

BA-PHALABORWA MUNICIPALITY

2021/22

ANNUAL REPORT



THE HOME OF MARULA AND WILDLIFE TOURISM

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MAYOR 'S FOREWORD



The municipality is compelled by legislation to prepare an Annual Report for each financial year, and the Mayor is to table such a report in Council, and present it to all our communities. It is encouraging and fulfilling to account directly to our people on the mandate they have bestowed on us, as they are yearning for faster pace of delivery. Our specific mandate as Ba-Phalaborwa Municipality is guided by our Integrated Development Plan. This report will cover the milestones we have achieved in our Integrated Development Plan (IDP) and Budget for the year under review.

The present Council is now 12 months into this term of government. It is important to note that this annual report is based on the IDP and Budget 2021/22 financial year, and is therefore based on the IDP and Budget approved by the current Council. The implementation of IDP, budget and the oversight was done by the present Mayor and Council.

The current Council has passed its first own budget in May 2022. The main focus for this Council will be a back to basics approach with service delivery at the heart of everything we do. The IDP –process is conducted with extensive public participation. The process is being reviewed in an effort to increase public participation, and through that ensure that our budget truly reflects the needs of the community. We have achieved taking council closer to the community, by hosting a successful budget tabling and holding regular Imbizos for communities to be familiar with council operations and to maintain a healthy relationship with the citizens.

In the effort to grow our local economy, a total of 207 jobs have been created through municipal initiatives and 432 SMME's were supported through Supply Chain Processes.

It must be made clear that our main challenges going forward remain to be the following:

- Roads and storm water
- Water and sanitation
- Waste management

Ba-Phalaborwa Municipality will continue to inform and encourage community members about the importance of paying rates and taxes, these will enable the municipality to improve on revenue collection, leading to improved effective and efficient service delivery.

It is well-intentioned in the report that during the year under review the Municipality managed to achieve Qualified audit opinion. Our goal for this coming year is to achieve a clean audit for improved service delivery, and to maximise service delivery for the benefit of the people of Ba-Phalaborwa Local Municipality. The municipality also commits to continue to monitor the implementation of the recommendations by the Auditor General on audit findings and Audit Committee resolutions.

As Mayor, I would like to thank the Municipal Manager, all staff members, all Councillors, all ward committees, all residents and all Stakeholders for working with us to better our Municipality and the lives of all our residents. Positive and constructive criticisms remain a

pillar of public participation and is always welcomed. Although the Municipality faces many challenges, we are very optimistic that we shall successfully manage and succeed with the Council's vision to position Ba-Phalaborwa as one of the most successful municipalities within our province and nationally.

On behalf of the Council of Ba-Phalaborwa Municipality I present the 2021/22 Annual Report.



**CLLR MM MALATJI
MAYOR**

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW



The Accounting Officer's Year End Institutional Performance Overview

The format and content of the Annual Report is largely prescribed by Section 46 of the Local Government: Municipal Systems Act (Act 32 of 2000) (MSA) and Sections 121 and 127(2) of the Local Government: Municipal Finance Management Act (Act 56 of 2003) (MFMA). The above legislation compels the Municipality to prepare an Annual Report for each financial year, and the Mayor to table such report in Council

This annual report reflects Ba-Phalaborwa Municipality's strategic focus and provides an overview on performance and Council's financial position for the 2021/2022 financial year. It outlines various programmes managed by the directorates of the municipality and how they have performed in achieving set targets, which are in line with the Integrated Development Plan (IDP), council's budget and long-term vision for Ba-Phalaborwa.

The report also ensures that accountability is upheld, and the clients of the municipality are informed of the decisions that were taken in this period under review.

The report also includes the top ten-municipality strategic risk register and the progress made in implementation of mitigating measures

The report will also reflect on the status of the top management which by the end of financial year 2021/2022 only three post of senior managers were filled and three was vacant.

The financial health of the municipality does not show the good picture. In the financial year 2021/22 the municipality improved the revenue collection by 69% and the debt collection by 13%. However, the municipality appointed the debt collectors to assist in debt collection and service provider for meter reading and maintenance for water and electricity. The government debt is reported in the IGR Forums for interventions.

The poor revenue collection also affects the implementation of own funded projects

The municipality has developed the Financial Recovery Plan and Revenue Enhancement Strategy and progress on the implementation of this strategic document is reported to Council. The municipality is complying with section 155/156 of the constitution of Republic of South Africa in providing municipal services in an equitable and sustainable manner to their communities'. The municipality make and administer by-laws in line with the national and provincial legislations. All the services rendered by the municipality and their performance measurement are mentioned in the report under chapter 3

The Auditor General Action Plan to address the Audit findings has been developed and attached as annexure in this report

THE YEAR UNDER REVIEW, HIGHLIGHTS AMONGST OTHERS THE FOLLOWING ACHIEVEMENTS AS PER THE TOP LAYER SDBIP AND 2021/22 ANNUAL PERFORMANCE REPORT:

Key Performance Area	2019/20 % Achievement	2020/21 % Achievement	2021/22 Total Number of Targets	2021/22 Target Achieved	2021/22 Target not Achieved	2021/22 Target not Performed	2021/22 % Achievement
Spatial Rationale	100%	50%	2	2	0	0	100%
Basic Services Delivery	83.3%	92%	11	10	1	0	91%
Municipal Financial Viability	92.3%	92%	13	12	1	0	92%
Local Economic Development	100%	75%	4	4	0	0	100%

Municipal Transformation and Institutional Development	55.5%	78%	9	7	2	0	78%
Good Governance and Public Participation	95%	93%	43	40	2	1	93%
Total	89.2%	89%	82	75	6	1	91%

The overall Municipal performance:

The municipality had 6 key performance areas with a total number of 82 key performance indicators for the 2021/22 financial year. The municipality managed to record good performance on 75 key performance indicators, 6 on under performance and 1 indicator not performed. The 2021/22 Annual Performance Report is attached as annexure for details.

Achievements:

- Upgraded **0.8** km of gravel streets to paving and tar;
- **3** projects implemented EPWP way, thus creating employment opportunities;
- Created **144** jobs through municipal initiatives (EPWP);
- **432** SMMEs supported through municipal Supply Chain Processes.

Challenges:

The key challenges for the 2021/22 financial year are amongst others the following:

- Low revenue collection.
- High cost of repairs and Maintenance on the aged infrastructure for services delivery.
- High number of household debts belonging to non-existing tenants and the deceased in the systems.
- Keeping up with the changes and updates of laws and Regulation.
- Provision of False information by the indigent’s applicant.
- Illegal connection of water in the Villages and Township.
- Old water infrastructure led to poor service delivery.
- Poor spending on MIG allocations.

CORRECTIVE MEASURES TO IMPROVE PERFORMANCE

Capital expenditure (own funding):

Implementation of own funded capital projects are delayed or not implemented on an annual basis due to low revenue collection and this is largely affect the service delivery.

Noting this challenge, municipality will furthermore intensify the implementation of the credit control policy.

Low revenue collection

During the period under review, the municipality did not perform well in terms of revenue collection, from households, Government and Business consumers. In order to address low revenue collection, the municipality will embark on the following;

- Firstly, the implementation of credit control policy,
- Secondly, continue to utilizing the service of a debt collector to assist the municipality in collecting the money owed by the customers,
- Appointment of service provider for water and electricity meter readers and maintenance

THE FOLLOWING ARE ISSUES RAISED (AMONGST OTHERS) IN THE 2021/22 AUDITOR GENERAL'S REPORT:

The Municipality obtained a Qualified Audit Opinion. The following were findings raised as a basis for the qualification:

- Cash and cash Equivalent
- Receivables from exchange transactions and consumer debtors
- Consumer debtors - Service charges

- Revaluation reserve
- General expenses - Consumables
- Contingencies
- Payables from exchange transactions
- Total revenue and expenditure
- Contracted services: Outsourced services - Traffic fines management
- Cash flow statements

I would like to extend my warmest appreciation to our community, the Mayor, Councillors, ward committees, all stakeholders, as well as management and representative staff for their support during this reporting year. The future of this Municipality requires the collective effort of all.



Dr KKL PILUSA
MUNICIPAL MANAGER

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

Ba-Phalaborwa Municipality is a Category B municipality established in terms of Section 155 of the Constitution of the Republic of South Africa and strives to achieve the following objects of local government (as enshrined in Section 152 of the Constitution):

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

The Municipality is situated in the North-Eastern part of South Africa in the Limpopo Province. It is one of the five local municipalities in the Mopani District family of municipalities. It has a geographical area of 7461.6 km² that constitutes more than 27% of the Mopani District. It serves as a convenient gateway to the Kruger National Park and the Greater Limpopo Trans-Frontier Park through the Mozambique Coast.

Key Challenges facing the Municipality

- Unfunded budget as per the assessment from Provincial Treasury
- Old infrastructure on electricity, Water and Sewerage

The municipality has developed the budget-funding plan, which was approved by council in order to deal with the issue of unfunded budget, and also has an existing Financial Recovery Plan and the Revenue enhancement strategy

The municipality is also allocating more money on repairs and maintenance of electricity infrastructure in town on a yearly basis and also continuously engaging Mopani district municipality to assist with the refurbishment of old infrastructure on water and sewerage as part of their responsibility.

Municipal Key Objectives for 2021-22

- Promotion of local economy;
- Provision of sustainable integrated infrastructure and services;
- Sustain the environment
- Improve financial viability;
- Good corporate governance and public participation; and
- Attract, develop and retain best human capital.

Population

The table below compares municipal demographics as presented by Statistics South Africa (STATS SA) in the 2001 Census, the 2011 Census and 2016 Community Survey

Municipal Demographics based on 2001 Census, 2011 Census and 2016 Community Survey

Census 2001		Census 2011		2016 Community Survey	
Population	Households	Population	Households	Population	Households
131 098	33 529	150 637	41 115	168 937	49 100

Population Details

Age	2009/10 (1996)			2010/11 (2001)			2011/12 (2011)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	5 805	6 183	11 988	7 516	7 676	15 192	9 721	9 721	19 433
5-9	6 260	6 447	12 707	7 203	7 654	14 857	7 536	7 848	15 384
10-19	6 189	6 404	12 593	7 345	7 490	14 835	7 118	7 555	14 674
20-24	5 313	5 276	10 589	6 519	7 230	13 749	8 132	7 995	16 127
25-29	5 196	4 640	9 836	5 924	6 390	12 314	6 842	7 371	14 195
30-34	4 073	4 171	8 244	4 735	5 169	9 904	5 392	6 016	11 407
35-39	3 595	3 571	7 166	4 169	4 654	8 823	4 649	5 390	10 039
40-44	3 155	2 833	5 988	3 681	3 865	7 546	3 886	4 395	8 282
45-49	2 662	2 077	4 739	3 419	3 041	6 460	3 103	3 787	6 890
50-54	1 995	1 280	3 275	2 708	2 139	4 847	2 691	2 852	5 542
55-59	1 390	1 100	2 490	1 783	1 212	2 995	2 415	2 252	4 667
60-64	725	890	1 615	1 167	1 102	2 269	1 660	1 620	3 280
65-69	542	662	1 204	495	837	1 332	957	1 206	2 163
70-74	299	333	632	420	657	1 077	651	957	1 608
75-79	201	276	477	223	297	520	339	632	972
80-84	92	126	218	128	244	372	203	444	647
85+	91	137	228	69	139	208	118	321	439
Total	53 198	52 089	105 287	64 356	67 180	131 536	72 923	77 572	150 529

Source: Statistics SA 2011

T1.2.2

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment rate	Proportion of households with no income	Proportion of population in low-skilled employment	HIV/AIDS prevalence	Illiterate people older than 14 years
2017/18		38.8%	11%	56%	25.2%	14.6%
2018/19		38.8%	11%	56%	25.2%	14.6%
2019/20		38.8%	11%	56%	25.2%	14.6%

T1.2.4

Overview of neighborhoods within Ba-Phalaborwa Municipality		
Settlements Type	Households	Population
Towns		
Phalaborwa	3389	13976
Townships		
Namakgale	8398	25808
Lulekani	3843	20917
Gravelotte	757	1098
Rural Settlements		
Selwane	2932	12326
Makhushane	3550	6608
Maseke	1985	7830
Mashishimale	3967	7002
Majeje (incl Benfarm A, B, C, Humulani & Matikoxikaya)	5315	29226
Informal Settlements		
Kurhula	544	
Total	34680	150637

T1.2.6

Source: Statistics SA 2011

Natural Resources		
Major Natural Resource (Phalaborwa Area)	Major Natural Resource (Murchison area)	Relevance to Community
Magnetite	Mineral sand	Economic (mining)
Copper	Antimony	Economic (mining)
Vermiculite	Gold	Economic (mining)
Nickel	Zinc	Economic (mining)
Apatite	Mercury	Economic (mining)
Zirconium	Paving and clad stones	Economic (mining)
Titanium	Emeralds	Economic (mining)
Uranium	Ilmenite	Economic (mining)
T1.2.7		

Ba-Phalaborwa has the highest concentration of minerals deposits in the Mopani District, hence, mining is the largest economic sector in the Municipality and is also the largest employer.

1.3 SERVICE DELIVERY OVERVIEW

INTRODUCTION TO SERVICE DELIVERY

There are larger portions of rural area in Ba-Phalaborwa where currently there is no constant supply of water. The 11% households which has infrastructure but not receiving adequate water supply is at rural area. The new extension next to townships and other rural areas fall under 7% households without infrastructure.

The water purification plant was assessed by Water service authority (Mopani District) together with water board (Lepelle) for upgrading in order to meet water demand.

Upgrading of purification plant is done in phases and also the bulk supply line will be upgraded so that we have enough capacity to supply the entire Ba-phalaborwa. In Selwane the purification plant has been upgraded from 1 ML to 4.7 ML.

Although in other areas there is no infrastructure the Municipality is able to supply water by water truck.

The water quality is gradually increasing in blue drop score year to year. The challenges is the aging infrastructure which increase the bill of water supply by water board. District, water board and local municipality are busy with the strategy to address the water loss and improving on water quality.

1.4 FINANCIAL OVERVIEW

FINANCIAL OVERVIEW

Financial Overview – 2021/22						
Details	Actual 2020/21 (R'000)	Original 2021/22 (R'000)	Budget	Adjustment 2021/22 (R'000)	Budget	Actual 2021/22 (R'000)
Income	427 766.00		634 273		626 093	686 054
Grants	252 461.00		232 107		229 027	229 180
Sub Total	680 227.00		866 380		855 120	915 234
Less Expenditure	494 802.00		613 074		613 217	674 807
Net Total	185 425.00		2 346		2 323 457	2 505
Operating Ratios						
Detail	% 2020/21		% 2021/22			
Employee Cost	86%		92%			
Repairs & Maintenance	75%		40%			
Finance Charges & Depreciation	100%		87%			

Total Capital Expenditure 2020/21 – 2021/22		
Details	(R'000)	
	2020/21	2021/22
Original budget	35 239	21 199
Adjustment budget	49 066	8 323
Actual	49 099	5 894
T1.4.4		

Services	Households received services (2020/2021)	Total No of Households have access to basic services	Comment	Households received services (2021/2022)	Total No of Households have access to basic services	Comment
Water connected to yard	N/A	N/A	N/A	39889	39889	None
4167	156 connected	5430 (Municipal Licensed area)	None	5621	5621 (Municipal licenced area)	None
T1.3.1						

COMMENTS ON CAPITAL EXPENDITURE

Water and Sanitation: Ba-Phalaborwa Municipality is a water service provider, do not budget for capital assets as per the SLA with Mopani District Municipality.

Electricity: Capital expenditure on electricity projects were at **99%** excluding internally funded.

Roads: Capital expenditure on roads projects were at 100% including internally funded (Designs of storm water culverts).

MIG: The total MIG received for the year was fully spent and receive additional allocation

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

Section 66 of the Local Government: Municipal Systems Act, 32 of 2000 makes provision for staff establishment. The staff establishment must be in line with the powers and functions of the municipality and must make provisions for job descriptions for each position. Ba-Phalaborwa Municipality approved its Organizational Structure and the structure is aligned with the IDP and the powers and functions to be conducted by the municipality. The organogram provides for a staff compliment of 700 with 446 of the positions filled, 236 positions vacant and 37 councillors. *(Refer to the attached Annexure 2: Organisational Structure)*

1.6 AUDITOR GENERAL REPORT

Legislation mandates that upon closure of the financial year the municipality must prepare Annual Performance Report and Annual Financial statements and submit to the Auditor General of South Africa for auditing. Auditor General has audited our financial statement submitted on the 31st of August 2022 and we receive Qualified Audit Opinion for financial 2021/22.

1.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 th quarter Report for previous financial year	
4	Submit draft Annual Report to Internal Audit and Auditor-General	
5	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
6	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	August
7	Auditor General assesses draft Annual Report including consolidated Annual Financial Statements and Performance data	
8	Municipalities receive and start to address the Auditor General's comments	
9	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	November
10	Audited Annual Report is made public and representation is invited	
11	Oversight Committee assesses Annual Report	
12	Council adopts Oversight report	March
13	Oversight report is made public	
14	Oversight report is submitted to relevant provincial councils	
T1.7.1		

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Local Government: Municipal Structures Act 117 of 1998, provides that a municipality must have a political and administrative component and as such, Ba-Phalaborwa Municipality has an established political and administrative component. The political component comprises of the Speaker, Chief Whip, Mayor and Councillors. Politically, the Mayor is the head of the municipality. In managing the affairs of the municipality, the Mayor delegated some of the responsibilities to Members of the Executive Committee who lead different portfolio committees. The Heads of Portfolio committee account to the Mayor on the affairs of their respective directorates during the Executive Committee meetings, wherein, monthly reports of directorates are discussed. The Executive Committee do oversight on the portfolio committee reports and recommends to council for approval.

The Municipal Manager as the administrative head of the institution deals with the daily affairs of the municipality. All directors appointed and reporting to the Municipal Manager are responsible for the affairs of their respective departments, and on a monthly basis reports are presented to the municipal manager during senior management meetings. The recommendations of senior management are presented to their respective portfolio committees by the responsible directors in order for the portfolio committee chairpersons and members of the portfolio committees to do oversight and take ownership of the reports.

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Mayor is the political head in the institution. The municipality has the political management team comprising of the Mayor, Speaker and Chief Whip which meets on a regular basis to discuss the affairs of the municipality in order to give political direction.

The municipality have established portfolio committees which are led by members of the Executive Committee. The portfolio committees do oversight on all the reports that are to be processed to the executive committee meetings. The municipality further established

Municipal Public Accounts Committee which probes the financial reports of the municipality and provides some recommendations and advice for implementation by council. The Audit Committee also do oversight on performance information and provide some opinions and recommendations for implementation.

The annual report is tabled by the Mayor in council and thereafter referred to MPAC for probing. For purposes of transparency, the annual report is published in the municipal website and copies placed in all municipal buildings, to afford members of the public access and to forward their comments. The MPAC after probing, tables an Oversight report to Council for approval.

POLITICAL STRUCTURE		
Structure	Name of Public Representative	Function
MAYOR	Cllr MM Malatji	<ul style="list-style-type: none"> • Presides at meetings of the executive committee; and • Performs the duties, including ceremonial functions, and exercises the powers delegated to by the Council
SPEAKER	Cllr N O Mabunda	<ul style="list-style-type: none"> • The Speaker of Council – • Presides at meetings of Council; • Performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the Municipal Systems Act; • Must ensure that the Council meet at least quarterly; • Must maintain order during meetings; • Must ensure compliance in the Council and Council committees with the Code of Conduct set out in Schedule 1 of the Municipal Systems Act; and • Must ensure that Council meetings are conducted in accordance with the rules and orders of the Council.
CHIEF WHIP	Cllr D Rapatsa	<ul style="list-style-type: none"> • Responsible for political management of Council meetings and committee meetings. Maintains party relations and ensure that political decision-making takes place timeously and diligently.

COUNCILLORS

Ba-Phalaborwa Municipality has 37 Councillors of which 19 are Ward Councillors and 18 are Proportional Councillors.

T2.1.2

POLITICAL DECISION-TAKING

The municipality has developed the 2021/22 corporate calendar approved by council. The calendar directs all municipal activities including Portfolio Committee, EXCO and Council meetings. The portfolio committees which are led by members of EXCO do oversight on reports of different directorates and recommend their decisions to the Executive Committee Meeting which is chaired by the Mayor. The Executive Committee further plays oversight on the reports of portfolio committees and recommends to Council which take decisions by taking Council Resolutions. The resolutions are decisions taken by politicians for administration to implement.

During 2021/22 financial year 609 Council resolutions were taken and all resolutions were implemented.

7 Ordinary and 8 Special Council meetings were held during the 2021/22 financial year.

12 Ordinary and 1 Special Executive Committee meetings were held during the 2021/22 financial year.

T2.1.3

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The administrative component of the municipality comprises of Six (6) directorates that is Office of Municipal Manager, Budget and Treasury Office, Planning and Development, Community and Social Services, Technical Services and Corporate Services. The Municipal Manager oversees all financial matters of the institution. The Municipal Manager further has approved delegations of powers wherein all senior managers are delegated responsibilities. The financial matters are delegated to the Chief Financial Officer, Administration and Human Resources matters are delegated to the Senior Manager: Corporate Services; planning and development issues are delegated to the Senior Manager: Planning & Development; service delivery matters are delegated to the Senior Manager: Technical Services and Community and Social Services.

T2.2.1

TOP ADMINISTRATIVE STRUCTURE

Structure	Name of Official	Function
Acting Municipal Manager	Dr KKL Pilusa	<ul style="list-style-type: none"> ➤ The head of administration and also the Accounting Officer for Ba-Phalaborwa Municipality. Provides guidance and advice on compliance financial and all legislation to the political structures, political office bearers and officials. ➤ Manages special programmes in relation to youth, gender;
Senior Manager Corporate Services	Dr Pilusa KKL	<ul style="list-style-type: none"> ➤ Renders Human Resource Management Services by Skills Development and Training Services; ➤ Manages communication and information services to the municipality particularly IT utilization and support services; ➤ Provides secretarial services to the Council, the Executive Committee, Section 80 committee, section 79 committees; ➤ Provides legal advisory services with regard to policies, by-laws and labour relations as well as interpretation of legislation; and ➤ Provides administrative support to the department by rendering support to satellite offices and rendering messenger services and ancillary services.
Senior Manager Community and Social Services	Mr Kanwendo M	<ul style="list-style-type: none"> ➤ Manages the parks and cemeteries; ➤ Manages the waste management; ➤ Attends to environmental management; ➤ Manages the library services; ➤ Lead and direct strategic objectives of the municipality in relation to health; ➤ Regulate and manage traffic, enforce by-laws and educate the public on road safety; and ➤ Oversee the management of licensing section and testing station.
Senior Manager Technical Services	Mr Baloyi MP	<ul style="list-style-type: none"> ➤ Manages engineering services by designing civil engineering structures and rendering mechanical and electrical engineering services; ➤ Render project management services by administering contracts for all civil infrastructure projects and amongst others managing local capacity building; and ➤ Renders building control services by administering building plans, conducting building inspections and doing minor maintenance on council buildings.
Senior Manager Planning and Development	MS Chueu M (Acting) Mr MC Mashale (Acting)	<ul style="list-style-type: none"> ➤ Renders spatial planning for land development; ➤ Manages land use on behalf of the municipality; ➤ Formulates, implements and maintains comprehensive local economic development plans; ➤ Promotes tourism, agriculture and alleviation of poverty; ➤ Promotes trade and industry; ➤ Manages the valuation roll of the municipality; ➤ Formulates and implementation of integrated development strategy planning; ➤ Manages the municipality's performance management system; and ➤ Approves rezoning application in respect of land within the area.
Chief Financial Officer	Mr Nzimande AT (Acting)	<ul style="list-style-type: none"> ➤ Administratively in charge of the budget of the municipality and treasury office; ➤ Assist the Municipal Manager in the administration of the municipality's bank accounts and the preparation and

TOP ADMINISTRATIVE STRUCTURE		
Structure	Name of Official	Function
		<ul style="list-style-type: none"> implementation of the municipality's budget; ➤ Renders fleet management; ➤ Manages the revenue collection of the municipality; and ➤ Renders supply chain management.

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO INTERGOVERNMENTAL RELATIONS

The municipality as the third sphere of government work in corporation with other spheres of government and their related government entities. In terms of provision of services, the municipality work hand in hand with other government institutions. With regard to provision of water, the Mopani District Municipality assist local municipality to be able to provide the service as they are the WSA. Provincial departments also support the municipality. The municipal manager oversees all financial matters of the institution and the municipality further approved delegations of powers wherein all senior managers are delegated responsibilities. The Department of Corporative Governance Human Settlements and Traditional Affairs support the municipality by RDP houses allocations in line with housing needs submitted by the municipality.

Treasury supports the municipality with the management of municipal financial affairs.

The following are intergovernmental relations forums that Ba-Phalaborwa Municipality participate in:

District IGR

Based on Section 88 of the Local Government: Structures Act, 1998, calls for cooperation between district and local municipalities that;

- A district municipality and local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other;
- A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent that district has the capacity to provide those support services;

- A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district 3 municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests.

Therefore, Mopani District Municipality convened quarterly IGR that is attended by all Senior Managers. They deal with all issues pertaining to administration and compliance to all legislative frameworks.

Speakers Forum

To ensure effective oversight in the three spheres of government, the speakers forum was established. The Speaker of Limpopo Legislature convenes the Provincial Speaker's Forum to facilitate common understanding towards the speaker's role in the processes of enacting by-laws, review of legislation and other related policies.

The Forum seeks to make a meaningful contribution towards a government that is democratic, accountable and is always of service to its people while ensuring that there's improved institutional support to Municipal Councils.

The forum is composed of all speakers of municipalities in Limpopo including other stakeholders such as the South African Local Government Association (SALGA), Commission for Gender Equality (CGE), Independent Electoral Commission (IEC) and South African Human Rights Commission (SAHRC). The Provincial Speaker's Forum is usually held under a specific theme; hence 2021/22 theme has been: "Strengthening Legislative Support to Local Government.

Therefore, regular attendance to this forum has been supported consistently

Municipal Managers Forum

The Municipal Managers' Forum was created to provide a platform to discuss common issues, share learning and resolve challenges within Local Government to propel local government towards a sustainable future. The SALGA-initiated Municipal Managers' Forum (MMF) remained a democratic platform to spearhead continuous improvement within Local Government. Since its establishment in 2011, the Forum has become an invaluable peer-

learning vehicle that stimulates robust discussion and debate about important local government issues and creates opportunities for Municipal Managers to interact and engage collectively with key stakeholders.

Therefore, regular engagement between the South African Local Government Association (SALGA) and the administrative executives of municipalities country-wide was necessary. The engagement enabled and encouraged peer-learning through the sharing of knowledge, innovative thinking and public and private sector good practices.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The municipality accounts to the public through various mechanisms as adopted by council. On a quarterly basis, the municipality conduct feedback sessions to community members through Mayoral Imbizos. Furthermore, Ward Councillors account to their respective constituencies through monthly ward committee meetings. On a quarterly basis, the municipality hold Council Meetings wherein, reports and affairs of the municipality are discussed and public members are invited to be part of the planned council meetings.

The municipality also utilizes its website to publish reports, documents etc. (As per the provision of Section 75 of the MFMA). During the probing of the annual report, the MPAC conducts public hearings and in these hearings members of the community are invited to observe the proceedings.

The municipality had an adopted process plan which guides all activities in terms of the preparation of the IDP, Budget and PMS. In line with the approved process plan by Council, the municipality conducts its quarterly Mayoral Imbizos, wherein progress in terms of the implementation of the approved IDP, Budget and PMS is given to the community and at the same time the municipality will do consultation with community members on the development and review of the IDP, Budget and PMS for the next financial year.

Through- out the financial year feedback sessions are conducted on a quarterly basis in order to account to the community on the progress made and furthermore planning for the next financial year as the processes run simultaneously.

The municipality's internal boundaries have 19 wards. Central to public participation is the Ward Councillor and Ward Committee. Ward Committee's term of office runs concurrently with the term of Council. All ward committees are effective and submit monthly reports to Office of the Speaker

T 2.4.0

2.3 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The municipality has established a unit which deals with communication; the unit is also responsible for marketing the institution and communicating all activities of the municipality.

The municipality accounts to the public through various mechanisms as adopted by council. On a quarterly basis the municipality conducts feedback sessions to community members through Mayoral izimbizo. Due to Covid-19 restrictions, 2021-22 IDP/Budget & PMS first & Second quarterly Implementation (Imbizo) reports were made available for community inputs. Newspaper Notices were publicized and reports were accessed through (social media platforms) Municipal website, Libraries, Ward WhatsApp groups, Traditional Authorities and all Municipal Offices. Third quarter Mayoral Imbizo was conducted physically on the 10th February 2022 at Lulekani Community Hall Ground. Furthermore, in the fourth quarter, ward Councillors started to accounts to their respective constituencies through monthly ward committee meetings. On a quarterly basis the Municipality hold council meetings wherein reports and affairs of the Municipality are discussed and public members are invited in these council meetings.

The Municipality also utilizes its website to publish reports documents etc. (As per the provision of section 75 of the MFMA). During the probing of the annual report MPAC

conducts public hearing and in these hearings members of the community are invited to observe the proceedings. 2021/22 Annual report by MPAC was done physically on the 28 March 2022 at the Municipal Sports Hall. The oversight report on draft annual report was presented to council.

Furthermore, the Municipality puts complaints registers in strategic positions for members of the community and staff members to include their compliments and complaints. The Municipality further employs local Radio station and newspapers to communicate with our communities.

In the fourth quarter we coordinated, an IDP/Budget/Tariff Book Public Participation, which was conducted through Ward Stakeholder engagement method from the 12-22 April 2022.

1. Copies of the draft documents were available on the municipal website, Traditional Authorities and Libraries.

WARD COMMITTEES

Ward Committees officially launched in May 2022 after Local government elections.

Key purpose of ward committees and major issues that the ward committee has dealt with during the year:

- They serve as an official's specialised participatory structure within the Municipality area of jurisdiction.
- They assist the ward councillor in identifying conditions, challenges and needs of the residence within the ward.
- They disseminate information in the ward concerning municipal affairs.
- They receive queries and complaints from residence in the ward concerning municipal.
- service delivery; communicate such queries and complaints to the municipality and advice the community on the municipality's responses.

- They interact with other forums and organisations on matters and policies affecting the ward
- They also serve as a mobilising agent for community actions

2.4 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issues raised by community	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Mayoral Imbizo	August 2021	Conducted through Social Media Platform	Conducted through Social Media Platform	Conducted through Social Media Platform	Water challenges Lulekani & Namakgale ward 7	yes	Ward community feedback meetings by councillors
					Need for electrification of Rockview	Yes	Ward Councillor meeting 14 May 2021
Mayoral Imbizo	November 2021	Conducted through Social Media Platform	Conducted through Social Media Platform	Conducted through Social Media Platform	Need for pothole patching at Tulbach	Yes	Ward community feedback meetings
					Repair of ward 15, Far East street lights	Partially done	24 September 2022 Ward community feedback meetings
					Water crises in Lulekani	Yes	30 September 2021
Mayoral Imbizo	10 February 2022	26	15	289 No ward committee as yet	Road from Lulekani Post office via Matikoxikaya	Yes	10 February 2022 During Mayoral imbizo
					Water crisis in Lulekani	Yes	10 February 2022 During Mayoral imbizo
					Need for official handing over of Boelang Primary School	Yes	10 February 2022 During Mayoral imbizo
					Need for an Apollo light in Boelang	Yes	10 February 2022 During Mayoral

							imbizo
					Need for extension of extra kilometres for Selwana tar road to join the on at Eiland	Yes	10 February 2022 During Mayoral imbizo
					Need for hand-over of Selwana Stadium	Yes	10 February 2022 During Mayoral imbizo
					Electricity trapping issue in Selwana is a crises that need the intervention of the municipality	Yes	10 February 2022 During Mayoral imbizo
					What to check if a road from Shiphamele to Majeje Bridge will ever be constructed?	Yes	10 February 2022 During Mayoral imbizo
					There is no water at Gravelote, the only water they get is through the supply by the Stibium mine	Yes	10 February 2022 During Mayoral imbizo
					Need for fancing around Selwana Steel tank/dams to avoid accidents or for safety purpose	Yes	10 February 2022 During Mayoral imbizo
IDP/Budget e Public Participatio n	13/04/20 22	16	08	25 stakeholde rs	There is a need for over crossing from Checkers Centre to the main taxi rank to avoid accidents	Yes	12 April 2022 during IDP/Budget PP
					Need for maintenance of Woolworths		

					traffic lights		
					There is a need for rehabilitation of Namakgale Foskor road		
					Need for fencing Namakgale Cemeteries		
IDP/Budget PP	19/04/2022	13	06	112	Shortage of water in ward 07		19 April 2022
					Sewerage blockage and spilling all over Namakgale		During IDP/Budget PP
					Need for de-bushing in Bosveld and Score		
IDP/Budget PP	20/04/2022	12	11	104	Need for a bridge to Lulekani old Cemeteries	Yes	20 April 2022
					Need for Apollo lights & street lights in ward 15		During IDP/Budget PP
					Need for maintenance of Street lights from Taxi Rank along Shell Garage road		
					Need more Boreholes in Matikoxikaya to alleviate water crisis		
					Need for a Bridge via Mchavi – to access schools		
					house is built in a stream were during rainy days sewerage is affecting her house and damaged everything in her house		

IDP/Budget PP	21/04/20 22	10	07	318	Excessive power outage due to old infrastructure – problem is chasing investors away	Yes	21 April 2022
					Sewerage problems around town		
					Parks not maintained		
					Damaged roads		
					Municipality to have By-laws to talk to issue of creekers which scares their domestic animals, children and elderly people		
					Need for de-bushing of long grasses on pathways all over Phalaborwa		
					Electricity cuts affects their business and tourists – to budget for maintenance of infrastructure		
IDP/Budget PP	22/04/20 22	14	09	134	Need for rehabilitation of Sechetwe bridge	Yes	22/04/2022 During IDP/Budget PP
					Need for grading of internal streets in ward 10		
					Need for community library in ward 09 (Makhushane site)		
					Need for a bridge next to Kolobe café in		

					Nkhweshe ward 8		
					Need for side walk at a bridge in ward 3		
					Need for skip bins in ward 3		
					Sewerage problem at Van Syl bridge/pompi station in ward 02		
					Water challenge at gravelotte		
					Bad road condition to access Gravelottee cemeteries		
					Need for community hall in Gravelotte		
					Need for a bridge to Honeyvill cemeteries in ward 02		
					Need for upgrading of culvert next to Steve Ramalepe in Maune ward 09		

Events	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
IDP Rep Forum (Analysis, Strategies and Project Phase)	24 March 2022	23	11	43	Meeting serves as consultative meeting and also presentation of the Analysis, Strategies and Project Phase
IDP Rep Forum (Approval Phase)	18 May 2022	26	8	54	Meeting serves as report back of the public participation meetings held on the draft IDP and Budget

Issues raised through the following:

1. **Written submissions**
2. **Municipal Facebook page**
3. **Ward WhatsApp groups**
4. **Ward Councillors & ward Committees**

COMPONENT D: CORPORATE GOVERNANCE

2.5 RISK MANAGEMENT

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality.

Main Priorities:

Implement the risk management policy and risk management strategy to ensure that identified risks are managed to an acceptable level. Organizing and serving as the secretariat of the Risk Management Committee.

Major Achievements: Risk management

To promote good governance and ensure uniform process of managing Risk Management functions in the institution, the municipality has developed the following governing documents.

- Risk Management Policy
- Risk Management Strategy
- Risk Management Charter

The Risk Management Unit conducted Risk Assessments with all departments to identify any risks that might hamper the institution from achieving its planned objectives and came up with mitigations to manage the risks.

The following risk register were developed.

- Strategic Risks Register
- Fraud Risks Register
- Information Technology Risk Register
- Operational Risk Register
- Project Risk Register
- MSCOA Risk Register

Top Ten Risks: Ba-Phalaborwa Municipality

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
1.	Parks and Cemeteries	Inadequate maintenance and development of parks	1. Shortage and ageing of staff and inadequate supervision. 2. Lack of equipment. 3. Shortage of water. 4. Misuse of parks by the public. 5. Insufficient of budget for development of parks. 6. Excessive presence of bees in public spaces	25	1. Program to maintain (minimal maintenance) of parks in place. 2. Rehabilitation of the Gravelote Park through the SLP. 3. Supervisor and Superintendent appointed in parks section.	25	1. Appointment of additional staff in the parks section.	Manager: Parks and Cemetery Manager: Human Resource	30 June 2022	No appointments of new staff was done in the section.
							2. Procurement of additional equipment.	Manager: Parks and Cemetery	31 December 2021	A tractor slasher was procured.
							3. Installation of Jojo tanks and boreholes at the parks.	Manager: Parks and Cemetery Manager: Water Services	30 June 2022	Jojo tanks and boreholes were not installed in any park.
							4. Fencing and security of parks.	Manager: Parks and Cemetery	30 June 2022	No park was fenced off in the 2021/22 financial year.
							5. Budgeting for the development of parks.	Manager: Parks and Cemetery	30 June 2022	Only maintenance budget was funded.

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
							6. Rehabilitation of the nursery.	Manager: Parks and Cemetery	30 June 2022	Rehabilitation of the nursery is in progress.
							7. Appointment or Seconding of caretakers in all municipal facilities.	Manager: Administration. Manager: Human Resource	30 December 2021	Caretakers have been allocated for all municipal facilities.
2.	Economic Development	Poor economic development in the Municipal area.	1. Down scaling on mining operations and high unemployment rate. 2. Economy dependant on mining industry.	25	Diversification of the economy of Ba-Phalaborwa by; - promoting and marketing BPM as a tourist destination, promotion of the manufacturing industry, creating an enabling environment for business/private sector growth.	25	1. Appointment of Service Provider to review the LED Strategy.	Manager: Economic Development	30 September 2021	Service Provider appointed and the first draft has been submitted to the municipality for review.

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
3.	Parks and Cemeteries	Inadequate maintenance of cemeteries	1. Lack of fence (Access Control) 2. Poor cleaning and maintenance of facilities. 3. Lack of water at the cemeteries.	25	1. Minimal maintenance are done.	25	1. Budget for fencing for cemeteries.	Manager: Parks and Cemetery	30 June 2022	No budget for this mitigation due to limited funds.
							2. Repair of pipes to supply water.	Manager: Water Services	31 December 2021	The water was not restored.
							3. Cleaning of facilities at the cemeteries.	Manager: Administration	Monthly	Mitigation not implemented.
4.	Building Section	Construction of illegal structures. (structures construction without approved plans)	1. Lack of knowledge by the community. 2. Ignorance by the community. 3. Lack of enforcement.	25	1. Routine inspection. 2. Notices are given to community to submit plans.	25	1. Awareness campaigns to the communities through social media, radio etc.	Technician: Building	Quarterly	No awareness was conducted.
							2. Implementation of Bylaw on illegal building.	Technician: Building	Monthly	Notices are issued to illegal buildings which are being constructed and identified by the municipality.
5.	Water Services	Inadequate maintenance of water reticulation and sewage system.	1. Aged infrastructure 2. Insufficient manpower "employees". 3. Lack of working materials and budget.	25	1. Daily maintenance conducted. 2. Reaction to water leakages and sewage blockages. 3. Excessive overtime.	20	1. Continue with the daily maintenance of infrastructure.	Manager: Water	Monthly	Water pipes leakages are repaired daily and sewer blockages are unblocked daily

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
							2. Liaise with Mopani District regarding challenges experienced in the water section.	Manager: Water	Monthly	Engagements are done with Mopani District to assist regarding challenges that need major work e.g. the reconstruction of sewer line at Namakgale Zone C and request for urgent construction of water pipe line from Batarleure reservoir to Mahlathini land owners association
							3. Appointment of additional plumbers	Manager: Human Resource	31 December 2021	One plumber appointed
							4. Liaise with Mopani District to provide budget for repairs and maintenance.	Manager: Water	31 December 2020	The budget challenges between MDM and BPM has been resolved
6.	Finance	Unfavourable audit outcome	1. Inaccurate opening balances. 2. Loss of supporting documents/Limitation of scope 3. Unauthorised, Irregular, Fruitless, and Wasteful expenditure. 4. Misstatements	25	1. Standard Operating procedure (Revenue & Expenditure) 2. Monthly Audit Steering Committee Meetings. (Exco/ Management) 3 Supply Chain Management	20	1. Develop and implement a clean audit strategy led by the CFO 2. Develop the AG Action Plan. 3. Finalizing of investigation and write offs UIFWE.	CFO All Senior Managers MPAC	30 June 2021 31 May 2021 31 July 2021	Clean audit strategy has been developed Action Plan has been developed and implementation is in progress. Investigation done by MPAC and report presented to council. Some of the expenditure were written off.

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
			of Financial Statement 5. Inaccurate asset register due to land issues. 6. Internal Control weak 7. Late finalizing of Policies. 8.		Policy 4. AG Action plan. 5. UIFWE reduction Implementation plan in place. 6. Obtaining of service providers to assist with Asset Management (GRAP Compliance Asset register and AFS.		4. Timeous appointment of services providers helping with AFS. 5. Review of POE required on the SDBIP	CFO SM: Planning and Development	30 June 2021 30 June 2022	The appointment was done on the 22 nd of July 2021 POE for all the quarters on the SDBIP report was reviewed.
7.	Revenue Section	Low collection of revenue and low revenue streams.	1. Culture of non-payments by residents (mostly in the townships) 2. Lack of new township establishment. 3. Inadequate implementation of revenue	25	1. Izimbizo's/Awareness conducted to the community. 2. Credit Control & Debt Collection Policy. 3. Financial recovery plan &	20	1. Implement the financial recovery and revenue enhancement strategy 2. warrant of arrest/outstand fines tracing unit established	Chief Financial Officer SM: Community Services SM:	31 July 2021 31 July 2021	The institution is continuously implementing the FRP and Revenue enhancement strategy. 575 warrants were issued.

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
			enhancement strategy 4. Intergovernmental debt (Departmental debts) 5. Unfunded Budget		Revenue enhancement Strategy in place. 4. Debt collectors appointed in townships. 5. Data cleansing. 6. Indigent register maintained annually		3. Registration of business operation permit	Planning and Development	31 July 2021	Implementation of Business Registration effected from 01 July 2021 and the municipality is adjudicating on the business registration applications.
8.	Technical Services	Inability to provide electricity services and road maintenance	1. Poor maintenance of electricity and roads infrastructure. 2. Outdates electricity and road master plan including integrated transport plan. 3 Insufficient funding.	25	1) Maintenance plans reviewed annually and approved by council.	20	1. Develop the 2021/22 maintenance plans for approval by council. 2. Application of funding grants from different sectors (Human settlement development Grant)	Senior Manager Technical Services Senior Manager Technical Services	30 June 2021 30 June 2022	Maintenance plans are in place and approved by council, in most cases the sections focus on the reactive maintenance than proper planned maintenance due to the aged infrastructure and the turnaround time to respond to the services needed. No applications for additional grants was done.

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
							3. Appointment of additional staff for Roads Maintenance	Senior Manager Corporate Services	31 December 2021	Ten additional General workers have been placed to Roads and Stormwater in the current financial year.
9.	Technical Services	Ageing infrastructure	<p>1. Outdated master plans (electricity, roads and storm water and ITP).</p> <p>2. Lack of building infrastructure master plan</p> <p>3. Infrastructure backlog.</p> <p>4. Insufficient funding or budget for repairs and maintenance.</p>	20	<p>1. Implementation of responsive maintenance plan on infrastructure</p> <p>2. Periodic maintenance plan on roads and Building.</p> <p>3. Ceiling of potholes by Foskop Team.</p>	20	1. Prioritization of repairs and maintenance budget.	CFO and Senior Manager Technical Services	31 July 2021	Repairs and maintenance budget was catered on the 2021/22 budget.
							2. Review a maintenance plan for Roads and buildings	Senior Manager: Technical Services	31 July 2021	Maintenance plans are in place to be submitted for council approval.
10.	Electrical Services	Electricity theft and vandalism of infrastructure. Theft of cables	<p>1. Criminal behaviour</p> <p>2. Poor security measures</p> <p>3. Lack of awareness to the employees.</p>	25	<p>1. Security guards deployed at Selati Sub Station.</p> <p>2. Monitoring of illegal connections.</p> <p>3. As per Local</p>	16	1. Report all illegal connection to BTO to impose penalties.	Chief Electrical Engineer	Monthly	No illegal connection found

No	Focus Area	Risk Name	Root Cause of the Risk	Inherent Risk	Current Controls	Residual Risk	Mitigations	Action Owner	Time Scale	Progress as at 30 June 2022
			4. Economic climate 5. insufficient security at the electrical storeroom and stores		energy forum decision, theft to be reported to the police and to the forum.		2. Staff will be trained as per skills audit.	Chief Electrical Engineer	31 December 2021	No training were done.

Below please find a comparative summary of the municipality risk registers (*number of risks identified*).

No.	Description	2020/21	2021/22
1.	Strategic Risk	9	9
2.	Fraud Risk Register	8	8
3.	Operational Risk Register	32	31
4.	Project Risk Register	6	6
5.	MSCOA Risk Register	3	4
6.	Information Technology Risk Register	7	4

2.6 ANTI-CORRUPTION AND FRAUD

Main Priorities

Implement the Anti-fraud and corruption strategy to ensure that measures are put in place to curb fraud and corruption. Create educational awareness to employees and the public on fraud and corruption.

Major Achievements: Anti-Fraud and Corruption

To promote good governance and ensure continuous commitment to the fight against fraud and corruption the Risk Management Unit has developed the below mentioned governance documents;

The following governing documents relating to fraud and corruption were developed.

- Anti-Fraud and Corruption Strategy
- Fraud Prevention Plan
- Investigation Policy
- Donation policy
- Whistle blowing policy
- Access Control Policy
- Loss Control Policy

The Risk Assessments were conducted to identify areas where fraud and corruption can occur, Fraud Risk Register (*which includes mitigations to address the risks*) was developed to manage the identified risks. Fraud and Corruption brochures were distributed to the employees and the public.

Shortlisted candidates are also vetted before appointment and officials in strategic positions complete the Security Clearance Form and it is sent to the State Security Agency for further processing.

2.7 INTERNAL AUDIT

Main Purpose:

The main purpose of the Internal Audit Activity is to help the Municipality achieve its set objectives by providing an independent objective assurance and consulting services to improve risk management, controls and governance processes using a systematic disciplined approach.

Main Priorities:

The following were the main priorities for the Internal Audit Activity for the 2021/2022 financial year:

- a) Development, approval and implementation of the Annual Internal Audit Plan that is risk-based, aimed at adding value to the Municipality's objectives, and aligned to the Municipality's risk registers.
- b) To ensure that the Internal Audit Activity is independent in providing its services to the Municipality by complying with the approve internal audit Charter which is consistent with the Institute of Internal Auditors Standards, Code of Ethics and Section 165 of the Municipal Finance Management Plan.
- c) To provide support to the Audit Committee and Audit Steering Committees with the aim of ensuring improved audit opinion

Major Achievements:

- The Internal Audit Unit developed the risk-based Annual Audit Plan and the Audit Committee approved it prior to the beginning of the 2021/2022 financial year. The Internal Audit Plan was 90% implemented by year-end. The other 10% not implemented was due to outsourced audit projects delayed by SCM processes and implementation of the financial management system delays.

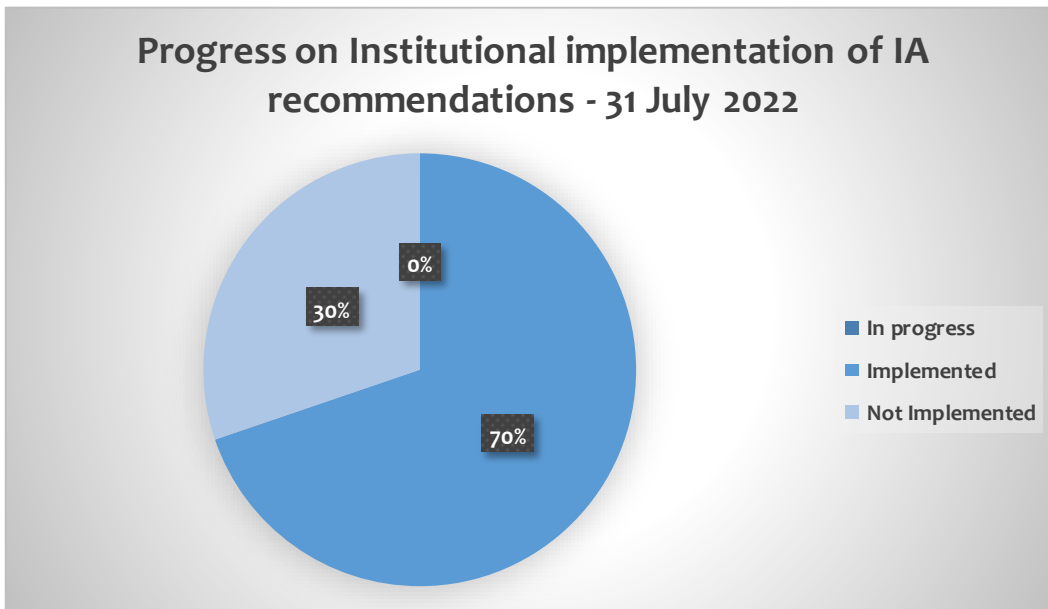
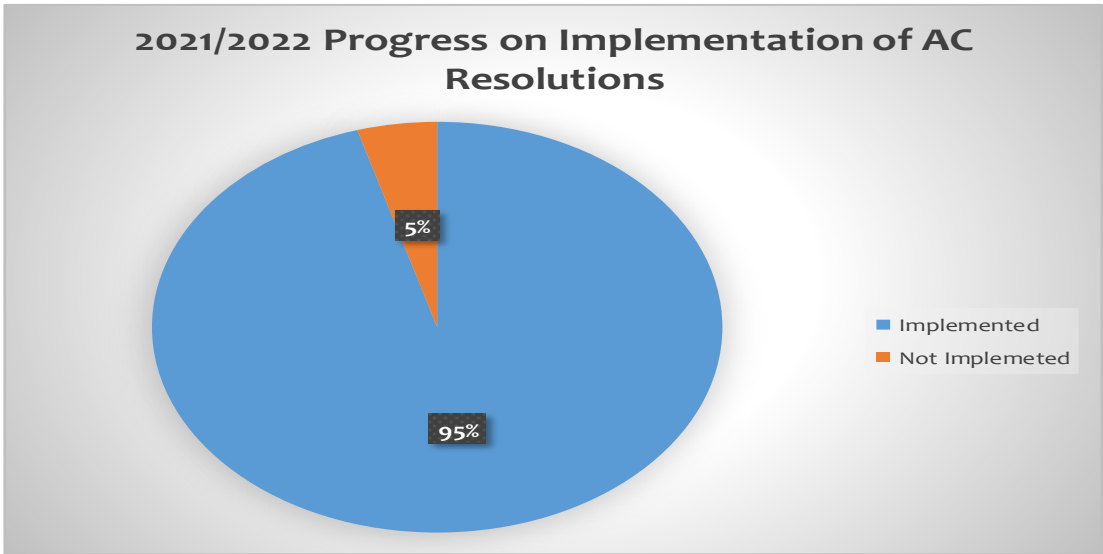
Period	Planned Audits per Quarter	Completed YTD	Completed Audits Progress Description (YTD)	In-progress Audits
Quarter 1	7	7	4 th Quarter AOPO completed. 1 st Quarter FMCMM Completed., AFS Review Completed, Risk Management Completed, AG Follow-up Completed, IA Follow-up Completed, ICT Follow-up Completed,	SDBIP Review at Reporting Stage, FRP at Planning stage. Migration Audit at planning stage
Quarter 2	8	6	1 st Quarter AOPO Audit completed. 2 nd Quarter FMCMM completed, Ethics Audit Completed. 2 Monthly IA Follow-up completed. AG Follow-up completed. SDBIP	Migration Audit at planning stage. FRP Audit at reporting stage

			Review	
Quarter 3	6	7	AG Action Plan Review Completed. 2 nd Quarter AOPO completed. Covid-19 Audit completed. IA Follow-up completed. 3 rd Quarter FMCMM Audit completed. Financial Recovery Plan Audit Completed. SDBIP Review Completed	SCM Audit at execution stage. DORA Audit at execution stage. Data Migration Audit in progress.
Quarter 4	10	7	3 rd Quarter AOPO completed. 2 nd Quarter Individual Assessment Review Completed. DORA Audit, FMCMM, POPIA, AG Action Plan, IAA Follow-up, 4 th Quarter Performance Report	AFS Process Plan Review, SCM, Data Migration, Inventory Review
Total	31	27		

- The Internal Audit Charter was developed, approved by the Audit Committee and implemented. The Chief Audit Executive confirms that the Internal Audit Activity was independent in the year under review.
- The EXCO Audit Steering Committee and Management Audit Steering Committee meetings were held throughout the financial year to address issues raised by the Auditor General, Internal Audit and Audit Committee. Internal Audit supported the steering committees as the coordinator of the meetings.
- The Internal Audit Activity was able to support the Audit Committee and Audit Steering Committee in the year under review. The Internal Audit Activity was the Secretariat for the Audit Committee and the Audit Steering Committees. The Audit Committee held 15 Audit Committee meetings in the 2021/2022 financial year and below is the progress on the Audit Committee Resolution Register:

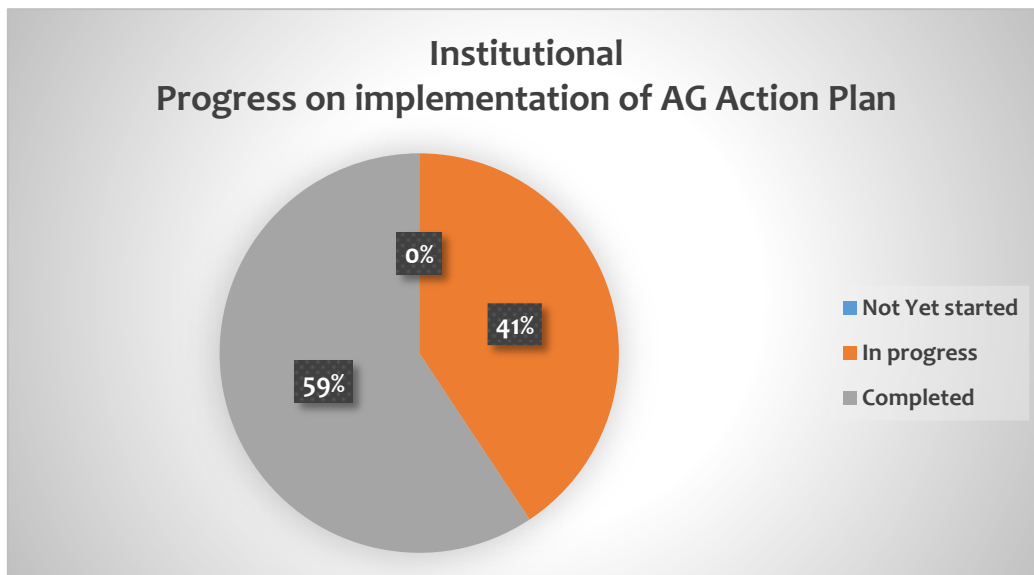
AC Meeting	Total Resolutions	Implemented	Not Implemented	AC Meeting	Total Resolutions	Implemented	Not Implemented
26-Jul-21	51	50	1	22-Feb-22	15	14	1
29-Aug-21	12	12	0	23-Mar-22	17	15	2
30-Aug-21	8	8	0	25-Mar-22	35	31	4
12-Oct-21	7	7	0	20-May-22	34	33	1
18-Oct-21	80	76	4	24-May-22	18	16	2
14-Dec-21	7	7	0	23-Jun-22	16	16	0
23-Jan-22	19	19	0	28-Jun-22	3	3	0
09-Feb-22	10	10	0	Total	332	317	15

▪



The Municipality implemented 70% of the recommendations made by internal audit by 30 June 2022. This is a regression as compared to 82% implementation in the 2020/2021 financial year.

-



The Municipality implemented developed the Audit Action Plan to address findings raised by the Auditor General. Internal Audit was the coordinator of the process. The Audit Action plan was 59% implemented at year-end

2.8 SUPPLY CHAIN MANAGEMENT

Overview of Supply Chain Management

Section 217 of the Constitution of the Republic of South Africa requires that when an organ of State contracts for goods and services, it must do so in accordance with a system, which is fair, equitable, transparent, competitive and cost effective. The Supply Chain Management Policy of the Municipality has been drawn up to give effect to these principles and the Preferential Procurement Legislation, and furthermore to comply with the provisions of the Local Government: Municipal Finance Management Act and its Regulations promulgated in terms thereof. The SCM policy has recently been reviewed and approved by Council to ensure that controls are tightened to combat fraud and corruption in procurement processes.

Supply Chain Management Unit

Chapter 11 of the MFMA compels the municipalities to establish Supply Chain Management Units and implement the SCM Policy, which gives effect to all SCM functional areas. The Supply Chain Management Unit has been established and operates under a direct supervision of the Chief Financial Officer.

2.9 BY-LAWS

Newly Developed	Public conducted adoption of By-Laws (Yes/no)	Participation prior to By-Laws	By-Laws gazette (yes/no)	Date of Publication
Credit control & Debt Collection by-law	Yes		Yes	26 June 2019
Electricity Supply by-law	Yes		Yes	26 June 2019
Hiring of community halls, buildings & other facilities by-law	Yes		Yes	26 June 2019
Impoundment of animals by-law	Yes		Yes	26 June 2019
Indigent subsidy by-law	Yes		Yes	26 June 2019
Property Rates by-law	Yes		Yes	Gazette No 3084 19 June 2020
Tariff By-law 2019/20	Yes		Yes	Gazette No 3084 19 June 2020
Waste Management by-law	Yes		Yes	26 June 2019

COMMENT ON BY-LAWS:

All By-laws public participated and approved by council during 2019/20 were gazetted and not yet reviewed

T2.9.1.1

2.10 WEBSITES

Municipal website: content and currency of material		
Documents published on the municipality's /entity's website	Yes/No	Publishing date
Current annual and adjustment budgets and all budget related documents	Yes	31 May 2022
All current budget related policies	Yes	31 May 2022
The previous annual report (2020/21)	Yes	23 March 2021
The annual report (2020/21) published / to be published	Yes	23 March 2021
All current performance agreements required in terms of section 57 (1) (b) of the MSA and resulting score cards	Yes	No date available
All service delivery agreements (2021/22)	No	
All long term borrowing contracts (2021/22)	No	
All supply chain management contracts above a prescribed value (give value) for (2021/22)	No	
An information statement containin a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during (2021/22)	No	
Contracts agreed in (2021/22)to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
PPP agreements referred to in section 120 made in (2021/22)	No	
All quartely reports tabled in the council in terms of section 52 (d) during (2021/22)	Yes	No date available
Note: MFMA S75 sets out the information that a municipality must include in its website as detailed above. Municipalities are of course encouraged touse their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments		

T2.10.1

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS: The Municipal Website serves as dynamic interaction with the Community and public, whilst as Municipality we desired to adhere to Government regulations and legislation, thus Section 75 of MFMA and 8 Batho Pele Principles just to name few, the Municipality has established a website for the municipality that is www.Ba-Phalaborwa.gov.za and www.Phalaborwa.gov.za both re-root the request to same URL which is our Home Page. The Municipality comply to the 8 Batho Pele Principles specifically Access and Openness and Transparency, Information to assist the Community and the Public, hence our content include Municipal Leadership, Financial Reports, Annual Reports, Performance Contract for Section 56/57, our address and contact, etc. The Municipal Websites is available at all times

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS

The survey was not conducted due to the fact that the municipality is assisted by ward committees to conduct Community Satisfaction survey which their term of office has expired been and also the local government elections affected the process as the term of Office for Councillors came to an end. However, the distribution of questionnaire was done but only few were returned back.

The survey will be conducted in the next financial year as the new ward committees were established and inducted

T2.11.1

RATING SCALE	2020	2021
Highly Satisfied	18%	N/A
Satisfied	34%	N/A
Highly dissatisfied	22%	N/A
Dissatisfied	26%	N/A

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

COMPONENT A: BASIC SERVICES

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

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

Ba-Phalaborwa local Municipality is Water Service Provider. The Municipality is responsible to do the repairs and maintenance of the infrastructure throughout Ba-Phalaborwa jurisdiction. Mopani District Municipality is the water service Authority. Lepelle Northern Water Board supply bulk water to the reservoirs.

T3.1.1

Households					
Description	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level) <i>Piped water inside dwelling</i>	12251	12251	12251	12251	12251
<i>Piped water inside yard (but not dwelling)</i>	17216	17216	17216	17216	17216
<i>Using public tap (stand pipes)</i> <i>Other water supply (within 200m)</i> <i>Minimum service level and above sub-total</i>	3803	3803	3803	3803	3803
	33270	33270	33270	33270	33270
Minimum service level and above percentage	77%	80%	80%	80%	80%
	413	413	413	413	413
Water; (below min level) Using public tap (more than 200m from dwelling) Other water supply (more than 200m from dwelling) No water supply	235	235	235	235	235
	10123	7845	7845	7845	7845
Below minimum service level sub-total	22.3%	19.1%	19.1%	19.1%	19.1%
Below minimum service level percentage	33880	41115	41115	41115	41115
Total number of households*					
T3.1.3					

The wording “within/more 200m from dwelling” be replaced with “stand pipes” as it challenging to measure.

Households – water service delivery levels below the minimum Households					
Description	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Formal Settlements					
Total households	43062	41115	41115	41115	41115
Households below minimum service level	9144	7845	7845	7845	7845
Proportion of households below minimum service level					
T3.1.4					

Water service policy objectives taken from IDP											
Service Objectives Service indicators (i)	Outline service targets (ii)	2018/19		2019/20			2020/21			2021/22	
		Target	Actual	Target		Actual	Target		Target		
		*previous year (v)	*current year (vi)	(vii)	*current year (viii)	*current Year (ix)	*following year (x)			*current year	*current year
Service objectives xxx											
HH without minimum water supply	Addition al households provided with minimum water supply during the year (No. of HH) without supply at year end)	1500	1750	MDM	1500	1750	MDM			MDM	
T3.1.6											

Job Level	Employees; Water Services					
	2020/21	2021/22		Employees No.	Vacancies fulltime equivalence) No.	Vacancies (as a % of total posts) %
Employees No.	Post No.					
0-3	1	2		1	1	50%
4-6	6	9		5	4	44%
7-9	9	21		13	8	38%
10-12	13	13		18	5	38%
13-14	13	52		11	41	79%
Total	41	97		48	49	50%
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 adjustment 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

Financial performance 2021/22; Water Services

R`000

Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)	138 968	150 315	63 673	115 569	115 569	186 112	70 543
Expenditure							-
Employees	11 807	14 053	14 388	18 827	18 346	22 839	4 493
Repairs and Maintenance	6 116	9 448	9 428	5 564	5 564	14 640	9 077
Other	2 912	395	33 504	3 476	2 676	4 842	2 166
Total Operational Expenditure	20 835	25 644	57 320	27 867	26 586	42 322	15 736
Net Operational (service) expenditure	-118133	124 671	6 353	87 702	88 983	143 790	54 807

T3.1.8

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

Ba-Phalaborwa water supply overall performance is at 80% satisfactory. We have a challenge on the ageing of infrastructure and also low water pressure where infrastructure is in place. Mopani District Municipality will be implementing water reticulation projects for entire area.

T3.1. 10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

Mopani District Municipality as water authority implement the sanitation projects. For 2021/2022 financial year no Sanitation projects was executed by District Municipality. The challenge is ageing infrastructure for sewer main line and reticulation. The existing sewer network is unable to accommodate the current demand from the households.

Employees: Sanitation Services					
Job Level	2020/21	2021/22			
	Employees	Posts	Employees	Vacancies (fulltime equivalent)	Vacancies (as a % of total posts)
	No.	No.	No.		%
0-3	0	1	1	0	100%
4-6	4	2	2	0	100%
7-9	7	3	3	0	100%
10-12	0	4	3	1	25%
13-15	1	28	1	27	96%
Total	12	38	10	28	74%
T3.2.7					

Financial performance 2021/22; Sanitation Services							
R`000							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)	21 564	26 630	9 227	17 274	17 274	30 243	12 969
Expenditure							-
Employees	3 365	4 331	1 675	-	-	4 493	4 493
Repairs and Maintenance	3 290	3 767	458	860	860	830	(30)
Other	1,077	452	5	691	-	-	-
Total Operational Expenditure	7 732	8 550	2 138	691	691	5 323	4 633
Net Operational (service) expenditure	13,832	18 080	7 089	16 583	16 583	24 919	8 336
T3.2.8							

Capital Expenditure 2021/22 Sanitation Services					
R`000					
Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total All	N/A	N/A	N/A	N/A	N/A
Project A					
The projects are budgeted for by Mopani District Municipality.					
T3.2.9					

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

No projects implemented for sanitation as per SLA .

3.3 ELECTRICITY**INTRODUCTION TO ELECTRICITY**

Ba-Phalaborwa Municipality distribute electricity to Phalaborwa town, while the rest of the Municipal area is under license from Eskom, and a small part under Greater Tzaneen Municipality.

T3.3.1

Electricity Service Delivery Levels Households				
Description	2018/19	2019/20	2020/21	2021/22
	Actual No.	Actual No.	Actual No.	Actual No.
Energy: (above minimum level)	45955	45955	45955	45955
Electricity (at least min. service level)	44566	44566	44566	44566
Electricity – prepaid (min. service level)				
Minimum service level and above sub- total				
Minimum service level and above percentage				

T3.3.2

Employees; Electricity Services							
Job Level	2018/19	2019/20	2020/21	2021/22			
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.	No.	No.		
0-3	1	1	1	2	1	1	50%
4-6	2	1	4	5	5	0	100%
7-10	13	8	9	14	11	3	21%
11-12	8	9	11	16	9	7	44%
13-14	18	11	14	21	13	8	38%
Total	42	30	38	58	39	19	33%

T3.3.3

**Financial performance 2021/22; Electricity Services
R'000**

Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)	95 540	101 081	105 277	197 324	192 024	146 027	(45 997)
Expenditure							
Employees	9 239	9 740	11 744	12 114	11 728	11 053	(675)
Repairs and Maintenance	2 926	1 423	10 301	8 154	9 167	4 692	(4 475)
Other	77,607	81 680	139 760	121 254	124 222	730	(123 492)
Total Operational Expenditure	89 772	92 843	161 805	141 522	145 118	16 475	(128 642)
Net Operational (service) expenditure	14,957	8 238	-56 528	55 802	46 906	129 551	82 645

Net expenditure to be consistent with summary table T5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual **T3.3.4**

**Capital Expenditure 2021/22; Electricity Services
R`000**

Capital Projects	2020/21	2021/22		Actual Expenditure	Variance from original budget	Total project value
	Budget	Budget	Adjustment Budget			
Total All	R5 000.000.00	R23 000 000.00	R23 000000.00	R21 739000.00	R 1260000.00	R 28 000 000.00

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate) **T3.3.5**

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Performance was satisfactory

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

INTRODUCTION TO WASTE MANAGEMENT

Waste management is one of the key thrust that promote sustainable development. The municipality is currently collecting refuses from residential units all urban areas townships, Businesses, Schools, industrial and part of the rural areas (Mashishimale R1, R2, R3 as well as some parts of Makhushane) as a pilot project. The municipality currently has one licensed landfill site operational in Phalaborwa valid until 2024 March as well as an approved license to develop new one. The municipality have an Integrated Waste Management Plan that expired in 2020 June and is long overdue for review. Key challenges include enhancement of waste fleet, the development of new landfill site, extension of waste collection to all rural areas, illegal dumping, the rehabilitation of Namakgale, Gravelotte and Phalaborwa landfill site.

T3.4.1

Sanitation Service Delivery Levels Households					
Description	2017/18	2018/19	2019/20	2020/21	2021/22
	Outcome No.	Outcome No.	Outcome No.	Outcome No.	Actual No.
Sanitation/sewerage; (above minimum level)					
Flush toilet (connected to sewerage)	14070	14070	14070	14070	14070
Flush toilet (with septic tank)	1090	1090	1090	1090	1090
Chemical toilet	208	208	208	208	208
Pit toilet (ventilated)	10368	10368	10368	10368	10368
Other toilet provisions (above min. service level)	8070	8070	9756	9756	9756
	33792	33806	35492	35492	35492
Minimum service level and above sub-total					
Minimum service level and above percentage	82%	82%	86%	86%	86%
Sanitation/sewerage; (below minimum level)					
Bucket toilet					
Other toilet provisions (below min service level)	10290	7309	5623	5623	5623
No toilet provisions	10290	10290	10290	10290	10290
	23.3%	17.8%	13.6%	13.6%	13.6%
Below Minimum service level sub-total	44082	41115	41115	41115	41115
Below Minimum service level percentage					
Total Households					
*total number of households including informal settlements					T3.4.2

Solid waste service delivery levels Households					
Description	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Solid waste removal: (minimum level)	1				
Removed at least once a week	22 941	22 941	358881	35881	35881

Minimum service level and above sub-total	55,79%	55,79%	55,79%	55,79%	55,79%
Minimum service level and above percentage	18174	18174	18174	18174	18174
	44,21%	44,21%	44,21%	44,21%	44,21%
Solid waste removal: (below minimum level)					
Removed less frequently than once a week					
Using communal refuse dump					
Using own refuse dump					
Other rubbish disposal					
No rubbish disposal					
Below minimum service level sub-total					
Below minimum service level percentage					
Total number of households	41115	41115	44082	54055	54055
T3.4.3					

Employees: Waste Disposal and Other Services							
Job Level	2018/19	2019/20	2020/21	2021/22			
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	%	%
0 – 3	0	1	0	1	0	1	100%
4 – 6	2	5	4	5	4	1	20%
7 – 9	0	7	0	1	1	0	100%
10 – 12	7	2	7	10	3	7	70%
13 – 14	40	47	40	70	38	32	46%
TOTAL	49	62	51	87	46	41	47%

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.

COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Waste Management Service has improved on access to refuse removal to households by extending to about 3213 households in Makhushane and need five new waste compacters and two skip bin loaders collectors to extend access to waste collection to all rural areas.

The municipality has been issued with the closure license to operate and rehabilitate the existing landfill site in Phalaborwa as well as a license to establish a new landfill site. The municipality has been issued a closure license to close and rehabilitate Namakgale and Gravelotte landfill site.

The compulsory quarterly reports on the operation of the existing landfill site are regularly sent to the Department of Limpopo Economic Development, Environmental and Tourism (LEDET)

The compulsory quarterly reports on the operation of the existing landfill are sent to the South African Waste Information Centre (SAWIC).

Illegal dumping is a challenge due to disparities in waste collection, lack of equipment and fleet, lack of waste transfer stations, as well as lack capacity to fully enforce by-laws. The municipality is partnering with stakeholders (Bololanoto Secondary Cooperative, mining community, Department of Limpopo Economic Development, Environment and Tourism, Department of Forestry, Fisheries and the Environment, Thinavhuyo recycling and Institute of Waste Management in South Africa) to combat illegal dumping by improving resources capacity to enhance sustainable environment. There are efforts to do recycling to reduce the volume of waste to the landfill site.

The establishment of new landfill site is on progress, land has been identified, preliminary designs; geotechnical and geohydrological reports were conducted. The perimeter fence is almost complete and after the erection of the fence, Foskor will no longer proceed with the other phases of the project. The municipality will have to find alternative funding mechanisms to proceed with the project to coincide with the expiry of Phalaborwa landfill site license by end of March 2024.

3.5. HOUSING

INTRODUCTION TO HOUSING

Ba-Phalaborwa Municipality is not a housing authority. Housing function in the municipality is the competency of the Provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs. Ba-Phalaborwa Municipality assists the provincial Department of CoGHSTA with the facilitation of provision of housing to promote sustainable human settlements within the municipal area. The municipality thus relies on housing allocations by CoGHSTA as the competent housing authority to initiate, plan and implement programmes and projects aimed at addressing housing backlogs within the municipal area. CoGHSTA allocated 36 Houses to Ba-Phalaborwa Municipality for 2021/22 financial year.

T3.5.1

Employees; Housing services							
Job level	2018/19	2019/20	2020/21	2021/22			
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as % of total posts) %
0-3	0	0	0	0	0	0	0%
4-6	3	5	2	2	2	0	100%
7-9	2	2	2	2	2	0	100%
Total	5	7	4	4	4	0	100%

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 adjustment 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.

T3.5.2

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

Since the municipality is not a housing authority, there were no human settlements projects implemented by the municipality during the 2021/22 financial year. CoGHSTA allocated 36 Houses to Ba-phalaborwa Municipality for 2021/22 financial year

T3.5.3

3.6 FREE BASIC SERVICES

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

The municipality has an approved indigent policy that guides activities to be followed when registering households. Indigent registration is performed yearly and assessment is conducted throughout to review and check changes in customer income.

The policy outlines categories of indigent qualification. The qualification process is done through ward councillors with all 19 wards covered.

All qualifying indigents are then captured on the municipal financial management system for benefits allocations on a monthly basis. There are challenges experienced whereby indigent's consumption exceeds the allocated services levels, due to the fact that the municipality has no system in place to disconnect when the free basic service consumption levels are exhausted. Furthermore, consumers are not collecting their municipal paid-up (free) electricity tokens from Eskom, leading to unnecessary wasteful expenditures.

T3.6.1

Free basic services to low income households										
	Number of households									
	Total	Households earnings less than R1.100 per month								
		Free basic water		Free basic sanitation		Free basic electricity		Free basic refuse		
		Total	Access	%	Access	%	Access	%	Access	%
2019/20			1659		1659		1659		1659	
2020/21			508		508		508		508	
2021/22			507		507		421		252	
T3.6.2										

Financial performance 2021/22; cost to municipality of free basic services delivered							
Services delivered	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Budget	Adjustment to budget	Actual	Variance to budget
Water	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Waste water (sanitation)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Electricity	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Waste Management (solid waste)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A
T3.6.3							

COMPONENT B: ROAD TRANSPORT

3.7 ROADS

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

INTRODUCTION TO ROAD TRANSPORT

The municipality has a total of 802.1km of road network. The backlog is estimated at 559.1 roads including storm water drainage. The municipality does have an approved Road Master Plan but the municipality is unable to implement the plan due to financial constraints.

T3.7.1

Gravel road infrastructure Kilometers				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2019/20	547.9km	N/A	2.25km	335.9km
2020/21	541.1km	N/A	6.8km	388.5km

2021/22	540.3km	N/A	0.8km	925.32km
T3.7.2				

Asphalted Road Infrastructure					
	Total Asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt. roads maintained
2019/20	243.8	2.25	N/A	N/A	N/A
2020/21	250.6	6.865	N/A	N/A	N/A
2021/22	251.4	0.8	N/A	N/A	N/A
T3.7.3					

Cost of construction/maintenance R`000						
	Gravel			Tar		
	New	Gravel-Tar	Maintained	New	Re-worked	Maintained
2019/20	R1.5m/km	R6.5m	N/A	R6.5m/km	N/A	N/A
2020/21	R1.5m/km	R6.5m	N/A	R6.5m/km	N/A	N/A
2021/22	R1.5m/km	R6.5m	N/A	R6.5m/km	N/A	N/A
T3.7.4						

Employees: roads services							
Job level	2018/19	2019/20	2020/21	2021/22			
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	1	1	1	1	0	100%
4-6	2	2	2	2	2	0	100%
7-9	3	3	3	3	3	0	100%
10-12	4	2	2	4	2	2	50%
13-14	16	19	19	28	11	17	61%
Total	26	29	29	38	19	19	50%

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 adjustment 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.

T3.7.5

Financial performance 2021/22; Roads and Transport R`000							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget

Total operational revenue (excluding tariffs)	43 557	25 967	40 971	35 608	33 671	29 995	(3 676)
Expenditure:							-
Employees	21,267	7 345	7 035	25 475	25 412	22 024	(3 388)
Repairs & Maintenance	11,927	5 163	9 197	12 537	11 570	1 115	(10 455)
Other	114 132	23 044	40 498	7 784	7 476	3 810	(3 666)
Total operational expenditure	147 326	35 552	56 730	20 321	44 458	26 949	(17 509)
Net operational (service) expenditure	-103 769	-9 585	-15 759	15 287	(10 787)	3 046	13 832
T3.7.6							

Capital expenditure 2021/22: Road Services					
R`000					
Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	R 20 069 307.29	R0.00	R 15 297 145.08	R4 772 162,22	R 20 069 307.29
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.7.7					

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The overall performance of the roads section is not satisfactory as far as routine road maintenance of existing network infrastructure is concerned, but however the main roads in Ba-Phalaborwa includes the R71, R40 whereby SANRAL is busy with the routine road maintenance. The R40 road has been recently been Rehabilitated and R71 is also being maintained as and when required by SANRAL. Due to the challenges on old infrastructure and financial constraints, the road and storm water Masterplan of Ba-Phalaborwa Municipality is outdated, and the section is performing the tasks as best as possible within the limitations. The roads and storm water section is attending to patchwork, sealing and unblocking of storm water drainages and catch pits. Most of our roads are experiencing aggregate loss, which gives the surfaces of our roads a rough texture, The Municipality will then need to make sure that slurry is applied on our roads before most of the roads loses most of the surface or the good texture of the road. In addition, a programme for grading of all main and internal roads is done on daily basis but not effective due to the continuous breakdowns of the graders. Patching sealing and storm water control is an ongoing process, and a schedule is drafted for that and open to be amended as and when required. The municipality is currently busy with upgrading of roads from gravel to tar.

The upgrading of 0.8km's from gravel to tar at B1 Extension Phase 2 was successfully upgraded in ward 15 through MIG grants

Development of municipal roads as required	km of municipal roads developed
2019/20	2.25km

2020/21	6.863km
2021/22	0.8km
T3.7.7	

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

Public transport within the Ba-Phalaborwa area of responsibility is shared as follows:

- Two short haul bus companies transporting within and between the urban zones:
 - Great North Transport
 - Sokisi Transport
- There is also a few long distance hauliers operating between Phalaborwa and Gauteng:
 - City to City
 - Translux
- An application has also been received for bus services from Ba-Phalaborwa to Zimbabwe and return.
- Taxi services are provided by the following taxi associations:
 - Phalaborwa Taxi Association
 - Namakgale Taxi Association
 - Lulekani Taxi Association
 - Namakgale Long Distance Taxi Association.

The above mentioned transport service providers are part of the Phalaborwa Transport Forum chaired by the Portfolio Committee Chairperson his/ her delegate and Senior Manager Community and Social Services is the Secretariat. Meetings are held on a quarterly basis, with representatives also expected to attend the Mopani District Transport Forums. These meetings are not well attended at all and a concerted effort is in progress to increase participation.

All busses and Taxis are subjected to Stand Licences and Ranking facilities and are checked on a continuous basis for compliance and roadworthiness.

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The storm water drainage forms an important component of roads infrastructure where is designed to drain excess rain and ground water from impervious surfaces such as paved streets, parking lots, car parks, foot paths and sidewalks. The roads and storm water section staff has developed a systematic inspection process as well as unscheduled inspections in response to the community's advice. It is either conducted routinely after heavy or consistent rains, on call from public emergency inspection. The section is reporting any risks or any maintenance issues they may observe as they move around the Municipality in the course of their duties.

T3.9.1

COMPONENT C: PLANNING AND DEVELOPMENT

INTRODUCTION TO PLANNING AND DEVELOPMENT

Ba-Phalaborwa Municipality has a Spatial Development Framework that is supported by the Land Use Management System and aligned to the IDP. There is also the SPLUMA which is the National Act and it has been supported by Municipal Council Resolutions. There are major unplanned developments taking place along the R71 road which is the main activity corridor that serves as a strategic access route to the nodal points Namakgale, Lulekani and Phalaborwa Town.

According to Statistics SA, Census 2011, the rural population of Mukhushane, Selwane, Mashishimale, Majeje and Maseke constitutes 65.5% of the total population within Ba-Phalaborwa Municipality. It must also be noted that a community Survey was conducted in 2011 and the process concluded that the population of Ba-phalaborwa stands at 168 937. The result and the implication of the statistics is the potential for high demand of basic services, and the need for the provision of socio-economic services and facilities in the rural areas.

In order to complement the mission of the municipality, particularly on managing the environment for future sustainable economic growth, and supporting the values of the

municipality, the Planning and Development Department embarked on an intense process of research and stakeholder engagement to address land development challenges faced by the municipality in relation to property vesting, land tenure upgrading and law enforcement.

Ba-Phalaborwa Municipality promotes local economic empowerment through the implementation of the Expanded Public Works Program (EPWP) and the Community Works Programme (CWP) which is intended to create short term employment and alleviate poverty. The Municipality did exceptionally well with regard to SMME support, empowerment and job creation through the municipal Supply Chain Management policy amongst other Key Performance Indicators.

T3.10.0

3.10 PLANNING

Employees: Planning Services							
Job level	2018/19	2019/20	2020/21	2021/22			
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	3	2	1	1	0	100%
4-6	3	8	4	2	1	1	50%
7-9	1	2	0	0	0	0	0%
13-14	0	1	0	0	0	0	0%
Total	5	14	6	3	2	1	33%

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 adjustment 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.

T3.10.2

Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all					
SUPPLEMENTARY VALUATION ROLL	100 000	NONE	100 000	-	100 000
TRANSFER OF SITES	1 500 000	NONE	1 500 000	-	1 500 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.10.1					

Financial performance 2021/22: Planning services (R'000)							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	319	504	591	72	72	447	375
Expenditure:							-
Employees	6 981	10 677	8 612	14 921	14 800	13 372	(1 429)
Repairs & Maintenance		0		67	39	131	92
Other	4,158	3 125	2 473	6 117	2 511	14 248	11 737
Total operational expenditure	11,139	13 802	11 085	21 104	17 349	27 750	10 400
Net operational (service) expenditure	-10 820	-13 298	-10 494	(21 032)	(17 278)	(27 303)	(10 026)
T3.10.3							

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

The Planning and Human Settlements section manages and controls the use of land within the municipal area. The biggest challenge faced by the municipality in relation to physical planning is illegal developments and land invasions. The municipality has embarked on a law enforcement process by issuing out notices to illegal developers and land invaders as per Section 30, of the Land Use Management Scheme. T3.10.4

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

The Local Economic Development Unit is charged with the responsibility to maximise the economic potential of municipality and enhance the resilience of micro-economic growth through creating an enabling environment for increased local economic growth, employment creation and development initiatives within the context of sustainable development.

It is responsible for the consolidation of the local economic trends and tourism development initiatives in the municipal area, and most of the service delivery recommendations are reported under Technical and Community Services such as: the provision of water, roads, electricity and waste management

Despite being a gateway to one of South Africa and the region's tourist destination, the Kruger National Park and the Great Limpopo Transfrontier Park and home to most of SA's copper and phosphate supplies (Palaborwa Copper & Foskor), the competitive strengths are yet to contribute to the upliftment of the poverty in the area particularly from the previously disadvantaged communities.

It is a fact that wildlife and scenic beauty is number one tourist activity out of the best ten activities in South Africa as it is rated by South African Tourism 2016. And is alluded that if you're looking for a Big Five safari experience in South Africa you can go to almost any province in South Africa, but the Kruger National Park remains an iconic tourism draw card. Game view is rated number one tourist activity in South Africa.

It is important to highlight that BPM is fast becoming a contender in the MICE (meetings, incentives, conferences and events) industry, given an increase in annual calendar events Marula festivities, Spring Festival, and F21 Half marathon, therefore the activities must be supported to bring about economic spin-offs.

Economic Employment by Sector					
Jobs					
Sector	2017/18	2018/19	2019/20	2020/21	2021/22
Agric, forestry and fishing	158	141	142	153	170
Mining and quarrying	88	86	76	98	79
Manufacturing	80	81	65	72	71
Wholesale and retail trade	354	355	231	257	307
Finance, property, etc.	120	112	93	87	114
Govt, community and social services	120	352	296	310	373
Infrastructure services	163	128	96	121	54

T3.11.1

Source: Stats SA, Quarterly Labour Force Survey, 2nd Quarter 2022

COMMENT ON LOCAL JOB OPPORTUNITIES:**COMMENT ON LOCAL JOB OPPORTUNITIES:**

Ba-Phalaborwa Local Municipality has always strived to create an enabling environment in its main economic sectors (tourism, mining, agriculture and manufacturing).

BPM has managed to create 1242 temporary jobs through the municipality's in-house poverty alleviation and employment programmes, which are EPWP (63), CWP (1035) and Capital projects (144).

T3.11.4

Job Creation through EPWP* Projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2018/19	4	1012
2019/20		1195
2020/21	4	1175
2021/22		1242
*-Extended Public Works Programme		T3.11.5

Employees: Local Economic Development Services							
Job level	2018/19	2019/20	2020/21	2021/22		Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.		
0-3	1	1	1	1	1	0	100%
4-6	2	2	2	2	2	0	100%
7-9	0	0	1	4	2	2	50%
Total	3	3	4	7	5	2	28%
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 adjustment 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.							

T3.11.8**COMPONENT D: COMMUNITY & SOCIAL SERVICES**

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The department consists of the following divisions:

- Environmental Health
- Parks and Cemeteries
- Library Services
- Traffic and Licensing

T3.52.0

3.12 LIBRARIES.

INTRODUCTION TO LIBRARIES.

Library Services consist of five (5) fully established libraries as well as two school/community libraries based at Lebeko High School at Mashishimale as well as Prieska Combined School at Prieska village. The services rendered include: free membership, print and electronic information resources, audio-visuals, free public internet services, inter-library loans, and free access to computers and tablets for personal use, printing and photocopying services, scanning of documents, user education on library services and library outreach programmes.

Key library services priorities include improving access to library services, bridging the digital divide, enhancing collection development and management strategies, improving training and development of library staff, as well as improving and sustaining stakeholder relations. Provision of computers and user education in all the five fully established libraries; enhance stakeholder participation to increase funding, as well as improving the municipal library outreach services will help achieve these goals. The municipality has to find alternative funding mechanism for new libraries needed by the various communities.

With regard to the archives the municipality's priorities include: enhancing space capacity of the current archives to improve compliance to record keeping legislative requirements.

The archives at Lulekani has been completed. The fire detection and suppression system has been installed and some shelves.

The Licensing Section has moved some of its documents to the archives facility with the expectation of acquiring the Zippel files to complete their relocation of their documentsT3.52.1

Financial performance 2021/22: Libraries. (R'000)							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	171	132	22	262	262	64	(199)
Expenditure:							-
Employees	3 118	2 250	2 265	2 729	2 650	2 450	(200)
Repairs & Maintenance		-	129	87	62	87	25
Other	86	148	43	258	257	115	(142)
Total operational expenditure	3 204	2 398	2 437	3 075	2 969	2 652	(317)
Net operational (service) expenditure	3 032	- 2 266	- 2 415	(2 812)	(2 706)	(2 589)	118
Net expenditure to be consistent with summary table T51.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual T3.12.2							

COMMENT ON THE PERFORMANCE OF LIBRARIES OVERALL

The Library Services section functions very well. There are employees who have been seconded to the Municipality by the Provincial Department of Arts and Culture. The Ba-Phalaborwa Municipality has a relationship with the Palabora Foundation with regard to strategic support to our Library Services. The Library Services Development Plan has been development, submitted to management and also approved by Council. A Library Committee has been established to enhance public participation.

T3.12.3

3.13 CEMETORIES AND CREMATORIALS

INTRODUCTION TO CEMETORIES & CREMATORIALS

The Municipality have four fully established cemeteries in Gravelotte, Phalaborwa, Namakgale and Lulekani. Gravelotte and Phalaborwa cemeteries are nearing their full capacity. A process is in place to identify new land to develop a new cemetery for Gravelotte and there is a need to look at a viable alternative for Phalaborwa cemetery. There are no crematoriums for in Phalaborwa, however there is provision to store the ashes at Phalaborwa cemetery.

Lulekani cemetery fence need to be extended to cover the entire land allocated by the Tribal Authority to ensure long term use. Namakgale cemetery and the old Lulekani cemetery fence need to be upgraded to ensure the cemeteries are secured. The traditional authorities are also managing variety of cemeteries and they need to be supported to ensure the cemeteries comply with the basic legislative requirements as well as the basic infrastructure.

There is a need for an electronic cemetery management system to enhance record keeping as well as constantly improving by-laws to enhance utilization of burial space. In particular enhancing the lifespan of the cemeteries.

Financial performance 2021/22: Cemeteries and Crematoriums R'000							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	185	139	190	176	118	118	0
Expenditure:							
Employees	433	1 401	826	1 104	1 407	7 733	6326
Repairs & Maintenance	291	365	435	270	380	374	(6)
Other	-34	380	697	1 696	1 696	1 822	126
Total operational expenditure	690	2 146	1 958	307	3 483	9 929	6446
Net operational (service) expenditure	506	-2 529	-1 768	(130)	(3 365)	(9 811)	(6446)
T3.13.5							

COMMENT ON THE OVERALL PERFORMANCE OF CEMETERIES & CREMATORIUMS SERVICES:

The Municipality is able to provide graves on demand. The Municipality is faced with challenges when it comes to the provision of graves during public holidays because the payment for the grave has to be done in Budget and Treasury Office, whilst the allocation is done by Community and Social Services department. There is a challenge when it comes to control because the communities do not follow the by-laws.

The cemeteries will fill before the estimated time because of some families unlawfully extend the standard allocated graves and build huge structures protruding from the allocated graves

There is also a problem when it comes to fencing of cemeteries as there are no funds. Graves are being vandalized.

The provision of cemetery services to tribal authorities is also a challenge as it is not the function of municipalities. However, we assist by providing water and grading.

The Municipality doesn't own/have any crematoriums facilities; however, the nearest crematorium is in Nelspruit of which are privately owned.

National Government is continuing to provide guidance in the form of regulations around treatment of deceased persons and funerals. The Municipality has 4 public cemeteries, of which are still actively used for burials. Out of these active cemeteries 2 have reached full capacity

T3.13.7

COMPONENT E: ENVIRONMENTAL PROTECTION

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

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

Environmental and Bio-diversity Management is fragmented within the Municipality with all Directorates being responsible for their own special talents and key performance Areas. It is and has been for some time a strategic intervention of this Municipality to form an Environmental Unit with overall responsibility and coordinating functions. Due to the current unstable financial situation and austerity measures this could however not be implemented but remains a target.

There is also no Environmental Management Plan and Framework in place for the same reasons and it is now obvious that in terms of legislation and processes prevalent we must now plea with the Provincial and National authorities for assistance.

This institution has for 10 years been an active player in the cleanest town and later the Greenest town competition strategy. We have always either been first or second in our district as well as province and have also placed highly in the National competition. This highlights the importance attached to the Environment and Bio-Diversity which has been mainstreamed to all sections and is now included in their operational and maintenance key performance areas.

The area has a number of well controlled parks with lawns and cultivated gardens as well as a number of Parks that have been left in a semi wild state to propagate the green lung effect and maintain open areas. These areas are receiving limited control such as grass cutting and alien plant control. The last scenario present is a number of parks and open areas that are not

controlled and left to be wild to preserve the bio-diversity. There are however major challenges with this strategy which include deforestation, poaching and land invasion. The lack of awareness with regards Traditional Authority owned land and the misuse thereof is of great concern with strategies to combat this in the process of formulation.

The concept of only developing “dry” parks that do not require much water or maintenance has also been accepted by this institution as the norm.

The Municipality is being encouraged to implement greening interventions and will put in place a greening plan linked to the Integrated Development Plan. From 1 to 30 September every year, the Municipality select one of government institutions, schools, communities, businesses and organisations are reminded and encouraged to participate in community "greening" to improve the health, conservation of species biodiversity, mitigation of greenhouse gases that lead to global climate change, food security and beauty of the local environment.

T3.60.1

COMPONENT F: HEALTH

3.15 HEALTH INSPECTION, FOOD AND ABBATOIR LICENCING AND INSPECTION, ETC

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

Mopani District Municipality has transferred the Environmental Health Practitioner Services from local municipalities to the District Municipalities. At this stage these functions are provided by Mopani District Municipality.

T3.15.1

COMPONENT G: SECURITY AND SAFETY

The primary responsibility of the unit is to manage the total security function of the institution to ensure the safety of employees, clients and assets through the implementation of internal controls and coordination with different officials/sectors. The unit falls under the Risk Management Unit.

The Municipality is represented on the Cluster and JOC meetings that are convened by Phalaborwa SAPS. The Municipality processes applications for marches by the Public and approval is given after having a meeting with SAPS. The municipality has outsourced its guarding services to a service provider and the Risk Management Unit is managing them.

COMPONENT H: TRAFFIC AND LICENSING

Traffic Law Enforcement.

This section has worked in order to cover the Municipal area by day for law enforcement, visible policing, road safety, emergency response and special duties including COVID reaction plans and monitoring.

The section has performed well under the circumstances. In order to attempt to collect as many outstanding fines as possible as part of the Financial recovery plan, a specialised Warrant of Arrest team was formed and are increasing the payment rate which is very low. This is a countrywide problem and will hopefully end with the full implementation of the Administration of Road Traffic Offences Act (AARTO), which was taken to supreme court and lost the case and has since appeared in the Constitutional Court where judgement was reserved.

Road Marking and Signage Section

The Phalaborwa weather has and does take its toll on road marking and painted signs which must be replaced, repaired and even washed regularly. The other major concern is the increasing rate of theft of poles and signs, presumably for either use or sale to scrap yards as well as continual vandalism, particularly during school holiday periods.

The matter of street name plate erection and implementation remains a challenge due to budgetary constraints.

The extreme implementation of stand-alone speed humps which need continual painting and signage remains a challenge as there is no traffic calming system in operation or that some of the humps are on Provincial or District roads.

Licensing Section (Registration Authority)

We operate the licensing office as an agent of the Limpopo Department of Transport in terms of an SLA. This is highly regulated and legislated and the unit is under constant performance audit by Province. It is pleasing to note that we have passed all audits with regard finances and general operation with only few queries on minor matters. This unit brings in good income but this could be improved with negotiation at the SLA signing period, specifically to

the charges levied as direct income for this Municipality. There has however been a considerable loss of income at licensing due to the National Department of Transport allowing the SA Post Office and others to also issue licences for motor vehicles which has reduced our customer base. There is now also an electronic system in place which will further reduce the potential income from this source.

Testing of Driver’s Licences and Examination of Motor vehicle sections.

The Drivers licence centre is well utilised but needs to be urgently moved to a more suitable site due to legislative concerns by both Province and the National inspectorate. This process is currently underway, and when completed will allow additional testing and thus reduced queues and waiting times. Funding however is a major impediment to this project getting off the ground.

The Roadworthy centre was closed due to a shortage of staff, but was reopened by the Worshipful Mayor late in June of 2022. There are currently two vacancies and the pit assistant is over 60 and has

TRAFFIC LAW ENFORCEMENT PERFORMANCE AREA			
Activities	2020/21	2021/22	Comments
Notices Issued	1286 R384 920	1927 R615 215	The enforcements increased after Covid-19.
Notices Withdrawn	233	5	Due technical errors and
Notices Outstanding	1035 R310 085	1861 R587 764	Culture of non-payment.
Notices Paid	R31 050	R110 236	The payment rate increased to 17.9% over the previous year’s 8% due to more aggressive collection
% of Monthly Priority Enforcement Completed	100%	100%	Some planned enforcement had to be cancelled but was replaced by joint operations with Province or SAPS
Arrive alive campaigns held	2	3	

TRAFFIC ROAD MARKING AND SIGNAGE PERFORMANCE AREAS			
Activities	2020/2021	2021/2022	Comments
KM's of Road Painting Completed	8,279	12 425	Progressing well. Conditions of roads
New signs Erected	31	37	Street vandalism and naming still a challenge.
Damaged Signs Repaired and some poles also replaced	165	257	Vandalism and theft is now becoming a major problem
Illegal Posters Removed	67	85	
LICENSING (REGISTRATION AUTHORITY) PERFORMANCE AREAS			
Activities (Transactions Concluded}	2020/2021	2021/2022	Comments
Application for Learners Licences	1343	1428	National replaced computers, ups, eye test and print machines. Waiting list shorter.
Application for Professional Driving Permit	1359	1461	Affected by National card production machine breakdown.
Application for Roadworthy Test	23	22	Relaunched the
Application for Drivers Licence	4090	1182	Pass rate in line with the national average,. Need to relocate test ground
Certification of Roadworthiness	20	15	
Duplicate Registration/Deregistration Certificate	118	169	
Issue Drivers Licences (including Renewals)	6697	7903	Affected by breakdown of national card machine.
Issue Learners Licences	255	352	Pass rate in line with the national average,.
Issue Temporary Drivers Licences	1345	3577	The total breakdown of the card production facility led to very long delays forcing drivers to apply for temporary licences
Licensing of Motor Vehicles	18730	19868	While this is fairly constant we have lost many customers to SA Post Office
Registration and Licensing Arrears and Penalties	10404	9455	Prescribed fees no challenges
Registration of Motor Vehicles	4093	3919	Prescribed fees no challenges
Outstanding Infringements	571	425	Prescribed fees no challenges

Transaction fees	15873	17025	Prescribed fees no challenges
80% of Fees Due to Province	12429715.91	10966685.30	Payments done as per SLA
20% of fees due to Council	3113812.80	3634703.82	Payments done as per SLA
Direct Income Not Shared	1869795	2413561	Prescribed fees no challenges
Outstanding Infringements Paid to Road Traffic Infringement Agency	267752.85	232497.75	Prescribed fees no challenges
Transaction Fees paid to Road Traffic Management Corporation	1237320	1213344	Prescribed fees no challenges

TESTING (DRIVERS LICENCE AND ROADWORTHY TESTING CENTRES}			
ACTIVITIES (TRANSACTIONS CONCLUDED)	2020/2021	2021/2022	COMMENTS
Application for Learners Licences	1185	1502	
Learners Licence Issued	235	354	The National computers as installed by RTMC were replaced with upgraded units and a new UPS system
Learners Licence Unsuccessful	782	1069	The pas vs. failure rate remains constant
Learners Licence Deferred	118	47	Mostly affected by loadshedding.
Learners Applicants Who Did Not Turn up	50	32	Representation reviewed case by case
Application for Drivers Licence	974	1206	Waiting period acceptable no challenges.
Drivers Licence Issued	705	882	The yard test area no longer complies with legislation and the new facility must be constructed urgently
Drivers Licence Unsuccessful	256	252	Pass rate acceptable
Drivers Applicants Who Did Not Turn Up	11	25	Representation reviewed case by case
Drivers licence Test Deferred	12	47	Often affected by loadshedding
Application for Professional Driving Permits	1227	1461	Ongoing no challenges
Application for Roadworthy	20	19	Service

			relaunched after Covid-19
Vehicles That Passed The Test	20	16	Service slow after relaunch
Vehicles For Retest	0	4	Ongoing no challenges
Discontinue Notice Issued due to Roadworthiness	122	58	As and when required
Discontinue Notice Issued due to Accident Damage	120	54	As and when required

3.16 OTHER (DISASTER MANAGEMENT)

Disaster Management Function:

Ensure community well-being.

Main Purpose:

To administer a comprehensive disaster management program in partnership with all stakeholders in and outside the municipal jurisdiction, including the District Municipality aimed at saving lives, protection of properties, safeguarding government's properties, operating emergency and disaster units, staff composition, administration and the protection of the environment.

Main Priorities:

Developing a Municipal Disaster Resistant area by conducting Disaster Risk Assessments and Disaster Impact Assessment, By Responding to Disaster Incidents and Provision of Relief materials.

Major Achievements:

Ba-Phalaborwa has managed to provide shelter, tents, mattresses and blankets to the public affected disaster as and when it happens. The Disaster Management Plan is in place for Ba-Phalaborwa Municipality and the Risk Assessment Review was Conducted.

The Municipal Disaster Management Unit was involved in the following potential disaster prone activities in conjunction with the All the first Responders:

- ✓ Awareness campaigns; Several disaster management meetings i.e., District Command Council, District JOC. District Disaster Management Forum, Fire Protection Association, South African Police Cluster meetings and others; Joint operation committees, Local Command Councils.
- ✓ 2021/22 municipally organized events.

Constraints Experienced:

The approved Disaster Management Plan calls for the appointment of a Risk Reduction Officer and an Awareness and Response officer

Employees: Disaster management, Animal Licensing and control, control of public							
Job level	2018/19	2019/20	2020/21	2021/22			
Job Level	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.	No.	No.		
0-3	2	1	1	1	1	0	100%
4-6	12	1	1	1	1	0	100%
7-9	17	2	2	2	2	0	100%
10-12	1	0	0	0	0	0	0%
Total	32	4	4	4	4	0	100%

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 adjustment 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.

T3.16.1

COMPONENT H: SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

In terms of the National Sport and Recreation Act no 110 of 1998, section 3 (a), a municipality may carry out sporting or recreational activities or activities relating to physical education, sport and recreation, including training programmes and development of leadership qualities. The Sport, Arts and Culture unit supports the activities that are initiated by the Department of Sport Arts and Culture for district, provincial and national as per MOU signed by the BPM and

the Department of Sport Arts and Culture. BPM organizes activities such as Indigenous games, Club development games, Visual and Performing Arts and South African Football Association activities that are done from streams/wards level of BPM and the Mayors Cup annually. BPM has a sports confederation/council and Arts and Culture council, which are in place. Ba-Phalaborwa Municipality is utilising the MIG funding for developing sport facilities of a good standard and to be conducive for the community.

The sport Arts and culture unit consists of only one employee who is a Co-ordinator/Officer responsible for Mayoral Programmes and sport arts and culture activities.

Ba-Phalaborwa municipality maintain the following Sports facilities, Lulekani Stadium and Namakgale Stadium. However, it must be noted that the revenue collected from this facility does not cover the maintenance needed in this facilities. More revenue needs to be budget to maintain these facilities.

T3.16.1

3.17 SPORT AND RECREATION

Capital expenditure 2021/22: Sport and Recreation					
R`000					
Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Construction of Selwane Sports Complex	R 1 056 033,55	0	R 1 056 033,33	0	R39000 000.00
Namakgale Stadium	R 7 628 700.00	R 9 179 492,72	R 12 998 673	-R5369973	R44941439.69
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.17.1					

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

Due to financial constraints, the Municipality does not have a corporate policy office. Policies are developed by the various departments and quality assured by the legal unit with subsequent approval by Council. A master file containing all the policies is maintained by the Corporate Services Department.

3.18 EXECUTIVE AND COUNCIL

The Ba-Phalaborwa Municipal Council is headed by the Speaker and this is the legislative authority of the Municipality. The Executive committee is headed by the Mayor, assisted by the Municipal Manager. The appointed Senior Managers deal with the day- to- day running of their respective directorates. The roles and responsibility of Politicians and the Administration are clearly defined in the approved delegation of Authority. The Development of the delegation of Authority is reviewed and approved yearly by Council.

Employees: The Executive and Council							
Job level	2018/19	2019/20	2020/21	2021/22			
Job Level	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0-3	5	10	11	31	29	4	0.09%
4-6	14	25	25	138	90	10	1.07%
7-9	11	17	18	145	137	14	0.94%
10-12	2	2	3	187	110	90	0.58%
13-14	16	24	21	199	120	99	0.63%
Total	48	78	78	700	486	217	2.5%

3.19 FINANCIAL SERVICES

Debt recovery				
Details of	2018/19	2019/20	2020/21	2021/22

the types of account raised and recovered	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %
Property Rates	110617 437.43	132 629 278. 00	5	12769 2797.6 1	48%	614476 42.91	95,11 4,067		53%	141,423,0 62		60%
Electricity – C	711411 87.61	101 882 030. 00	102%	75376 092.49	86%	650883 86.58	105,8 86,86 0		75%	107,019,9 86		69%
Refuse	190748 21.00	37%		17010 161.4	36%	610264 3.66	16,03 2,398		32%	16,565,01 8		29%
Other												

B-Basic, C-Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them T3.70.2

Employees: Financial Services							
Job level	2018/19	2019/20	2020/21	2021/22			
Job Level	Employee s No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	4	5	5	5	5	0	0
4-6	18	17	21	29	20	9	0.69
7-9	9	9	8	26	9	17	0.35
10-12	2	2	2	4	2	2	0.5
13-14	0	0	0	0	0	0	0
Total	33	33	36	64	36	28	1.5

3.20 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

- The Human Resource Section deals with the following:
- Recruitment, Selection and Benefits;
- Recruitment and selection
- Personnel administration
- Skills Development;
- Occupational Health and Safety;
- Labour Relations;
- Organisational Development; and
- Employee Wellness.

1. The Human Resources recruited fifty-five (55) employees during the financial year 2021/22. This includes both external and internal movements.
2. The Human Resources was able to develop and submit the Workplace Skills Plan in line with the LGSETA time frames, 28 April 2022. A total number of thirty-three (33) training interventions were implemented.

The Municipality also has a Bursary Scheme which assist to capacitate municipal employees. A total number of twenty-five (25) employees were awarded bursaries for the financial year 2021/22, however, only fifteen (15) learners were able to register with recognised institutions.
3. Twelve (12) injuries on duty were reported in the 2021/22 financial year.
4. The Local labour is a functional forum that deals with matters of mutual interest. Twenty-one (21) meetings were held in the 2021/22 financial year
5. The 2022/23 Organogram was reviewed and approved on the 26th of May 2022 as per council resolution no. 208/22.

Employees: Human Resource Services								
Job level	2017/18	2018/19	2019/20	2020/21	2021/22			
Job Level	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.	No.	No.	No.		
0-3	1	1	1	1	1	1	0	100%
4-6	2	2	2	2	4	4	0	100%
7-10	4	4	4	4	6	5	1	16%
TOTAL	7	7	0	7	11	10	1	9%
T3.20.1								

Financial performance 2021/22: Human Resource Services							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual		Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	449	480	535	-	-	0	0
Expenditure:							-
Other Employees	3,984	4 318	4 913	9 559	9 595	2 693	(6 901)

Repairs & Maintenance				-	-	-	-
Other	7 922	7 390	7 830	8 518	8 554	8 399	(155)
Total operational expenditure	11 906	11 708	12 743	18 077	18 148	11 092	(7 056)
Net operational (service) expenditure	-11 457	-11 228	-12 208	18 077	18 148	(11 092)	(29 240)
T3.20.2							

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The Human Resources services has not performed well in terms of skills development in 2021/22 financial year. Workplace Skills Plan submission to LGSETA was submitted to LGSETA on the 28 April 2022. A total number of eighteen (18) training interventions were implemented at the cost of R1 600 623.89 of the total budget R4 071 676.58.

The labour relations was not doing quite well, the Local Labour Forum has been sitting but with little progression when it comes to discussing issues.

The organogram for the year 2022/23 was approved on the 26 May 2022 as per council resolution no. 208/22.

In terms of the 2021/22 SDBIP, the municipality achieved its target of recruitment. Fifty-five (55) employees were recruited.

3.72.1

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The labour relations was not doing quite well, the Local Labour Forum has been sitting but with little progression when it comes to discussing issues.

The organogram for the year 2022/23 was approved on the 26th May 2022 as per council resolution no. 208/22.

In terms of the 2021/22 SDBIP, the municipality achieved its target of recruitment. Fifty-five (55) employees were recruited.

3.20.3

SERVICES FOR ICT

- Provide ICT support to the Municipality;

- Manage of Information Security;
- Provide effective maintenance and support services;
- Coordinate of network connectivity;
- Provide effective use of systems and Website; and
- Distribution and allocation of IT equipment.

T3.20.4

Employees: ICT Services							
Job level	2018/19	2019/20	2020/21	2021/22			
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0-3	1	1	1	1	1	0	100%
4-6	3	2	2	4	2	2	50%
7-9	0	1	0	1	1	0	100%
Total	4	4	1	6	4	2	33%

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 adjustment 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.

T3.20.5

Financial performance 2021/22: ICT Services (R'000)							
Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	0	0	0	-	-	-	-
Expenditure:							
Other Employees	1 976	2 667	2 447	8 798	8 762	7 905	(857)
Repairs & Maintenance	4	15	6	200	200	101	(99)

Other	1,170	1 531	639	10 547	9 797	6 952	(2 845)
Total operational expenditure	3 150	4 213	3 092	19 545	18 760	14 958	(3 802)
Net operational (service) expenditure	3 150	-4 213	-3 092	(19 545)	(18 760)	14 958	33 718
Net expenditure to be consistent with summary table T51.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual							
T3.20.5							

Capital expenditure 2021/22: ICT Services R`000					
Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	N/A	N/A	N/A	N/A	N/A
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.72.6					

3.21 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The ICT unit is enabling unit in every organisation, that means it support all the unit in the organisation to be effective and efficient to achieve the Municipal objectives, therefore the ICT unit in the municipality was able to :

Infrastructure (LAN , WAN , Software and Hardware)

- Web maintenance SLA Singed for 36 months
- Network Infrastructure installed at Namakgale Memorial Precinct and Mashishimale Library
- SLA signed with Camelsa Consulting Group-CCG for 36 months
- New EMS Deployed (Sage 200 and 300)
- Attend to all call logged at our help desk
- 12% down time for E-mail and Internet

- 100% Web content update
- Outlook Anywhere for email availability
- Bollanoto and Parks Connection Restored
- Primary Line switched from ADSL to Fibre
- Dynamic Websites active and running and updated on a daily basis
- Telkom lines decommissioned

Governance

- ICT Steer Comm ToR reviewed
- 3 Quarterly ICT steering committee meeting held
- SWO for Servers upgrade signed
- 8 Policies Renewed
- Active Microsoft Enterprise Agreement – Year 2

Security

- Sophos Firewall Subscription renewed
- 60 % Virus Free environment
- Sophos Anti-virus and Firewall subscription

Consumable

Received 20 TB , Memory 30TB , -3x HDMI cable, 5 USB Console Cables received , 5 Wi-Fi Extended Received , 20 x Wireless Mouse Received . 5x HDMI Converter received, Network and Cable finder kit Received ,47 Laptop received

T3.72.7

3.22 PROPERTY, LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

The Municipality has established a Risk Management Committee, identify risks, mitigate them and ensure that internal controls are strengthened, this is in line with the MFMA section 62(i) (c). The Municipality has appointed Risk officer as part of maintaining effective, efficient and transparent system of financial and risk management.

The municipality also has a legal section, which deals with advising the municipality as whole on all law related matters including litigations.

T3.22.1

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

Legal statistics.

The municipality is currently handling four types of legal cases, which are:

1. Cases against the municipality (18 in number);
2. Cases by the municipality against others 14 in number);
3. Cases by the municipality against residents who contravene the municipality's Town Planning Scheme and the Building Regulations and Standards Act (18 in number)

T3.22.2

Financial performance 2021/22: Property; legal; Risk Management and Procurement Services

R`000

Details	2018/19	2019/20	2020/21	2021/22			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	0	0	0	-	-	-	-
Expenditure:							-
Other Employees		4 376	1 167	5 625	5 313	4 744	(569)
Repairs & Maintenance				-	-	35	35
Other		6 702	6 979	2 980	750	(1 165)	(1 915)
Total operational expenditure		11 078	8 146	8 605	6 063	3 614	(2 449)
Net operational (service) expenditure		-11 078	-8 146	(8 605)	(6 063)	(3 614)	2 449
Net expenditure to be consistent with summary table T51.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual							
T3.22.3							

Capital expenditure 2021/22: Property; legal; Risk Management and Procurement Services

R`000

Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value

Total all	N/A	N/A	N/A	N/A	N/A
Project A	N/A	N/A	N/A	N/A	N/A
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.22.4					

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

(PERFORMANCE REPORT PART II)

INTRODUCTION

It is a requirement in terms of the Municipal Systems Act to review the organisational structure on a yearly basis in order to align it with our IDP for keeping necessary resources to use for the delivery of services.

In terms of the approved organisational structure for the financial year 2021/22, the structure reflected a total number of 700 positions out of which four hundred and forty-six (446) positions were filled and two hundred and thirty-six (236) were vacant.

TURNOVER

A total number of nineteen (19) employees left the organisation in the financial year 2021/22 as follows: -

Resignations	=	4
Early retirement:	=	2
Normal retirement	=	9
Death exit	=	4
Dismissal	=	0
End of contract	=	0
TOTAL	=	19

T4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees										
Description	2018/19		2019/20		2020/21		2021/22			
	No. of employees	No. Approved posts	No. of employees	No. Approved posts	No. of employees	No. Approved posts	No. Approved posts	No. of employees	No. of vacancies	% of vacancies
Water	44	107	107	51	53	108	108	42	66	61%
Legal	2	2	2	2	2	2	2	1	1	50%
Electricity	20	58	58	16	38	58	59	39	20	39%
Waste Management	50	86	86	45	46	86	86	46	40	45%
Housing	4	8	16	7	4	7	16	8	8	50%
Finance	33	63	64	33	36	63	63	34	29	46%
Roads & Stormwater	24	40	38	27	27	38	38	12	26	68%
Building Services	19	39	39	17	17	31	31	14	17	59%
Project Management unit	3	4	3	3	4	4	0	0	0	0%
ICT	4	6	6	4	4	6	6	5	1	17%
Strategic Planning	8	13	3	2	6	14	3	2	1	33%
Local Economic Development	3	4	3	3	4	4	7	4	3	43%
Library	10	22	22	5	9	22	22	9	12	54%
Community & social services (parks & Cemetery)	52	88	88	59	51	89	89	52	37	41%
Disaster Management	4	5	5	4	3	5	4	4	0	0%
Security & safety (Traffic & licensing)	34	45	44	32	32	44	42	22	20	48%
Special programs	2	3	3	3	3	3	3	3	0	0%
Human Resources	7	11	11	7	8	11	11	10	1	9%
Executive and Council support	51	84	52	84	71	93	94	71	23	24%
Audit and risk management	6	6	6	6	6	6	6	0	0	0%
Totals	380	694	655	412	424	694	700	458	233	33%

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.

5r

Vacancy Rate: 2021/22		
Designation	*Total approved posts No.	*Variances (Total time that vacancies exist using fulltime equivalents) No.
Municipal Manager	1	1
CFO	1	1
Other S57 Managers (excluding Finance Posts)	5	1
Other S57 Managers (Finance posts)	1	1
Municipal Police	N/A	N/A
Fire Fighters	N/A	N/A
Senior Management: Levels 1-3 (excluding Finance Posts)	17	8
Senior Management: Levels 1-3 (Finance Posts)	5	5
Highly skilled supervision: Levels 4-6 (excluding Finance posts)	112	6
Highly skilled supervision: Levels 4-6 (Finance posts)	30	8
Total		

Turn-over Rate			
Details	Total Appointments as of beginning of financial year No.	Terminations during the financial year No.	Turn-over Rate*
2019/20	17	12	71%
2020/21	41	23	56%
2021/22	55	19	34%
*Divide the number of employees who have left the organization within a year, by total number of employees who occupied posts at the beginning of the year			
T4.1.3			

COMMENT ON VACANCIES AND TURNOVER:

The municipality managed to fill fifty-five (55) positions for 2021/22 financial year and has achieved its target in terms of the SDBIP. However, the termination of nineteen (19) employees results as an addition to the vacancy

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Ba-Phalaborwa municipality acknowledges that the employees are its most important assets, without which we will not be able to achieve our objectives. The needs of the IDP dictate the workforce of the municipality. As a result, the municipality workforce is managed through the review of the organogram on an annual basis in order to align with the functions of the municipality in achieving its strategic objectives. MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998. In implementing such the Municipality should be realistic for these programmes to be achievable. They should be based on accurate information with regard to race, gender and disability and reflect the demographics within the Municipality.

T4.2.0

4.2 POLICIES

HR Policies & Plans				
Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt	
REVIEWED POLICIES – 28 APRIL 2022				
HIV & AIDS policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
New essential Services policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
HRMD Strategy policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
Succession Planning policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
Sports & Recreation policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
Overtime policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
Experiential Learning Policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	
Employee Transfer policy	100%	100%	Approved by Council on the 28 th April 2022, CR No. 126/22	

Comments on policies:

The municipality did not approve the policies as is required due to the non-progression of the Local Labour Forum during the LLF meetings and the consultative processes.

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and cost of injuries on duty					
Type of injury	Injury leave taken Days	Employees using injury leave	Proportion employees using sick leave %	Average injury leave per employee Days	Total estimated cost R`000
Required basic medical attention only	N/A	N/A	N/A	N/A	N/A
Temporary total disablement	N/A	N/A	N/A	N/A	N/A
Permanent disablement	N/A	N/A	N/A	N/A	N/A
Fatal	N/A	N/A	N/A	N/A	N/A
Fatal	N/A	N/A	N/A	N/A	N/A
Total					

T4.3.1

Number of days and cost of sick leave (excluding injuries on duty)

Designations	Total sick leave Days	Proportion of sick leave without medical certification %	Employees using sick leave No.	Total employees in post* No.	*Average sick leave per employees Days	Estimated cost R`000
MM & SEC 57 Managers	9	1.8	2	3	0.2	
Management (level 2-5)	261	13.7	35	66	7.4	
Highly skilled production (levels 6-8)	545	21.8	76	117	7.1	
Skilled level (level 9-12)	85	1.16	15	51	5.6	
Lower skilled (level 13-14)	417	16.68	54	172	7.7	
Total	1317	55.14	182	409	28	

COMMENT ON INJURY AND SICK LEAVE:

T4.3.4

Number and period of suspensions

Position	Nature of alleged misconduct	Date of suspension	Details of disciplinary action taken or status of case and reasons why not finalized	Date finalized
Human Resource manager	Running business without council concerned	05/2021	Employee requested postponement several times	25/01/ 2023

T4.3.5

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The Municipality developed the Workplace Skills Plan in terms of the Skills Development Act and submitted to the LGSETA as per the requirement. In terms of the Workplace Skills Plan, a total number of One hundred and one (101) training interventions were planned and the municipality was able to implement twenty-one (21) training interventions. Due to after effects of COVID-19 on many companies and departments, training interventions and initiatives were still limited at this point.

Of the total budget of **R4 071676.58** the municipality was able to spend **R2 041777.00** Due to COVID19 restrictions and supply chain process are very slow.

4.4 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix														
Management	Gender	Employees in post as at 30 June 2022	Number of skilled employees required and actual as at 30 June 2022											
		No.	Learnerships			Skills programme & other short courses			Other forms of training			Total		
			Actual 30 June 2021	Actual 30 June 2022	Target	Actual 30 June 2021	Actual 30 June 2022	Target	Actual 30 June 2022	Actual 30 June 2022	Target	Actual 30 June 2021	Actual 30 June 2022	Target
Municipal Manager	N/A		N/A			N/A			N/A			N/A		
Chief Financial Officer	N/A		N/A			N/A			N/A			N/A		
Snr Manager: Corporate Services	M	1	N/A			N/A			N/A			N/A		
Snr Manager: Community & Social Services	M	1	N/A			N/A			N/A			N/A		
Snr Manager Technical Services	M	1	N/A			N/A			N/A			N/A		
Snr Manager Planning and	N/A		N/A			N/A			N/A			N/A		

Development													
Sub Total	3	3	N/A			N/A			N/A			N/A	
Total	3	3	N/A			N/A			N/A			N/A	

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 assessment 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)(a))
Financial officials	31	31	31	2	0	33
Accounting officer	1	0	1	0	1	1
Chief Financial Officer	1	1	1	0	0	1
Senior Managers	3	0	3	0	3	3
Any other financial officials	3	0	3	5	0	8
Supply Chain Management officials	4	4	4	0	0	4
Heads of SCM units	1	0	1	0	0	1
SCM senior managers	0	0	0	0	0	0
Total	44	36	44	7	4	52

*This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007) T4.5.2

Skills Development Expenditure										
Management Level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development 2021/22							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
			Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S54 & 56 Managers	F=2	F=2	0	0	R2880	R2880	0	0	R2880	R2880
	M=5	M=5			R13 349	R13 349	0	0	R13 349	R13 349
Legislators, senior officials and managers	F = 6	F=6	0	0	R44 828	R44282	0	0	R44 828	R44282
	M= 13	M=13	0	0	R52620	R52620			R52620	R52620
Professionals	F=14	F=14	0	0	R92160.48	R92 160.48	0	0	R92160.48	R92 160.48
	M=11	M=11	0	0	R60 612	R60 612			R60 612	R60 612
Technicians and associate professionals	F = 2	F=2	0	0	R17 850	R17 850	0	0	R17 850	R17 850
	M= 16	M=16	0	0	R93 879	R93 879			R93 879	R93 879
Clerks	F = 6	F = 6	0	0	R36239.48	R36239.48	0	0	R36239.48	R36239.48
	M =2	M = 2	0	0	R11350	R11 350			R11350	R11 350
Service and sales workers	F = 8	F= 8	0	0	R66484.48	R66 484.48	0	0	R66484.48	R66 484.48
	M=11	M=11	0	0	R79257.48	R79 257.48	0	0	R79257.48	R79 257.48
Plant and machine operators and asse40 579mblers	F=9	F=9	0	0	R70 199	R70 199	0	0	R70 199	R70 199
	M=13	M=13	0	0	R161 422	R161 422	0	0	R161 422	R161 422
Elementary occupation	F=32	F=32			R166 690	R166 690	0	0	R166 690	R166 690
	M=37	M=37			R135 630	R135 630	0	0	R135 630	R135 630
Sub Total	F = 79	F = 79								
	M = 108	M=108			R1 105 450.92					
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan							R4 467 747,00			
T4.5.3										

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

The Municipality successfully implemented the MFMA program with thirty (30) learners placed on the MFMA program in the 2021/22 financial year comprised of nine (9) councillors and twenty-one (21) employees. There was a delay in the submission of Portfolio of Evidence due to COVID-19. However, the program is in the final stage of completion.

T4.5.4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

The Workforce expenditure is controlled by making sure that all vacancies that appears on the Organisational Structure are budgeted for.

T4.6

4.5 EMPLOYEE EXPENDITURE

No position was upgraded nor downgraded pending the finalisation of the job evaluation process, except for those who were moved due to internal adverts.

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

The municipality's financial performance is assessed mainly on its financial potential and capacity of estimated revenue base to be collected, which is billing information. The municipality's financial health depicts a favourable position, however, revenue collection is not sufficient to fund the expenditures incurred.

The municipality has set funds aside during the 2021/22 financial year to fund its capital programmes, but due to non-payment of services, not all planned projects were implemented.

All the 2021/22 programmes funded from grants were implemented without any challenges.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The financial health of the municipality is not favourable when comparing the repayment/bulk payable to the water board. The ratio depicts insolvency if the entire balances of bulk water have to be paid by the local municipality. The municipality is operating without working capital; it means current collection is used to fund activities without any reserves

T5.1.0

5.1. STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary (R'000)												
Description	2019/20	Current year 2020/21			2020/2021 Variance		Current year 2021/22			2021/22 Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget	
Financial Performance												
Property Rates	118 577	139 526	134 526	95 114	68%	70%	135 247	135 247	141 423	-	4.37	4.37
Service charges	114 862	171 195	171 195	121 310	71%	71%	161 648	161 348	123 585	30.80	30.56	
Investment revenue	2 968	2 702	2 702	2 718	100%	100%	2 813	2 813	31 450	-	91.06	91.06
Transfers recognised – operational	155 950	173 541	206 127	203 359	117%	99%	180 106	178 963	229 180	-	21.41	21.91
Other own revenue	1 371	96 999	90 372	63 987	66%	71%	1 987	1 987	10 753	-	81.52	81.52
Total revenue (excluding capital transfers and contributions)	431 704	542 494	604 922	486 488			636 260	625 844	536 391			16.68
Employees costs	146 832	167 897	167 897	145 210	86%	86%	184 411	183 602	168 416	9.50	9.02	
Remuneration of councillors	18 867	20 053	20 053	15 304	76%	76%	21 306	19 661	17 312	23.07	13.57	
Depreciation & asset impairment	68 284	75 358	75 358	74 024	98%	98%	84 212	84 212	72 476	16.19		

Financial Summary (R'000)											
Description	2019/20	Current year 2020/21			2020/2021 Variance		Current year 2021/22			2021/22 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
											16.19
Finance charges	266	2 753	2 753	18 641	677%	677%	2 866	2 866	18 266	-	84.31
Bulk purchases	77 795	109 172	109 172	86 758	79%	79%	113 648	113 648	101 086	12.43	12.43
Other expenditure	65 728	165 681	165 681	105 152	63%	63%	62 394	72 802	177 475	-	64.84
Total Expenditure	377 772	540 914	540 914	445 089					536 391	-	100.00
Surplus (deficit)	20 619	1 580	1 580	41 399			62 394	12 627	5 894	958.62	114.23
Capital Recognition	26 860	47 865	47 474	47 507	99%	100%	52 001	50 064	53 830	-	3.40
Surplus (deficit) for the year	47 479	49 445	49 054	88 906	48 225	56 203	114 395	62 691	59 723	91.54	4.97
Capital expenditure & funds sources											
Capital expenditure											

Financial Summary (R'000)											
Description	2019/20	Current year 2020/21			2020/2021 Variance		Current year 2021/22			2021/22 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
Transfers recognised – capital	48 534	(18 669)	1 777	23 096	37 424	41 488	35	47	48	1.35	- 0.07
Internally generated funds	4 928	5 124	5 872	5 522	10 800	9 800	3	3	3	1.00	-
Total source of capital funds	53 462	-13 545	7 649	28 618	48 224	51 288	38	50	50	1.32	- 0.07
Financial position											
Total current assets	360 342	273 447	273 447	1 318 998	791 503	791 503	628	657	369 453	0.59	- 99.84
Total non- current assets	1 151 702	(330 092)	-330 092	900 233	900 233	900 233	1 204	1 208	1 268 040	1.05	- 99.90
Total current liabilities	355 018	-251 241	-251 241	9 431	107 231	107 231	153	200	572	3.73	- 64.96
Total non-current liabilities	241 067	-8 892	-8 892	159 769	288 769	288 769	357	357	216	0.61	64.86
Community wealth/equity	915 959	-316 778	-316 778	2 050 031	1 295 735	1 295 735	1 640	1 246	849	0.52	46.65
Cash flows											

Financial Summary (R'000)											
Description	2019/20	Current year 2020/21			2020/2021 Variance		Current year 2021/22			2021/22 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
Net cash from (used) operating	91 340	-31 854	-29 313	2 220 887	57 844 990	57 844 990	486	39	423	0.87	- 90.81
Net cash from (used) investing	-45 737	(12 267)	-6 703	- 25 279 380	- 48 225 000	- 52 288 776	(46)	(50)	(55 715)	1.21	31.83
Net cash from (used) financing	-17 388	-2 873	-2 873	-	- 10 000 000	- 10 000 000	-	(20)	(9 929)	-	99.87
Cash/cash equivalents at the year end	36 026	(34 958)	(12 297)	- 19 837 674	28 348 748	- 4 443 786	449	23	69	0.15	- 66.80
<u>Cash backing/surplus reconciliation</u>											
Cash and investments available	55 598		36 026		18 543	18 543	38	78	69	1.84	12.38
Balance – surplus (shortfall)	8 535		36 026		48 224	56 202	138	115			
<u>Asset management</u>											
Asset register summary (WDV)	845 242		812 906		850 726	850 726	1 204	1 208	873	0.73	38.41
Depreciation & asset impairment	50 444	0	74 076		75 358	75 358	75	75	74	0.98	1.93

Financial Summary (R'000)											
Description	2019/20	Current year 2020/21			2020/2021 Variance		Current year 2021/22			2021/22 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
Repairs and maintenance	16 667	21 084	20 793		22 222	22 222	31	32	24	0.74	34.86
Variances are calculated by dividing the difference between actual & original /adjustments budget by the actual. Table is aligned to MBRR table 1											

5.2 GRANTS

Grant Performance (R'000)											
Description	2019/20	2020/21			2020/21 variance		2021/22			2021/22 Variance	
	Actual	Budget	Adjustments budget	Actual	Original budget	Adjustments budget	Budget	Adjustments budget	Actual	Original budget	Adjustments budget
					%	%				%	%
Operating transfers and grants											
National Government:											
Equitable share		162 853	195 936	195 936	120%	100%					
Finance Management grant	150 929	3000	3000	2 331	78%	78%					
Municipal systems improvement	1 957	n/a	n/a				171 127	169 984	169 872	99%	0.07
EPWP	n/a	1 099	1 099 ¹	1 099	100%	100%	3 100	3 100	3 100	100%	100%
	1 142						N/A	N/A	N/A	N/A	N/A
Total operating transfers & grants	154 028	166 952	200 035	199 366	119%	100%	1 195	1 195	1 195	100%	100%
Variations are calculated by dividing the difference between actual and original/adjustments budget by actual											
T5.2.1											

COMMENT ON OPERATING TRANSFERS AND GRANTS:

The municipality is the recipient of the following grants: Municipal Infrastructure Grants, Integrated Electricity Grant and EEDSM. The government grants allocations are done through Division of Revenue Act (DORA) include the following amongst others Equitable Shares, Municipal Infrastructure Grants (MIG), Financial Management Grants (FMG), Local Government sector education training authority grant (LGSETA) Expanded public works programme grant (EPWP), Integrated National Electrification Grants (INEG).

T5.2.2

5.3 ASSET MANAGEMENT

Financial Summary (R'000)											
Description	2019/20	Current year 2020/21			2020/21 Variance		Current year 2021/22			2021/22 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
Financial Performance											
Property Rates	118 577	139 526	134 526	95 114	68%	70%	135 247	135 247	141 423	0	- 4.37
Service charges	114 862	171 195	171 195	121 310	71%	71%	161 648	161 348	123 585	0	30.56
Investment revenue	2 968	2 702	2 702	2 718	100%	100%	2 813	2 813	31 450	0	- 91.06
Transfers recognised – operational	155 950	173 541	206 127	203 359	117%	99%	180 106	178 963	229 180	0	- 21.91
Other own revenue	1 371	96 999	90 372	63 987	66%	71%	1 987	1 987	10 753	0	- 81.52
Total revenue (excluding capital transfers and contributions)	431 704	167 897	167 897	145 210	86%	86%	636 260	625 844	190 425	0	228.66
Employees costs	146 832	20 053	20 053	15 304	76%	76%	184 411	183 602	168 416	0	9.02
Remuneration of councillors	18 867	75 358	75 358	74 024	98%	98%	21 306	19 661	17 312	0	13.57
Depreciation & asset impairment	68 284	2 753	2 753	18 641	677%	677%	84 212	84 212	72 476	0	16.19

Finance charges	266	109 172	109 172	86 758	79%	79%	2 866	2 866	18 266	0	- 84.31
Bulk purchases	77 795	165 681	165 681	105 152	63%	63%	113 648	113 648	101 086	0	12.43
Other expenditure	65 728	540 914	540 914	445 089			62 394	72 802	177 475	0	- 58.98
Total Expenditure	377 772	167 897	167 897	145 210	86%	86%					
Surplus (deficit)	20 619	1 580	1 580	41 399			62 394	12 627	5 894	0	114.23
Capital Recognition	26 860	47 865	47 474	47 507	99%	100%	52 001	50 064	53 830	0	- 7.00
Surplus (deficit) for the year	47 479	49 445	49 054	88 906			114 395	62 691	59 723	0	4.97
Capital expenditure & funds sources											
Capital expenditure											
Transfers recognised – capital	23 096	35 239	47 474	47 507	135%	100%	52 001	50 064	53 830		- 7.00
Internally generated funds	5 522	2 743	2 743	2 743	100%	100%	4 126	4 126	2 426		70.07
Total source of capital funds	28 618	37 982	50 217	50 250	132%	100%	56 127	54 190	56 255		- 3.67
Financial position											
Total current assets	1 318 998	627 686	657 478	369 453	59%	56%	567 298	633 235	418 273		51.39
Total non-current assets	900 233	1 203 528	1 207 763	1 268 040	105%	105%	1 251 142	1 251 831	1 259 446		- 0.60
Total current liabilities	9 431	152 978	200 352	571 710	373%	285%	55 227	245 496	679		36 082.08
Total non-current liabilities	159 769	356 623	356 623	216 315	61%	61%	364 167	364 167	217 855		67.16
Community wealth/equ	2 050 031	1 640 221	1 245 712	849 470	52%	68%	1	1			63.23

ity							399 046	275 403	781 362		
Cash flows											
Net cash from (used) operating	2 220 887	485 929	38 855	422 587	87%	1088%	(48 928)	81 007	55 979		44.71
Net cash from (used) investing	- 25 279 380	(45 963)	(50 198)	(55 715)	121%	111%	(56 127)	(54 190)	(41 106)		31.83
Net cash from (used) financing	-	0	(20 400)	(9 929)	0%	49%			16 166		- 100.00
Cash/cash equivalents at the year end	- 19 837 674	449 491	23 016	69 320	15%	301%	(50 067)	96 137	68 027		41.32
Cash backing/surplus reconciliation											
Cash and investments available	55 598	37 647	77 902	69 320	184%	89%	39 341	106 629	(41 106)		- 359.40
Balance – surplus (shortfall)	8 535										
Asset management											
Asset register summary (WDV)	845 242	1 203 528	1 207 763	872 607	73%	72%			844 368		- 100.00
Depreciation & asset impairment	50 444	75 358	75 358	73 933	98%	98%	84 212	84 212	72 476		16.19
Repairs and maintenance	16 667	30 874	32 324	23 968	74%	74%	24 028	24 141	9 561		152.49

Variances are calculated by dividing the difference between actual & original /adjustments budget by the actual. Table is aligned to MBRR table 1

COMMENT ON OPERATING TRANSFERS AND GRANTS:

The municipality is the recipient of the following grants: Municipal Infrastructure Grants, Integrated Electricity Grant and EEDSM. The government grants allocations are done through Division of Revenue Act (DORA) include the following amongst others Equitable Shares, Municipal Infrastructure Grants (MIG), Financial Management Grants (FMG), Local Government sector education training authority grant (LGSETA) Expanded public works programme grant (EPWP), Integrated National Electrification Grants (INEG).

T5.2.2

5.4 ASSET MANAGEMENT

TREATMENT OF THE THREE LARGEST ASSETS (R'000)						
Assets 1						
Name	Investment Property					
Description	Land					
Asset Type	Land site					
Key staff involved	Community, Strategic Planning, Technical (PMU) and Budget and treasury department and asset department					
Staff responsibilities	Planning, Implementation, monitoring and Facilitate Payment maintenance of asset					
Asset Value	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	43 055	44 303	43 055	219 383	394 701	394 701
Capital implications	Transfer of an Asset, right to use, control and manage asset					
Future purpose of asset	For rental earnings, capital appreciation and Future economic or Social benefits					
Describe key issues	Conflict of Land and Eviction of Land					
Policies in place to manage asset	Valuation roll inclusion, Investment and asset register policy in place					
Assets 2						
Name	Land and Building					
Description	Improvements on Land					
Asset Type	Building					
Key staff involved	Community, Strategic Planning, Technical (PMU) and Budget and treasury department and Asset department					
Staff responsibilities	Planning, Implementation, monitoring and Facilitate Payment and Safe guarding of assets					
Asset Value	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	221 925	210,296	407 045	408 425	406 867	383 129
Capital implications	Funding Mechanisms					
Future purpose of asset	Investment For Improvements and Future economic or Social benefits, owner occupier					
Describe key issues	valuation roll not complying to asset register and value for money					
Policies in place to manage asset	Valuation roll, Investment and asset register policy in place					
Asset 3						
Name	Roads					
Description	Infrastructure Roads					
Asset Type	Pavement Road					
Key staff involved	Community, Strategic Planning, Technical (PMU) and Budget and treasury department					
Staff responsibilities	Planning, Implementation, monitoring and Facilitate Payment					
Asset Value	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	274 690	395 492	405 622	404 311	339 671	316 287
Capital implications	Road, Sidewalk and Traffic Signs maintenance, funding mechanisms					
Future purpose of asset	Service Delivery and For Improvements and Future economic or Social benefits					

Describe key issues	Value For Money, Development of a Road Safety Strategy and Action Plan
Policies in place to manage asset	Asset register policy in place
T5.3.2	

COMMENT ON ASSET MANAGEMENT:

The Municipality has assets management unit or division, which is fully capacitated. The Municipality maintains the assets register and ensure the safeguarding of all the assets are required by Municipal Finance Management Act (MFMA).All the assets are fully insured .The Municipality is using the Generally Accepted Accounting practises to recognise , measure , value ,disclosure and presentation of its assets .The Municipality has developed the Asset Management Policy , Assets Maintenance plan .

T5.3.3

Repair and maintenance expenditure 2021/22				
	Original budget	Adjustment budget	Actual	Budget variance
Repairs and maintenance expenditure	R 19 325 000.00	R 19 438 000.00	R9 561 000.00	R9 876 000.00
T5.3.4				

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The Municipality repairs and maintenance expenditure is for repairing and maintaining the roads infrastructure, electricity infrastructure, Municipal building and maintenance and repairing of other assets of the municipality such as motor vehicles, computers equipment and other assets with the service potential. The purchases of assets through the repairs and maintenance are reclassified to main assets.

T5.3.4.1

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE AND SOURCES OF FINANCE

Capital Expenditure – funding sources 2021/22 (R'000)								
Details	2018/19	2019/20	2020/21	2021/22				
	Actual	Actual	Actual	Original Budget (OB)	Adjustment Budget	Actual	Actual to OB Variance (%)	Actual to Adjustment Variance (%)
<i>Source of finance</i>								
	17,497	180 333	252 461					
Grants and subsidies				56 127	54 190	46 808	19.91	15.77
				-	-	8 816	-	-
Other							100.00	100.00
Total			255 184	56 127	54 190	55 624	(0)	(0)
<i>Percentage of finance</i>								
External Loans								
Public contributions and donations								
Grants and subsidies	0.93			100%	100%	84.15	-	-
Other	0.56			-	-	15.85	124.86	118.72
Capital Expenditure				100%	100%	100.00	100.00	100.00
Water and Sanitation								
Electricity	8 792	5 000	8 243	20 000	20 000	19 201	4.16	4.16
Housing								
Roads and storm water	18 720	42 345	41 954	25 942	22 503	27 607	-	-
Other	1 107	10 723	2 723	4 126	4 126	8 816	6.03	18.49
Total				50 068	46 628	55 624	-	-
<i>Percentage of expenditure</i>								
Water and Sanitation								
Electricity		0.73	99%	39.95	42.89	34.52	-	-
Housing				-			7.55	6.16
Roads and storm water		0.52	94%	51.81	48.26	49.63	10.95	27.38

Other		0.33	100%	8.24	8.85	15.85	96.60	78.78
T5.6.1								

COMMENT ON SOURCES OF FUNDING:

The Municipality's source of funding consist government grants and its own revenue through provision of services, which are the sales of electricity, property rates charges, rental of Municipal facilities, charging of fines and penalties. The government grants allocations are done through Division of Revenue Act (DORA) include the following amongst others Equitable Shares, Municipal Infrastructure Grants (MIG), Financial Management Grants (FMG), Local Government sector education training authority grant (LGSETA) Expanded public works programme grant (EPWP), Integrated National Electrification Grants (INEG).

T5.6.1.1

5.6 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital expenditure of 5 largest projects* 2021/22					
R`000					
Name of project	Current year			Variance current year	
	Original budget	Adjustment budget	Actual expenditure	Original variance (% or rand)	Adjustment variance (% or rand)
A- Upgrading of Benfarm	R100 000.00	4 098 911,29	R1 713 105.98	1613	3999
B Refurbishment of Namakgale stadium	R 7 628 700.00	R 9 179 492,72	R 12 998 673	70%	20%
C- Tambo Phase 2 street paving	R18 000 000.00	R11 702 346	R8 922 948.23	-50%	-35%
*Projects with the highest capital expenditure in 2021/22					
Name of project – A	Upgrading of Benfarm				
Objective of project	Improved storm-water drainage, access to households, public facilities and overall improved transportation system				
Delays	Ministerial determination				
Future challenges	None				
Anticipated citizen benefits	The residents of Benfarm, Majeje and Lulekani				
Name of project – B	Refurbishment of Namakgale Stadium				
Objective of project	To promote sports activities in the rural villages				
Delays	None				
Future challenges	Contractor's cash flow				
Anticipated citizen benefits	The residents of Namakgale Stadium Ward 1,2,4,5,6,7and 19				
Name of project – C	Tambo Phase 2				
Objective of project	Improved storm-water drainage, access to households, public facilities and overall improved transportation system				
Delays	Payment dispute between the main contractor and sub-contractors				
Future challenges	Completion of the project after it's contract period				

Anticipated citizen benefits	The residents of Ward 7
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5.7 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 30 June 2022				
	*service level above minimum standard		**service level below minimum standard	
	No. HHs	%HHs	No. HHs	%HHs
Water	Mopani District Municipality function	Mopani District Municipality function	Mopani District Municipality function	Mopani District Municipality function
Sanitation	Mopani District Municipality function	Mopani District Municipality function	Mopani District Municipality function	Mopani District Municipality function
Electricity	45955	7%	0	0
Waste management	1659		1659	
Housing	2924		N/A	N/A

% HHs are the service above/below minimum standard as a proportion of total HHs. `housing` refers to *formal and ** informal settlements T

T5.8.2

COMMENT ON BACKLOGS:

The backlog is 559.1km of gravel road to be upgraded to tarred/paving. The Municipality has a plan to construct or upgrade not less than 5km per financial year which will be informed by the MIG allocation.

T5.8.4

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The municipality's cash flow management consist of government grants and own revenue through the provisions of the Municipal services. The municipality have working capital, any surplus are taken to reserves as carried over from one financial year to the other. The surplus reported above cannot are not used to complete a capital project but are used for day to activities unless the relate to unspent grants which requires the approval from National Treasury as roll over.

The municipality has appointed services of the debt collector in order to maximise revenue in the township. The municipality maintain investment register for which the transfer to call accounts are shown , the principal amounts and the interest earned are shown on the register .

T5.9.0

5.8 CASH FLOW

Cash Flow Outcomes(R'000)						
Description	2018/19	2019/20	2020/21	2021/22		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Actual
Cash Flow From Operating Activities						
Receipts	503 913					
Ratepayers and other	265 507	61 448	152 949	317 511	296 215	173 475
Government – operating	187 536	154 443	203 359	188 075	178 963	175 351
Government – Capital	48 534	28 429	49 103	52 001	50 064	53 830
Interest	2 335	2 968	2 968	557 587	525 242	45 216

Dividends						
Payments						
Suppliers and employees	(364 013)	(229 621)	323 970	(606 481)	(482 804)	541 (656)
Finance charges	(25 215)	(291)	18 641	(2 866)	(2 866)	266 (18)
Transfers and grants						
Net Cash From (Used) operating activities	83 608	91 340	61 737	(2 866)	(2 866)	266 (18)
Cash flows from investing activities						
Receipts						
Proceeds on disposal of PPE		(19 892)		(48 928)	81 007	979 55
Payments						
Capital Assets	(45 737)	(25 279)	(55 715)	(56 127)	(54 190)	979 55
Net Cash From (Used) investing activities	(52 183)	(25 279)	(55 715)	(56 127)	(54 190)	979 55
				(2 866)	(2 866)	266 (18)
Payments						
Net Cash From (Used) financing activities	(17 388)	(24 088 272)	(9 929)			(16,166,391)
Net Increase/(Decrease) in cash	28 215	18 961	14 332	54 987	69 320	69 320
Cash/cash equivalents at the year begin	36 026	36 026	54 987			
Cash/cash equivalents at the year end		54 987	69 320	–	–	68 027
Source: MBRR SA7 T5.9.1						

5.9 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

The Ba-Phalaborwa Municipality does not have borrowing and long term investment. The Municipality has long outstanding debt with Lepelle Northern Water and such debt is classified as long terms loan and is being paid every month .the twelve (12) instalment are classified as short-term loan whereas all the outstanding payment will be presented as the long-term loan. The cash and cash equivalent in the call accounts which is transferred from the current accounts and is earning the interest at rate determined by the Standard Bank of South Africa are not long term investment.

T5.10.1

Municipal and Entity investments (R'000)					
Investment type	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Actual	Actual	Actual
Municipality	-	N/A	N/A	N/A	
Securities – National Government			N/A	N/A	
Listed Corporate Bonds			N/A	N/A	
Deposits –bank	9 928 083	N/A	56 672 566	69,319,706	68027
Deposits public investment commissioners		N/A	N/A	N/A	
Deposits- corporation for public deposits		19,903,374	N/A	N/A	
Bankers acceptance certificates		N/A	N/A	N/A	
Negotiable certificates of deposit – banks		N/A	N/A	N/A	
Guaranteed endowment policies (sinking)		N/A	N/A	N/A	
Repurchase agreements – banks		N/A	N/A	N/A	
Municipal bonds		N/A	N/A	N/A	
Other		N/A	N/A	N/A	
Municipality sub-total	9 928 083	N/A	56 672 566	69,319,706	68027
		N/A			
Municipal Entities	N/A	19,903,374	N/A	N/A	
Securities – National Government			N/A	N/A	
Listed Corporate Bonds		N/A	N/A	N/A	
Deposits –bank		N/A	N/A	N/A	

Deposits public investment commissioners		N/A	N/A	N/A	
Deposits- corporation for public deposits		N/A	N/A	N/A	
Bankers acceptance certificates		N/A	N/A	N/A	
Negotiable certificates of deposit – banks		N/A	N/A	N/A	
Guaranteed endowment policies (sinking)		N/A	N/A	N/A	
Repurchase agreements – banks		N/A	N/A	N/A	
Municipal bonds		N/A	N/A	N/A	
Other		N/A	N/A	N/A	
Entities sub-total		N/A	N/A	N/A	
Consolidated total:	9 928 083	N/A	56 672 566	69,319,706	68027
T5.10.4					

COMMENT ON BORROWING AND INVESTMENTS:

The Ba-Phalaborwa Municipality does not have borrowing and long term investment. The Municipality has long outstanding debt with Lepelle Northern Water and such debt is classified as long terms loan and is being paid every month. the twelve (12) instalment are classified as short-term loan whereas all the outstanding payment will be presented as the long-term loan. The cash and cash equivalent in the call accounts which is transferred from the current accounts and is earning the interest at rate determined by the Standard Bank of South Africa are not long term investment.

T5.10.5

5.10 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

No Public Private Partnership entered into for 2021/22 financial year.

T5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.11 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The municipality has an approved supply chain management policy derived from the model supplied by National Treasury. The policy with its treasury notes guides together with other related pieces of legislation are used when procuring goods and services. The supply chain management officials have undertaken courses of minimum competency as prescribed by National Treasury guides. There is no interference by Councillors or whatsoever reported so far. Management has taken an initiative to ensure that all officials dealing with bid committees must attend refresher courses done by a Supply Chain practitioner from the National Treasury for better understanding and make use of the policies and guides in respect of supply chain management.

T5.12.1

5.12 GRAP COMPLIANCE

GRAP COMPLIANCE

The municipality is currently being audited and the audit report will confirm GRAP compliance when audit is done but According to the Audit report on the financial statements for 2021/22 ,in the his /her opinion , except for the possible effects of the matter described in the basis for qualified opinion section of the report , the financial statements present fairly ,in all material respects, the financial position of the Ba-Phalaborwa Local Municipality as at 30 June 2022 and its financial performance and cash flows for the year ended, in accordance with the applicable financial reporting framework and the requirements of the South African General reporting accounting practices (SA STANDARDS OF GRAP),Municipal Finance Management Act of South Africa ,2003(ActNo.56 of 2003)MFMA and Division of Revenue Act of South Africa 2018 (Act No.1 of 2018) DoRA.

T5.13.1

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A

INTRODUCTION

The Constitution in Section 188 (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, S45 states that the results of performance measurement... must be audited annually by the Auditor-General and the audit has been finalized with Qualified Audit Opinion

COMPONENT B: AUDITOR-GENERAL OPINION 2020/21

6.1 AUDITOR GENERAL REPORT 2020/21

Auditor-General Report on Financial Performance 2020/21	
Audit Report status:	Qualified
Non-Compliance Issues	Remedial Action Taken
Irregular and unauthorised expenditure	Develop Action Plan
Reconciliation of property plant and equipment	
Investment property	
T6.1.1	

6.2 AUDITOR GENERAL REPORTS 2021/22

Auditor-General Report on Financial Performance 2021/22	
Audit Report status:	Qualified
Non-Compliance Issues	Remedial Action Taken
Irregular and unauthorised expenditure	Action Plan be developed
Reconciliation of property plant and equipment	
Investment property	
T6.1.1	

Auditor-General Report on service delivery Performance 2021/22	
Audit Report status:	Qualified

Non-Compliance Issues	Remedial Action Taken
Procurement and Contracts	Action Plan be developed
Expenditure management	
Revenue management	

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 indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and 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 outputs and related activities of a job by describing what the required result should be. In this EPMS 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:	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. Section 1 of the MFMA defines a "vote" as: 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 b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

GLOSSARY

APPENDICES

APPENDIX A-COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance						
Council Members	Full Time/Part Time	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Percentage absent without apology
	FT/PT			%	%	%
Cllr NO Mabunda	FT	Speaker Chairperson of the Rules Committee Chairperson of the Ethics Committee.	ANC	100%	0%	0%
Cllr MM Malatji	FT	Mayor	ANC	100%	0%	0%
Cllr D Rapatsa	FT	Chief Whip	ANC	100%	0%	0%
Cllr DR Bayana	PT	Member of the Executive Committee. Chairperson of Planning & Development Portfolio Committee.	ANC	100%	0%	0%
Cllr R. Makasela	PT	Member of Executive Committee; Chairperson of BTO Portfolio Committee	ANC	98%	2%	0%
Cllr VM Rapatsa	FT	Member of the Executive Committee. Chairperson of Technical Services Portfolio Committee.	ANC	95%	3%	2%
Cllr T. Nkuna	FT	Member of the Executive Committee; Chairperson of Governance & Administration Portfolio	ANC	99%	1%	0%
Cllr SP Mashumu	PT	Member of the	EFF	96%	4%	0%

		Executive Committee. Member of the P&D Portfolio Committee. Serve of MDM Board.				
Cllr S De Beer	PT	Member of the Executive Committee; Chairperson 97%of Community & Social Services Portfolio;	DA	99%	1%	0%
Cllr SL Mohlala	PT	Member of the Budget & Treasury Portfolio	ANC	97%	3%	0%
Cllr MMA Mathebula	PT	Member of the Governance & Administration Portfolio Serve on MDM Board	ANC	99%	1%	0%
Cllr MP Mukhari	PT	Chairperson of MPAC.	ANC	99%	1%	0%
Cllr NJ Mampuru	PT	Member of Municipal Public Accounts Committee;	ANC	98%	1%	1%
Cllr MM Malesa	PT	Member of CSS Portfolio Committee. Member of Ethics Committee.	ANC	99%	1%	0%
Cllr J. Sindane	PT	Member of P&D Portfolio Committee. Member of the Rules Committee	ANC	98%	2%	0%
Cllr LM Matlala	PT	Member of CSS Portfolio Committee	ANC	99%	0%	1%
Cllr MA Mononela	PT	Member of P&D Portfolio Committee.	ANC	100%	0%	0%
Cllr MP Mailula	PT	Member of CSS Portfolio Committee (Special programmes).	ANC	99%	0%	1%
Cllr MF Sekoele	PT	Member of CORPS Portfolio Committee.	ANC	99%	1%	0%
Cllr MH Sekatane	PT	Member of BTO Portfolio Committee. Member of the Rules Committee.	ANC	97%	2%	1%
Cllr SM Shayi	PT	Member of Municipal Public Accounts Committee	ANC	96%	2%	2%
Cllr NL Rilamphu	PT	Member of the Ethics Committee.	ANC	98%	2%	0%

Cllr EA Mokoena Mashele	PT	Member of the TS Portfolio Committee	ANC	100%	0%	0%
Cllr ME Mokgalaka	PT	Member of the CSS Portfolio Committee.	ANC	99%	0%	1%
Cllr TC Malatjie	PT	Member of the TS Portfolio Committee	ANC	99%	1%	0%
Cllr EF Nyathi	PT	Member of MPAC.	ANC	100%	0%	0%
Cllr R. Rakoma	PT	Member of BTO Portfolio Committee. Member of Ethics Committee.	DA	97%	3%	0%
Cllr B. Ramothwala	PT	Member of MPAC.	DA	99%	1%	0%
Cllr HS Booysen	PT	Member of CORPS Portfolio Committee.	DA	99%	1%	0%
Cllr MM Thuke	PT	Member of CORPS Portfolio Committee	EFF	96%	3%	1%
Cllr TM Malobane	PT	Member of Municipal Public Accounts Committee	EFF	97%	3%	0%
Cllr NP Ntimane	PT	Member of CSS Portfolio Committee.	EFF	94%	5%	1%
Cllr KP Mhlari	PT	Member of Municipal Public Accounts Committee	ANC	97%	3%	0%
Cllr TB Shai	PT	Member of CSS Portfolio Committee	EFF	94%	3%	3%
Cllr JC Mokungwe	PT	Member of P&D Portfolio Committee	MIM	97%	2%	1%
Cllr DS Mathebula	PT	Member of MPAC.	NIP	94%	1%	5%
Cllr SS Mathebula	PT		NIP	99%	1%	0%
Cllr GM Van Niekerk	PT		FFP	98%	2%	0%

APPENDIX B–COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral/Executive Committee) and Purposes of committees	
Municipal Committee	Purpose of Committee
Finance Portfolio	To monitor the implementation of the municipal IDP/Budget/PMS, strategic objectives and programmes within the functional area of their committee and recommend to the Executive Committee
Infrastructure Development, Roads, Public Transport and Water Services Portfolio	To monitor the implementation of the municipal IDP/Budget/PMS, strategic objectives and programmes within the functional area of their committee and recommend to the Executive Committee
Economic Development, Human Settlement & Spatial Planning Portfolio	To monitor the implementation of the municipal IDP/Budget/PMS, strategic objectives and programmes within the functional area of their committee and recommend to the Executive Committee
Corporate Services and Shared Services Portfolio	To monitor the implementation of the municipal IDP/Budget/PMS, strategic objectives and programmes within the functional area of their committee and recommend to the Executive Committee
Community & Social Services Portfolio	To monitor the implementation of the municipal IDP/Budget/PMS, strategic objectives and programmes within the functional area of their committee and recommend to the Executive Committee
Local Labour Forum	To negotiate and consult on matters of mutual concern to the employer in order to stabilise labour unrest.
Municipal Public Accounts Committee	To exercise oversight over the executive functionaries of Council and to ensure good governance in the municipality.
Audit Committee	Advise the municipal council, the political office bearers, the accounting officer and the management of the municipality or municipal entity on matters relating to: Internal financial control and internal audits; Risk management; Accounting policies; The adequacy, reliability and accuracy of financial reporting and information; Performance management; Effective governance;
ICT Steering Committee	To advise the accounting officer and Management on issues relating to ICT
District ICT Forum	Sharing of Good Governance Practices

APPENDIX C–THIRD TIER ADMINISTRATIVE STRUCTURE

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	District
Building Regulations	Yes	No
Child Care facilities	no	No
Electricity and gas reticulation	Yes	No
Fire fighting services	No	District
Local tourism	Yes	No
Municipal airports	Yes	No
Municipal planning	Yes	No
Municipal Health Services	No	No
Municipal Public Transport	No	No
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	Yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related	No	No
Storm water management systems in built up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	No	District
<i>Continued next page</i>		

Municipal/Entity Functions		
Municipal Functions	Function Applicable to Municipality (Yes/No)*	Function Applicable to entity (Yes/No)
Constitution schedule 5, Part B Functions:		
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	No	No
Control of public nuisance	Yes	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	Yes	No
Licensing of dogs	Yes	No
Licensing and control of undertakings that sell food to the public	No	District
Local amenities	Yes	No
Local sport facilities	Yes	No
Markets	Yes	No
Municipal abattoirs	No	No
Municipal parks and recreation	Yes	No
Municipal roads	Yes	No
Noise pollution	Yes	No
Pounds	Yes	No

Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	Yes	No
Traffic and parking	Yes	No
*if municipality: indicate (yes or No); * if entity: provide name of entity		TD

APPENDIX D – WARD REPORTING

Functionality of Ward Committees					
Ward Name (Number)	Name of ward councillor and elected ward committee members	Committee established (Yes/No)	Number of monthly committee meetings held during the year	Number of monthly reports submitted to Speakers office on time	Number of quarterly public ward meetings held during year
Ward 1	Cllr Nkwane Johannes Mampuru	yes	06	06	0
Ward 2	Cllr Mmantswana Mavis Malesa	yes	06	06	01
Ward 3	Cllr Jafet Sindane	yes	06	06	01
Ward 4	Cllr Lebo Moses Matlala	yes	06	06	01
Ward 5	Cllr Maleage Albert Mononela	yes	06	06	0
Ward 6	Cllr Mokgadi Paulinah Mailula	yes	06	06	0
Ward 7	Cllr Mampuele Frans Sekoele	yes	06	06	0
Ward 8	Cllr Mpho Harry Sekatane	yes	06	06	0
Ward 9	Cllr Victor Mohale Rapatsa	yes	06	06	0
Ward 10	Cllr Sinah Modjadji Shayi	yes	06	06	01
Ward 11	Cllr Hendrika Stoffelina Booysen	yes	06	06	0
Ward 12	Cllr Sybrandt Rynhardt de Beer	yes	06	06	0
Ward 13	Cllr Nhlahla Lucky Rihlampfu	yes	06	06	01
Ward 14	Cllr Eunice Annetjie Mokoena-Mashele	yes	06	06	0
Ward 15	Cllr Makasela Richard	yes	06	06	0
Ward 16	Cllr Nkuna Tompson	yes	06	06	0

Ward 17	Cllr Mapiti Eddy Mokgalaka	yes	06	06	0
Ward 18	Cllr Tebogo Collen Malatji	yes	06	06	0
Ward 19	Cllr Enoch Funtani Nyathi	yes	06	06	05



NB: Underperformance on community feedback reporting was affected by covid-19 restrictions that is reason why meetings was not conducted as Legislated.

NB: Only 06-ward committee conducted per ward due to Local government election and establishment of ward committee processes. Ward committee started working in May 2022 since official termination of the previous once in October 2021.








APPENDIX E-WARD INFORMATION




Capital Projects: Seven Largest in 2021/22 (Full List at Appendix N)				
R`000				
Ward No	Project Name & Detail	Start Date	End Date	Total Value
17 & 18	Construction of Selwane Sports Complex	April 2019	June 2023	R 45 065 021.51
1,2,4,5,6,7 &19	Refurbishment of Namakgale Stadium	March 2021	November 2023	R44 941 439.69
7	Tambo phase 2 street paving	June 2020	June 2023	R48 229 482.70
TF.1				















APPENDIX F –RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2021/22













Audit Committee Date	Resolution No.	Resolution	Responsible Person	Status
26 July 2021	AC01/01/2021	That the AC approve the minutes of the audit committee held on the 28 June 2021 with corrections made.	AC	 Implemented
	AC01/02/2021	That AC approve the progress reported on the AC Resolution register as 86% implemented.	AC	 Implemented

AC01/03/2021	That all ICT resolutions be forwarded to new ICT Steering committee chairperson.	Manager ICT	 Not implemented
AC01/04/2021	That all not implemented resolutions be forwarded to the new AC for further monitoring.	CAE	 Implemented
AC01/05/2021	That the CFO immediately report the UIFW expenditure to all stakeholders even though MPAC is still busy with investigations to clear the findings.	CFO	 Implemented
AC01/06/2021	That Assessment of service providers be done prior submission of the APR to IAA and AG for Audit.	SM Planning and Development	 Implemented
AC01/07/2021	That resolution AC03/12/19 on cutting off services of sector departments be rescinded for Rural Development as it is not possible.	AC	 Implemented
AC01/08/2021	That more details be provided on all ICT resolutions as the new AC might not understand all resolution as no background is not provided.	Manager ICT	 Implemented
AC01/09/2021	That AC notes the progress on the AG Action Plan that is 20% resolved.	AC	 Implemented
AC01/10/2021	That AC raised concerns on the progress reported on the AG Action Plan.	AC	 Implemented
AC01/11/2021	That AC raised its concerns on non-availability of AFS process plan.	AC	 Implemented
AC01/12/2021	That AC raised its concern on the process of AFS preparations and it's the challenges on SEBATA system especially with AFS process plan not presented to the AC.	AC	 Implemented
AC01/13/2021	That AC notes the UIFW expenditure register	AC	 Implemented
AC01/14/2021	That Ac notes the Deviation Register	AC	 Implemented
AC01/15/2021	That the Contract Register be noted.	AC	 Implemented
AC01/16/2021	That AC notes the 4 th quarter Institutional performance report	AC	 Implemented


				Implemented
AC01/17/2021	That the service providers' performance be included in the 4 th quarter performance report	SM Planning and Development		Implemented
AC01/18/2021	That all outstanding POEs be provided to Internal Audit for review.	SM Planning and Development		Implemented
AC01/19/2021	That AC notes the 4 th quarter HR Report. That AC notes the Covid-19 Compliance report	AC		Implemented
AC01/20/2021	That AC note the litigation register.	AC		Implemented
AC01/21/2021	That ICT report be noted.	AC		Implemented
AC01/22/2021	That management avoid irregular expenditure when procuring ICT equipment's	Manager ICT		Implemented
AC01/23/2021	That AC notes the MSCOA progress report.	AC		Implemented
AC01/24/2021	That AC notes the RMC report.	AC		Implemented
AC01/25/2021	That the Audit Committee notes progress on Internal Audit activities for the 3 rd Quarter ending 31 March 2021	AC		Implemented
AC01/26/2021	That the Audit Committee approves the progress of 77% implementation of the Internal Audit Plan	AC		Implemented
AC01/27/2021	That the Audit Committee notes progress on Internal Audit activities for the 4 th Quarter ending 30 June 2021	AC		Implemented
AC01/28/2021	That the Audit Committee approves the progress of 100% implementation of the Internal Audit Plan	AC		Implemented
AC01/29/2021	That the AC approve the follow-up audit report on internal audit finding which reflects 63% implementation.	AC		Implemented
















AC01/30/2021	That the Audit Committee approves the Internal Audit Reports on 3 rd quarter FMCMM	AC	 Implemented
AC01/31/2021	That Audit Committee approve the 3 rd Quarter AOPO report.	AC	 Implemented
AC01/32/2021	That AC notes the findings of Internal Audit and management implement the recommendations.	AC	 Implemented
AC01/33/2021	That Audit Committee approve the DORA Audit report.	AC	 Implemented
AC01/34/2021	That AC notes the findings of Internal Audit on DORA Audit and management implement the recommendations.	AC	 Implemented
AC01/35/2021	That management speed up the process of procurement of the FMS to address the late submission of Section 71 reports.	CFO	 Implemented
AC01/36/2021	That Audit Committee approve the Covid-19 Audit report.	AC	 Implemented
AC01/37/2021	That AC notes the findings of Internal Audit on Covid-19 Audit and management implement the recommendations.	AC	 Implemented
AC01/38/2021	That the AC approve the follow-up audit report on internal audit finding which reflects 82% implementation.	AC	 Implemented
AC01/39/2021	That the AC notes progress on implementation of FMCMM which is 2.80 as compared to 2.76 reported in the previous quarter.	AC	 Implemented
AC01/40/2021	That the Audit Committee approve the Internal Audit Report on 4 th quarter FMCMM	AC	 Implemented
AC01/41/2021	That Audit Committee approve the on implementation of DORA Audit report.	AC	 Implemented
AC01/42/2021	That Audit Committee approve the Audit Report on AG Action Plan.	AC	 Implemented
AC01/43/2021	That AC approve the Audit Report on Land Audit.	AC	 Implemented
AC01/44/2021	That AC notes the findings of Internal Audit on Land Audit and advised management to implement the	CFO	 Implemented


		recommendations.		Implemented
	AC01/45/2021	That AC approve Combined Assurance progress report.	AC	 Implemented
	AC01/46/2022	That all internal assurance providers submit their information for assessment of the credibility of service providers.	Combined Assurance Forum	 Implemented
	AC01/47/2022	That the Combined Assurance Framework and TOR be developed and presented in the next AC meeting.	Combined Assurance Forum	 Implemented
	AC01/48/2022	That the Strategic Risk Register, Service Delivery Risk Register (Technical Services), Fraud Risk Register and Covid-19 Risk Register be prioritised for now due to their criticality.	Combined Assurance Forum	 Implemented
	AC01/49/2022	That more risk registers be added as the Combined Assurance process matures.	Combined Assurance Forum	 Implemented
	AC01/50/2022	That AC note and approve the overall performance of the Internal Audit Activity	AC	 Implemented
	AC01/51/2022	That the Consolidated AC Evaluation Report be approved and recommended for Council approval	AC	 Implemented
29 August 2021	AC02/01/2022	That progress on the AFS preparation be noted	AC	 Implemented
	AC02/02/2022	That AC is concerned by the progress made to date.	AC	 Implemented
	AC02/03/2022	That management consider all comments by the AC prior submission of the ADS to the AG.	CFO	 Implemented
	AC02/04/2022	That LPT will provide comments on AFS prior submission to AG	LPT	 Implemented
	AC02/05/2022	That AC note the Internal Audit findings on the draft 2020/2021 AFS audit report.	AC	 Implemented
	AC02/06/2022	That management consider the Internal Audit findings in completion of the AFS prior submission to AG.	CFO	 Implemented
	AC02/07/2022	That AC members provide their comments in writing to management to enable them to attend to the comments.	AC	 Implemented

				Implemented
	AC02/08/2022	That management attend to comments on draft APR by the AC prior submission to AG.	SM Planning and Development	 Implemented
	AC02/09/2022	That figures as per the draft AFS be included in the final APR prior submission to AG	SM Planning and Development/ CFO	 Implemented
	AC02/10/2022	That AC note the 4 th quarter audit Report on the institutional performance report.	AC	 Implemented
	AC02/11/2022	That management consider the IA findings prior submission to the AG	SM Planning and Development	 Implemented
	AC02/12/2022	That management provide comments on the audit report	SM Planning and Development	 Implemented
30 August 2021	AC03/01/2022	That the report on actuarial report be noted	Audit Committee	 Implemented
	AC03/01/2022	That progress on FAR preparation be noted	Audit Committee	 Implemented
	AC03/03/2022	That progress on journals be noted.	Audit Committee	 Implemented
	AC03/04/2022	That all journals be adequately supported and reviewed prior submission to AGSA.	Acting CFO	 Implemented
	AC03/05/2022	That progress on the AFS be noted	Audit Committee	 Implemented
	AC03/06/2022	That draft 2020/2021 AFS be submitted to AC prior submission to the AGSA	Acting CFO	 Implemented
	AC03/07/2022	That progress on the 2020/2021 Draft APR be noted.	Audit Committee	 Implemented





				Implemented
	ACo3/08/2022	That all supporting information be provided prior submission to AGSA	All Senior Managers	 Implemented
12 October 2021	ACo4/01/2022	That AC approve the AC minutes of the 29 th August 2021 after effecting corrections	Audit Committee	 Implemented
	ACo4/02/2022	That AC notes the AG Audit Strategy	Audit Committee	 Implemented
	ACo4/03/2022	That AC notes the AG Engagement Letter	Audit Committee	 Implemented
	ACo4/04/2022	That the CAE and AG SM hold a meeting to discuss the Combined Assurance approach	CAE/AG	 Implemented
	ACo4/05/2022	That the AG Senior Audit Manager and CAE provides a report on the outcome of the combined assurance meeting with Internal Audit in the next meeting	CAE/AG	 Implemented
	ACo4/06/2022	That the AG audit Manager report to the AC the list of IAA reports and risks utilised in the 2020/2021 audit	AG	 Implemented
	ACo4/07/2022	That the Handover Report from the previous AC and the CAE be reported in the induction Workshop.	CAE/ AC Member: Ngobeni SAB	 Implemented
18 October 2021	ACo5/01/2022	That apologies be approved.	AC	 Implemented
	ACo5/02/2022	That a formal request be made to COGHSTA to allocate someone to attend meetings at the Municipality.	CAE/ MM	 Implemented
	ACo5/03/2022	That AC approve the Agenda after effecting changes	AC	 Implemented
	ACo5/04/2022	That the minutes of the AC meeting held on the 30 August 2021 be approved.	AC	 Implemented
	ACo5/05/2022	That the minutes of the AC meeting held on the 26 th July 2021 be approved after effecting the changes.	AC	 Implemented
	ACo5/06/2022	That the name of the previous AC chairperson be removed and replaced by the new AC chairperson.	CAE	 Implemented




				Implemented
AC05/07/2022	That the minutes of the AC meeting held on the 12 th October 2021 be approved.	AC		Implemented
AC05/08/2022	That AC notes 34 resolutions from the previous.	AC		Implemented
AC05/09/2022	That AC approve 10 resolutions implemented from the previous AC	AC		Implemented
AC05/09/2022	CAE close and revise all 24 resolutions to align with the implementation of the financial system.	CAE		Implemented
AC05/10/2022	That AC approve progress of 69% AC resolutions implemented.	AC		Implemented
AC05/11/2022	That the Audit Committee approve progress on Internal Audit activities for the 1st Quarter ending 30 September 2021.	AC		Implemented
AC05/12/2022	That the Audit Committee approves the progress of 23% implementation of the Internal Audit Plan	AC		Implemented
AC05/13/2022	That AC approve the Audit report on the 4 th Quarter Institutional Performance Report.	AC		Implemented
AC05/14/2022	That AC approve the 2020/2021 Audited Annual Performance Report	AC		Implemented
AC05/15/2022	That AC approve the Risk Management Audit report	AC		Implemented
AC05/16/2022	That the CAE present the risk management audit report to the Risk Management Committee	AC		Implemented
AC05/17/2022	That the AC approve the audit report on the AFS	AC		Implemented
AC05/18/2022	That the AC approve the audit report on FMCMM for the 1 st quarter	AC		Implemented
AC05/19/2022	That the AC approve the audit report on Internal Audit Follow-up for the 1 st quarter.	AC		Implemented






AC05/20/2022	That AC approve 39% Internal Audit findings resolved on follow-up report	AC	 Implemented
AC05/21/2022	That the AC approve the audit report on AG Action Plan for the 1 st quarter.	AC	 Implemented
AC05/22/2022	That AC approve 54% AG findings resolved	AC	 Implemented
AC05/23/2022	That the Audit Committee note and approve the progress of 11% implementation of the AG ICT Action Plan.	AC	 Implemented
AC05/24/2022	That progress on the Combined Assurance be noted and approved	AC	 Implemented
AC05/25/2022	That CAE make necessary arrangements for the workshop of the Combined Assurance committee by the AC	CAE	 Implemented
AC05/26/2022	That progress on the external quality review be noted.	AC	 Implemented
AC05/27/2022	That the CAE continuously report on External Quality Review until implemented.	AC	 Implemented
AC05/28/2022	That AC approve the 2021/2022 Internal Audit Plan with amendments.	AC	 Implemented
AC05/29/2022	That AC note the approved AC and IAA Charter.	AC	 Implemented
AC05/30/2022	That the CAE change the title of Head of Internal Audit to CAE in order to align with the Municipal organogram.	CAE	 Implemented
AC05/31/2022	That the AC and IAA Evaluation Performance reports be noted	AC	 Implemented
AC05/32/2022	That the AC notes the progress on 2020/2021 AG Audit	AC	 Implemented
AC05/33/2022	That the ACFO should send a memo to the AC following each audit steering committee meeting highlighting the points of concern.	ACFO	 Implemented
AC05/34/2022	That the AC rejects the section 71 reports that have been submitted.	AC	 Implemented















				Implemented
ACo5/35/2022	That the AC proposes a reporting framework that covers all aspects of operations, which the municipality will adopt and present to the AC on a quarterly basis, whether or not the system is operational.	ACFO		Implemented
ACo5/36/2022	That the UIFW Register report for the first quarter be noted.	AC		Implemented
ACo5/37/2022	That a report for UIFWE be submitted for monitoring in the form of a reconciliation, quarterly highlights of the opening balances, and what was incurred.	ACFO		Implemented
ACo5/38/2022	That the 1st Quarter Deviation Register be noted	AC		Implemented
ACo5/39/2022	That the CFO prepares the process that was followed in terms of the IGRAP18 for further engagements by the AC	ACFO		Implemented
ACo5/40/2022	That changes must be made on all areas where an accomplishment is reported without supporting evidence.	Acting SM Planning & Development		Implemented
ACo5/41/2022	That the AC be appraised at the next ordinary meeting with an estimate of how much the system will cost and the budget required for the system in the next budget cycle.	ACFO		Implemented
ACo5/42/2022	That a detailed plan with clear responsibilities and timelines be provided to the AC, taking into account issues such as labour consultation and automation.	ACFO		Implemented
ACo5/43/2022	That the AC rejects the HR report that was submitted late	AC		Implemented
ACo5/44/2022	That in-committee matters be submitted only to AC members in the future.	Manager Legal		Implemented
ACo5/45/2022	That Departments' submission must be accompanied by a covering memo summarizing the issues raised in the reports.	Manager Legal		Implemented
ACo5/46/2022	That the legal section conduct research on the development of a legal strategy and standard operating procedure (SOP).	Manager Legal		Implemented
ACo5/46/2022	That the quarterly institutional Compliance report be noted	AC		Implemented
ACo5/46/2022	That the compliance report be reviewed	Manager Legal		Implemented

				Implemented
AC05/46/2022	That the Corporate Services department submit the compliance report to the combined assurance committee prior to the audit committee.	Senior Manager Corporate Services	 Implemented	
AC05/47/2022	That ICT Reports be presented to AC in the next meeting	ICT Manager	 Implemented	
AC05/48/2022	That a special meeting be convened to allow the ACFO and system owners to walk audit committee members through the system's project in order to gain a better understanding of it, with a focus on project charters and project implementation plans.	ACFO/ CAE	 Implemented	
AC05/49/2022	That the Senior Manager: Corporate share the POPI Act plan with the Audit Committee for additional input.	Senior Manager Corporate Services	 Implemented	
AC05/50/2022	That the AC notes the 1st Quarter Risk Management Report	AC	 Implemented	
AC05/51/2022	That the ACFO report on progress in implementing the FRP.	ACFO	 Implemented	
AC05/52/2022	That the Internal Audit report in risk management be allowed to serve at the Risk Management Committee	CAE	 Implemented	
AC05/53/2022	That the risk management committee resolution register be revised	Manager Risk Management	 Implemented	
AC05/54/2022	That the test run be done as implementation of CCG is taking place.	ICT Steering Committee	 implemented	
AC05/55/2022	That the individual assessment of MM and Section 57 Managers be conducted.	MM/ DPD	 Implemented	
AC05/56/2022	That Data Migration plan be developed and formalized on CCG systems.	CFO/ ICT Manager	 implemented	
AC05/57/2022	That the AG look into utilizing the work of internal audit in the coming audit	AG	 implemented	
AC05/58/2022	That a substantive review be performed on ICT risk register	ICT Manager/ Manager	 Implemented	

			risk Management	implemented
ACo5/59/2022	That the user acceptance testing be done when the CCG systems go live		CFO	 implemented
ACo5/60/2022	The ICT peer review be done by Giyani Municipality ICT Unit.		ICT Manager	 implemented
ACo5/61/2022	That all documents in relation to User Acceptance testing be properly kept for the implementation of CCG.		Manager: ICT	 implemented
ACo5/62/2022/ ACo5/74/2022	That the CAE will outsource the external assessment of the Internal Audit Activity towards the end of 2020/2021		CAE	 Not implemented
ACo5/63/2022	That AG, COGHSTA, NT and LPT be informed of the UIFW expenditures.		ACFO	 Implemented
ACo5/64/2022	That the Municipality consider cutting off services to organs of states who owes the Municipality following what Polokwane Municipality did.		CFO	 Not implemented
ACo5/65/2022	That a report in relation to skills transfer on BTO service providers be provided in the next AC meeting.		CFO	 Implemented
ACo5/66/2022	That all departments provide an assessment of their service providers.		All Departments	 Implemented
ACo5/67/2022	That ICT Manager liaise with MDM and other municipalities on hosting of the cold site as part of implementation of the DRP.		Manager ICT	 Not implemented
ACo5/68/2022	That illegally occupied land be impaired and valued at R1 and investigated.		ACFO	 Implemented
ACo5/69/2022	That management consider call in maintenance for the refuse compactor and any other yellow machines.		Senior Manager Technical Services	 Implemented
ACo5/70/2022	That the ICT Manager check the impact of the Covid-19 on the DRP		Manager: ICT	















				Implemented
	ACo5/71/2022	The AC advised that all UIFW raised by the AG be clearly indicated in the register.	ACFO	 Implemented
	ACo5/72/2022	That all service providers responsible for capital and operational projects should be assessed.	MM/ All SMs	 Implemented
	ACo5/73/2022	That BTO prepare Mid-Year and 3 rd Quarter Financials on Caseware	CFO	 Implemented
	ACo5/75/2022	That management continue with efforts to ensure that the Municipality has a cold side hosting and report in the next meeting.	ICT Manager	 Not implemented
	ACo5/76/2022	That the real reason for irregular expenditure on turn-key contracts be investigated and recorded on the register because the project is not irregular for being a turn-key project.	ACFO	 Implemented
	ACo5/77/2022	That the Municipality ensure that the SLA's on service providers to assist with preparation of AFS be clear on audit support before and during the audit and also number of staff to be present at the Municipality.	ACFO	 Implemented
	ACo5/78/2022	That SLAs address timeframes in terms of completion of tasks prior submission to the AG.	ACFO	 Implemented
	ACo5/79/2022	That the CAE report in the next meeting on how the Municipality is implementing the Combined Assurance Plan	CAE	 Implemented
	ACo5/80/2022	That in future the reports for ICT should be presented to AC even though they never were presented to ICT Steering Committee.	Manager ICT	 Implemented
	ACo5/81/2022	That the MSCOA report be presented to the AC in the next meeting.	Manager ICT	 Implemented
14 December 2021	ACo6/01/2022	That the ACFO and Senior Manager AG(SA) provide feedback on how the agency services issue was resolved before submitting to the AG	ACFO	 Implemented
	ACo6/02/2022	That a suitable date be set to thoroughly review the audit and management report.	AGSA/CAE	 Implemented
	ACo6/03/2022	That the AG(SA) revisits the audit committee and internal audit assessments in light of the information provided	AGSA	 Implemented
	ACo6/04/2022	The reconciliations be presented as an item by the ACFO and the Audit Manager AG(SA).	ACFO	 Implemented








				Implemented
	AC06/05/2022	That the ACFO prepare an AG Action Plan	ACFO	 Implemented
	AC06/06/2022	That the Manager: Risk Management conducts and presents a high-level risk assessment on the developed AG action plan.	Manager Risk Management	 Implemented
	AC06/07/2022	That the MM introduces the AC to the newly appointed EXCO and other oversight structures	AMM	 Not Implemented
23 January 2022	AC07/01/2022	That the minutes of the 14 December 2021 be referred back.	CAE	 Implemented
	AC07/02/2022	That the minutes of the 18 October 2021 be referred back.	CAE	 Implemented
	AC07/03/2022	That AC Resolution Register be referred to the normal AC meeting	CAE	 Implemented
	AC07/04/2022	That findings on Mid-Year Report be noted approved	AC	 Implemented
	AC07/05/2022	That management attend to all findings raised by Internal Audit prior submission of the Mid-Year Report to relevant stakeholders	Acting SM: PD	 Implemented
	AC07/06/2022	That the AG Action Plan be referred back for revision and update.	MM/ All SMs	 Implemented
	AC07/07/2022	That root causes and responsible persons be revised.	MM/ All SMs	 Implemented
	AC07/08/2022	That a completeness test be done to ensure that all findings are attended to	MM/ All SMs	 Implemented
	AC07/09/2022	That all stakeholders be given an opportunity to input on the Action Plan	CAE/ Acting CFO	 Implemented
	AC07/10/2022	That a meeting be arranged for the AC and AG present the Management Report to AC.	CAE	 Implemented
AC07/11/2022	That a meeting be arranged with BTO and CCG for	CAE/ Acting		















		overview of the financial system.	CFO	Implemented
	ACo7/12/2022	That the Draft Mid-Year Report be noted and recommended to council after making inputs of the AC and IAA	Acting SM: PD	 Implemented
	ACo7/13/2022	That the assessment per KPA be completed in the Mid-Year Report	Acting SM: PD	 Implemented
	ACo7/14/2022	That the assessment of the service provider be completed and include all service providers of the Municipality	MM/ All SMs	 Implemented
	ACo7/15/2022	That the financial information be included especially on expenditure	Acting CFO	 Implemented
	ACo7/16/2022	That material variance be explained.	Acting CFO	 Implemented
	ACo7/17/2022	That KPIs which are not supported be supported.	Acting SM: PD	 Implemented
	ACo7/18/2022	That CAE provide all written assessments by AC to management for corrections	CAE	 Implemented
	ACo7/19/2022	That the draft AR be noted and recommended for Council after effecting changes by AC	Acting SM: PD	 Implemented
09 February 2022	ACo8/01/2022	That minutes of the 14 December 2021 be circulated to all AC members for corrections and comments by 11 February 2022 and that if no comments are provided, the CAE should consider the minutes as final and submit to next AC for ratification	CAE	 Implemented
	ACo8/02/2022	That minutes of the 14 December 2021 be circulated to all AC members for corrections and comments by 11 February 2022 and that if no comments are provided, the CAE should consider the minutes as final and submit to next AC for ratification	CAE	 Implemented
	ACo8/03/2022	That the management letter be noted.	AC	 Implemented
	ACo8/04/2022	That AC notes the AG Action Plan	AC	 Implemented
	ACo8/05/2022	That the Action Plan be referred back for more update and improvement.	AC	 Implemented
	ACo8/06/2022	That Risk mapping be done by Risk Management Unit on the Action Plan.	Manager: Risk	 Implemented








			Management	Implemented
	ACo8/07/2022	That Material misstatements not corrected be included in the AG Action Plan	Acting CFO	 Implemented
	ACo8/08/2022	That Internal Control deficiencies be included in the Action Plan	All SMs/MM	 Implemented
	ACo8/09/2022	That findings corrected through adjustment be included in the Action Plan.	All SMs/MM	 Implemented
	ACo8/10/2022	That the Action Plan be presented to the AC by 28 th February 2022.	CAE	 Implemented
22 February 2022	ACo9/01/2022	That AC approve the minutes of the meeting held on the 14 December 2021	AC	 Implemented
	ACo9/02/2022	That AC approve the minutes of the meeting held on the 18 th October 2021	AC	 Implemented
	ACo9/03/2022	That after the adjustment budget is approved, DPD provides an adjusted SDBIP for input to the AC.	Acting SM: DPD	 Implemented
	ACo9/04/2022	That AC notes the 2 nd Quarter Finance Reports	AC	 Implemented
	ACo9/05/2022	That where there are variances a table of material variance explanation be included	Acting CFO	 Implemented
	ACo9/06/2022	That the deviation register be noted	Acting CFO	 Implemented
	ACo9/07/2022	That the Acting CFO provide the AC with the deviation process plan or checklist, as well as a deviation policy, so that the AC can provide advice based on documents that the municipality has internally.	Acting CFO	 Implemented
	ACo9/08/2022	That the contract register be noted	AC	 Implemented
	ACo9/09/2022	That the Acting CFO distribute the SCM policy to AC so that members can see that there is clear guidance on pool service implementation.	Acting CFO	 Implemented
	ACo9/10/2022	That 2 nd Quarter Irregular Expenditure be noted	AC	

				Implemented
	AC09/11/2022	That the Draft Adjustment Budget be noted and recommended for Council approval.	AC	 Implemented
	AC09/12/2022	That the ACFO prepare progress reports on the implementation of the financial recovery plan.	Acting CFO	 Implemented
	AC09/13/2022	That the ACFO prepare progress reports on the implementation of the revenue enhancement strategy in the quarterly AC meetings.	Acting CFO	 Implemented
	AC09/14/2022	That the municipality consider the comments made during the midyear assessment exercise before presenting the final budget to council.	Acting CFO	 Implemented
	AC09/15/2022	That management conduct a capacity assessment of councilors and check with CoGHSTA on any specific needs, as they are willing to assist municipalities.	Senior Manager: Corporate Services HR Manager	 Not Implemented
23 March 2022	AC10/01/2022	That the minutes of the 23 January 2022 be approved after considering the corrections made.	CAE	 Implemented
	AC10/02/2022	That the minutes of the 09 th February 2022 be approved after considering the corrections made.	CAE	 Implemented
	AC10/03/2022	That the minutes of the 22 February 2022 be approved after considering the corrections made.	CAE	 Implemented
	AC10/04/2022	That the AC Resolution Register be approved with 88% resolutions implemented.	AC	 Implemented
	AC10/05/2022	That the Manager: ICT enhance reporting and benchmarks with other departments internally.	Manager : IT	 Implemented
	AC10/06/2022	That the POPIA Guide be noted	AC	 Implemented
	AC10/07/2022	That the guide be improved to indicate who is accountable for the activities, timeframes and progress to date.	Manager ICT/ AMM	 Not Implemented






	AC10/08/2022	That a POPIA rollout plan be developed and be monitored quarterly.	AMM	 Not Implemented
	AC10/09/2022	That the CCG make an overview presentation at the next audit committee meeting.	Manager : IT	 Implemented
	AC10/10/2022	That the AC notes the HR report.	Senior Manager :Corporate Services	 Implemented
	AC10/11/2022	That the Senior Manager: CS report quarterly on the ratio of salary against the equitable share.	Senior Manager :Corporate Services	 Implemented
	AC10/12/2022	That an annexure detailing the intentions for filling vacancies in BTO be included in the report.	Senior Manager :Corporate Services	 Implemented
	AC10/13/2022	That the Legal Manager summarizes each report in a memo detailing how the unit operated during the period under review.	Manager: Legal	 Implemented
	AC10/14/2022	That the AC engage with the AGSA on the issue of contingent liability and its interpretation in order to reach a common understanding.	AC	 Implemented
	AC10/15/2022	That management deliberates on the compliance checklist reporting process.	Manager: Legal	 Implemented
	AC10/16/2022	That the Manager: Legal outline the preliminary steps that were taken internally prior to referring a matter to a legal practitioner for services.	Manager: Legal	 Implemented
	AC10/17/2022	That the Manager: Legal outline the preliminary steps that were taken internally prior to referring a matter to a legal practitioner for services	Manager: Legal	 Implemented
25 March 2022	AC11/01/2022	That declaration forms be extended to management in every audit committee meeting.	CAE	 Implemented
	AC11/02/2022	That progress on implementation of the Financial System be noted	AC	 Implemented
	AC11/03/2022	That progress on AG Action Plan be noted	AC	 Implemented
	AC11/04/2022	That the AG Action Plan be presented to Council for approval	AC	 Implemented















AC11/05/2022	That the AC notes the SCM and the process plan policy	AC	 Implemented
AC11/06/2022	The ACFO develop an internal FRP for the municipality, which the council can implement to improve the situation.	ACFO	 Not Implemented
AC11/07/2022	That the Municipality develop a funding strategy	ACFO	 Implemented
AC11/08/2022	That AC note the progress report on Revenue Enhancement Strategy	AC	 Implemented
AC11/09/2022	That the strategy be reviewed and advanced into a cash enhancement strategy than an Enhancement Strategy in the coming year	ACFO	 Not Implemented
AC11/10/2022	That the ACFO develop a system for assessing the impact of the Revenue Enhancement Strategy	ACFO	 Not Implemented
AC11/11/2022	That the Municipality look into developing long-term plans that are linked to the municipality's strategic vision for the future.	ACFO	 Not Implemented
AC11/12/2022	That the AC notes the deviation process plan	AC	 Implemented
AC11/13/2022	That the Audit Committee approves the progress of 48% implementation of the Internal Audit Plan	AC	 Implemented
AC11/14/2022	That the Audit Committee note and approve the progress of 45% implementation of the follow-up report on the Internal Audit.	AC	 Implemented
AC11/15/2022	That the Audit Committee note and approve the progress on implementation of the AG Action Plan which is 0% implemented and 42% in progress.	AC	 Implemented
AC11/16/2022	That key findings on AOPI be noted and approved by the AC	AC	 Implemented
AC11/17/2022	That findings on Mid-Year Performance report be approved	AC	 Implemented














AC11/18/2022	That key findings on the SDBIP Audit Report and that IAA still awaits management comments.	AC	 Implemented
AC11/19/2022	That management provide comments on audit report.	ALL SMs	 Implemented
AC11/20/2022	That progress on 2 nd Quarter FMCMM Report be approved.	AC	 Implemented
AC11/21/2022	That AC approve the progress on 2 nd quarter Follow-up report	AC	 Implemented
AC11/22/2022	That progress on AG Action Plan be approved	AC	 Implemented
AC11/23/2022	That Audit Committee approve training attended by Internal Audit	AC	 Implemented
AC11/24/2022	That coordination work done by IAA be approved	AC	 Implemented
AC11/25/2022	That the Audit Committee approves the Internal Audit Reports on 1 st Quarter AOPO, 2 nd Quarter AOPO, Ethics Audit Report, 2 nd Quarter Follow-up on Internal Audit, 2 nd Quarter Report on FMCMM and Follow-up on AG Action Plan.	AC	 Implemented
AC11/26/2022	That the Audit Committee note that there are Audit Engagement that are due for outsource and awaits procurement process.	AC	 Implemented
AC11/27/2022	That AC approve the TOR for Combined Assurance Forum with comments made.	AC	 Implemented
AC11/28/2022	That the CAE's responsibilities be changed and coined differently.	CAE	 Implemented
AC11/29/2022	That the CAE clearly outline the responsibilities of the stakeholders (e.g., AGSA) that differ from the others.	CAE	 Implemented
AC11/30/2022	That progress on development of the Combined Assurance Plan and Framework be noted.	AC	 Implemented
AC11/31/2022	That the AC notes the Reviewed SDBIP for 2021/2022.	AC	 Implemented





	AC11/32/2022	That the AC notes the 2 nd Quarter progress made against all risks identified during the 2 nd quarter.	AC	 Implemented
	AC11/33/2022	That the AC notes that the municipality has established the BCP Steering Committee and the committee will be responsible for developing the BCP for the municipality.	AC	 Implemented
	AC11/34/2022	That the AC notes that there are delays in submission of POE's to give assurance on the progress reported.	AC	 Implemented
	AC11/35/2022	That the outstanding councilor's disclosure of interest (05 Councilors didn't submit) and the matter escalated to the Office of the Speaker for intervention.	AC	 Implemented
20 May 2022	AC12/01/2022	That the CAE arranged special meeting to consider the items that were set aside.	CAE	 Implemented
	AC12/02/2022	That the minutes be approved after considering the corrections made.	CAE	 Implemented
	AC12/013/2022	that the minutes of the 25 March 2022 be referred to the next audit committee meeting	AC	 Implemented
	AC12/04/2022	That the AC Resolution Register be approved with 90% resolutions implemented	AC	 Implemented
	AC12/05/2022	That recurring resolutions be consolidated into one indicating the resolution number.	AC	 Implemented
	AC12/06/2022	That the AGSA be invited in next ordinary meeting to deal with the resolution.	AC	 Implemented
	AC12/07/2022	That the Audit Committee approve progress on Internal Audit activities for the 3 rd Quarter ending 31 March 2022	AC	 Implemented
	AC12/08/2022	That the Audit Committee approves the progress of 71% implementation of the Internal Audit Plan	AC	 Implemented
	AC12/09/2022	That the Audit Committee approves the Internal Audit Reports on Follow-up on Internal Audit Reports, Progress Report on FMCMM, Follow-up on AG Action Plan, 3 rd Quarter Audited 2021/2022 SDBIP, 3 rd quarter Audit of Performance Information, Audit Report on Individual Scorecards, Audit Report of Covid-19.	AC	 Implemented
	AC12/10/2022	That AC approve training attended by internal audit staff	AC	 Implemented

AC12/11/2022	That the Audit Committee note and approve the progress of 55% implementation of the follow-up report on the Internal Audit.	AC	 Implemented
AC12/12/2022	That the Audit Committee note and approve the progress of 14% implementation of the AG Action Plan.	AC	 Implemented
AC12/13/2022	That the AC notes the internal Audit report	AC	 Implemented
AC12/14/2022	That the progress on combined assurance be noted	AC	 Implemented
AC12/15/2022	That the AC notes the progress on the	AC	 Implemented
AC12/16/2022	That the Audit Committee note and approve the progress of 14% implementation of the AG Action Plan.	AC	 Implemented
AC12/17/2022	That the AC notes the section 71 quarterly reports	AC	 Implemented
AC12/18/2022	That the ACFO assist the AC in obtaining the cost of the three repairs so that the AC can determine how much the municipality has spent on the compactor truck over the three months and provide accurate analysis and advice to the council.	ACFO	 Implemented
AC12/19/2022	That the AC notes the contract management report	AC	 Implemented
AC12/20/2022	That AC notes the UIFWE report	AC	 Implemented
AC12/21/2022	That Mr. Makhura provide the AC with the MPAC communique with the audit committee in order to have a proper engagement.	COGHSTA	 Implemented
AC12/22/2022	That the AFS preparation plan be sent back for improvements and that further information be added to it.	ACFO	 Implemented
AC12/23/2022	That the Senior Manager: PDP draft an APR preparation plan to present to the audit committee at the next meeting.	SM:DPD	 Implemented
AC12/24/2022	That the item was deferred until the next AC meeting	CAE	 Implemented

	AC12/25/2022	That the AC notes the MSCOA and Financial system implementation report	AC	 Implemented
	AC12/26/2022	That 3 rd Quarter HR Reports be referred to the next meeting	CAE	 Implemented
	AC12/27/2022	That 3 rd Quarter Litigation Reports be referred to the next meeting	CAE	 Implemented
	AC12/28/2022	That 3 rd Quarter Compliance Reports be referred to the next meeting.	CAE	 Implemented
	AC12/29/2022	That the AC notes the 3 rd Quarter Institutional Performance Report	AC	 Implemented
	AC12/30/2022	That management responds to the issues expressed in the following meeting.	AMM	 Implemented
	AC12/31/2022	That the CAE communicate to manager: Risk the consideration of emerging risks related to service delivery.	CAE	 Implemented
	AC12/32/2022	That Risk reports be referred to the next meeting as there is no one to present the reports	CAE	 Implemented
	AC12/33/2022	That all outstanding reports be emailed to the AC members	CAE	 Implemented
	AC12/34/2022	That the ICT submit a one-page presentation on internet connectivity issues.	ICT Manager	 Not Implemented
24 May 2022	AC13/01/2022	That the AC Minutes of the 25 March be approved.	AC	 Implemented
	AC13/02/2022	That AC members and management submit completed declaration forms to the CAE.	AC members	 Implemented
	AC13/03/2022	That the draft budget be recommended to Council after considering the comments of the AC	ACFO	 Implemented
	AC13/04/2022	That LPTs report on budget be noted	AC	 Implemented

AC13/05/2022	That all recommendations on the report be addressed	ACFO	 Implemented
AC13/06/2022	That the AC notes the 3 rd quarter ICT Report	AC	 Implemented
AC13/07/2022	That the appointment of the ICT Steering Committee Chairperson be done	AMM	 Not Implemented
AC13/08/2022	That AC notes the HR 3 rd quarter report	AC	 Implemented
AC13/09/2022	That AC notes the 3 rd quarter Litigation report	AC	 Implemented
AC13/10/2022	That the AC notes the report	AC	 Implemented
AC13/11/2022	That compliance risk management assessment be added in risk management activities	Manager Risk Management	 Not Implemented
AC13/12/2022	That the 2022/2023 IDP be noted	AC	 Implemented
AC13/13/2022	That the CAE include a review of the IDP processes and the IDP in the annual internal audit plan for 2022/23.	CAE	 Implemented
AC13/14/2022	That the AC notes the CoGHSTA Report on IDP Review.	AC	 Implemented
AC13/15/2022	That the AC notes the process plan.	AC	 Implemented
AC13/16/2022	AC notes the 3 rd Quarter progress made against all risks identified during the 3 rd quarter	AC	 Implemented
AC13/17/2022	That the AC notes 2022/23 Strategic Risk Register	AC	 Implemented
AC13/18/2022	That the Risk Management Governance Documents be noted	AC	 Implemented

23 June 2022	AC14/01/2022	That the minutes of the 20 th May 2022 be approved after considering the corrections made.	AC	 Implemented
	AC14/02/2022	That the minutes of the 24 May 2022 be approved after considering the corrections made.	AC	 Implemented
	AC14/03/2022	That AC members and management submit completed declaration forms to the CAE.	AC	 Implemented
	AC14/04/2022	That the AC approves the strategic Audit Plan	AC	 Implemented
	AC14/05/2022	That the AC approves the 2022/2023 Internal Audit Annual Plan	AC	 Implemented
	AC14/06/2022	That the AC approves 2022/2023 Internal Audit Charter	AC	 Implemented
	AC14/07/2022	The 2022/2023 Continuous Development Plan is approved with the proposed improvement	AC	 Implemented
	AC14/08/2022	That the AC approves the Internal Audit Methodology	AC	 Implemented
	AC14/09/2022	The audit committee approves the Quality Assurance and Improvement Program	AC	 Implemented
	AC14/10/2022	The AC approves the IAA performance evaluation.	AC	 Implemented
	AC14/11/2022	That the AC notes the audit committee evaluation	AC	 Implemented
	AC14/12/2022	The audit committee charter is be recommended for approval by Council with the proposed changes.	AC	 Implemented
	AC14/13/2022	That a virtual meeting be arranged to discuss the SDBIP	AC	 Implemented
	AC14/14/2022	That the AC notes the APR process plan	AC	 Implemented
	AC14/15/2022	The AC notes the AFS Process Plan Progress Report.	AC	 Implemented

				Implemented
	AC14/16/2022	That the ACFO review the dates and ensure that the AFS and APR process plans are aligned.	AC	 Implemented
28 June 2022	AC15/01/2022	That the draft 2022/2023 SDBIP be noted and recommended for approval by the Mayor.	AC	 Implemented
	AC15/02/2022	That the 2022/2023 SDBIP be aligned to the budget	AC	 Implemented
	AC15/03/2022	That all inputs by members of the AC be taken into consideration.	AC	 Implemented

APPENDIX G—LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into 2021/22)						
Name of service provider (entity of municipal department)	Description of services rendered by the service provider	Start date of contract	Expiry date of contract	Project Manager	Contract Value	
N/A	N/A	N/A	N/A	N/A	N/A	
TH.1						

Public Private Partnerships Entered into 2021/22) R`000						
Name & Description of project	Name of Partner (s)	Initiation date	Expiry date	Project manager	Value 2021/22	
N/A	N/A	N/A	N/A	N/A	N/A	
TH.2						

APPENDIX H- DISCLOSURES OF FINANCIAL DISCLOSURES

Disclosures of Financial Interests		
Period 1 July 2021 to 30 June 2022		
Position	Name	Description of financial interest* (Nil/or details)

Speaker	Cllr E Hlungwani Cllr O Mabunda	<ul style="list-style-type: none"> Star Link (PTY) LTD (Director) Nil
Mayor	Cllr MM Malatji	<ul style="list-style-type: none"> Nil
Chief Whip	Cllr D Rapatsa	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr SP Mashumu	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr MM Malesa	<ul style="list-style-type: none"> Burisani General Service
Member of Exco	Cllr S De Beer	<ul style="list-style-type: none"> Old Mutual Shares
Member of Exco	Cllr R Makasela	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr MS Magomane	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr SL Mohlala	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr VM Rapatsa	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr T Nkuna	<ul style="list-style-type: none"> Nil
Councillor	Cllr HJ Booysen	<ul style="list-style-type: none"> Forum Brokers
Councillor	Cllr NJ Mampuru	<ul style="list-style-type: none"> Nil
Councillor	Cllr R Rakoma	<ul style="list-style-type: none"> Nil
Councillor	Cllr PK Mashego	<ul style="list-style-type: none"> Nil
Councillor	Cllr LM Matlala	<ul style="list-style-type: none"> Nil
Councillor	Cllr J Sindane	<ul style="list-style-type: none"> Nil
Councillor	Cllr MJ Valoyi	<ul style="list-style-type: none"> Nil
Councillor	Cllr T Mkansi	<ul style="list-style-type: none"> Nil
Councillor	Cllr KA Peta	<ul style="list-style-type: none"> Ramaseding Catering Services
Councillor	Cllr T Malatjie	<ul style="list-style-type: none"> Nil
Councillor	Cllr SM Shayi	<ul style="list-style-type: none"> Nil
Councillor	Cllr JA Williamson	<ul style="list-style-type: none"> Nil
Councillor	Cllr EF Nyathi	<ul style="list-style-type: none"> Nil
Councillor	Cllr KP Mhlari	<ul style="list-style-type: none"> Nil
Councillor	Cllr EA Mokoena – Mashele	<ul style="list-style-type: none"> Nil

Councillor	Cllr ME Mokgalaka	<ul style="list-style-type: none"> • Nil
Councillor	Cllr A Ngobeni	<ul style="list-style-type: none"> • Baduzah Enterprise (PTY) LTD (<i>Director</i>) • Baduzah Liquor Restaurant • Bangobe Trading (PTY) LTD • NWA Jim Trading Enterprise (PTY) LTD
Councillor	Cllr B Ramothwala	<ul style="list-style-type: none"> • Nil
Councillor	Cllr DR Bayana	<ul style="list-style-type: none"> • B mool family units
Councillor	Cllr GH Lamola	<ul style="list-style-type: none"> • Nil
Councillor	Cllr KO Pilusa	<ul style="list-style-type: none"> • Pilusa Empire (Director)
Councillor	Cllr MMA Mathebula	<ul style="list-style-type: none"> • Nil
Councillor	Cllr NL Rihlampfu	<ul style="list-style-type: none"> • Nil
Councillor	Cllr MA Mononela	<ul style="list-style-type: none"> • Nil
Councillor	Cllr MP Mailula	<ul style="list-style-type: none"> • Nil
Councillor	Cllr NB Maake	<ul style="list-style-type: none"> • Not Submitted
Councillor	Cllr RJ Mphogo	<ul style="list-style-type: none"> • Not submitted
Councillor	Cllr A N Mmola	<ul style="list-style-type: none"> • Not submitted
Councillor	Cllr TS Ndhlovu	<ul style="list-style-type: none"> • Not submitted
Councillor	Cllr Z Ndhlovu	<ul style="list-style-type: none"> • Nil
Councillor	Cllr SK Shai	<ul style="list-style-type: none"> • Nil
PR Councillor	PR Cllr MM Thuke	<ul style="list-style-type: none"> • Nil
Councillor	PR Cllr Mukiyari	<ul style="list-style-type: none"> • Nil
PR Councillor	PR Cllr JC Mokungwe	<ul style="list-style-type: none"> • Nil
PR Councillor	PR Cllr MS Sekwakwa	<ul style="list-style-type: none"> • Nil

MUNICIPAL ADMINISTRATORS

Municipal Manager	MI Moakamela	<ul style="list-style-type: none"> • Municipal Electoral Officer at the Independent Electoral Commission. • Board member at Greater Tzaneen Economic Development Agency (Municipal Entity).
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Senior Manager: Corporate Services (Acting Municipal Manager)	KKL Pilusa	• Nil
Chief Financial Officer	AT Ndzimande	• Nil
Senior Manager Planning	Chueu M (Acting) Mashale M (Acting)	• Nil • MTN Zakhele Shares ETF Shares • Sephaku Holdings Shares • Dischem Pharmaceutical Shares • ARC investment Shares • Labat Africa LTD Shares • Purple Group LTD Shares
Senior Manager Community	MJ Kanwendo Mokhabukhi NS (Acting)	• Nil • Nil
Senior Manager Technical Services	Baloyi MP Madiope S (Acting)	• Nil • Nil
*Financial interests to be disclosed even if they incurred for only part of the year. see MBRR SA34A TJ		

APPENDIX I : REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

AFS Attach

APPENDIX I (I): REVENUE COLLECTION PERFORMANCE BY VOTE

Vote Description	2018/19	2019/20	2020/21	2021/22	
	Actual	Actual	Actual	Original Budget	Adjusted Budget
EXECUTIVE AND COUNCIL	274 689	298	379171		
BUDGET AND TREASURY DEPT	1 454	291 603	486	356087989	354 944 797
CORPORATE SERVICES	34 492	1 064	43 462	784 422	784 422
COMMUNITY AND SOCIAL SERVICES	319	34 399	11 069	19 878	19 778
PLANNING AND DEVELOPMENT	148 286	504	218 569	72	72
TECHNICAL SERVICES DEPT		127 047	201 632	259	252 201
Total Revenue by vote		454 915	202 241	636 260	627 780

APPENDIX I (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source								
Description	2018/19	2019/20	2020/21	2021/22			2021/22 Variance	
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustment Budget
Property Rates		141 850 344	141 319	135 247	135 247	141 319	141 183	141 183
Service charges – electricity revenue	110 617	130 868 593	105 590	161 648	161 348	107 020	106 858	106 859
Service Charges – refuse revenue	95 540	19 382 942	16 032	19 894	19 894	16 524	(3 370)	(3 370)
Rentals of facilities and equipment	15 152	315 081	5	605	605	205	(400)	(400)
Interest earned – Investment	655	2 967 703	2 718	2 813	2 813	2 429	(384)	(384)
Interest earned – outstanding debtors	2 335	27 806 948	44 821	62 495	57 495	42 787	(19 709)	(14 709)
Fines	20 768	864 248	301	1 395	1 295	598	(796)	(696)
Licence and permits	2 088	2 645 086	5 690	14 955	14 955	20 358	5 403	5 403
Agency services	2 826	6 015 271	9 051	3 115	3 115	21 601	18 486	18 486

Transfers recognised – operational	5 744	154 590 564	205 154	180 106	178 963	182 025	1 919	3 062
Other revenue	136 100	1 813 550	1 629	1 987	1 987	10 753	8 766	8 766
Total Revenue (excluding capital transfers and contributions)	67 941	489 120 330		546 993 860	547 291 860	759 659	257 957	212 367
Variance are calculated by dividing the difference between actual and original/adjustment budget by the actual. This table is aligned to MBRR table A4 TK.2								

APPENDIX J: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: Excluding MIG(R'000)						
2021/22						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Finance Management grant	3 000	3 000	2 331	78%	78%	N/A
EPWP	1 099	1 099	1 099	100%	100%	N/A
EEDSMG	5 000	4 500	3 993	80%	89%	N/A
INEP	5 000	8 243	8 181	164%	99%	N/A
Total	14 099	13 599	15 604			
*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 T5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. TL						

APPENDIX K: CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital expenditure – New Assets programme*						
Description	2021/22 (R'000)			Planned capital expenditure(R'000)		
	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by asset class						
Infrastructure – Total						
Infrastructure: Road transport – Total						
Infrastructure: Electricity – Total				5 909 000	7 000 000	0
<i>Other</i>						

APPENDIX L – ANNUAL PERFORMANCE REPORT 2021/22 FY ANNUAL PERFORMANCE REPORT

List of Acronyms

EXCO	Executive Committee
AG	Auditor General
MIG	Municipal Infrastructure Grant
BPM	Ba-Phalaborwa Municipality
COGHSTA	Corporative Governance, Human Settlement and Traditional Affairs
COGTA	Corporative Governance and Traditional Affairs
CDW	Community Development Workers
LLF	Local Labour Forum
AC	Audit Committee
AG	Auditor General
EXCO	Executive Committee
GEAR	Growth, employment and redistribution
GIS	Geographical Information System
GDP	Growth Development Product
IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
IT	Information Technology
IGR	Inter-Governmental Relations
ICT	Information and Communication Technology
ISCOR	Institute for International Security and Conflict Resolution
IDP	Integrated Development Plan
KNP	Kruger National Park
LED	Local Economic Development
LEGDP	Limpopo Employment and Growth Development
LUMS	Land Use Management Scheme
MDM	Mopani District Municipality
MPCC	Multi-Purpose Community Centre
MPAC	Municipal Public Accounts Committee
MSA	Municipal Structures Act
NDPG	Neighbourhood Development Partnership Grant
SDF	Spatial Development Framework
SDI	Spatial Development Initiatives
STATS SA	Statistics South Africa
SANRAL	South African National Road Agency
MEC	Member of Executive Council
SAPS	South African Police Service
SALGA	South African Local Government Association
SMME	Small Medium and Micro Enterprise
PMC	Phalaborwa Mining Company
PMS	Performance Management System
MFMA	Municipal Finance Management Committee
DORA	Division of Revenue Act
GRAP	Generally Recognise Accounting Practise
KPI	Key Performance Indicator
KPA	Key Performance Area
LGSETA	Local Government Sector Education Training Authority
LUMS	Land Use Management System
SDF	Spatial Development Framework
SPLUMA	Spatial Planning Land Use Management Act
EPWP	Expanded Public Works Programme
CWP	Community Workers Programme
CFO	Chief Finance Officer
IA	Internal Audit
SCM	Supply Chain Management

ANNEXURES TO THE ANNUAL REPORT

- 1. ANNUAL PERFORMANCE REPORT**
- 2. AUDITED ANNUAL FINANCIAL STATEMENT**
- 3. ORGANISATIONAL STRUCTURE**
- 4. ATTENANDANCE REGISTER FOR COUNCIL MEETING**
- 5. AUDITOR GENERAL REPORT**
- 6. AUDIT COMMITEEE REPORT**
- 7. AUDITOR GENERAL ACTION PLAN**