (200 title	Achieved	4 Progress reports on 200 Title		3 Progress reports on 200	Not Achieved	N/A		Q1-Q4: Progress Reports		No control over funding title	Conducting of beneficiary verification	Planning & Economic Development	MP305

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	rightful owners		deeds)		deeds transferred		Title deeds transferred						deeds and poor collection rate	on prior registration	pment	
MUNICIPAL KPA : LOCAL ECONOMIC DEVELOPMENT																
Municipal Priority: Economic growth																
Strategic objective : Reduce unemployment rate by 10% and grow local economy 3%																

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
Impact statement : Reduced unemployment and poverty																
MTSF Target: Spatial integration, human settlements, and local government																
KPI NO	KPI	Proposed Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/2024 Annual Target	2023/2024 Actual Overall Achievement	2023/2024 Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
								ed)		Budget						
82	Number of LED Forums Held		3 LED Forum Meetings held	Not Achieved	4 LED Forum meetings held		0 LED Forum meetings	Not Achieved	R00.00		Q1-Q4: Minutes and Attendance Register		Planned meetings disrupted	Revised LEDTOR, target moved to 2024/25 FY	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
83	Number of SMMEs supported		4 Reports	Achieved	50 SMMEs supported through training interventions		50 SMMEs supported	Achieved	R00.00		Q2&Q3: Reports on SMMEs Supported		None	None	Planning & Economic Development	MP305
84	Number of SLP and CSI projects implemented		4 reports on Seriti SLP projects	Achieved	4 Reports on SLP and CSI projects		4 Reports	Achieved	Achieved		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305

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K P I N O	KPI	Approve d Adjuste d KPI / Perform ance Measur e	2022/20 23 Overall Audited Actual Perform ance	2022/2 023 Audite d Achiev ement Status	2023/24 Annual Target	Approve d Adjuste d 2023/20 24 Annual Target	2023/20 24 Audited Overall Achieve ment	2023/2 024 Audite d Achiev ement Status (Achie ved/ Not Achiev ed)	2023/2 024 Actual Adjust ed Budget	2023/2 024 Actual Expen diture based on Adjust ed Budget	Portfolio of Evidence	Approv ed Adjust ed Portfoli o of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Location / Regional Identifier
	nted		impleme nted		impleme nted										pment	
8 5	Number Economi c Develop ment summit held		Economi c Busines s Indaba held 18- 18 August 2022	Achiev ed	Economi c Summit by 31 Decemb er 2023	Economi c Summit be held by 30 June 2024	Economi c Summit not held	Not Achiev ed	R00.00		Attendan ce Registers and program me		All planned meeting s were disrupte d	LED F TORs were revised	Plannin g & Econo mic Develop ment	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
86	Number of Hawkers' stalls constructed	Target removed due to unavailability of budget for the project in the current financial year			Construction of hawkers' stalls in Standerton CBD		KPI removed. Not for annual reporting	KPI Removed. Not for annual reporting	R00.00		Q1-Q4: Progress Report (Close Out Report & Completion Certificate)		No budget allocated for the project	Target moved to the new Financial year	Planning & Economic Development	10

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
87	Number of Reports on Agriculture Development Strategy		New KPI	New KPI	4 Reports on implementation of agricultural development strategy		4 Reports	Achieved	R00.00		Q1-Q4: Progress Reports		None	none	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
88	Number of Reports on Tourism Development		New KPI	New KPI	4 Reports on implementation of tourism development strategy		3 Reports	Not Achieved	R00.00		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305
89	Number of Building License		New KPI	New KPI	4 Reports on Business		4 Reports	Achieved	R00.00		Q1-Q4: Progress Reports		None	None	Planning & Economic	MP305

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	s	Approved within 30 Days			Licenses Issued										Development	
90	Number Liquor License Applications Processed within		New KPI	New KPI	4 Reports on Liquor Licenses Processing		4 Reports	Achieved	0		Q1-Q4: Progress Reports		None	None	Planning & Economic Development	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/24 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	30 Days															
MUNICIPAL KPA : GOOD GOVERNANCE AND PUBLIC PARTICIPATION																
Municipal Priority : Improved audit outcome; Community Participation																
Impact statement: Enhanced and strengthened Community Participation																

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/20 24 Annual Target	2023/20 24 Audited Overall Achievement	2023/2 024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
MTSF Target: Accountable, good governance and public participation																
K P I N O	KPI	Proposed Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Proposed Adjusted 2023/20 24 Annual Target	2023/20 24 Actual Overall Achievement	2023/2 024 Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Proposed Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
91	5 review and Approved Public Participation Strategy		Community Participation Strategy not approved	Not Achieved	1 reviewed and approved Public Participation Strategy		Public participation strategy not reviewed for approval	Not Achieved					Public participation strategy approved 2023-01-31 used and not reviewed for 2023/24	Prepare public participation strategy for review and approval in Q2 of 2024/25	Office of the Municipal Manager	MP305

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
92	Functional Ward Committees		15 Ward Committees established and functional	Achieved	180 Ward Committee meetings to be held		180 Ward Committee meetings held	Achieved			Minutes & attendance registers				Office of the Municipal Manager	MP305
93	300 ward Community Consultations		90 meetings held	Not Achieved	60 Ward Community Consultations		60 Ward community meetings	Achieved			Minutes & attendance registers				Office of the Municipal Manager	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	held				Meetings										er	
94	300 Community outreach programmes conducted		45 programmes implemented	Not Achieved	4 Community outreach programmes conducted		4 Community outreach programmes	Achieved			Flyers & attendance registers				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
95	100% of community issues resolved		New KPI	New KPI	100% of issues resolved.		40% issues resolved	Not Achieved			Consolidated feedback report on complaints attended		Departments not attending to complaints as required due to cashflow constraints and slow response time	Develop monthly schedule for issues and complaints raised to be attended and reported on Top Manage	Office of the Municipal Manager	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
														ment meetings		

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KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
96	5 Review and Approval of OPMS Framework		22/23 Organisational PMS Policy Framework approved on 2022-07-29	Achieved	1 Review and Approval of OPMS Framework		OPMS Policy reviewed. Not approved by Council	Not Achieved	N/A		Council resolution; Approved OPMS Policy		Review of OPMS delayed. Awaited inputs and consolidation of inputs from SALGA	Deferred for approval in Q1 of 2024/2025	Office of the Municipal Manager	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
97	5 SDBIP approved		22/23 SDBIP Approved on 2022-06-28	Achieved	1 SDBIP		2023/24 SDBIP approved by 2023-07-14 after budget approved on 2023-06-15	Achieved	N/A		Signed SDBIP		N/A	N/A	Office of the Municipal Manager	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
98	20 quarterly reports prepared		4 Reports	Achieved	4 quarterly reports prepared		4 Reports	Achieved	N/A		SDBIP reports; Council resolution		N/A	N/A	Office of the Municipal Manager	MP305
99	5 annuals performance reports prepared		1 Annual Performance Report submitted by	Achieved	1 annual performance reports prepared		1 annual performance report prepared	Achieved	N/A		Annual Performance Report; Proof of submission to		N/A	N/A	Office of the Municipal Manager	MP305

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K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/20 24 Annual Target	2023/20 24 Audited Overall Achievement	2023/2 024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	d		2022- 08-31								AGSA					
1 0 0	5 oversight and annual reports tabled		1 Annual Report tabled by 2023- 01-31	Achieved	1 annual report tabled		Annual Report tabled on 2024- 01-31	Achieved	N/A		Council resolution; Annual report		N/A	N/A	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
101			1 Oversight Report on Annual Report adopted by 2023-03-31	Achieved	1 oversight report adopted		2022/23 Oversight report not adopted on time, Adopted 2024-07-02	Not Achieved			Council resolution; Oversight report		Oversight report tabled to Council on 2024-04-02. Referred back for MPAC to complete oversight	Deferred and approved in Q1 of 2024/24	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													t work			
102	5 strategic risks registers		Strategic risk assessment was conducted and	Achieved	1 strategic risk register developed		1 strategic risk register developed	Achieved	R0.00		Signed Risk register		N/A	N/A	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			approved on 2022-07-29													
103	5 strategic risks mitigating action plan		New KPI	New KPI	4 Progress report on risk mitigation plan impleme		4 Progress report on risk mitigation plan impleme	Achieved	R0.00		Quarterly reports		N/A	N/A	All Departments	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					ntation		ntation									
104			4 risk management anti-fraud, anti-corruption committ	Achieved	4 reports on strategic risk mitigating action plan impleme		4 reports on strategic risk mitigating action plan impleme	Achieved	R0.00		Quarterly reports		N/A	N/A	Office of the Municipal Manager	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			ee reports submitted		ntation		ntation									

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
105			4 risk management anti-fraud, anti-corruption committee meetings held	Achieved	4 Risk Committee meetings held		4 Risk Committee meetings held	Achieved	R103 000		Notice and Agenda; Minutes		N/A	N/A	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
106	10 anti-fraud and anti-corruption		2 anti-fraud and anti-corruption awareness conducted in October 2022 and April	Achieved	4 anti-fraud and anti-corruption workshops / awareness		4 anti-fraud and anti-corruption workshops / awareness	Achieved	R0.00		Flyers & attendance registers		N/A	N/A	Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			2023													
107	Conduct 5 Audit committee charters		Audit Committee charter approved on 21	Achieved	1 Audit committee charter		Approved Audit Committee Charter on	Achieved			Approved Audit committee charter				Office of the Municipal Manag	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			July 2022				2023- 08-29								er	

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
108	20 Audit committee meeting to be held		4 Audit committee meetings held on the following dates 21 July 2022, 20 October 2022, 20 Jan 2023 & 20 April	Achieved	4 Audit committee meetings to be held		4 Audit Committee meetings	Achieved			Notice and Agenda; Minutes				Office of the Municipal Manager	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
			2023													

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
109	5 Internal audit charter		New KPI	New KPI	1 Internal audit charter		Approved Internal Audit Charter (Audit Committee 2023-07-20)	Achieved			Approved Internal Audit charter				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
110	5 three year rolling internal audit plan		Internal Audit Plan approved on 21 July 2022	Achieved	1 three year rolling internal audit plan		Approved Three year internal audit plan (Audit Committee 2023-07-20)	Achieved			Approved Three year internal audit plan				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
111	20 Reports on implementation of annual audit plan submitted to audit committee		4 Reports on implementation on the annual audit plan	Achieved	4 Reports on implementation of annual audit plan submitted to Audit Committee		4 Reports	Achieved			Quarterly reports				Office of the Municipal Manager	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
112	5 Audit action plans		New KPI	New KPI	1 Audit action plan developed and monitored for implementation		1 Audit Action plan	Achieved			Audit action plan				All Departments	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
113	20 Progress report implemented on action plan		4 Reports on audit action plan	Achieved	4 Progress reports on AGSA action plan implementation		4 Progress reports on AGSA action plan implementation	Achieved			Quarterly reports				All Departments	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
114			4 Reports on audit action plan	Achieved	4 Progress reports on internal audit action plan implementation		4 Progress reports on internal audit action plan implementation	Achieved			Quarterly reports				All Departments	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
115	5 Approved Council Schedule of Council and Sub-Committees		Schedule of council meeting approved on the 30th of June 2023	Achieved	1 approved Schedule of Council and Sub-Committees		1 approved Schedule of Council and Sub-Committees	Achieved			Council resolution; Approved schedule				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
116	100% Implementation of Council Resolution		3 Reports on council and subcommittees of council meetings held	Not Achieved	4 Council Resolutions implementation tracking register		4 Council Resolutions implementation tracking register	Achieved			Council resolution implementation reports; Council Resolution				Corporate Services	MP305
11	20 council		14 Council	Achieved	4 council		4 Council	Achieved			Notice and				Corporate	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/24 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
7	sittings		Meetings held	ed	sittings		sittings	ed			Agenda; Minutes				Services	
118	20 mayoral Com sittings		12 Mayoral Committee Meetings held	Achieved	4 mayoral Com sittings		4 Mayoral Committee sittings	Achieved			Notice and Agenda; Minutes				Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
119	120 Section 79 meetings to be held		11 Section 79 meetings held	Not Achieved	24 Section 79 meetings to be held		18 Section 79 meetings	Not Achieved			Notice and Agenda; Minutes		Non-adherence to schedule of council activities ; Changes in composition of committees	Adhere to schedule of council and committees as approved	Corporate Services	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
120	Number of section 80 Meetings to be held		7 MPAC Meetings held	Achieved	12 Meeting to be held		12 Section 80 Meetings	Achieved			Notice and Agenda; Minutes				Corporate Services	MP305
121	Approved Youth development strategy		Not Achieved	Not Achieved	Youth development Strategy approved by 2023-		Youth Development Strategy not approved	Not Achieved			Council Resolution; Approved Youth Development		Youth development strategy not reviewed	Prepare Youth Development Strategy for	Community Services & Safety	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/20 24 Annual Target	2023/20 24 Audited Overall Achievement	2023/2 024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					07-31						ment Strategy		d	review by end Q1 of 2024/25		
1 2 2	Implementation of approved Youth development strategy		Not Achieved	Not Achieved	4 Reports on implementation of approved youth development		4 Reports on implementation of approved youth development	Achieved			Quarterly reports				Community Services & Safety	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
					strategy		ment strategy									
1 2 3	Number of reports on HIV/AIDS plan implementation		4 Reports	Achieved	4 Reports on implementation of HIV/Aids plan		4 Reports on implementation of HIV/Aid	Achieved			Quarterly reports				Community Services & Safety	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	nted						s plan									
124	Number of Sports Council meetings held		New KPI	New KPI	Number of Sports Council meetings held by 2024-06-30		3 Sports Council meetings held	Not Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
125	Number of Civil Society meetings convened		4 Meetings	Achieved	4 Civil society meetings convened		3 Civil society meetings convened	Not Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP305
126	Number of Anti gender-based Violence Campaigns		4 GBV Campaigns	Achieved	4 Anti gender-based Violence Campaigns		4 Anti gender-based Violence Campaigns	Achieved			Flyers & attendance registers				Community Services & Safety	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
	gns conducted				conducted		conducted									
127	Number of women's forum meetings		4 Meetings	Achieved	4 Women's forum meetings held by 2023-06-30		4 Women's forum meetings held	Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
128	Number of People Living with Disabilities forum meetings held		4 Meetings	Achieved	4 Forum meetings of People Living with Disabilities forum meetings held		4 Forum meetings of People Living with Disabilities forum meetings held	Achieved			Notice and Agenda; Minutes				Community Services & Safety	MP305
MUNICIPAL KPA : FINANCIAL VIABILITY AND MANAGEMENT																

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/20 23 Overall Audited Actual Performance	2022/2 023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/20 24 Annual Target	2023/20 24 Audited Overall Achievement	2023/2 024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2 024 Actual Adjusted Budget	2023/2 024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
Municipal Priority : Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long-Term Plan																
Strategic objective : To render the Municipality fully financially sustainable																
Impact statement: Reduced unemployment and poverty																
K P I N O	KPI	Proposed Adjusted KPI / Perform	2022/20 23 Overall Audited Actual	2022/2 023 Audited Achiev	2023/24 Annual Target	Proposed Adjusted 2023/20	2023/20 24 Actual Overall Achieve	2023/2 024 Achievement Status	2023/2 024 Actual Adjusted	2023/2 024 Actual Expenditure	Portfolio of Evidence	Proposed Adjusted Portfolio	Blockage / Challenges or deviation	Corrective measures	Department	Ward Location / Regional Identifier

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
		ance Measure	Performance	ement Status		24 Annual Target	ment	(Achieved/Not Achieved)	Budget	based on Adjusted Budget		o of Evidence	n from meeting targets			
129	Collection Rate 95%		68%	Achieved	65%		56%	Not Achieved	N/A		Quarterly report		Overall performance below 65 % due to reversal of billing in	To improve the revenue collection through revenue enhanc	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
													August 2023	ement programmes		
130	Cost / Cash Coverage = 6 Months		0.5 Months	Achieved	1 month		0,5 month	Not Achieved	N/A		Quarterly report; Cash flow management committee		Unfunded budget and cashflow constraints	Improve billing and revenue collection	Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Approve d Adjuste d KPI / Perform ance Measur e	2022/20 23 Overall Audited Actual Perform ance	2022/2 023 Audite d Achiev ement Status	2023/24 Annual Target	Approve d Adjuste d 2023/20 24 Annual Target	2023/20 24 Audited Overall Achieve ment	2023/2 024 Audite d Achiev ement Status (Achie ved/ Not Achiev ed)	2023/2 024 Actual Adjust ed Budget	2023/2 024 Actual Expen diture based on Adjust ed Budget	Portfolio of Evidence	Approv ed Adjust ed Portfoli o of Eviden ce	Blockag e / Challen ges or deviatio n from meeting targets	Correcti ve measur es	Depart ment	Ward Location / Regional Identifier
											minutes					

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
131	Reduction of UIFW Expenditure R 100 mil		R 1.8 billion	Achieved	R 1.8 billion		The fruitless for the quarter amounts to R317 464 940 , Irregular amounts to R239 977.038 which was submitted	Achieved			Quarterly report				Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							ed to council in the 4th quarter									

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
132	Efficient Contract Management		4 Contract register updates	Achieved	R 30 mil		A list of all contracted services is updated and monitored on a monthly basis	Achieved			Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
133	Number of service provider performance monitoring reports prepared		New KPI	New KPI	4 Reports on service provider performance monitoring		4 Reports on service provider performance	Achieved	N/A		Quarterly report		4	N/A	All Departments	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
134	GRAP Compliant FAR		4 Asset Register updates	Achieved	GRAP & mSCOA Compliant Assets Register		The FAR is prepared in accordance to GRAP and mSCOA	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Approved / Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved / Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved / Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
135	Cost Reflective Tariffs		Approved Trading Services Tariffs by 2023-06-30	Achieved	Reduction of Trading Services Operating Deficit		Tariffs were reviewed, submitted to council and approved with the Budget on the 4th June	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
						2024										

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
136	Reduction of Accounting deficit on Budget		New KPI	New KPI	(R 252 mil)		The budget funding plan implemented and improved the total amount being monthly as well as the	Achieved	N/A		Quarterly report		None	N/A	Budget & Treasury	MP305

Chapter 3

K P I N O	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							revenue collected the 4th quarter									

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
137	Reduce outstanding creditors to R 2.7 billion		New KPI	New KPI	R –		The municipality is under financial distress and unable to pay all creditors within 30 days. Eskom debt still	Not Achieved	N/A		Quarterly report		Cashflow constraints and below acceptable revenue generation limit means to pay creditors	Improve revenue collection and reduction of expenditure	Budget & Treasury	MP305

Chapter 3

KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
							increasing									
13	Number of		4	Achieved	12 Reports		12 FRP	Achieved	N/A		Monthly		None	N/A	All Depart	MP305

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KPI NO	KPI	Approved Adjusted KPI / Performance Measure	2022/2023 Overall Audited Actual Performance	2022/2023 Audited Achievement Status	2023/24 Annual Target	Approved Adjusted 2023/2024 Annual Target	2023/2024 Audited Overall Achievement	2023/2024 Audited Achievement Status (Achieved/ Not Achieved)	2023/2024 Actual Adjusted Budget	2023/2024 Actual Expenditure based on Adjusted Budget	Portfolio of Evidence	Approved Adjusted Portfolio of Evidence	Blockage / Challenges or deviation from meeting targets	Corrective measures	Department	Ward Location / Regional Identifier
8	reports on FRP implementation		Reports	ed	on FRP Implementation		reports	ed			report				ments	

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

INTRODUCTION

The human resource management of the Municipality comprises of activities relating to the rendering of a comprehensive human resource management function to Council by ensuring an efficient personnel administration system, recruitment and selection, sound labour relations, human resources development, implementation of affirmative action measures, occupational health and safety of employees and compliance with all relevant labour legislation.

The employees of the Municipality is informed and supportive of the Municipality's vision, mission and strategic direction.

The composition of people with disabilities and gender within the Municipality remains a challenge as reflected by the workplace profile of the institution. Recruitment of black females and people with disabilities remains our priority; however, it has been a challenge to recruit from the disabled designated group

An Employment Equity Plan has been developed and approved, which continues to have a bias towards the above stated challenges, i.e. gender and people with disabilities. Monitoring, implementing and reporting on the Employment Equity Plan (EEP) continues to be a priority for the institution. The recruitment of top and divisional managers has been aligned to the current EEP to close the gaps. The Municipality will continuously align the EEP and the recruitment plan to eliminate gaps.

T 4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Employees				
	2022/2023	2023/2024			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	44	67	48	19	28,36
Waste Water (Sanitation)	43	120	43	77	64,17
Electricity	32	70	32	38	54,29
Waste Management	41	98	62	36	36,73
Housing	13	12	5	7	58,33
Waste Water (Stormwater Drainage)	0	0	0	0	#DIV/0!

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Roads	46	100	30	70	70,00
Transport	9	23	9	14	60,87
Planning	3	8	2	6	75,00
Local Economic Development	2	4	2	2	50,00
Planning (Strategic & Regulatory)	2	2	2	0	0,00
Local Economic Development	0	0	0	0	#DIV/0!
Community & Social Services	76	255	139	116	45,49
Environmental Protection	26	53	38	15	28,30
Health	0	0	0	0	#DIV/0!
Security and Safety	0	0	0	0	#DIV/0!
Sport and Recreation	0	0	0	0	#DIV/0!
Corporate Policy Offices and Other	54	98	54	44	44,90
Totals	391	910	466	444	48,79

Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.

T 4.1.1

Vacancy Rate: 2023/2024			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0.00
CFO	1	1	100.00
Other S57 Managers (excluding Finance Posts)	2	2	100.00
Other S57 Managers (Finance posts)	1	0	0.00
Traffic Officers	42	29	69.05
Fire fighters	73	30	41.10
Senior management: Levels 13-15 (excluding Finance Posts)	33	6	18.18
Senior management: Levels 13-15 (Finance posts)	6	55	916.67
Highly skilled supervision: levels 9-12 (excluding Finance posts)	146	73	50.00
Highly skilled supervision: levels 9-12 (Finance posts)	23	14	60.87

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Total	328	210	64.02
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Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year No.	Turn-over Rate*
2021/2022	27	25	93%
2022/2023	45	6	13%
2023/2024	84	30	36%
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			T 4.1.3

COMMENT ON VACANCIES AND TURNOVER:

For the year under review, the position of the municipal manager and the entire senior management team were filled for the year under review. The fast-tracking of processes for the filling of vacancies has improved with the developed recruitment plan. A relatively higher turnover rate was experienced mainly due to resignations, deaths and employees reaching retirement age.

T 4.1.4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

The human resource management of the municipality comprises of activities relating to the rendering of a comprehensive human resource management function to Council by ensuring an efficient personnel administration system, recruitment and selection, sound labour relations and human resources development. The implementation of affirmative action measures, occupational health and safety of employees and compliance with all relevant labour legislation is also adhered to.

The policies in the table below were approved by 30 June 2023, for implementation in the 2023/2024 financial year.

The staff of the municipality is informed and supportive of municipality's vision, mission and strategic direction. The gender composition and people with disabilities continues to be a challenge as reflected

Chapter 4

by the workplace profile of the institution. Recruitment of black females and people with disabilities remain priority however, the appointment in these categories of people still is a challenge.

T 4.2.0

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4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Recruitment and Selection Policy	100%		30-Jun-23
2	HRD Policy	100%		30-Jun-23
3	Bursary Policy	100%		30-Jun-23
4	Promotion, Transfer, Secondment and Acting Appointment Policy	100%		30-Jun-23
5	OHS Policy	100%		30-Jun-23
6	Relocation Reimbursement Policy	100%		30-Jun-23
7	Danger Allowance	100%		30-Jun-23
8	Placement Policy	100%		30-Jun-23
9	Employment Equity Policy	100%		30-Jun-23
10	Name Tag Policy	100%		30-Jun-23
11	Orientation Induction Policy	100%		30-Jun-23
12	Injury on duty, accident prevention Policy	100%		30-Jun-23
13	PPE Policy	100%		30-Jun-23
14	Bereavement Policy	100%		30-Jun-23
15	EHW Policy	100%		30-Jun-23
16	Leave Policy	100%		30-Jun-23
17	HIV/AIDS Policy	100%		30-Jun-23
18	Incapacity due to ill health policy	100%		30-Jun-23
19	Incapacity due to poor work policy	100%		30-Jun-23
20	Substance Abuse Policy	100%		30-Jun-23
21	Smoking Policy	100%		30-Jun-23
22	Overtime Policy	100%		30-Jun-23
23	IPMDS Policy	100%		30-Jun-23
Use name of local policies if different from above and at any other HR policies not listed.				T 4.2.1

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COMMENT ON WORKFORCE POLICY DEVELOPMENT:

Specific human resource policies as specified above were approved during the year under review. Other policies have been developed while others are due for review. Noting the need to regularly review policies, policies are reviewed annually.

T 4.2.1.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

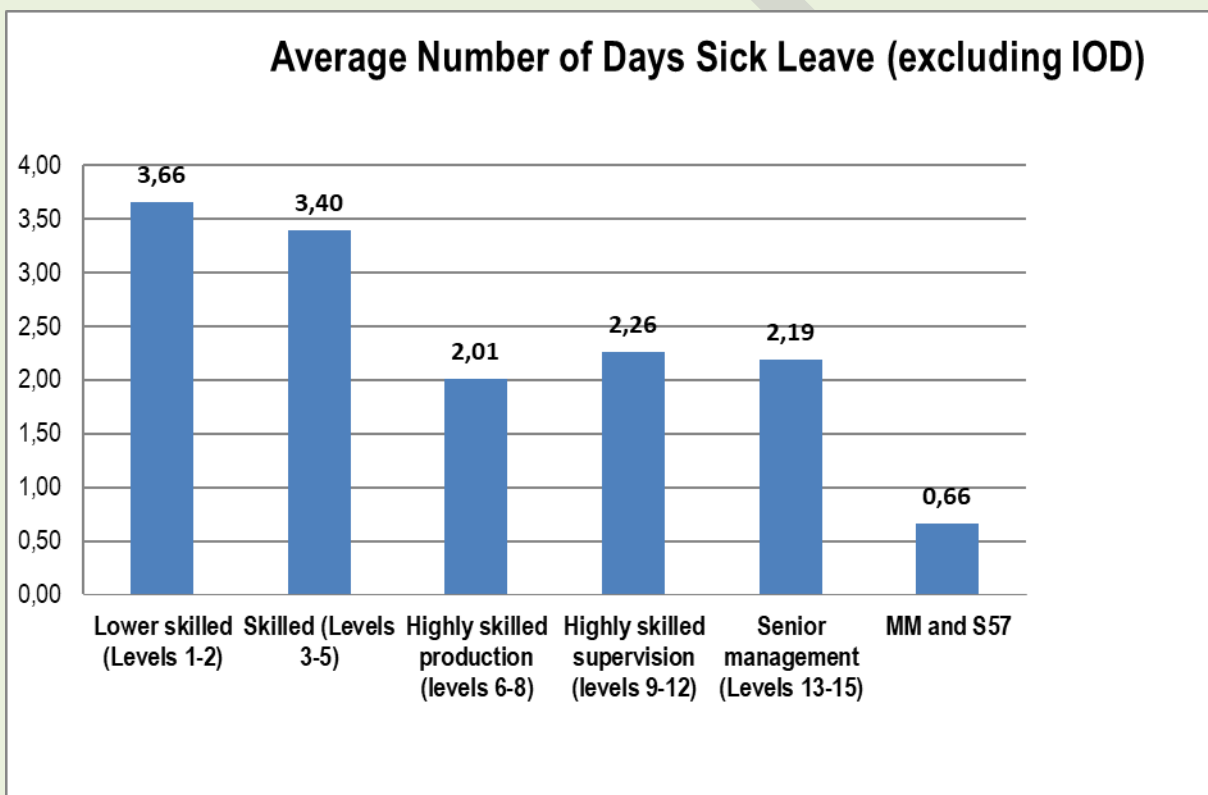
Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	13	9	69%	1	12040
Temporary total disablement	0			0	
Permanent disablement	0			0	
Fatal	0			0	
Total	13	9	69%	13	12040

T 4.3.1

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	501	15%	99	137	3,66	401500
Skilled (Levels 3-5)	415	9%	82	122	3,40	422301
Highly skilled production (levels 6-8)	226	12%	75	112	2,01	312459
Highly skilled supervision (levels 9-12)	176	9%	42	78	2,26	221459

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Senior management (Levels 13-15)	125	3%	29	57	2,19	261458
MM and S57	4	0%	1	6	0,66	18400
Total	1356	11%	212	484	2.83	1637577
* - Number of employees in post at the beginning of the year						T 4.3.2



T 4.3.3

COMMENT ON INJURY AND SICK LEAVE:

The municipality is monitoring and reports on injuries on duty to the Compensation Commission as required by legislation. All types of leave is monitored using VIP Payroll system. The Occupational

Chapter 4

Health and Safety (OHS) Committee is functional and all related health and safety issues are deliberated on, including the monitoring of the mitigation plans of the OHS Risk Register.

T 4.3.4

Number and Period of Suspensions				
Position/Department	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Superintendent	Dishonesty	2023-12-07	Matter not yet finalised	Not yet finalized as at 2024-06-30
Cashier	Gross Dishonesty	Jun-24	Awaiting outcome from the Presiding Officer	Not yet finalized as at 2024-06-30

T 4.3.5

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Superintendent	Dishonesty	2023-12-07	Matter not yet finalized
Cashier	Gross Dishonesty	Jun-24	Awaiting outcome from the Presiding Officer

T 4.3.6

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

For the year under review, two cases of financial misconduct were still under investigation. Disciplinary processes have taken longer than usual to finalise due to postponement for various reasons relating to but not limited to the unavailability of the Presiding Officer and the employee representative. It is worth mentioning though that the matter of the Manager Income has been concluded. Again, an observation is made that its almost four months since the matter was concluded and the municipality is consulting on a recourse as it is obvious that the Presiding Officer is not in compliance with the disciplinary collective agreement. It must be further noted that the municipality, with the Manager Legal Services also assisted in presiding on disciplinary matters which has made a huge difference in handling and fast tracking the finalisation of cases.

T 4.3.7

Chapter 4

4.4 PERFORMANCE REWARDS

The performance management system has not yet been cascaded to levels below section 56 employees, no performance rewards were paid during the year under review.

COMMENT ON PERFORMANCE REWARDS:

For the year under review, performance rewards were not paid to any municipal employees, including the Municipal Manager and section 56 managers. It must be noted that performance reviews were not conducted. Efforts are continually being made to strengthen the performance review processes. Adherence to scheduled review sessions in line with the signed performance agreements will be strengthened. The cascading of individual performance management has not yet been introduced, but it is anticipated that a gradual phased approach over the next financial years, will be implemented to roll out this process, starting with the development of a phased roll-out plan, a draft policy and extensive engagement with organised labour and employees at large. The promulgation of the Staff Establishment Regulations will also greatly assist in further clarifying roles, responsibilities and functions towards the cascading of individual performance management.

T 4.4.1.1

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

In line with the MSA 2000 S68 (1) human resource policies were customized line with the South African Local Government Association's generic policies that enables the institution to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. A critical function within the Human Resources division is the implementation of training interventions for human capital development. The following is a breakdown of training interventions undertaken during the 2023/2024 financial year:

T 4.5.0

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4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix														
Management level	Gender	Employees in post as at 30 June 2024	Number of skilled employees required and actual as at 30 June 2024											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
		No.	Actual: End 2022/2023	Actual: 2023/2024	2023/2024 Target	Actual: End 2022/2023	Actual: 2023/2024	2023/2024 Target	Actual: End 2022/2023	Actual: 2023/2024	2023/2024 Target	Actual: End 2022/2023	Actual: 2023/2024	2023/2024 Target
MM and s57	Female	2	0	0	0	0	0	0	0	0	1	0	0	1
	Male	4	0	0	0	1	1	1	0	1	1	1	2	2
Councillors, senior officials and managers	Female	23	0	0	2	9	3	10	3	0	10	12	3	22
	Male	37	0	0	2	12	4	10	1	0	22	13	4	34
Technicians and associate professionals*	Female	21	3	2	3	16	3	5	0	8	10	19	13	18
	Male	12	3	2	3	14	1	5	0	2	5	17	5	13
Professionals	Female	8	0	0	0	0	8	8	7	0	4	15	8	12
	Male	7	0	0	0	4	0	0	3	0	4	14	0	4

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Sub total	Female	54	3	2	5	25	14	23	10	8	25	46	24	53
	Male	60	3	2	5	31	6	16	4	3	32	45	11	53
Total		228	3	4	10	56	20	39	14	11	57	182	35	106
*Registered with professional Associate Body e.g CA (SA)														T 4.5.1

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

T 4.5.2

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R'000										
Management level	Gender	Employees as at 1 July 2023	Original Budget and Actual Expenditure on skills development 2023/2024							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female	2	0	0	0	0	10000	0	100000	0
	Male	4	0	0	0	0	200000	17348	200000	17348
Legislators, senior officials and managers	Female	18	150000	0	0	0	270000	117948	270000	117948
	Male	41	150000	0	0	0	150000	19000	150000	19000
Professionals	Female	8	0	0	0	0	150000	129321	150000	129321
	Male	7	0	0	0	0	150000	125841	150000	125841
Technicians and associate professionals	Female	21	0	0	0	0	300000	258626	150000	258626
	Male	16	0	0	0	0	85000	30669	85000	30669
Clerks	Female	40	0	0	0	0	200000	174397	200000	174397
	Male	26	0	0	0	0	150000	99255	150000	99255
Service and sales workers	Female	50	0	0	50000	0	0	0	50000	0
	Male	40	0	0	100000	76928	0	0	100000	76928
Plant and machine operators and assemblers	Female	2	0	0	50000	0	0	0	50000	0
	Male	30	0	0	100000	84300	0	0	100000	84300
Elementary occupations	Female	50	100000	50000	0	100000	85000	6520	8500	6250
	Male	60	175000	150000	0	100000	0	31250	0	31250
Sub total	Female	191	0	0	0					

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	Male	224	0	0	0					
Total		415	0	575000	300000	361000	0	0	300000	936000
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.									%*	*R
										T4.5.3

Chapter 4

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

A needs-based approach in consultation with labour is followed and skills audits are to be conducted to identify training needs of all employees after which the Workplace Skills Plan (WSP) is developed with emphasis on learnerships and apprenticeships. The WSP, which also includes the Annual Training Report on implemented training for the previous financial year is submitted to the LGSETA in line with the Skills Development Act. Training is then monitored and reported on a quarterly basis.

Inadequate budget in the area of workforce development continues to be a challenge. The budget has remained stagnant to fund such programmes.

T 4.5.4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

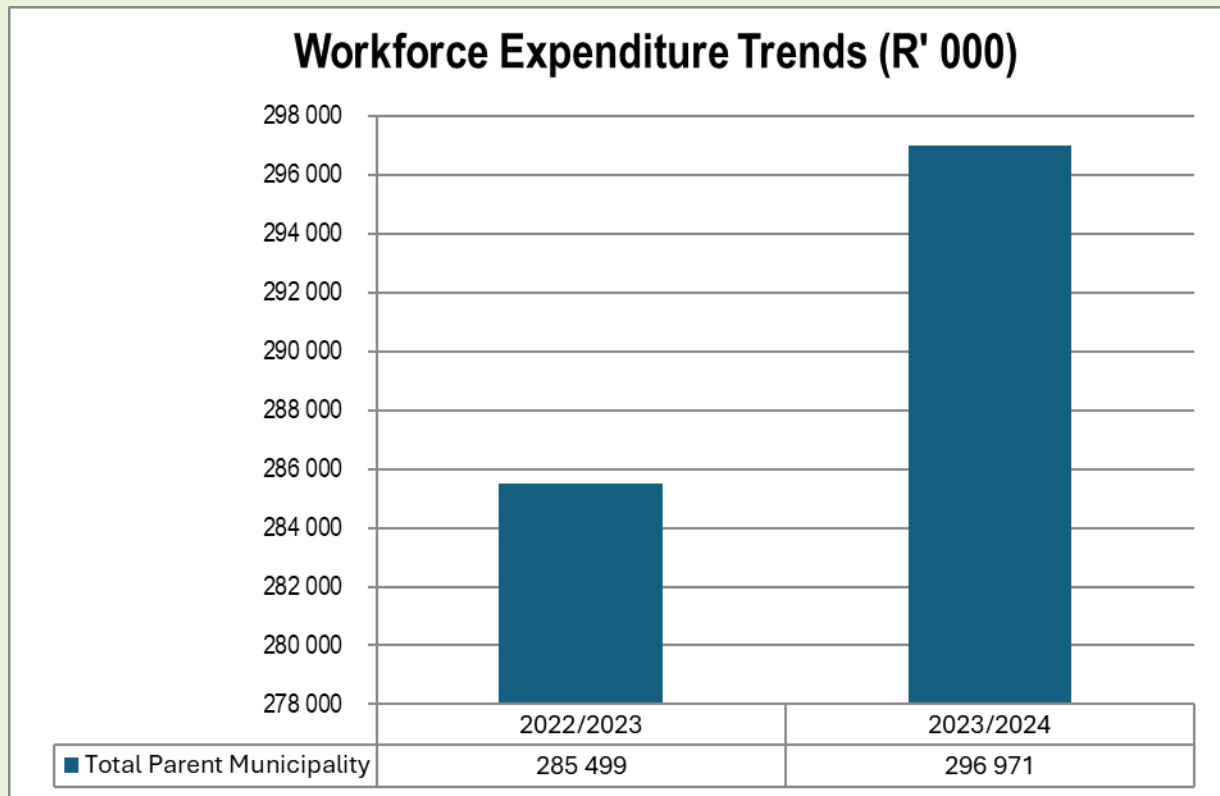
INTRODUCTION TO WORKFORCE EXPENDITURE

It is critical to manage workforce expenditure. Pressures to fill vacancies within budgetary constraints placed a strain on the certain components of the workforce, especially in essential services areas of fire and rescue services, water and sanitation, electricity and refuse collection. The vacancy rate within these components saw a substantial increase in expenditure on overtime. This is still to ensure that services are still rendered within the limited human resources employed and available. Concerted efforts must still be made to reduce overtime and to employ additional staff to address human resource shortages.

T 4.6.0

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4.6 EMPLOYEE EXPENDITURE



Source: MBRR SA22

T 4.6.1

COMMENT ON WORKFORCE EXPENDITURE:

Employee cost to total operating expenditure measures the total employment cost to total operating expenditure and the norm is between 25% - 40%. Lekwa Local Municipality is within the acceptable norm, it is on the increase and if not monitored, it will approach the upper end of the norm. It must also be noted that total workforce expenditure decreased due to the municipality being placed under administration, thus reducing overall councillor remuneration costs.

T 4.6.1.1

DISCLOSURES OF FINANCIAL INTERESTS

Annually, Councillors as political office bearers, senior officials and Supply Chain Management officials are required to complete declarations indicating financial interest, thus a disclosure form is completed.

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It is also a requirement that section 56 senior management must declare their financial interest and other interest when signing their annual performance agreements with the Municipal Manager. The Municipal Manager also signs a declaration for financial interest and submits it to the Executive Mayor with the signed performance agreement. Appendix J tabulated the disclosures made.

T 4.6.6

FINAL

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

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

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

T 5.0.1

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The statement is assessed by summarizing how the municipality incurs its revenues and expenses through both operating and non-operating activities. It also shows the net profit or loss incurred over a specific accounting period. These include service charges and the various expenses incurred during the processing as well as the rendering the services.

Revenue management, and particularly revenue assurance, should be high up on the list of priorities.

Debt owed to municipality was R 2 103 546 738.96 with R 1 950 365 530 impaired as a result of non-payment of services. In addition, the municipality had payables from exchange transactions amounting to R 3 355 733 728. Effective revenue assurance could rescue the municipality and underpin improved financial management, especially at a time where more challenges are forecast for the South African economy, already caught in the grip of stagnant economic growth. As the economy continues to decline, the municipality will face even bigger challenges in

Chapter 5

generating revenue. The continued restructuring and closure of businesses, which lead to job losses, would have far reaching effects for the municipality.

Revenue generated from rates, taxes, and service charges will also dwindle and the ratio of indigents compared to paying customers is likely to increase.

The equitable share from national government is expected to be under pressure going forward. So, while communities deserve and continue to demand quality and timely services, some members of communities cannot afford to pay for the services rendered.

It is, therefore, imperative that the municipality develop a comprehensive revenue assurance system. Financial sustainability can be achieved through appropriate funding, financial viability, revenue generation capability, and revenue management processes.

Auditor General fees is the service for the external audit provided by the Auditor General of South Africa. The total cost was R 9.2 million.

The operating deficit is attributed mainly to bulk purchases, employee related costs, debt impairments and write off of irrecoverable debt as well as depreciation incurred during the financial period under review. The Municipality has put in place systems to address the deficit and to ensure that the Municipality is financially sustainable. This includes revenue enhancement, cost curtailment, ensuring that trading services are operating efficiently in order to reduce the trading losses.

The table below reflects the performance of trading services. The real picture is that comparing the actual revenue to expenditure, all services are running at a deficit. These services are yet to yield profit. The attributes to the deficits are the following factors:

- 1) Tariffs are not cost reflective
- 2) Billing that is inaccurate
- 3) High operating costs such as bulk purchases & employee related costs.

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The Municipality in conjunction with National Treasury, Vodacom and the Development Bank of South Africa (DBSA) has initiated numerous revenue enhancement programs in order to improve the revenue of the Municipality whilst protecting the current revenue streams available to the Municipality. This includes but is not limited to:

- Valuation roll reconciliation to ensure completeness of property rates billing
- Tariff review to ensure that tariffs are realistic and the Municipality is able to recoup the cost for the provision of services
- Policy reviews to ensure adherence with applicable legislation
- Improve meter reading
- Installation of 7678 electricity smart meters
- Water meter replacement and exposing meters that are not easily accessible
- Performance of monthly billing reconciliation to ensure completeness of revenue generated
- Increase access to pay point and receipt management to allow consumer to pay for services at various payment points
- Intensify indigent management in response to the socio-economic climate, to protect the poor from the severe economic impact
- Vigorous implementation of credit control and debt collection
- The Municipality appointed a service provider to perform meter reading
- The Municipality is further implementing of a project to secure electricity kiosks to avoid tampering with electricity infrastructure.

Remedies to these challenges will be to strictly apply and adhere to austerity and cost curtailment measures.

T 5.1.0

Financial Services: 2023/2024				
Details	Original Budget	Adjustment Budget	Actual	Variance to Budget R'000
Electricity	467 837	507 826	458 033	-49 793

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Water	84 352	87 781	97 467	9 686
Sewerage	42 598	41 172	78 524	37 352
Refuse Removal	33 115	33 115	59 487	26 372

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5.1 STATEMENTS OF FINANCIAL PERFORMANCE

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Lekwa Local Municipality

(Registration number MP305)

Annual Financial Statements for the year ended 30 June 2024

Statement of Financial Performance

Figures in Rand	Note(s)	2024	2023 Restated*
Revenue			
Revenue from exchange transactions			
Sale of goods	17	2 187 688	1 629 783
Service charges	17&18	693 513 176	494 274 145
Rental of facilities and equipment	17&19	3 003 212	1 643 457
Other income		910	-
Interest received on trade and other receivables	17&22	82 626 347	68 928 071
Interest received bank and other financial assets	17&22	4 135 690	2 484 376
Total revenue from exchange transactions		785 467 023	568 959 832
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	23	217 714 619	128 624 550
Licences and Permits (Non-exchange)		2 478	-
Interest, Dividends and Rent on Land	53	40 819 964	33 494 534
Transfer revenue			
Government grants & subsidies	24	219 896 269	228 015 864
Public contributions and donations	25	245 423 591	78 511 729
Fines, Penalties and Forfeits	20	3 582 214	2 593 669
Debt relief and incentives	17	211 869 657	-
Total revenue from non-exchange transactions		939 308 792	471 240 346
Total revenue	17	1 724 775 815	1 040 200 178
Expenditure			
Employee related costs	26	282 231 288	271 712 173
Remuneration of councillors	27	14 740 484	13 787 558
Depreciation and amortisation	28	60 376 738	55 352 335
Finance costs	30	181 672 963	161 359 305
Lease rentals on operating lease	21	1 801 021	2 074 055
Debt Impairment	32	214 613 319	255 426 283
Bad debts written off	32	123 959 726	99 982
Bulk purchases	35	544 068 888	475 583 610
Contracted services	36	122 044 053	86 658 325
Transfers and Subsidies	55	1 156 470	732 848
Inventory consumed	33	20 067 873	20 860 422
General Expenses	34	85 899 472	68 355 930
Total expenditure		1 652 632 295	1 412 002 826
Operating surplus (deficit)		72 143 520	(371 802 648)
Loss on disposal of assets and liabilities		(3 121 954)	(216 582)
Gain on foreign exchange		46 661	-
Fair value adjustments	56	(702 686)	5 277 247
Actuarial gains/losses	9	2 020 397	13 928 000
Reversal of impairments/(impairment loss)	29	(1 487 252)	6 145 344
		(3 244 834)	25 134 009
Surplus (deficit) for the year		68 898 686	(346 668 639)

Audited
By
2024-11-11
Auditor General South Africa
Mpumalanga Business Unit

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FINAL

COMMENT ON FINANCIAL PERFORMANCE

The Municipality had a total operating revenue for the reporting period ending 30 June 2024 which amounted to R 1 724 775 815 which shows an increase of R 684 575 637 million when compared to the operating revenue for the period ended 30 June 2023 where the operating revenue amounted to R 1 040 200 178. The increase was mainly due to an increase in Public Contributions and donations of R 166 million, service charges of R 199 million (the municipality discovered through its data cleansing processes that there were consumers accounts that were not billed basic charges, the correction of this resulted in an improved revenue from service charges) and property rates of 89 million, furthermore the municipality applied to participate in the Municipal debt relief programme and was approved on 1 December 2023. As a result of the process Eskom wrote off interest amounting to R136 535 833, moreover in terms of section 76(1)(e) and 76(4)(a) the accounting officer of the Provincial Department of Transport wrote-off a debt of R 75 333 825 owed by the municipality as irrecoverable debt in the benefit of the municipality. These write-offs further contributed to the increased revenue by R 211 869 657 (Debt Relief and Incentives), this is a new Revenue line item which was not there in the past years.

Grants receipts contributed R 219 million (12.7%) of the total revenue while revenue generated from property rates as well as service charges contributed R 911 227 795 million (52.8%) to the total revenue mix.

Although there are no specific norms and standards set to measure grant dependency, given the revenue mix outcome, it indicates that the Municipality is not entirely dependent on grants and subsidies to finance its operations, but more can be done to improve own revenue generation. The municipality is implementing various revenue enhancement programs that will assist in reducing the operating deficit over the multi-year period.

The total revenue of the Municipality at the end of June 2024 has grown by R 684 million (65%) when compared to the reporting period ended 30 June 2023.

The main sources of revenue excluding Grants and Subsidies for the 2023/24 financial year were as follows:

- Electricity R 458 million (26.5%)
- Property Rates R 217 million (12.6%)
- Water R 97 million (5.6%)
- Sanitation R 78 million (4.5%)
- Refuse R 59 million (3.4%)

The revenue generated from sales of electricity contributed 26.5% (R 458 million) of the total revenue mix, thus indicating that the electricity business unit should be nurtured and operated efficiently to ensure increased revenue from this service. This includes ensuring revenue protection by removing illegal connections, replacing bridged and tampered meters, ensuring accuracy of billing by effecting correct tariffs that are billed on time and accurate meter readings being taken.

The Municipality had a total operating expenditure for the reporting period ending 30 June 2024 amounting to R 1 652 632 295 billion. There was an increase in expenditure which amounted to R 240 629 469 when compared to the period ended 30 June 2023. The main contributors to this increase are the increase in Bad debt written off of R123 859 744, bulk purchases of R68 485 278, contracted services of R35 385 728, employee related costs of R10 519 115 and an increase in finance costs of R20 313 658. The Municipality was able to reduce Debt impairment by R40 812 964, this can be attributed to an improvement in collection rate and a change in impairment calculation methodology.

The following expenditures remains the highest cost drivers and have a significant impact on the revenue of the Municipality thus requiring the Municipality to vigorously implement the revenue enhancement strategy and continuous cost curtailment measures:

Bulk purchases R 544 068 888 million (33%)

Employee related costs R 282 231 288 million (17%)

Debt impairment R 214 613 319 million (13%)

Depreciation R 60 376 738 million (4%)

Finance costs R 181 672 963 million (11%)

Contracted services R 122 044 053 million (7%)

The Municipality has further implemented cost curtailment measures as well as the establishment of a cash flow management committee in order to reduce expenditures. The Municipality is committed to reducing running overheads such as overtime, standby, telephone costs, printing and stationery, including the reduction of non-essential procurement and expenditure. Furthermore the municipality took an initiative to renegotiate contracts with its service providers to reduce their scopes to affordable levels. Adequate provision is made towards expenditure that can improve service delivery on water network maintenance, improved sanitation, electricity maintenance and road maintenance amongst other expenditure.

The municipality had a surplus for the year of R68 898 686 for the period ending June 2024. The Municipality had cash and cash equivalents amounting to R14 998 240 at the end of June 2024.

T5.1.3

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5.2 GRANTS

Grant Performance						
	R'000					
	2022-23	2023-24			2023-24	
		Original	Adjustments		Original	Adjustments
	Actuals	Budget	Budget	Actuals	Budget %	Budget %
Transfers and Subsidies						
National Government:						
Equitable Share	152 423	167 773	167 773	167 773	100%	100%
Municipal Systems Improvement Grant						
Municipal Infrastructure Grant	67 888	33 828	31 565	31 565	93%	100%
Local Government Financial Management Grant	2 850	2 850	2 850	2 850	100%	100%
Expanded Public Works Grant	1 855	1 643	1 643	1 643	100%	100%
Integrated Electrification Grant	3 000	8 500	8 500	8 500	100%	100%
Provincial Government						
COGTA (Municipal Disaster Recovery Grant)	6 625		11 000	940	N/A	9%
Total Transfer and Subsidies	234 641	214 594	223 331	213 271	99%	95%

COMMENT ON GRANTS

Grants receipts contributed R 223 million (13%) of the total revenue mix. This further affirms that the Municipality does not depend entirely on grants to finance its operations.

Although there are no specific norms and standards set yet to measure grants dependency, given the revenue mix outcome it is evident that the Municipality is not dependent on grants and subsidies to finance the operations. The municipality endeavors to implement various revenue enhancement programs that will assist in reducing the operating deficit over the multi-year period.

The Municipality had unspent conditional grants amounting to R 10 million for the Disaster Management Relief Grant. The unspent grant mainly relates to the timing when the funds were transferred to the Municipality which was in March 2024. The allocation was earmarked for projects to be implemented in the 2023/2024 and 2024/2025 financial years.

In an effort to ensure that projects are completed in time and all conditional grants are spent by the end of the financial year, the Municipality has streamlined the appointment of consultants and contractors. The Municipality has concluded multiyear appointment of consultants and contractors.

The non-conditional equitable share grant was utilized for indigents' free basic services and to cover other operational expenses. The Finance Management Grant as a conditional grant was used for its intended purposes.

T 5.2.2

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

The Municipality received R 11 million as part of the Municipal Disaster Relief Grant for the 2023/2024 financial year. Though the grant was unspent as 30 June 2024, the funding was earmarked for projects to be implemented in the 2024/2025 financial year.

T 5.2.4

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

The Municipality made significant strides in ensuring that assets are verified periodically. All assets that required bar codes were bar coded and those that required GPS co-ordinates had been provided. The assets are annually recorded in the Annual Financial Statement in terms of GRAP standards, Council's assets management policy and accounting policy. Recognition also take effect of depreciation and impairment where it is applicable.

The Asset Management Policy was developed to comply with all relevant legislative requirements and complies with the standards specified by the Accounting Standards Board. Asset management within the municipality is overseen by the Chief Financial Officer.

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The Chief Financial Officer established and maintained an asset register containing key financial data on each item of property, plant, or equipment that satisfies the criterion for recognition.

Organizing Asset Management, Staff Involved, and Delegations

The CFO is responsible to the Municipal Manager and needs to ensure that the financial investment in the municipality's assets is safeguarded and maintained.

The Asset Manager must ensure that appropriate physical management and control systems are established and maintained for all assets in their area of responsibility and that the municipal resources assigned to them are utilized effectively, efficiently, economically, and transparently.

The Asset Champion must assist the Asset Manager in performing his/her functions and duties in terms of asset management.

T 5.3.1

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: 2023/2024			Variance: 2023/2024	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Construction of Kieser reservoir and pressure tower	27 952	27 545	27 545	1%	1%
Upgrade of Standerton Landfill site	18 000	18 000	18 000	0%	0%
Upgrade of A Sub (Phase 1)	7 000	7 000	7 000	0%	0%
Installation of VIP toilets	2 000	1 329	1 329	34%	34%
Installation of boreholes	1 000	998	998	0%	0%
* Projects with the highest capital expenditure in Year 0					
Construction of Kieser reservoir and pressure tower					
Objective of Project	Improve storage and reduce water losses				
Delays	Delays in commissioning				
Future Challenges	None				
Anticipated citizen benefits	Improved and consistent water supply				
Upgrade of Standerton Landfill site					
Objective of Project	Improve landfill site operations				
Delays	None				
Future Challenges	Tariff enforcement				
Anticipated citizen benefits	Reduction in pollution				
Upgrade of A Sub (Phase 1)					

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Objective of Project	Improved reliability of electricity supply
Delays	Delays in appointment of consultant and resultant delay in appointment of contractor
Future Challenges	Insufficient capacity due to densification
Anticipated citizen benefits	Improved access to electricity supply
Installation of VIP Toilets	
Objective of Project	Installation of rural sanitation
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural sanitation services
Installation of boreholes	
Objective of Project	Installation of boreholes in rural/farm areas
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural water services
T 5.7.1	

COMMENT ON ASSET MANAGEMENT

There are three major types of assets that the municipality has focused on:

Water: the municipality has and is focusing on a drive to ensure that there is adequate water supply as well as ensuring that the quality standards of water supply are always maintained.

Sewer: The sewer pump stations which were not functional have been refurbished to ensure transmission of sewer to the Standerton WWTW.

Waste Water Treatment upgrade: the capacity of the Standerton waste water treatment works is unable to meet the current effluent. This might lead to processes of litigations against the municipality, which will result in high provision on contingencies.

T 5.3.3

Repair and Maintenance Expenditure: 2023/2024				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	62495	63342	55799	11%

COMMENT ON REPAIRS AND MAINTENANCE EXPENDITURE

Repairs and maintenance expenditure amounted to R55 million in 2023/2024. A larger portion was spent on the electricity network, water and sanitation. The R55 million expenditure on repairs and maintenance represent 3% of the total operating expenditure compared to the 8% norm. It should be noted that this reflect a 1% decrease when compared to the expenditure incurred during the 2022/2023 reporting period. The Municipality has prioritized expenditure towards repairs and maintenance in an effort to improve service delivery.

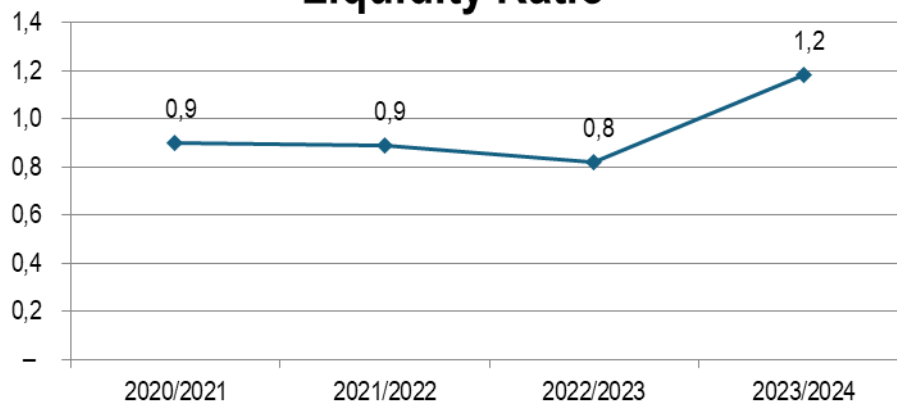
The aging infrastructure of the municipality in actual fact requires that larger amounts be made available for the maintenance and replacement of especially water pipes and electricity network.

However, the pressure placed on budget provision for the extension of infrastructure to cater for new developments limits the availability of funds for maintenance purposes. The intention is to substantially increase maintenance expenditure in future budgets. The amount spent on repairs and maintenance is for materials only and decline proportionate to the budget considering the increases in other expenditures.

T 5.3.4.1

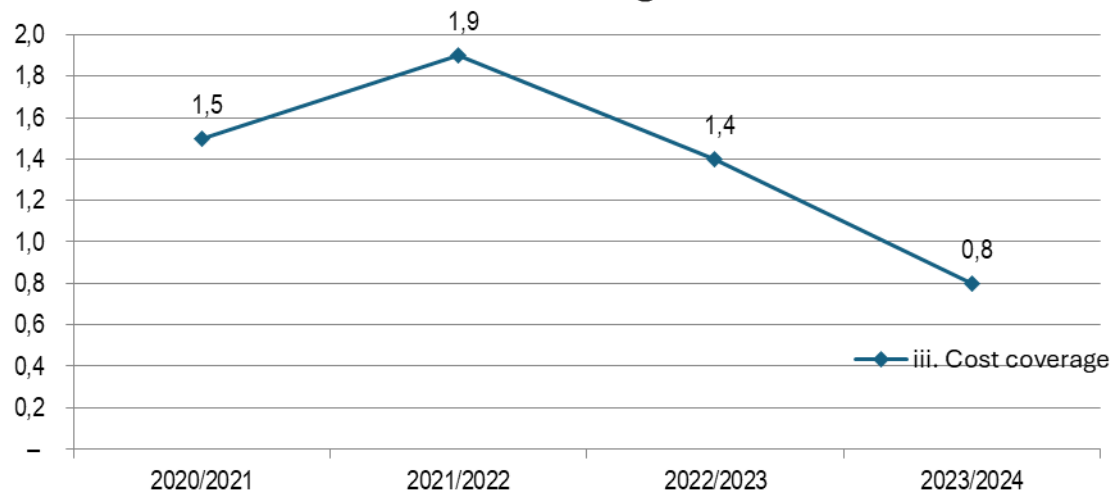
5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Liquidity Ratio



Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year) by the municipality's current liabilities. A higher ratio is better.

Cost Coverage

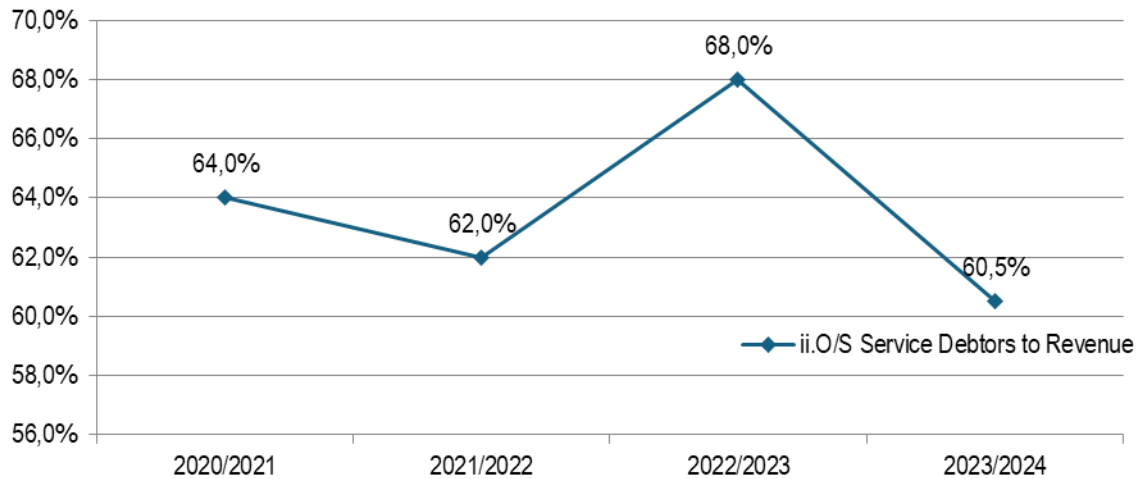


Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.1

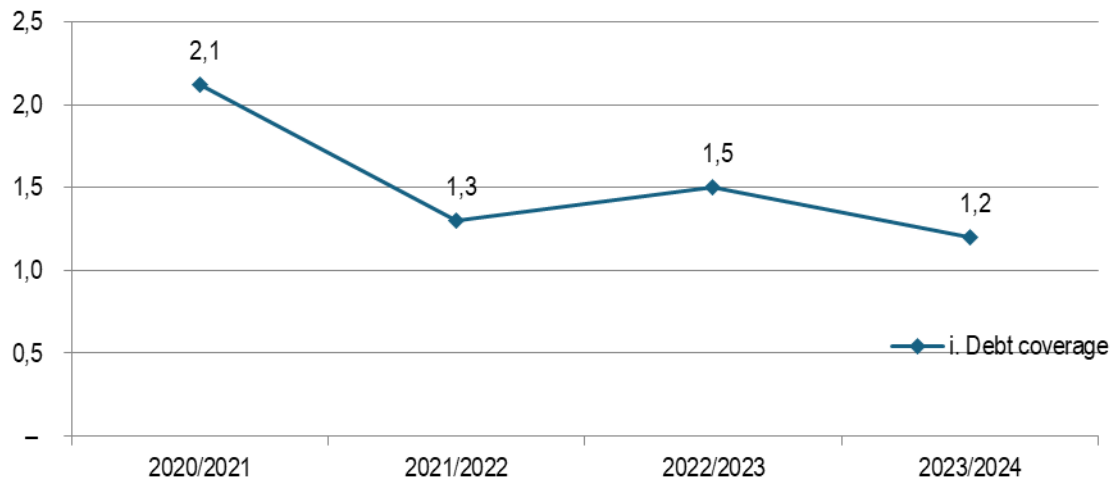
Total Outstanding Service Debtors



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

T 5.4.3

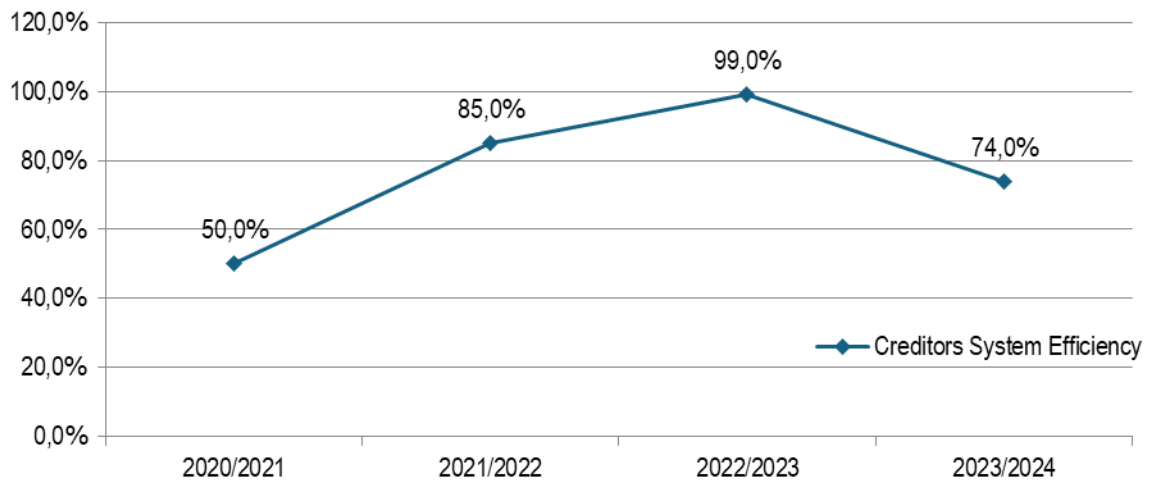
Debt Coverage



Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

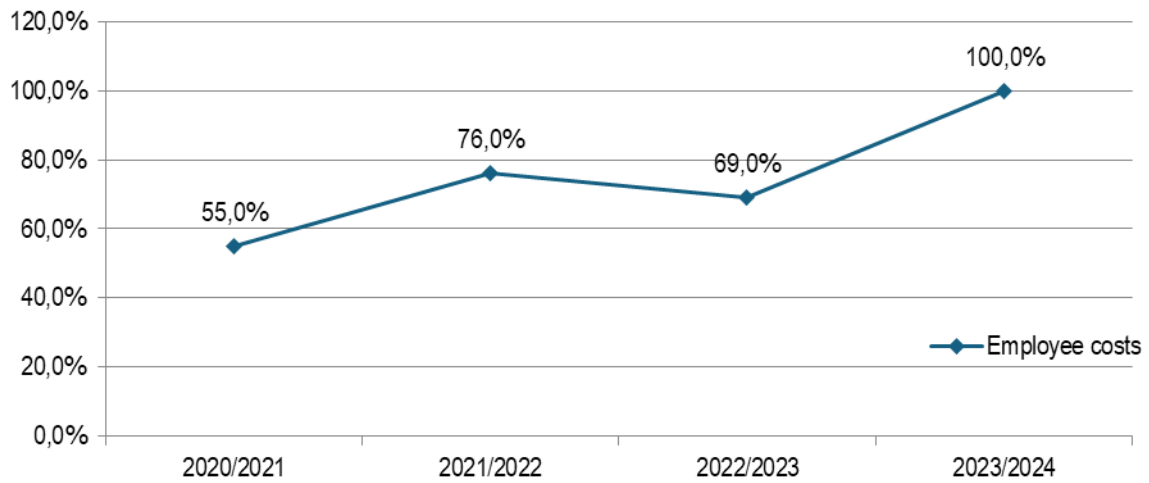
Creditors System Efficiency



Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

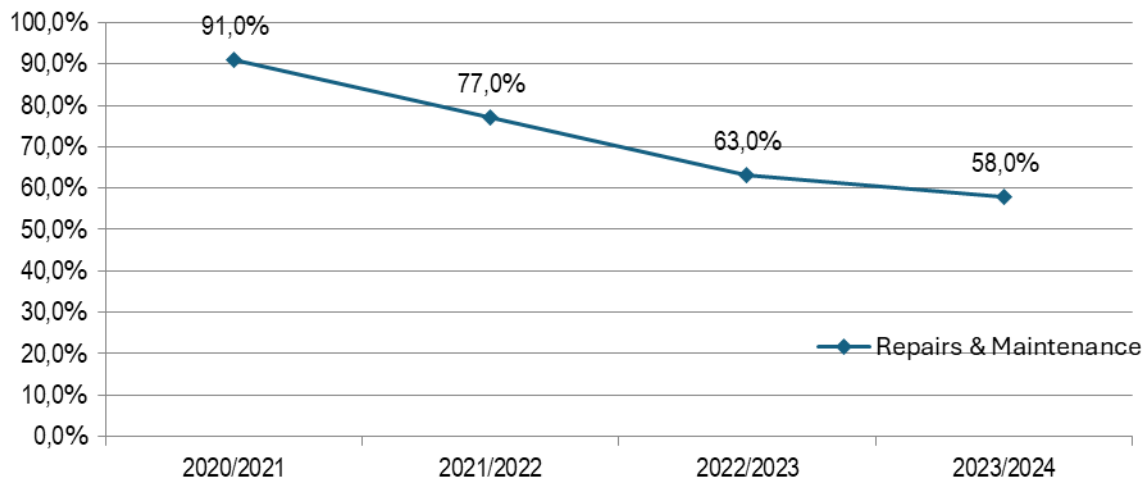
Employee Costs



Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T 5.4.8

COMMENT ON FINANCIAL RATIOS

The **liquidity ratio** measures the extent to which the municipality has cash and short term investments available to settle short-term liabilities. The ratio has not increased, meaning the municipality is less able to settle its short-term liabilities with cash and short-term investments.

The **cost coverage ratio** indicates the time taken to pay for expenditure incurred to be paid; this has increased. It thus indicates that the Municipality takes longer to pay its creditors faster.

Total **outstanding service debtors to revenue** has increased. This indicates that fewer accounts are recoverable in proportion to billed revenue.

Repairs and maintenance has decreased. This highlights that less spending has been incurred on repairs and maintenance.

These ratios are derived from table **SA8 of the MBRR**.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

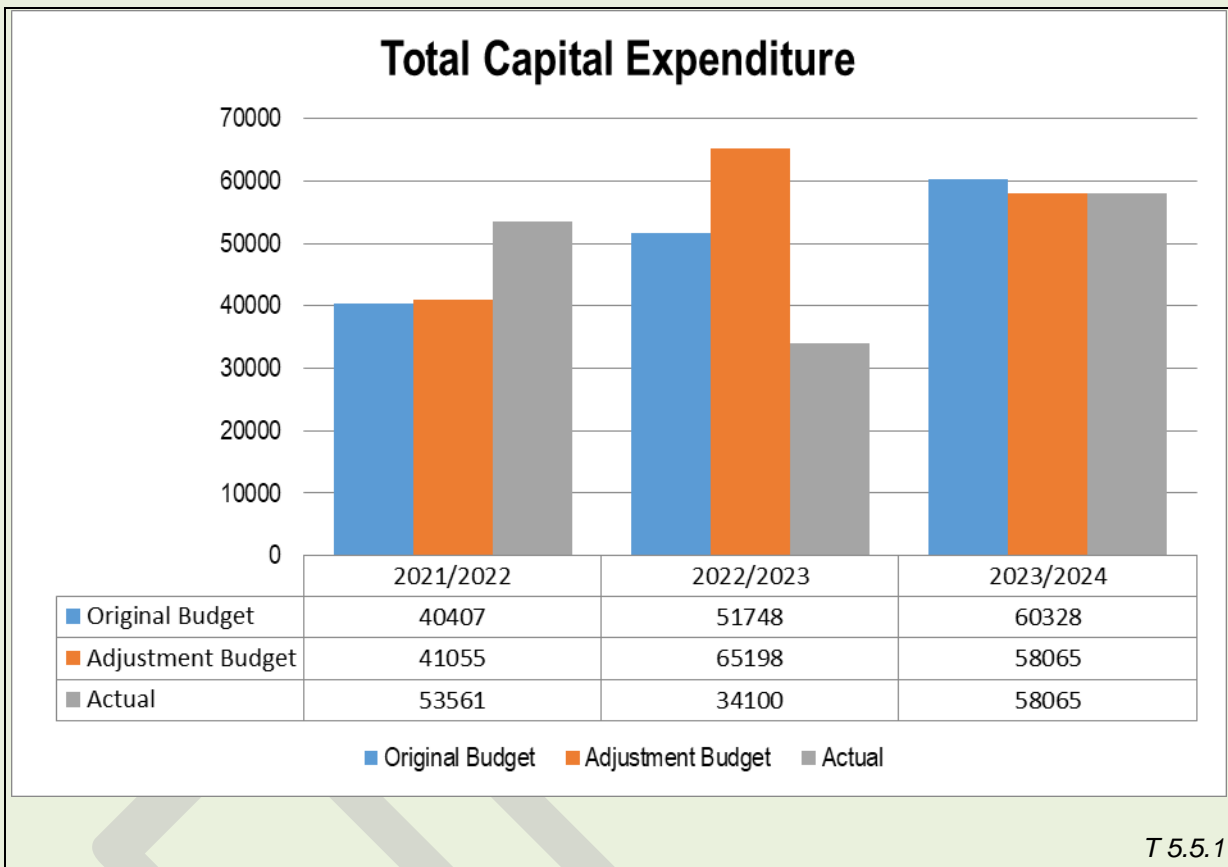
Capital expenditure relates mainly to the construction of assets that will have value, lasting over many years. Capital expenditure is funded from grants, borrowings, and operating expenditures and surpluses.

The five largest projects implemented were the Construction of Kieser reservoir and pressure tower, Upgrade a A-Substation (Installation of 20MVA transformer, Upgrade of the Standerton Landfill site, Installation of VIP toilets in rural/farm areas and installation of boreholes.

The budget provision to complete projects in the near future are limited as the MIG allocation is insufficient to complete the projects within a one-year financial cycle. Other sources of funding are to be explored in order to ensure that projects are completed within a reasonable period. These projects were implemented to ensure that Council priorities were attended to.

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5.5 CAPITAL EXPENDITURE



5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources: 2022/23 - 2023/24

R' 000

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Details		2022/2023	2023/2024				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance							
	External loans	0	0	0	0	0,00%	0,00%
	Public contributions and donations	78511	245423	245423	245423	0,00%	0,00%
	Operating grants	157128	172266	172266	172266	0,00%	0,00%
	Capital grants	70887	47630	47630	47630	0,00%	0,00%
Total		306526	465319	465319	465319	0,00%	0,00%
Percentage of finance							
	External loans	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
	Public contributions and donations	25,6%	52,7%	52,7%	52,7%	0,0%	0,0%
	Grants and subsidies	51,3%	37,0%	37,0%	37,0%	0,0%	0,0%
	Other	23,1%	10,2%	10,2%	10,2%	0,0%	0,0%

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2023/2024				
Asset 1				
Name	Construction of Kieser Reservoir and Pressure Tower			
Description	Construction of Kieser Reservoir and Pressure Tower			
Asset Type	Water			
Key Staff Involved	PMU			
Staff Responsibilities	Project Management			
Asset Value	2023/2024	2022/2023	2021/2022	2020/2021
	27 545 575	8 179 124		
Capital Implications	Asset Upgraded			
Future Purpose of Asset	Water supply to Kieser supply area (CBD, Hospital, etc)			
Describe Key Issues				
Policies in Place to Manage Asset				
Asset 2				
Name	Upgrade of Standerton Landfill Site			
Description	Upgrade of Standerton Landfill Site			

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Asset Type	Solid Waste			
Key Staff Involved	PMU			
Staff Responsibilities	Project Management			
Asset Value	2023/2024	2022/2023	2021/2022	2021/2020
	18 000 000	2 000 000		
Capital Implications	Asset renewed			
Future Purpose of Asset	Improved Management of Standerton Landfill site.			
Describe Key Issues				
Policies in Place to Manage Asset				
Asset 3				
Name	Upgrade of A Sub (Installation of 20MVA transformer)			
Description	Upgrade of A Sub (Installation of 20MVA transformer)			
Asset Type	Electricity			
Key Staff Involved	PMU			
Staff Responsibilities	Project Management			
Asset Value	2023/2024	2022/2023	2021/2022	2021/2020
	7 000 000	1 388 789		
Capital Implications	New Asset			
Future Purpose of Asset	Provision of Electricity to Sakhile			
Describe Key Issues				
Policies in Place to Manage Asset				
T 5.3.2				

T 5.3.2

COMMENT ON SOURCES OF FUNDING:

In respect of capital projects, the Municipality utilized conditional grants to undertake these projects.

T 5.6.1.1

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*			R' 000
Name of Project	Current: 2023/2024	Variance: Current Year 2023/2024	

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	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Construction of Kieser reservoir and pressure tower	27 952	27 545	27 545	1%	1%
Upgrade of Standerton Landfill site	18 000	18 000	18 000	0%	0%
Upgrade of A Sub (Phase 1)	7 000	7 000	7 000	0%	0%
Installation of VIP toilets	2 000	1 329	1 329	34%	34%
Installation of boreholes	1 000	998	998	0%	0%

* Projects with the highest capital expenditure in Year 0

Construction of Kieser reservoir and pressure tower	
Objective of Project	Improve storage and reduce water losses
Delays	Delays in commissioning
Future Challenges	None
Anticipated citizen benefits	Improved and consistent water supply
Upgrade of Standerton Landfill site	
Objective of Project	Improve landfill site operations
Delays	None
Future Challenges	Tariff enforcement
Anticipated citizen benefits	Reduction in pollution
Upgrade of A Sub (Phase 1)	
Objective of Project	Improved reliability of electricity supply
Delays	Delays in appointment of consultant and resultant delay in appointment of contractor

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Future Challenges	Insufficient capacity due to densification
Anticipated citizen benefits	Improved access to electricity supply
Installation of VIP Toilets	
Objective of Project	Installation of rural sanitation
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural sanitation services
Installation of boreholes	
Objective of Project	Installation of boreholes in rural/farm areas
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural water services
T 5.7.1	

COMMENT ON CAPITAL PROJECTS:

The five largest projects implemented were the Construction of Kieser reservoir and pressure tower, Upgrade A Substation (Installation of 20MVA transformer, Upgrade of the Standerton Landfill site, Installation of VIP toilets in rural/farm areas and installation of boreholes.

The budget provision to complete projects in the near future are limited as the MIG allocation is insufficient to complete the projects within a one-year financial cycle. Other sources of funding are to be explored in order to ensure that projects are completed within a reasonable period. These projects were implemented to ensure that Council priorities were attended to.

T 5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

Masterplans need to developed or revised and costed per infrastructure service in order to correctly allocate financial resources where mostly needed and in terms of reprioritizing the needs of the municipality. Assets that are not properly maintained will cost the user and municipality more in the future. Proper planning based on the plans will improve service delivery.

T 5.8.1

Service Backlogs as at 30 June 2024				
	Households (HHs)			
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	36236	93,92	2347	6,08
Sanitation	37337	96,77	1246	3,23
Electricity	34645	89,79	2130	10,21
Waste management	23862	63,91	13472	36,09
Housing	34145	88,50	4438	11,50
% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.				

T 5.8.2

COMMENT ON BACKLOGS:

MIG and INEP grants were used to address the backlogs, although the available funding is insufficient to completely address all backlogs, thus the phased approach as multi-year projects to ensure he eventual upgrade and refurbishment of such backlogs.

T 5.8.4

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Proper cash flow management is a critical element to ensure the municipality meets its obligations. A stable positive cash flow balance relative to the growth of the municipality is a good indication of the municipality financial position and health. Cash flow projections are done on a monthly basis, and cash not immediately required are invested for a better return on the short term.

T 5.9

5.9 CASH FLOW

Cash Flow Statement

Figures in Rand	Note(s)	2024	2023 Restated*
Cash flows from operating activities			
Receipts			
Property Rates		101 614 494	179 665 245
Sale of goods and services		307 221 271	265 128 376
Interest income		4 084 848	2 484 376
Grants and subsidies received - Operational		223 331 000	199 266 999
Other income		-	225 547
		636 251 613	646 770 543
Payments			
Employee costs		(258 395 071)	(232 653 718)
Suppliers		(235 522 186)	(348 356 665)
Other payments		(143 981)	-
		(494 061 238)	(581 010 383)
Net cash flows from operating activities	37	142 190 375	65 760 160
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(137 049 788)	(71 354 926)
Cash flows from financing activities			
Net increase/(decrease) in cash and cash equivalents		5 140 587	(5 594 766)
Cash and cash equivalents at the beginning of the year		9 857 653	15 452 419
Cash and cash equivalents at the end of the year	14	14 998 240	9 857 653

COMMENT ON CASH FLOW OUTCOMES

The cash and cash equivalents at the end of the reporting period indicates a surplus of R14. 9 million. The Municipality has put in place systems to address the cash flow challenges.

5.9.1.1

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

Borrowing: The Municipality, for the period under review did not seek any funding in terms of sections 45 and 46 of the MFMA. In respect of investments, the Municipality did not have long-term investments due to cash flow challenges. Investment held, were for shorter periods of less than 31

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days' notice for operational expenditure. Investments for conditional grants were ring-fenced and were for shorter periods to enable the Municipality to meet the obligation requirements within limited timeframes.

T 5.10.1

Actual Borrowings: 2021/2022 to 2023/2024			
	R' 000		
Instrument	2021/2022	2022/2023	2023/2024
Municipality	0	0	0
Long-Term Loans (annuity/reducing balance)	0	0	0
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	0	0	0
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	0	0	0

T 5.10.2

COMMENT ON BORROWING AND INVESTMENTS:

Borrowing: The Municipality, for the period under review did not seek any funding in terms of sections 45 and 46 of the MFMA. In respect of investments, the Municipality did not have long-term investments due to cash flow challenges. Investment held, were for shorter periods of less than 31 days' notice for operational expenditure. Investments for conditional grants were ring-fenced and were for shorter periods to enable the Municipality to meet the obligation requirements within limited timeframes. T 5.10.5

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

The Municipality did not have any public private partnerships for the year under review. T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

Supply chain management (SCM) is the oversight function of materials, information, and finances as they move in a process from supplier to the Municipality. Supply chain management involves coordinating and integrating these flows. It is said that the ultimate goal of any effective supply chain management system is to reduce stock levels, with the assumption that products are available when needed.

The department (usually abbreviated to SCM) manages the supply and acquisition of goods and services to the Municipality or on behalf of the Municipality. This includes construction works and consultant services, the disposal of goods no longer needed, and the selection of contractors to assist in the provision of municipal services.

SCM is responsible for ensuring a sound, sustainable and accountable supply chain process that promotes black economic empowerment and local economic development, and encourages small businesses and joint venture partnerships. This procurement system must be fair, equitable, transparent, competitive and cost effective, in accordance with the Constitution of South Africa. The

composition of SCM consists of Demand, Acquisition and Logistic Management. The Unit has 7 permanent employees and 2 vacancies.

The Municipality has established 3 Committees, namely: Specifications Committee, Evaluation Committee and the Adjudication Committee. No councillors are members of any committee of the committees dealing with supply chain processes.

The Council has approved a Supply Chain Management (SCM) Policy with practises in compliance with the guidelines set down by the Supply Chain Management Regulations, 2005, which was approved with effect from 1 March 2006. The new Preferential Procurement Regulations, 2011, with effect from 7 December 2011 has been incorporated into the policy as adopted. The SCM policy is reviewed annually with other budget-related policies to incorporate any changes that were not covered in the previous policy, taking into consideration legislative and regulatory circulars and provisions.

The Auditor General indicated significant issues regarding the SCM Unit which included:

Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1).

Some of the contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM Regulation 13(c).

Some of the quotations were accepted from bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM Regulation 13(c). Similar non-compliance was also reported in the prior year.

Some of the invitations for competitive bidding were not advertised for a required minimum period of days, in contravention of SCM Regulation 22(1) and 22(2).

The invitation to tender for procurement of commodities designated for local content and production, did not stipulated the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2). Similar non-compliance was also reported in the prior year. Similar non-compliance was also reported in the prior year.

The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2) (b) of the MFMA. Similar non-compliance was also reported in the prior year.

The Municipality has introduced various systems to curb the increase in irregular expenditure. This includes but not limited to:

- 1) Restructuring the Supply Chain Management Unit to be in line with the SCM Pillars
- 2) Introduction of SoPs and checklists to ensure adherence to SCM policies & Regulations
- 3) Establishment and appointment of Bid Committees in line with the SCM Regulation
- 4) Introduction of Request for Quotes register
- 5) Introduction of contract management policy.

The Municipality has developed Unauthorised Irregular Fruitless and Wasteful expenditure reduction strategy. The centralisation of the supply chain management function will further strengthen the managing of service providers as well as the procurement of goods and services.

T 5.12.1

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance also ensures that municipal accounts are comparable and more informative for the Municipality. It also ensures that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Municipality has not deviated from applicable GRAP Standards applicable to Municipalities

In the current year, the Municipality has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

The following GRAP standards have been approved and effective to the municipality for the 2023/2024 financial year:

GRAP 1 (amended) Presentation of Financial Statements (materiality) – effective 1 April 2023

GRAP 21 The effect of past decisions on materiality – effective 1 April 2023

GRAP 25 (as revised) Employee Benefits – effective 1 April 2023

GRAP 2020 Improvements to the standards GRAP 2020 – Effective 1 April 2023

Guideline: Guideline on accounting for landfill sites

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CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA section 45 states that the results of performance measurement... must be audited annually by the Auditor-General. Every municipality must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year; and disclose the information required in terms of sections 123, 124 and 125 of the MFMA.

Annual financial statements must be prepared within two months after the end of the financial year to which those statements relate and submit the statements to the Auditor-General for auditing. The accounting officer is responsible to at least once per year measures and reviews the performance of the municipality. The results of the performance measurement must be audited annually by the Auditor-General.

Therefore the performance results are submitted with the annual financial statements.

The responsibility of the Auditor-General is to express an opinion on the financial statements based on the audit. The audit is conducted in accordance with International Standards on Auditing. Those standards require that the Auditor-General comply with ethical requirements, a plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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The Auditor-General must audit the financial statements and performance results and submit an audit report to the accounting officer within three months of receipt of the statements.

T 6.0.1

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

6.1 AUDITOR GENERAL REPORT : 2022/2023 FINANCIAL YEAR

Auditor-General Report on Financial Performance: 2022/2023	
Audit Report Status*:	Qualification
Non-Compliance Issues	Remedial Action Taken
Non-compliance issues and the remedial action plan is being attended to. The audit recovery action plan is attached as Appendix T6.1	
Note:*The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)	

T 6.1.1

Auditor-General Report on Service Delivery Performance: 2022/2023	
Audit Report Status:	Disclaimed
Non-Compliance Issues	Remedial Action Taken
Non-compliance issues and the remedial action plan is being attended to. The audit recovery action plan is attached as Appendix T6.1	

T 6.1.2

COMPONENT B: AUDITOR-GENERAL OPINION : 2023/2024

6.2 AUDITOR GENERAL REPORT : 2023/2024 FINANCIAL YEAR

Auditor-General Report on Financial Performance 2023/2024	
Status of audit report:	Qualification
Non-Compliance Issues	Remedial Action Taken
Non-compliance issues and the remedial action plan is being attended to. The audit recovery action plan is attached as Appendix T6.2	

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Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.

T 6.2.1

Auditor-General Report on Service Delivery Performance: 2023/2024

Status of audit report**:	Disclaimed
Non-Compliance Issues	Remedial Action Taken
Non-compliance issues and the remedial action plan is being attended to. The audit recovery action plan is attached as Appendix T6.2	
<p>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0</p> <p>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</p>	

T 6.2.2

AUDITOR GENERAL REPORT ON THE ANNUAL FINANCIAL STATEMENTS: 2023/2024

The following is the 2023/2024 Audit Report as received from AGSA:

In my opinion, except for the effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Lekwa Local Municipality as at 30 June 2024, and financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practise (GRAP), the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) the Division of Revenue Act 5 of 2023 (Dora).

Basis for qualified opinion

1. Irregular expenditure

The municipality did not include all instances of irregular expenditure to the financial statements, as required by section 125(2)(d) of the MFMA, as the municipality did not have adequate systems to identify all prior year's irregular expenditure. I was unable to determine the full extent of the understatement of irregular expenditure stated at R 197,86 million (2022-23: R 143,64 million) in note 48 to the financial statements, as it was impracticable to do so. Consequently, I was unable to determine whether any further adjustments made to the irregular expenditure in the prior period adjustment disclosure in note 41 to the financial statements were necessary.

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2. Property, plant and equipment

During 2023, the municipality did not appropriately account for changes in useful lives for some of the property, plant and equipment in accordance with GRAP 17, Property, plant and equipment. Changes in remaining useful lives of the assets that were incorrectly accounted as an error instead of change in accounting estimates. Consequently, the opening balance of the property, plant and equipment was understated by R26,86 million and the opening balance of accumulated depreciation was overstated by the same amount.

3. Segment reporting

The municipality did not accurately disclose segment reporting in the financial statements, as required by GRAP 18, Segment reporting. The segment information disclosed for expenditure, assets and liabilities did not reconcile back to the financial statements amounts. Consequently, segment information was misstated by expenditure R235,68 million, assets R1,66 billion and liabilities R684,27 million. Additionally, the comparative amounts in the segment information disclosed for revenue was misstated by R22,14 million as it was not adjusted with the restated amounts as per the prior year adjustment note.

4. Cash flow statement

Payment to employees

The municipality's cash paid to employees was incorrectly disclosed as the calculation did not account for movements of accrued leave and accrued bonus which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the compensation of employees is understated by R50, 83 million (2023: R32, 06 million).

Sale of goods and services

The municipality's cash from sale of goods and services was incorrectly disclosed as the calculation did not account for interest on trade receivables, furthermore the incorrect opening balance for trade receivables was used which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the sale of goods and services is understated by R122, 10 million and the comparative amount was overstated by (2023: R19, 18 million).

Corresponding figures

Cash flow statement

Suppliers

Chapter 6

The municipality's cash paid to suppliers was incorrectly disclosed as it was calculated using the incorrect opening balance for trade payables which constitute a departure from GRAP 2, *Cash flow statement*. Consequently, the suppliers were overstated by R31, 82 million in the cash flow statement for the comparative amounts.

COMMENTS ON AUDITOR GENERAL'S OPINION: 2023/2024

The Municipality is committed to further improving the audit where the ultimate objective is to obtain Unqualified Audit Opinion (Clean Audit). This process will be closely monitored through the developed post audit action plan to address the audit findings that remained. The following key findings will be addressed in the 2024/2025 financial year:

- Irregular expenditure
- Property, plant and equipment
- Cash flow statement
- Segment Reporting

The Municipality has developed an audit action plan that will be monitored on a quarterly basis in an effort to ensure that we are able to improve from the qualified audit opinion. The Municipality will again request Auditor General (SA) to perform a status of records review, which has assisted as an early warning or alert system to enable the Municipality to take required steps to correct potential control deficiencies. It will also assist in the implementation of the action plan to be more insightful and relevant, ensuring greater impact towards an improved audit outcome for the 2024/2025 financial year.

In order for the Municipality to improve the audit outcome, it will be important to constantly look at ways to further improve systems and the key drivers of internal control in order to move from the recently obtained qualified audit outcome in the 2023/2024 financial year, to an unqualified audit outcome for 2024/2025.

Emphasis will also be placed on improving areas for the audit of performance against predetermined objectives by ensuring that findings raised in respect consistency between planned and reported Indicators and targets as well as consistency between planning and reporting documents to ensure that indicators are well defined and additional reviews of reported achievements in the annual performance report will be undertaken.

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The Municipality will continue to strive to improve in respect of the following key aspects:

a) Governance.

- A functional Internal Audit unit
- Quarterly performance reviews.
- Functional Audit Committee.
- Compliance with legislation.

b) Financial Management.

- Records keeping and document management.
- Adherence to reporting requirements.
- Compliance to Generally Recognized Accounting Practice (GRAP) accounting standards.
- Monthly balancing of registers and control accounts.

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer confirms that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)..... Dated

T 6.2.5

GLOSSARY

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Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and

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indicators	applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the

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	outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDIX A – COUNCILLORS

APPENDIX A.1 COUNCILLORS

Councillors, Committees Allocated and Council Attendance 2023/2024

	Council Members	Gender (Male / Female)	Ward / Proportional Representation (PR)	Full Time / Part Time FT/PT	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
						% = number of meetings attended x 100/total number of council meetings (12 Council sittings held)	% = number of apologies x 100 / total number of council meetings
1	Michael Sifiso Mngomezulu	Male	Ward 1	PT	African National Congress (ANC)	6/12 (50%)	6 Apologies
2	Piet Melusi Radebe	Male	Ward 2	PT	African National Congress (ANC)	12/12 (100%)	None
3	Mapaseka Molaba	Female	Ward 3	PT	African National Congress (ANC)	8/12 (67%)	4 Apologies
4	Litheko Moses Marago	Male	Ward 5	PT	African National Congress (ANC)	11/12 (92%)	1 Apology
5	Smanga Phillemon Ngwenya	Male	Ward 6	PT	African National Congress (ANC)	7/12(58%)	5 Apologies
6	Swazi Albert Tshabalala	Male	Ward 7	PT	African National Congress (ANC)	9/12 (75%)	3 Apologies
7	John Daniel Nkutha	Male	Ward 9	PT	African National Congress (ANC)	9/12 (75%)	2 Apologies
8	Sibusiso Blessing Ngqulunga	Male	Ward 11	PT	African National Congress (ANC)	11/12 (92%)	1 Apology
9	Thabang Colette Motaung	Male	Ward 12	PT	African National Congress (ANC)	11/12 (92%)	1 Apology
10	Sesana Witnes Masondo	Female	Ward 13	PT	African National Congress (ANC)	12/12 (100%)	None

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11	Doctor Robert Manana	Male	Ward 14	PT	African National Congress (ANC)	11/12 (92%)	1 Apology
12	Malekoa Rose Motloung	Female	Ward 15	PT	African National Congress (ANC)	9/12 (75%)	3 Apologies
13	Sekoele Aubrey Maboea	Male	PR	PT	African National Congress (ANC)	11/12 (92%)	1 Apologies
14	Seipati Mitta Modise	Female	PR	FT (Member of Mayoral Committee)	African Transformation Movement (ATM)	12/12 (100%)	None
15	Carlos Alberto Olim Franco	Male	Ward 8	PT	Democratic Alliance (DA)	11/12 (92%)	1 Apology
16	Gibson Jabulani Xulu	Male	PR	PT	Democratic Alliance (DA)	11/12 (92%)	1 Apology
17	Sithi Aluncedo Silosini	Female	PR	PT	Democratic Alliance (DA)	11/12 (92%)	1 Apology
18	Nwabisa Sheila Tlhakudi	Female	PR	PT	Democratic Alliance (DA)	12/12 (100%)	None
19	Dumisani Joseph Msibi	Male	PR	FT (Whip of Council)	Economic Freedom Fighters (EFF)	12/12 (100%)	None
20	Phindile Cynthia Mahlaba	Female	PR	FT (Member of Mayoral Committee)	Economic Freedom Fighters (EFF)	10/12 (83%)	2 Apologies
21	Amanda Patricia Mancane Mthimkhulu	Female	PR	PT	Economic Freedom Fighters (EFF)	10/12 (83%)	2 Apologies
22	Delani Louis Thabethe	Male	PR	FT (Executive Mayor)	Lekwa Community Forum (LCF)	12/12 (100%)	None
23	Oliver Phiri	Male	PR	FT (Speaker of Council)	Lekwa Community Forum (LCF)	10/10 (100%)	None
	Nrateng Priscilla Selepe	Female	PR	PT	Lekwa Community Forum (LCF)	2/2 (100%)	Replaced Clr O Phiri (Council Resolution A19: 2024-03-26)

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24	Jan Thabo Sebilwane	Male	PR	FT (Member of Mayoral Committee)	Lekwa Community Forum (LCF)	12/12 (100%)	None
25	Sipho Amos Majosi	Male	PR	FT (Member of Mayoral Committee) FT (Speaker with effect from 2024-03-26)	Lekwa Community Forum (LCF)	12/12 (100%)	None
26	Nomakhosi Cynthia Nhlapo	Female	PR	PT	Lekwa Community Forum (LCF)	11/12 (92%)	1 Apology
27	Ronald Sello Tsotetsi	Male	PR	PT	Lekwa Community Forum (LCF)	11/12 (92%)	1 Apology
28	Jacobus Cornelius Stoltz	Male	Ward 4	PT	Independent	12/12 (100%)	None
29	Wilma Venter	Female	Ward 10	PT	Vryheids Front Plus (VFP)	12/12 (100%)	None
30	Daniel Jakobus Venter	Male	PR	PT	Vryheids Front Plus (VFP)	10/12 (83%)	2 Apologies
Note: * Councillors appointed on a proportional basis do not have wards allocated to them							

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

APPENDIX B - COMMITTEES AND THEIR PURPOSES	
Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
AUDIT COMMITTEE	
1. Audit and Performance Audit Committee	The purpose of the Audit Committee is to advise the municipal Council, the political office-bearers, the accounting officer and Management staff of the municipality on matters relating to:
	1. Internal financial control and internal audits;

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	<p>2. Risk Management;</p> <p>3. Accounting Policies;</p> <p>4. The adequacy, reliability and accuracy of financial reporting and information;</p> <p>5. Performance management;</p> <p>6. Effective governance;</p> <p>7. Compliance with the MFMA, Division of Revenue Act (DoRA) and other applicable legislation;</p> <p>8. Performance evaluation; and</p> <p>9. Any other issues referred to it by the Municipality.</p> <p>In terms of Regulation 14 (c) of the Municipal Planning and Performance Management Regulations, 2001, the Municipality has opted to utilise the established Audit Committee as the Performance Audit Committee and is required to inter alia do the following:</p> <p>1. Review the quarterly reports submitted to it by the Internal auditors on the performance measurements of the municipality;</p> <p>2. Review the municipality's performance management system and make recommendations in this regard to the municipal council;</p> <p>3. At least twice during a financial year submit an audit report to the municipal council;</p> <p>4. Any other issues referred to it by the Municipality</p>
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	
<u>2. Municipal Public Accounts Committee (MPAC)</u>	<p>MPAC performs an oversight function on behalf of Council and is not a duplication of and should not be confused with the role played by the Audit Committee or that of the Finance Committee.</p> <p>The primary function of the MPAC is to assist Council to hold the executive and the municipal administration to account and to ensure the effective and efficient use of municipal resources. It executes this function by reviewing the accounts and financial statements of the municipality and exercising oversight on behalf of Council and to report to council on its activities.</p> <p>MPAC acts independently has the right to refer or receive matters and reports from other committees.</p> <p>MPAC may inter alia consider the following:</p> <p>To examine the annual financial statements;</p> <p>Any audit reports issued on the Annual Financial Statements;</p> <p>Any reports issued by the Auditor-General on the affairs of the municipality;</p> <p>Receive reports from the Audit Committee;</p> <p>Any other report referred to the Committee by Council;</p> <p>As an Oversight Committee, review the Annual Report on behalf of Council and make recommendations to Council thereafter;</p> <p>MPAC may also:</p> <p>Table reports with findings and recommendations on any financial statements or reports to Council;</p> <p>Initiate and develop the annual oversight report based on the annual report;</p> <p>Recommend and initiate any investigation in its area of competence;</p> <p>Seek information from any councillor, employee or any person outside council when conducting an investigation;</p> <p>Perform any other functions assigned to it by resolution of Council;</p> <p>When examining financial statements and audit reports, the committee to consider improvements from previous statements and must monitor the extent to which the committee's and the Auditor General's recommendations are implemented.</p> <p>The outcomes and the resolutions taken by the MPAC must be reported to Council and must be made public.</p>
COUNCIL OVERSIGHT COMMITTEES	
<u>3. Council section 79 Oversight Committees</u>	<p>The Council had established the following committees in terms of section 79 of the Municipal Structures Act, 117 of 2008 in order to allow an oversight role to be exercised in respect of service delivery and budget implementation:</p>

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	a) Corporate Services and Community Services and Safety
	b) Technical Services and Planning
	c) Budget and Treasury
RULES, ETHICS, BY-LAWS AND POLICIES COMMITTEE	
4. Rules, Ethics, By-laws & Policies Committee	Foster and maintain discipline among the Councillors
	Monitor the implementation of rules and ethical behaviour of Councillors
	Attend to petitions and motions
	Monitor the implementation of Council resolutions
	Review the standing orders
	Propose the establishment of a particular committee
	Review the delegations register
	Initiate the development, rationalisation and review of by-laws and policies
	Perform any other functions assigned to it by resolution of Council
LOCAL GEOGRAPHICAL NAMES COMMITTEE (LGNC)	
5. Local Geographical Names Committee (LGNC)	To identify or help to identify geographical features for possible name standardisation;
	To receive and process submissions/applications from individuals and or organisations regarding the standardization of geographical names;
	To conduct public participation programmes in which proposed name changes will be discussed by the relevant stakeholders;
	To ensure that the standardization of geographical names takes place within a municipal area of jurisdiction area in line with guidelines published by the Mpumalanga Provincial Geographical Names Committee (MPGNC);
	Create an atmosphere and mechanisms including sub structures, suitable for the participation of all stakeholders;
	To conduct awareness raising activities about the programme of standardising geographical names and to ensure that the public is adequately informed about such processes;
	Receive and strive to resolve any objections related to the process of standardizing geographical names in line with MPGNC guidelines for handling objections;
	Prepare and submit reports on a regular basis to Council, the Regional Geographical Names Committee and the MPGNC;
	Monitor the implementation of standardized geographical names in its jurisdictional area and report any failure to implement to Council and the MPGNC;
	Ensure that all the administration related to the process of standardizing geographic names in its jurisdictional area is properly addressed;
	Ensure correspondence with all parties concerned especially the applicants and identifiable objectors as per the applicable MPGNC guidelines;
	Interface and interact with the Town Planning, property developers and residents on the naming of any new settlements, streets, public spaces or any related geographic features;
	Implement provisions of the SAGNC Act, SAGNC Regulations, Provincial policy and related provincial regulations on the standardisation of geographic names as may be promulgated from time to time.

APPENDIX –THIRD TIER ADMINISTRATIVE STRUCTURE

Within the Municipality, the next tier of the administrative structure consists of managers across the various departments. This tier of management is permanently employed and are not required to sign performance agreements on an annual basis. They are however bound by their approved and signed job descriptions as a means to hold them accountable for duties that ought to be performed. It is envisaged that the implementation of individual performance management and with the signing of

APPENDICES

some kind of a commitment to hold this tier of management more responsible to fulfil their employment obligations will also be introduced.

APPENDIX C – FUNCTIONS OF MUNICIPALITY / ENTITY

APPENDIX C - FUNCTIONS OF THE MUNICIPALITY		
Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	No	GSDM
Building regulations	Yes	
Child care facilities	No	N/A
Electricity and gas reticulation	Yes	
Firefighting services	Yes	
Local tourism	Yes	
Municipal airports	No	
Municipal planning	Yes	
Municipal health services	No	N/A
Municipal public transport	No	N/A
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	N/A
Stormwater management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	
Beaches and amusement facilities	No	N/A
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	Yes	
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	Yes	
Facilities for the accommodation, care and burial of animals	Yes	
Fencing and fences	Yes	
Licensing of dogs	Yes	
Licensing and control of undertakings that sell food to the public	Yes	GSDM
Local amenities	Yes	
Local sport facilities	Yes	
Markets	No	N/A
Municipal abattoirs	No	N/A
Municipal parks and recreation	Yes	
Municipal roads	Yes	
Noise pollution	No	
Pounds	Yes	

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Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	
<i>* If municipality: indicate (yes or No); * If entity: Provide name of entity</i>		<i>T D</i>

APPENDIX D – WARD REPORTING

Functionality of Ward Committees			
Ward Number	Name of Ward Councillor and elected Ward committee members	Ward Committee established with ward operational plans (Yes / No)	Functionality of Ward Committees through meetings convened
Ward 1	Michael Sifiso Mngomezulu	Yes	Functional
Ward 2	Piet Melusi Radebe	Yes	Functional
Ward 3	Mapaseka Molaba	Yes	Functional
Ward 4	Jacobus Cornelius Stoltz	Yes	Functional
Ward 5	Litheko Moses Marago	Yes	Functional
Ward 6	Smanga Phillemon Ngwenya	Yes	Functional
Ward 7	Swazi Albert Tshabalala	Yes	Functional
Ward 8	Carlos Alberto Olim Franco	Yes	Functional
Ward 9	John Daniel Nkutha	Yes	Functional
Ward 10	Wilma Venter	Yes	Functional
Ward 11	Sibusiso Blessing Ngqulunga	Yes	Functional
Ward 12	Thabang Colette Motaung	Yes	Functional
Ward 13	Sesana Witnes Masondo	Yes	Functional
Ward 14	Doctor Robert Manana	Yes	Functional
Ward 15	Malekoa Rose Motloung	Yes	Functional

APPENDIX E – WARD CAPITAL PROJECTS 2023/2024

Capital Projects: Seven Largest in 2023/2024 (Full List at Appendix O)					
No.	Project Name and detail	Ward	Start Date	End Date	Total Value R'
1	Construction of Kieser reservoir and pressure tower	10	09-Jan-23	TBA	36 561 677,00

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2	Upgrade of Standerton Landfill site	1-8; 10; 11; 14; 15	01-Apr-24	30-Jun-24	21 000 000,00
3	100% Design completion for 11kV line between A Substation and Rooikoppen.	11	01-Jul-24	30-Jun-24	15 000 000,00
4	Upgrade of A Sub (Phase 1) (20MVA transformer installed)	7	01-Jul-24	30-Jun-24	7 000 000,00
5	Rehabilitation and upgrading of two damaged road bridges in Rooikoppen.	11	07-Feb-24	30-Jun-24	2 360 225,58
6	100% Refurbishment of Johan, Steijn and Rooikppen sewer pump stations	4; 11	01-Jul-24	30-Jun-24	1 620 187,00
7	Installation of VIP Toilets	9; 12; 13	01-Oct-23	27-Feb-24	1 329 940,00
T F.1					

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	36236	37337	34645	23862	
Households without minimum service delivery	2347	1246	2130	13472	
Total Households*	38583	38583	36775	37334	
Houses completed in year					
Shortfall in Housing units					
*Including informal settlements					T F.2

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

	RESOLUTIONS	PROGRESS	RESPONSIBLE PERSON	IMPLEMENTED/RESOLUTION NOT IMPLEMENTED	DUE DATE
	20 July 2023 Resolutions tracking				
AFS Year-End Audit Readiness Plan 2022/23					
1	That the CFO <u>SHOULD</u> share the bank reconciliation and the agreement of DWS with the audit committee members by the 20 th July 2023.	The bank reconciliation and the agreement of DWS was submitted to the audit committee members and their comments were forwarded to the CFO for further action.	Chief financial Officer	Resolution implemented	Completed
2	That the draft Annual financial statements BE SUBMITTED to Internal Audit and the Audit Committee on time for reviewal as this will assist with quality assurance prior to submission to the Auditor-General	The draft AFS were submitted to both Internal Audit and Audit Committee for review	Chief financial Officer	Resolution implemented	Completed
Section 52 Financial Report					

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3	Management <u>SHOULD</u> apply cost curtailment measures to reduce expenditure and increase revenue.			In progress	On- Going
SDBIP Performance Report					
4	That in preparation for the compilation of the draft 2022/2023 Annual Performance Report, each Department <u>MUST ENSURE</u> that all supporting portfolio of evidence is submitted in line with reported performance and where a target has not been achieved, reasons for non-achievement as well as corrective measures <u>MUST BE PROVIDED</u> .	The draft Annual Performance Report was circulated after the meeting, and departments submitted their inputs	ALL HOD's	Resolution implemented	Completed

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5	That the performance reviews/annual assessment for municipal manager and the senior managers are CONDUCTED.		Accounting Officer, CFO & Manager PMS	Resolution not Implemented	Resolution not implemented
Internal Audit Reports					
6	Management <u>SHOULD ENSURE</u> that all findings raised by Internal Audit are adequately addressed, these findings will be monitored through the Internal Audit Action Plan	The Internal Audit Action plan is monitored on a quarterly progress	Office of the MM	In progress	On- Going
19 OCTOBER 2023 MINUTES - RESOLUTION TRACKING FOR 1ST QUARTER 23/24					
Financial Recovery Plan Implementation					
1	That the FRP Implementation Report should include the previous quarter's comparative figures.	The implementation is on-going	Manager in the Office of MM	In progress	On- Going

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2	That part of the monitoring of the implementation of the FRP requires that quarterly engagements be undertaken with the National Treasury support team.	Comments/input on the implementation of FRP were received		In progress	On- Going
3	That the municipality should take into consideration that National Treasury's input.	Input from National Treasury were considers		In progress	On- Going
Internal Audit Report - Implementation of the Internal Audit Plan					
4	That the position of the Internal Audit officer unit BE PRIORITIZED AND FILLED.	Internal Audit Officer is appointed on 01 January 2024		Resolution implemented	Completed
5	That the evaluation process for the position of senior IA be FINALISED so the position can be FILLED	Evaluation process are completed	Chief Audit Executive	Resolution implemented	Completed
Supply Chain Management Report					

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6	That the supply chain management report must include the measures used regarding the UIFW identified for the quarter	Not implemented yet	Manager: Supply Chain Management	Resolution not Implemented	Resolution not implemented
Risk Management Report					
7	The decrease in the implementation of mitigating plans for office of the MM, CS and PED is a concern and it is recommended that this improves in the second quarter	Implementation of the mitigation plans from MM,CS and PED has improve for quarter December 2023	Chief Risk Officer	In progress	On- Going
26 JANUARY 2024 MINUTES - RESOLUTION TRACKING FOR 2ND QUARTER 23/24					
Draft Audit Action Plan					
1	That the Action Plan development should be FAST-TRACKED as the financial year is ending in 5 months, and there won't be enough time to address those findings.	Audited Action Plan is developed and	CFO, Manager Budget	Resolution implemented	Completed

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	That the drafting of the Audit Action Plan should BE CONCLUDED by the end of February 2024.				
Mid-Year Financial Reports					
2	The municipality's legal costs are too high and should be reduced significantly.		Manager: Legal, Legal Officer	Resolution implemented	Completed
Litigation Report					
3	The finalized litigation against Lekwa Municipality will BE SETTLED within 6 months from this reporting quarter	Cases regarding litigation with the municipality were resolved as per the resolution	Manager: Legal, Legal Officer	Resolution implemented	Completed
Internal Audit Reports					
4	That the fleets policies and procedures should be formulated from scratch.	Fleet policy and procedures were drafted and submitted to council for approval	HOD TS, Manager: Fleets	Resolution implemented	Completed
5	That the municipality should ask the department of housing to	Pogress was not provided	HOD PED, Manager: Human Settlements	Resolution not Implemented	Resolution not implemented

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	advise regarding the issuing of court order to evict the illegal RDP occupants				
26 APRIL 2024 MINUTES - RESOLUTION TRACKING FOR 3RD QUARTER 2023/24					
Financial Reports					
1	The municipality must make use of the Financial Management Grant (FMG) to Capacitating its employees; in the form of trainings to invest on skill set.	Trainings of employees are covered with Financial Management Grands	CFO, Budget	Resolution implemented	Completed
2	Irregular Expenditure reports should be shared to all relevant stakeholders including Provincial Treasury for noting.	Irregular Expenditure report are shared with Provincial Treasury on quartly basis	CFO, SCM	Resolution implemented	Completed

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3	Controls should be put in place to manage overspending of the budget to avoid unauthorized expenditure.	Budget is lock to avoid overriding of the budget. The budget and treasury prepare income and expenditure that is circulated to all departments on a monthly basis	CFO, Expenditure	Resolution implemented	Completed
4	All Expenditures from R30 000 and above will be included in the procurement plan to enhance cash flow management, in the new financial year.	Some of the items above 30 000 were included in the procurement plan for 2024/25 financial year	CFO	Resolution implemented	Completed
5	Head of Department – Technical Services assured the Audit Committee that the remaining amounts of the Conditional Grants shall be fully utilized before the end of this financial year.	The condition grants were fully utilized before the end of the financial year.	CFO	Resolution implemented	Completed

Annual Financial Statement Preparation Plan

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6	That Management should finalize the appointment of the service provider that will be dealing with Asset Management.	Service provider for Assets management is appointed	CFO, SCM	Resolution implemented	Completed
7	Due Diligence must be performed in improving the particular outcomes for the Annual Financials.	Municipality received qualified opinion during the 2023/2024 audited financial statements	CFO	Resolution implemented	Completed
8	Policies should be reviewed across all departments and management should strengthen their controls that are put in place.	Finance policies were reviewed as a recommendations	CRO	Resolution implemented	Completed
9	Audit Committee also emphasized that the organizational culture should be revived for effective results and better audit outcome.	Municipality received qualified opinion during the 2023/2024 audited financial statements	CRO	Resolution implemented	Completed
IT Report					

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10	Management should present a proper risk assessment on the migration of information from the current manual operations to the VIP system.	The resolution is not implemented		Resolution not Implemented	Resolution not implemented
11	Comprehensive report on the Risk Assessment be presented to Risk Management and Audit Committee to give assurance that there are no problems, post migration of information.	The resolution is not implemented	Corporate Service, ICT Manager	Resolution not Implemented	Resolution not implemented
12	Management should table a comprehensive report on the VIP Spending to Audit Committee.	Comprehensive report including VIP spending is reported to audit committee on a quarterly basis		Resolution implemented	Completed
SDBIP Performance Report					
13	Management should consider rewarding Senior Managers with a different package that is	Resolution not implemented	PMS	Resolution not Implemented	Resolution not implemented

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	not monetary, due to the cash flow crisis that the municipality is currently undergoing				
	Total Resolutions = 30				
	Resolutions implemented = 19(63%)				
	Resolutions in progress = 5(17%)				
	Resolutions not implemented = 6(20%)				

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS ENTERED INTO DURING 2023/2024

For the 2023/2024 financial year no new long-term contracts or public private partnerships that were entered into.

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APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

For the 2023/2024 financial year, below is the service provider performance schedule. The Municipality did not have any municipal entities under its control for the year under review.

No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
1	<u>MUN-4338</u>	Munsoft	Budget & Treasury Office	Munsoft compliance consultation service to the client	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
2	<u>2003/015693/D7</u>	VIP Sage	Budget & Treasury Office	Manage human resourcing and payroll	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
4	<u>RT15-2016</u>	Vodacom	Budget & Treasury Office	Smart metering as a service, smart electricity and water metering	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
5	<u>BTO 01/2018/2019</u>	Nedbank	Budget & Treasury Office	Provision of Banking Services for a period of 36 Months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
6	<u>BTO 02/2022/23</u>	DDP Valuers (PTY) LTD	Budget & Treasury Office	COMPILATION AND MAINTENANCE OF GENERAL VALUATION ROLL	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
7	<u>BTO 08-2022-2023</u>	Equalizer	Budget & Treasury Office	Professional Service Provider: Electricity vending system	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
8	<u>BTO 05 2021-2022</u>	Kunene Makopo Risk Solutions	Budget & Treasury Office	Management of Short-Term Insurance Portfolio	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
9	<u>BTO 11-2022-2023</u>	MAXPROF	Budget & Treasury Office	VAT recovery service for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
10	<u>BTO02-2023-2024</u>	Inkazimulo Consulting (PTY) LTD	Budget & Treasury Office	Preparation of Annual Financial Statements for period 36 months for lekwa local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
11	<u>BTO03-2023-2024</u>	West Rand Consulting	Budget & Treasury Office	Preparation & Updating of GRAP Compliant Assets register for a period 36 months for Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
12	<u>BTO 04-2022-2023</u>	Morounekem Trading and Projects (PTY) LTD	Budget & Treasury Office	Appointment for the printing and Distribution of Municipal Consumer account statements for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
13	<u>BTO 01-2023-2024</u>	Riley Auctioneers T/A Riley Autions Africa (PTY) LTD	Budget & Treasury Office	Appointment of a service provider for the Auctioneering of movable assets for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
15	<u>BTO03-2022-2023</u>	Spectrum Utility Management (PTY) LTD	Budget & Treasury Office	Provision of meter reading service for a period of 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract		
16	<u>BTO 04-2023-2024</u>	Sondeza Development and investment (PTY) LTD	Budget & Treasury Office	Implementation of credit control measures (Cut -Off and Reconnection services) for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
17	<u>BTO 01/2021/2022</u>	Likusasa Lethu OHS Consultants	Budget & Treasury Office	Panel of providers: Electrical material	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
18	<u>BTO</u> <u>01/2021/2022</u>	Simon Setuke Distributors	Budget & Treasury Office	Panel of providers: Electrical material	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
19	<u>BTO</u> <u>01/2021/2022</u>	Mavutha Constructors Enterprise	Budget & Treasury Office	Panel of providers: Electrical material	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
20	<u>BTO</u> <u>01/2021/2022</u>	Nomdric Electrical and Projects	Budget & Treasury Office	Panel of providers: Electrical material	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
21	<u>BTO</u> <u>01/2021/2022</u>	Brite Ideas Investments	Budget & Treasury Office	Panel of providers: Electrical material	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
22	<u>BTO</u> <u>02/2021/2022</u>	Sky21 Trading	Budget & Treasury Office	Panel of providers: Plumbing material	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
23	<u>BTO</u> <u>02/2021/2022</u>	Mphathiwezinto Trading and Projects	Budget & Treasury Office	Panel of providers: Plumbing material	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
24	<u>BTO</u> <u>03/2021/2022</u>	Ngoti Holdings	Budget & Treasury Office	Provision and Supply Stationery Items to Lekwa Local Municipality up to 30 June 2024	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
25	<u>BTO 03/2021/2022</u>	Dot Com Printers	Budget & Treasury Office	Provision and Supply Stationery Items to Lekwa Local Municipality up to 30 June 2024	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
26	<u>BTO07-2022-23</u>	Nonki C Travels	Budget & Treasury Office	Appointment of travel management service provider for the period of three years in Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
14	<u>DTS07-2023-2024</u>	TJM GREENTECH (PTY) LTD	Technical Services	Appointment letter for sourcing of funds and implementation of energy efficiency and renewable energy projects at risk for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
27	<u>DTS 05-2023-2024</u>	XPERO trading	Technical Services	Appointment of a consultant for design, construction supervision and project administration and closeout for construction of a 1,5 hectare Thuthukani cemetery site in Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
28	-	ID TECHNOLOGIES SOLUTION	Technical Services	License implementation, annual upgrade and support services			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
29	DTS 16 2021-2022	MPPM	Technical Services	Appointment maintenance, testing inspection and replacing of electricity equipment on Lekwa municipality electricity network.	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	Delays in some deliverables requested, showground 11kv taken for repairs, is not yet returned	Setup follow up meeting with the service provider
30	<u>DTS 1-2022-2023</u>	DHAHABU Consulting (PTY) LTD	Technical Services	Appointment of panel of consultants for professional Engineering related services for the period of 36 months in Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
31	<u>DTS 10/2022/2023</u>	Limacon cc	Technical Services	The manufacture, testing at contractors works, supply, directory access protocol (DAP) delivery (DDP) installation, testing at site and commissioning of one complete fully functional three phase 20 MVA 33/11kv power transformer for	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
				Lekwa Local Municipality's A - SUB Substation	the SLA		
32	<u>DTS</u> <u>4/2022/2023</u>	Mizana Engineering and Services (PTY) LTD	Technical Services	Refurbishment of the Standerton Wastewater works	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
33	<u>DTS</u> <u>17/2021/2022</u>	Asginc Africa	Technical Services	Contractor: Upgrade to paved roads	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
34	<u>DTS 01-2023-2024</u>	Shandiz West (PTY) LTD	Technical Services	Installation of New toilets at wards 12 and 13	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
35	<u>DTS-02-2023-2024</u>	Mudoita Investment (PTY) LTD	Technical Services	Drilling of boreholes at rural wards (9,12 &13)	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
36	<u>DTS 01-2023-2024 (PANEL)</u>	2MC Consulting Engineers	Technical Services	Design, construction supervision and project administration and closeout for the rehabilitation of 5KM Bauman street adjoining the R50 and R39 provincial Road in Lekwa Local Municipality			
37	<u>DTS 01-2023-2024 (PANEL)</u>	A.M Consulting Engineers (PTY) LTD	Technical Services	Rehabilitation of Vry Street			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
38	<u>DTS 02-2023-2024</u>	MPPM Consulting Engineering	Technical Services	Design, construction supervision and project administration and closeout for the supply and installation of 26 highmast lights in different wards of the municipality (ward 9,12,13,and 14) in Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
39	<u>DTS04-2023-2024</u>	MPPM Consulting Engineering	Technical Services	Appointment letter for contractor for planning for closure and rehabilitation of Morgenzon Landfill site in the for Lekwa Local Municipality	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
40	<u>DTS08-2023-2024</u>	F - TECH SERVICES (PTY) LTD	Technical Services	Appointment letter for the replacement, refurbishment and maintenance of existing windmills, electrical pumps solar panels and hand pumps on an as and when required basic for a the replacement, refurbishment and maintenance of existing windmills electrical pumps, solar panels and hand pumps for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
41	<u>CSS 01/2022/2023</u>	Enhanced Innovations Projects (PTY) LTD	Technical Services	Appointment for upgrading and operational of the Standerton Landfill site for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
42	<u>DCSS</u> <u>01/2021/2022</u>	Zedek trading 580 CC	Technical Services	Supply, delivery and install precast concrete Palisade fencing to the Rooikoppen cemetery (Sakhile Ext 4, ERF number 7321			
43	<u>DTS</u> <u>01/2021/2022</u>	ECA Consulting	Technical Services	Consultant for the project: Coligny sewer line upgrade			
44	<u>DTS</u> <u>20/2021/2022</u>	TM and S Construction	Technical Services	Coligny line upgrade			
45	<u>DTS</u> <u>19/2021/2022</u>	TM and S Construction	Technical Services	Bulk water supply/Kieser reservoir			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
46	<u>DTS</u> <u>9/2021/2022</u>	Motagane Chem	Technical Services	Chemicals for the purification of water	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		
47	<u>DTS</u> <u>23/2021/2022</u>	Ramashu Supply	Technical Services	Panel of providers: road maintenance material			
48	<u>DTS</u> <u>23/2021/2022</u>	Dem-same Tec	Technical Services	Panel of providers: road maintenance material			
49	<u>DTS</u> <u>23/2021/2022</u>	Angana Valo Engineering	Technical Services	Panel of providers: road maintenance material			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
50	<u>WS01-2023-2024</u>	Vuka Sbeko	Technical Services	Appointment for servicers for the rental of water tankers on an as and when needed basis for the period of 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	Service not delivered consistently	Penalties be instituted.
51	<u>WS01-2023-2024</u>	Ebafaneni cleaning, grass cutting, and gardening services	Technical Services	Appointment for servicers for the rental of water tankers on an as and when needed basis for the period of 36 months	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
52	<u>WS01-2023-2024</u>	Lindulwazi Projects	Technical Services	Appointment for servicers for the rental of water tankers on an as and when needed basis for the period of 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	Service not delivered consistently	Penalties be instituted.
53	<u>WS01-2023-2024</u>	Triple action holdings	Technical Services	Appointment for servicers for the rental of water tankers on an as and when needed basis for the period of 36 months	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
54	<u>WS01-2023-2024</u>	Asambe ndoda general trading	Technical Services	Appointment for servicers for the rental of water tankers on an as and when needed basis for the period of 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	Service not delivered consistently	Penalties be instituted.
55	<u>DTS 06/2022/2023</u>	NJILO CONSULTING AND LOGISTICS	Technical Services	Pamel of service providers for a period of 36 months for the supply, delivery and fitment of tyres.	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		N/A
56	<u>DTS 06/2022/2023</u>	RICHTRAU	Technical Services	Pamel of service providers for a period of 36 months for the supply, delivery and fitment of tyres.	The service provider was not used in the 2023/2024 financial year.		N/A

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
57	<u>DTS</u> <u>06/2022/2023</u>	MALAS	Technical Services	Pamel of service providers for a period of 36 months for the supply, delivery and fitment of tyres.	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		N/A
58	<u>DTS</u> <u>06/2022/2023</u>	SQUAREFANE TRADING ENTERPRISE	Technical Services	Pamel of service providers for a period of 36 months for the supply, delivery and fitment of tyres.	The service provider was not used in the 2023/2024 financial year.		N/A
59	<u>WS01-2022-2023</u>	VIYOKHULUMANI TRADING (PTY) LT	Technical Services	Panel of consultants for electrical and mechanical services on the Municipal Infrastructure sanitation and water services for the period of 3 years in Lekwa Local Municipality	The service provider was not used in the 2023/2024 financial year.		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
60	<u>WS01-2022-2023</u>	Ivati purifiers	Technical Services	Panel of consultants for electrical and mechanical services on the Municipal Infrastructure sanitation and water services for the period of 3 years in Lekwa Local Municipality			
61	<u>WS01-2022-2023</u>	Namasango Business enterprice	Technical Services	Panel of consultants for electrical and mechanical services on the Municipal Infrastructure sanitation and water services for the period of 3 years in Lekwa Local Municipality			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
62	<u>WS01-2022-2023</u>	Phakamile investment	Technical Services	Panel of consultants for electrical and mechanical services on the Municipal Infrastructure sanitation and water services for the period of 3 years in Lekwa Local Municipality			
63	<u>DTS 05-2022-2023</u>	NJILO CONSULTING AND LOGISTICS	Technical Services	Appointment letter for a panel of consultants for a period of 36 months on an as when required basic for the supply of rental yellow fleet in Lekwa Local Municipality			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
64	<u>DTS 05-2022-2024</u>	Mavutha Constructors Enterprise	Technical Services	Appointment letter for a panel of consultants for a period of 36 months on an as when required basis for the supply of rental yellow fleet in Lekwa Local Municipality			
65	<u>DTS 08-2022-2023</u>	Zedek	Technical Services	Panel of contractors to provide services and as when required basis for a period of 36 months for electrical and mechanical services: Sanitation and water works services.	The service provider was not used in the 2023/2024 financial year.		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
66	<u>DTS 08-2022-2023</u>	TM Consortium (pty) Ltd	Technical Services	Panel of contractors to provide services and as when required basis for a period of 36 months for electrical and mechanical services: Sanitation and water works services.			
67	<u>DTS 08-2022-2023</u>	Rapid Civil	Technical Services	Panel of contractors to provide services and as when required basis for a period of 36 months for electrical and mechanical services: Sanitation and water works services.			

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
68	<u>DTS 08-2022-2023</u>	BV Magujwa	Technical Services	Panel of contractors to provide services and as when required basis for a period of 36 months for electrical and mechanical services: Sanitation and water works services.	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		
69	<u>DTS 05-2023-2024 (PANEL)</u>	2MC Consulting Engineers	Technical Services	Appointment for design and construction of gabion mattress for Lekwa Local Municipality	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
70	<u>SC</u> <u>01/2021/2022</u>	Sinqobile Equestrian Security Services	Community Services & Safety	Provide Security Services	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
3	<u>RT3</u>	Dido Digital	Corporate Services	Leasing of printing and photocopier Machines for a period of 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	The ordered printers delivered after the stipulated timeframe, but in the mean time there was a loan printers that were provided for usage while wait the order.	

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71	<u>CS/03/2022-2023</u>	Compusol IT Technologies	Corporate Services	Supply, installation and maintenance of a hosted VoIP (voice over the internet protocol) telephone system, call centre system internet and the virtual private for 36 months	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract	The service delivered took longer than the set time frame	
72	<u>MICROSOFT</u>	Microsoft 365	Corporate Services	Microsoft office 365 (E3) subscription	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
73	<u>CS 01-2023-2024</u>	Emalangen Technologies (PTY) LTD	Corporate Services	Appointment for upgrade and procurement of the server room infrastructure	The service has been provided at acceptable standards but outside of the timeframes stipulated in the SLA/Contract		
74	<u>CSO 01/2021/2022</u>	Times Ten Trading	Corporate Services	PPE Clothing	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
75	<u>CSO 01/2021/2022</u>	Kwandza Logistics	Corporate Services	PPE Clothing	The service has been provided at an acceptable level within the timeframes stipulated by		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
					the SLA		
76	<u>CSO</u> <u>01/2021/2022</u>	Embroidery Corporate	Corporate Services	PPE Clothing	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		
77	<u>CSO</u> <u>01/2021/2022</u>	Bathabile Kase	Corporate Services	PPE Clothing	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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No.	CONTRACT NUMBER	SUPPLIER NAME	MUNICIPAL VOTE/DEPARTMENT	DESCRIPTION OF GOODS/SERVICES/ PROJECTS	PERFORMANCE RATING	PERFORMANCE REVIEW	CORRECTIVE MEASURES IN CASE OF UNDERPERFORMANCE
78	<u>CS01-2022-2023</u>	FACHS BUSINESS CONSULTING & TR	Corporate Services	Appointment of Panel for qualified and accredited Training Service Providers to Serve on Lekwa Local Municipality for a period of 36 months	The service has been provided at an acceptable level within the timeframes stipulated by the SLA		

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APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

The following list indicates the status of disclosure of financial interest for the 2023/2024 financial year.

Disclosures of Financial Interests		
Period 1 July 2023 to 30 June 2024		
Position	Name	Description of Financial interests* (Nil / Or details)
(Executive) Mayor	Delani Louis Thabethe	R120,000 (other financial interest); 50% shares and securities; 50% membership of the close corporation
Member of MayCo / Exco		
	Jan Thabo Sebilane	Nil
	Sipho Amos Majosi	Nil
	Phindile Cynthia Mahlaba	Nil
	Seipati Mitta Modise	Nil
Councillors		
	Michael Sifiso Mngomezulu	Nil
	Piet Melusi Radebe	Nil
	Mapaseka Molaba	Nil
	Litheko Moses Marago	Nil
	Smanga Phillemon Ngwenya	Nil
	Swazi Albert Tshabalala	Nil
	John Daniel Nkutha	Nil
	Sibusiso Blessing Ngqulunga	Nil
	Thabang Colette Motaung	Nil
	Sesana Witnes Masondo	Nil
	Doctor Robert Manana	Nil
	Malekoa Rose Motloun	Nil
	Sekoele Aubrey Maboea	Nil
	Carlos Alberto Olim Franco	Nil
	Gibson Jabulani Xulu	Nil
	Sithi Aluncedo Silosini	Nil
	Nwabisa Sheila Tlhakudi	Nil
	Dumisani Joseph Msibi	Nil
	Amanda Patricia Mancane Mthimkhulu	Nil
	Oliver Phiri	Nil
	Smanga Laurence Nhlapo	Nil
	Nomakhosi Cynthia Nhlapo	Nil
	Ronald Sello Tsotetsi	Nil
	Jacobus Cornelius Stoltz	Nil
	Wilma Venter	Nil
	Daniel Jakobus Venter	Nil

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Municipal Manager	M L Lamola	Property
Chief Financial Officer	K Duba	Nil
	V Khatha	Property
Other S57 Officials		
	M P Phosa	Shares & Investments
	T Mtshiselwa	Nil
	L Khoza	Nil
	M Jiyane	Nil
* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A T J		

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Expanded Public Works Grant	1 643 000	-	1 643 000	0%	0%	Grant aimed at poverty and unemployment alleviation
Financial Management Grant	2 850 000	-	2 850 000	0%	0%	Grant utilised for interns' salaries to advance implementation of MFMA towards meeting minimum competency requirements. Also used for Asset management and financial system enhancement
Integrated National Electrification Programme	8 500 000	-	8 500 000	0%	0%	Grant for electricity connections to households serviced by Eskom within the Municipal jurisdiction
Municipal Disaster Recovery Grant	11 000 000	-	940 269	0%	0%	Grant allocated for rehabilitation of flood and natural disaster damaged services

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Municipal Disaster Response Grant	6 625 000		6 625 000			To fund emergency repairs to essential basic services infrastructure, humanitarian relief following a declared state of disaster
Public Contributions and donations	245 423 591		245 423 591			Donation from SANRAL, for roads upgrades projects
Total	276 041 591	-	265 981 860	0%	0%	
<p><i>* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.</i></p> <p style="text-align: right;">T L</p>						

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Programme by Project: 2023/2024										
R' 000										
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %	Name of Grant	Ward(s) affected	Works completed (Yes/No)	Start Date	End Date
Water										
Construction of Kieser reservoir and pressure tower	27 952,00	275 455,75	275 455,75	0%	90%	MIG	10	No	09-Jan-23	TBA
Installation of boreholes	1 000,00	998	998	0%	0%	MIG	9,12 & 13	Yes	01-Oct-23	01-Mar-24
Refurbishment of Morgenzon raw water pumping units		1 077,79	1 077,79	0%	100%	MDRG	14	Yes	01-Jul-24	28-Jun-24
Sanitation/ Sewerage										
Installation of VIP Toilets	2 000,00	1 329,00	1 329,00	0%	-50%	MIG	9,12 & 13	Yes	01-Oct-23	27-Feb-24
100% Refurbishment of Johan, Steijn and Rooikoppen sewer pump stations		1 620,19	1 620,19	0%	100%	MDRG	4,11	Yes	01-Jul-24	30-Jun-24
Electricity										
Upgrade of A Sub (Phase 1) (20MVA)	7 000,00	7 000,00	7 000,00	0%	0%	INEP	7	Yes	01-Jul-24	30-Jun-24

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transformer installed)										
100% Design completion for 11kV line between A Substation and Rooikoppen.	1 500,00	1 500,00	1 500,00	0%	0%	INEP	11	Yes	01-Jul-24	30-Jun-24
100% Expenditure on rehabilitation of electricity infrastructure		1 248,03	1 248,03	0%	100%	MDRG	1-8; 10; 11; 14; 15	Yes	01-Jul-24	27-Mar-24
Roads										
Rehabilitation and upgrading of two damaged road bridges in Rooikoppen.		2 360,22	2 360,22	0%	100%	MDRG	9	Yes	07-Feb-24	30-Jun-24
Refuse removal										
100% Upgrade of Standerton Landfill site	18 000,00	18 000,00	18 000,00	0%	0%	INTERNAL	1-8; 10; 11; 14; 15	Yes	01-Apr-24	30-Jun-24

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APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2023/2024

Capital Programme by Project: 2023/2024					
R' 000					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
Construction of Kieser reservoir and pressure tower	27952000	27545575	27545575	0%	-1%
Installation of boreholes	1000000	2200000	1933665	-14%	48%
Sanitation/Sewerage					
Installation of VIP Toilets		2000000	2000000	0%	100%
Refurbishment of Morgenzon raw water pumping units		1077790	937210	-15%	100%
100% Refurbishment of Johan, Steijn and Rooikppen sewer pump stations		10000000	10000000	0%	100%
Electricity					

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Upgrade of A Sub (Phase 1) (20MVA transformer installed)	7000000	7000000	7000000	0%	0%
100% Design completion for 11kV line between A Substation and Rooikoppen.	0	15000000	15000000	0%	100%
100% Expenditure on rehabilitation of electricity infrastructure		34930696	39501270	12%	100%
Roads					
Rehabilitation of roads	SANRAL FUNDED				
Rehabilitation and upgrading of two damaged road bridges in Rooikoppen.	0	2360256	2360226	0%	100%
Refuse removal					
100% Upgrade of Standerton Landfill site	0	21000000	19334704	-9%	100%
T N					

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: 2023/2024			Variance: 2023/2024	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Construction of Kieser reservoir and pressure tower	27 952	27 545	27 545	1%	1%
Upgrade of Standerton Landfill site	18 000	18 000	18 000	0%	0%
Upgrade of A Sub (Phase 1)	7 000	7 000	7 000	0%	0%
Installation of VIP toilets	2 000	1 329	1 329	34%	34%
Installation of boreholes	1 000	998	998	0%	0%
Construction of Kieser reservoir and pressure tower					
Objective of Project	Improve storage and reduce water losses				
Delays	Delays in commissioning				
Future Challenges	None				
Upgrade of Standerton Landfill site					
Objective of Project	Improve landfill site operations				
Delays	None				
Future Challenges	Tariff enforcement				
Anticipated citizen benefits	Reduction in pollution				

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Upgrade of A Sub (Phase 1)	
Objective of Project	Improved reliability of electricity supply
Delays	Delays in appointment of consultant and resultant delay in appointment of contractor
Future Challenges	Insufficient capacity due to densification
Anticipated citizen benefits	Improved access to electricity supply
Installation of VIP Toilets	
Objective of Project	Installation of rural sanitation
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural sanitation services
Installation of boreholes	
Objective of Project	Installation of boreholes in rural/farm areas
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved rural water services
T O	

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics					
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection	Other
Schools (NAMES, LOCATIONS)					
Madi School					Fencing
Nqobangolwazi School					General maintenance
Clinics (NAMES, LOCATIONS)					
Thuthukani					Currently mobile clinic service
Names and locations of schools and clinics lacking one or more services. Use 'x' to mark lack of service at appropriate level for the number of people attending the school/clinic, allowing for the proper functioning of the establishment concerned.					

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

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Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:		
Thuthukani (Ward 12)	Mobile Clinic that does not adhere to schedule	Preventable and curable illnesses not attended to, resulting in loss of lives from potentially preventable and curable illnesses. Traveling of long distances to get to available clinic and medical services
Morgenzon (Ward 14)	Available clinic does not provide 24-hour service	Preventable and curable illnesses not attended to, resulting in loss of lives from potentially preventable and curable illnesses. Traveling of long distances to get to available clinic and medical services
Housing:		
Shortage of RDP Housing (Various wards)	7129 informal dwellers	Illegal invasion of unserviced land places extra demand on municipal infrastructure
Police Stations		
Thuthukani (Ward 12)	Area expanding and insufficient policing with closest police station in Standerton	Increase in crime levels; Delay in reporting and responding to crimes
Eskom Service Centre		
Morgenzon (Ward 14)	Eskom as electricity provider do not have local office for fault reporting and other queries	Turnaround time to attend to reported faults and dealing with other queries takes longer.
Community Halls and Thusong Centres		
Ward 3	Community halls in need of major repairs and maintenance	Available community facilities not being utilised due to disrepair. Leads to vandalism
Ward 14	Community halls in need of major repairs and maintenance	Available community facilities not being utilised due to disrepair. Leads to vandalism
Schools (Primary and High):		
Primary School (Ward 14)	1 existing school in the area	Overcrowding of classes; learners traveling long distances to get to existing schools
High School (Ward 11)	1 existing school in the area	Overcrowding of classes; learners traveling long distances to get to existing schools
Sports Fields:		
Morgenzon (Ward 14)	Only 1st phase of sports precinct completed	Available facility incomplete and thus being underutilized
Various wards	Recreational facilities not safe with no security fencing	Recreational facilities and parks not safe for children to play in
Other:		
Agrivillages and grazing land	Land for small scale farming not available	Livestock grazing in and around town which can cause safety and health hazards
Burial space	Rate at which burial space is utilized increasing	Unavailability of burial space may create backlogs in burials
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APPENDICES

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

The Municipality had no loans and grants that were made to any organisation or person for the 2023/2024 financial year.

APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved/Comment
Output: Improving access to basic services	The following are findings as indicated in the final management report as issued by the Auditor General:	Development of infrastructure master plans is crucial for the timely implementation of maintenance programmes
	The municipality did not have an approved policy to address routine maintenance of water infrastructure.	
	The municipality did not plan for the maintenance of water infrastructure by setting specific time frames and targets	
	Targets and time frames for routine maintenance of water infrastructure were not achieved.	
	Conditional assessments were not done on water infrastructure to inform the routine water infrastructure maintenance plan and budget.	
	The municipality did not have an approved roads maintenance plan (RMP) for the renewal and routine maintenance of roads infrastructure.	
	The municipality did not perform condition assessments for all roads infrastructure under its control to inform the roads maintenance plan.	
	There was no approved priority list of roads infrastructure for the renewal and routine maintenance projects, which is used as a basis for the RMP.	
	The municipality had not implemented corrective actions to address all findings raised in the previous year.	
Output: Implementation of the Community Work Programme	1023 CWP workers as at 30 June 2024	100% achieved. Anticipated increase in number of CWP workers for the 2022/2023 financial year
Output: Deepen democracy through a refined Ward Committee model	Ward Committee model implemented with ward committee members earning monthly stipend. The establishment of war rooms has further strengthened and deepened democracy within the Municipality	Non-functional ward committees and war rooms to be revived as not all ward committees and war rooms are fully functional
Output: Administrative and financial capability	As per the audit findings and the management letter, the municipality is unable to meet its financial obligations due to cash flow constraints. In addition, in respect of providing effective leadership based on a culture of honesty, ethical business practices and good governance and protecting and enhancing the interest of the municipality, it has remained unchanged from the previous year, thus there is room for improvement.	Internal controls and standard operation procedure implementation must be strengthened to improve the administrative and financial capabilities.

APPENDICES

** Note: Some of the outputs detailed on this table may have been reported elsewhere in the Annual Report. Kindly ensure that this information consistent.*

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VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS

The Annual Financial Statements (AFS) in respect of the 2023/2024 financial year for the period ended 30 June 2024, was submitted to the Auditor General and subsequently audited and is hereto annexed as Volume II to the 2023/2024 Annual Report.

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