

BA-PHALABORWA MUNICIPALITY

2017/18

ANNUAL REPORT



THE HOME OF MARULA AND WILDLIFE TOURISM

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CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

MAYOR 'S FOREWORD



Our Annual Report gives us the opportunity to reflect on what we have achieved in terms of our Municipality's Integrated Development Plan objectives and what our contribution has been to achieving the strategic priorities of the National and Provincial plans. Each of our goals, objectives and key performance indicators links to these plans to ensure that as a Municipality we contribute to the achievement of Provincial and National goals.

In developing objectives, goals and strategies our Community played a key role by participating in the public participation structures and platforms that we have such as ward committee's meetings, IDP meetings and quarterly feedback Mayoral Imbizos. Your contributions enabled us to confirm where our key challenges lie and craft a plan to address these challenges and we encourage you to continue to participate and help us work towards solutions. Consistent with endeavors towards the fourth Industrial Revolution, the Free Wi-Fi at Imbizos helps to strengthen participation and much needed accountability to our people.

Our Constitutional mandate remains Basic Service Delivery and we strive to operate within the legislative framework of Local Government, but without money we cannot fulfil our constitutional mandate regarding service delivery and governance. The municipality is still experiencing challenges with regard to culture of non-payment of services which contributes to limitations in delivery of quality services. To address this unfortunate situation, debt collection initiatives and partnerships continues with the Mayor and Councillors to actively be more involved in debt collection campaigns.

Local Economic development for the year under review was supported by job creation and skills enhancement programs. The Expanded Public Works programme, combined with the Community Works Programme continued to provide several previously unemployed persons with an income. We have to date:

- Created 73 work opportunities through EPWP,
- Created 145 job opportunities through municipal capital projects
- 241 SMME's were supported through Municipal Supply Chain Processes
- Tourism Incubation Project: 30 Incubates from BPM trained on EMPRETEC (Entrepreneurship Training Workshop)

The hope of our people and their dignity is being restored through service delivery programmes which saw the upgrading of 1.7km of gravel street to paving and tar, and the replacement of streetlights to energy saving lights in Phalaborwa Town and electrification of Buffer zone and Kurhula, the project is at 95% complete.

During 2017/18, our audit outcome improved from Disclaimer to Qualified audit opinion, which effectively signify the dawn of the new normal around financial prudence. 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 Municipality. The municipality also commit to continue with the implementation of the recommendations of KPMG report.

This inspiring progress has the hallmark of enhanced strategic relations with key stakeholders both in the public and Private sector. Their contributions through Social labour Plans and Corporate Social Investment entrenches belief for rapid infrastructural growth which remain beneficial to our people.

Aspects of social cohesion through inaugural Mayors Cup and Marula Festivities, helps to unite and foster attraction at Tourism level. This peaceful community of Ba-Phalaborwa remain hopeful that gradually, the local economic space is being radicalised to grow both the community and the country

I wish to thank Council, ward committees and Community Development Workers for their continued efforts to ensure a sustainable and accountable government for our residents, as well as management team and all staff for their dedicated efforts to ensure that we provide basic services and governance.

My most sincere gratitude is expressed towards our residents, Business, Labour and all stakeholders for their continued support. Together, we can grow our Municipality and the country.

On behalf of the Council of Ba-Phalaborwa Municipality I present the 2017/18 Draft Annual Report.

**CLLR PJ SHAYI
MAYOR**

COMPONENT B: EXECUTIVE SUMMARY



1.1. MUNICIPAL MANAGER'S OVERVIEW

The Accounting Officer's Year End Institutional Performance Overview

This Annual Performance Report has been compiled in line with the provisions of Section 46 of the Local Government: Municipal Systems Act 32 of 2000 which mandates a municipality to prepare an Annual Performance Report for each financial year reflecting the performance of the municipality and of each external service provider during the financial year.

The purpose of the report is to reflect on the work carried out in the 2017/2018 Financial Year in line with the approved Top Layer Service Delivery and Budget Implementation Plan (SDBIP) and to provide detailed feedback on performance against targets to various stakeholders including the community, government departments and other interested parties. 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. This report originates from the approved Municipal Strategic Objectives and Service Delivery and Governance Priorities as contained in the approved Municipal Integrated Development Plan.

THE YEAR UNDER REVIEW, HIGHLIGHTS AMONGST OTHERS THE FOLLOWING ACHIEVEMENTS AS PER THE TOP LAYER SDBIP AND 2017/18 ANNUAL PERFORMANCE REPORT:

Key Performance Area	2015/16 % Achieved	2016/17 % Achieved	2017/18 Total Number of Targets	2017/18 Target Achieved	2017/18 Target not Achieved	2017/18 Target not Performed	2017/18% Achievement
Spatial Rationale	50%	67%	3	2	1	0	67%
Basic Services Delivery	71%	50%	5	4	1	4	80%
Municipal Financial Viability	90%	80%	14	12	2	0	86%
Local Economic Development	60%	80%	6	6	0	0	100%
Municipal Transformation and Institutional Development	80%	67%	11	10	1	0	91%
Good Governance and Public Participation	89%	90%	41	38	2	1	93%
Total	83%	81%	80	72	7	5	90%

The overall Municipal performance:

The municipality had 6 key performance areas with a total number of 84 key performance indicators for the 2017/18 financial year. The municipality managed to record good performance on 72 key performance indicators which constitute to 86% and partially achieved on 7 indicators constituting 8% and 5 indicators is non-performance which constitutes 6%. The 2017/18 Annual Performance Report is attached as annexure for details.

Achievements:

- Upgraded 1.7 km of gravel streets to paving and tar;
- 6 projects implemented EPWP way, thus creating employment opportunities;
- Created 145 jobs through municipal initiatives (EPWP);
- Able to market the municipality through three (4) tourism initiatives to grow the local economy;
- 241 SMMEs supported through municipal Supply Chain Processes
- 100% MIG spent

Challenges:

The key challenges for the 2017/18 financial year are amongst others the following:

- Low revenue collection as results of reluctance of payment townships.
- High number of household debts belonging to non-existing tenants and the deceased in the systems.
- The high number of inactive accounts with debt amounts not closed
- Outdated customer database in the Billing systems.
- Inability to source financing for fleet Management Due Disclaimer of Audit Opinion.
- Lack of Data maintenance by customers.
- Vandalism and Theft of Water Meters in townships and Villages
- High cost of repairs and Maintenance on the aged infrastructure for services delivery.
- 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.
- Adherence to By-laws led to vandalism, littering and poor services delivery

CORRECTIVE MEASURES TO IMPROVE PERFORMANCE

Capital expenditure (own funding):

Implementation of own funded capital projects are affected on an annual basis due to low revenue collection and this is largely affected by the starting of the implementation process of projects towards the end of the financial year. Noting this challenge, the municipality will start planning for implementation of capital projects in the first quarter of the financial year. The 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' customers, Government customers and Business customers. In order to address low revenue collection, the municipality will embark on the following

- Firstly, to fully implementation of credit control policy
- Secondly, utilizes the service of a debt collector to assist the municipality in collecting the money owed by the customers,
- Thirdly, the Municipality will provide incentives such as reversal interest on overdue debts.
- Implement the Provincial revenue enhancement strategy throughout the 2018/19 financial year.

The municipality received Qualified Audit opinion for the financial year 2017/18, which is an improvement from the previous financial year Disclaimer of audit opinion.

The audit action plan was developed to address the findings raised by the Auditor General South Africa (AGSA) Following the 2016/17 Disclaimer opinion.

The Internal Audit Division and Audit committee recommendations were implemented hence the improvement on the municipal control environment and basis of good governance and accountability.

AMONGST OTHERS THE FOLLOWING ARE ISSUES RAISED IN THE 2017/18 AUDITOR GENERAL'S REPORT:

- The valuation of Receivables from non-exchange transactions as the results of the impairments of debtor's methodology.
- Consumer debtors wherein the municipality billed its own properties which overstated the revenue of the Municipality.
- The amounts presented on the face of Financial statements affected by the calculations on the notes

- The Irregular Expenditure schedules not complete to support the disclosed amount.
- The other issues relate to other administration issues, the non-compliances with laws and regulations
- The services delivery performance issues raised under the Audit of Predetermined Objectives.
- For the detailed issues refer to the attached Audit Report to Legislature.
- Insufficient and appropriate audit evidence regarding prior year payables journals passed

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

M.I MOAKAMELA
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 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 Transfrontier Park through the Mozambique Coast.

Key Challenges facing the Municipality

- Fixed Asset Register (Immovable Assets- land management);
- Prior year opening balance – insufficient and appropriate evidence and supporting documents.
- Revenue and Receivable inappropriate and insufficient audit evidence.

In addressing the issues raised by the Auditor General, the municipality developed an action plan with time frames and responsible officials to attend to all issues raised. By the end of the financial year progress on the implementation of Auditor General Action Plan was made. The only outstanding queries was regarding the stands and farms which the municipality together with the Department of Cooperative Governance Human Settlements and

Traditional Affairs developed implementation plan to address the issues on a multi –year basis as they require huge financial resources.

Municipal Key Objectives for 2017-18

- Promotion of local economy;
- Provision of sustainable integrated infrastructure and services;
- Sustain the environmental;
- 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 and the 2011 Census.

Municipal Demographics based on 2001 Census and 2011 Census

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

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
2016/17		38.8%	11%	56%	25.2%	14.6%
2017/18		38.8%	11%	56%	25.2%	14.6%

T1.2.4

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

T1.2.6

Source: Ba-Phalaborwa Municipality GPS 2012

Major Natural Resource (Phalaborwa Area)	Natural Resources	
	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 the 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.

Services	Households received services (2016/2017)	Total No of Households have access to basic services	Comment	Households received services (2017/2018)	Total No of Households have access to basic services	Comment
Water connected to yard	0	41306	Malungane – Ward 19 and Kanana – Ward 2 water projects of reticulation has been completed and handed over to the municipality. Other villages is still a continuous process	1722	43028	Malungane and kanana water reticulation project was able to complete 1722 households in the 2017/18 financial year.
Electricity	0	42316	650 households were scheduled to be connected to the grid, but due to various challenges the projects were not completed in the financial year, and will be connected in the 18/19 year	0	42316	No households connected in the 2017/2018 financial year.
Roads	3.8km interlocking pavement blocks	239	Upgrading of road at Benfarm, Topville Score and Tambo	1.7 km Gravel upgraded to tar	127	Upgrading of 1.1 km road at Benfarm (Phase1) and 0.6 km Tambo (Phase 1)
T1.3.1						

1.4 FINANCIAL OVERVIEW

FINANCIAL OVERVIEW

Financial Overview – 2017/18				
Details	Actual 2016/17	Original Budget 2017/18	Adjustment Budget 2017/18	Actual 2017/18
Income	241,890	522,891	523,673	281,605
Grants	143,068	177,556	178,338	176,813
Sub Total	384,958	700,447	702,011	458,418
Less Expenditure	592,861	506,387	506,387	540,818
Net Total	-207,903	194,060	195,624	-82,400
Operating Ratios				
Detail	% 2016/17		% 2017/18	
Employee Cost	26%		73%	
Repairs & Maintenance	1.1%		31%	
Finance Charges & Depreciation	21%		60%	

Total Capital Expenditure 2016/17 – 2017/18

Details	2016/17	2017/18
Original budget	48,460	63,119
Adjustment budget	49,768	64,101
Actual	38,643	46,831
		T1.4.4

COMMENTS ON CAPITAL EXPENDITURE

Water and Sanitation: Ba-Phalaborwa Municipality as a water provider do not budget for capital assets as per the SLA

Electricity: Capital expenditure on electricity projects were at 73% including internally funded

Roads: Capital expenditure on roads projects were at 74% including internally funded

MIG: The total MIG received for the year was spent in full

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 is with the IDP and the powers and functions to be conducted by the municipality. The organogram provides for a staff compliment of 684 with 428 of the positions filled, 256 positions vacant and 38 councillors.

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. For the Financial Years 2017/18 the municipality obtained Qualified Audit Opinion. The municipality has laid a good foundation for achieving a clean audit in the coming financial years.

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	
13	Oversight report is made public	

14	Oversight report is submitted to relevant provincial councils	March
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, Executive 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 a report to Council for approval.

POLITICAL STRUCTURE		
Structure	Name of Public Representative	Function
MAYOR	Cllr PJ Shayi	<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 MM Malatji	<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 E Hlongwane	<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 have 37 Councillors of which 19 are Ward Councillors and 18 are Proportional Councillors.

T2.1.2

POLITICAL DECISION-TAKING

The municipality has developed the 2017/18 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 2017/18 financial year 503 Council resolutions were taken and all resolutions were implemented.

6 Ordinary and 12 Special Council meetings were held during the 2017/18 financial year.

11 Ordinary and 4 Special Executive Committee meetings were held during the 2017/18 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
Municipal Manager	Ms M I Moakamela	<p>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.</p> <ul style="list-style-type: none"> ➤ Manages special programmes in relation to youth, gender;
Acting Senior Manager Corporate Services	<p>Mr T S Mashale</p> <p>SS Mokoena</p>	<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

TOP ADMINISTRATIVE STRUCTURE

Structure	Name of Official	Function
		the department by rendering support to satellite offices and rendering messenger services and ancillary services.
Senior Manager Community and Social Services	Mr H Zungu	<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 Acting Senior Manager Technical Services	KP Mpharalala (Resigned) C Lourens (Acting) S Mahumani (Acting)	<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 Director Planning and Development	Mr Maluleke HP	<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;

TOP ADMINISTRATIVE STRUCTURE

Structure	Name of Official	Function
		<ul style="list-style-type: none"> ➤ and ➤ Approves rezoning application in respect of land within the area.
Chief Financial Officer	Mr T J Mogano	<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 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

Speakers Forum

Municipal Managers Forum

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 conduct feedback sessions to community members through Mayoral Imbizos. Furthermore, ward Councillors 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.

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.

WARD COMMITTEES

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

Nature and purpose of meeting	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 (Preparatory Phase)	24 July 2017	13	10	23	Meeting serves as consultative meeting and also presentation of the process plan
IDP Rep Forum (Strategies and Project Phase)	26 March 2018	14	7	28	Meeting serves as consultative meeting and also presentation of the strategies and projects
IDP Rep Forum (Approval Phase)	21 May 2018	11	7	19	Meeting serves as consultative meeting and also presentation of the public participation report

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
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
	T2.5.1

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	29/08/2017	22	16	686	Spilling sewerages around the ward 06	Yes. The department is continuously attending to spillages in the ward as and when they are reported	Feedback was done through quarterly ward mass meetings, Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Apollo lights not working in ward 18	Yes. Apollo lights have been maintained and repaired and the department will continue to do so as and when faults are reported	Feedback was done through quarterly ward mass meetings, Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Potholes around ward 06	Yes. The department has a maintenance plan in place and is continuing to patch and seal potholes in ward 6	Feedback was done through quarterly ward mass meetings, Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for paving from Garden view to Kanana in ward 02	No. The paving will be attended as a project and thus far the department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings, Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Water challenge in ward 02	Yes. The department is continuously working with Lepelle and MDM to ensure that ward 2 is supplied with sufficient water and the department will continue to monitor	Feedback was done through quarterly ward mass meetings, Quarterly Mayoral Imbizos and IDP/Budget

					the situation	public participation meetings
					Monzweni road is badly damaged	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Topville road is badly damaged, affected by sewerage problem	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a bridge on Topville road in ward 06	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a bridge at Makgwareng, Maseke in ward 10	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for rehabilitation of Namakgale stadium	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos

						and IDP/Budget public participation meetings	
					Water challenge around the wards	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Bricks Project abusing water in ward 10		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a concrete lit to close water valves in ward 10	Yes. The matter has been attended to.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a Borehole in ward 10	Yes. MDM is busy drilling boreholes in areas where there is a need	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for tar road to Eiland in ward 18	No. The department will engage RAL on the need for upgrade on the road	Feedback was done through quarterly ward mass meetings , Quarterly

							Mayoral Imbizos and IDP/Budget public participation meetings
Mayoral Imbizo	17/11/2018	21	09	454	Water challenge around the wards	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Complaint about dilapidated stadium in Namakgale	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Lots of potholes on the road from Archie's Tavern via Makhushane to town	Yes. The department has a maintenance plan in place and is continuing to patch and seal potholes	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Community Hall at Nyakelang 04 in ward 06	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Robot at Sir Val Duncan stop sign	No. The department will liaise with the Traffic department on the feasibility of putting	Feedback was done through quarterly ward mass meetings ,

						the traffic light	Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for opening of streets in Ninankulu in ward 03	Yes. The department has a maintenance plan in place and is continuing to maintain the streets	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Why tar road end at Ntshuxeko High School, instead of ending at Lulakani Post Office		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
Mayoral Imbizo	14/02/2018	34	11	674	Need for opening of streets at New Settlements	Yes. The department has a maintenance plan in place and is continuing to maintain the streets	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Shopping Complex in Selwana		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Tar road in Selwana	No. The department will engage RAL on the need for upgrade	Feedback was done through quarterly ward

					on the road	mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings	
					JOJO tanks without water in ward 18	Yes. The department is continuously filling the JOJO tanks with water	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Pipes are available but are without water in ward 10	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for opening of Boreholes which was previously supplying water to community	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Municipal truck supply water late at night and there is no lights in ward 10	Yes. The department has maintenance plan and therefore all street lights and Apollo lights are being maintained. The community should also engage the ward councillor on the timing of water delivery	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings

					Municipality installed water meter readings but there is no water	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Sewerage problem all over ward 19 in Namakgale, Officials notified, investigated and promised to fix but nothing is happening	Yes. The department is continuously attending to spillages in the ward as an when they are reported	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Illegal dumping in all ward 19 streams especially done by those who are extending their houses. Need for illegal dumping By-law	No. The department has compiled a list of areas that need the clearing of illegal dumping after conducting an assessment.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for patching of potholes in ward 06	Yes. The department has a maintenance plan in place and is continuing to patch and seal potholes in ward 6	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					No water at Kurhula Dam in ward 03	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation

							meetings
					Need for facing at Boelang Cemetery in ward 10	The Boelang cemetery does not fall under the ownership of the municipality	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for pedestrian path from the Robot to town bus stop	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for culverts or small bridge at Masehlane	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Lots of illegal connection at Boelang	No. The department will review by-laws and also engage SAPS on the illegal connections to ensure that anyone caught doing it gets prosecuted.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP/Budget PP	05/04/2018	8	7	93	Need for Pedestrian Crossing from Checkers Mall to the taxi rank in town	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget

							public participation meetings
					Need for Culverts in ward 02	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for rehabilitation of bad roads in town.	Yes. The department has a maintenance plan in place and is continuing to patch and seal potholes	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	09/04/2018	22	16	158	Water challenge around Namakgale area	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					High municipal tariffs		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for assessment on rehabilitation on Majeje road	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos

							and IDP/Budget public participation meetings
					Need for a tar road at Mavele street in Namakgale	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for speed humps at Namakgale internal streets	Yes. The department has a maintenance plan in place and is continuing to construct speed humps where feasible	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
	11/04/2018	15	18	138	Water shortage challenge in Majeje	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
	12/04/2018	15	19	13	Need assurance that maintenance and repairs will be done in terms of NERSA document dated 28/02/2018, that 6% budgeted income must be paid on Electricity maintenance and repairs		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	13/04/2018	16	16	90	Need for speed hump in Gravelottee	Yes. The department has a maintenance plan in place and is continuing to construct speed humps where	Feedback was done through quarterly ward mass meetings ,

						feasible	Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for electricity on Gravelotte Market stalls	No. The department will budget for installing electricity	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Dysfunctional toilets at Gravelotte Market Toilets	Yes. The department has a maintenance plan and is continuing to maintain the toilets	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for de-registration as there is a need for new stands		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need municipality to solve the copy machine problem in the Library as they are suffering	No. The procurement of photo copiers is underway by the Information Technology section.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	14/04/2018 MAKHUSH ANE	19	18	44	Sewerage problem flowing from Namakgale	Yes. The department is continuously attending to spillages	Feedback was done through quarterly ward

					to Makhushane village	in the ward as an when they are reported	mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Honey Sucker for full toilets in Makhushane	Yes. The department is continuously attending to problem	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need road to Makhushane Moshate Cemeteries	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Culverts on a stream to cross to Mathibela School in Makhushane	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need culvers at Lejori (Makhushane) and there is a big snake	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings

					Need for Community Hall and Library at Makhushane	No. Funds have been requested for the provision of a library at Makhushane.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	14/04/2018 SELWANA	9	23	172	Ambulance are arriving late during accident because of the gravel road	Yes. The department has a maintenance plan in place and is continuing to maintain the road	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for at least 10-15 Kilometer tar road on Letaba – Eiland road	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a bridge to Selwana Cemeteries	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Shopping Complex at Selwana		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation

							meetings
					Need for an upgrade of Electricity transformers at Selwane	No. The department will engage Eskom on the need so they can do an assessment	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a bridge to cross to the Selwana cemeteries	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for a Pack House for Selwana Farmers		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	15/04/2018	12	15	123	Need for electrification at New Stands next to Matamong in ward 08	Yes. The project is being implemented by Eskom	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for bridge to cross Salati river in ward 09	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget

							public participation meetings
					Need for high school in Tshubye (ward 10)		Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for Traffic Department to open on weekends	Yes. The traffic services are available on Saturdays and are available on Sundays it is offered as a standby service.	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Water challenge	Yes. The department is continuously working with Lepelle and MDM to ensure that the ward is supplied with sufficient water and the department will continue to monitor the situation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	17/04/2018	19	15	93	B1 Extension road project was approved previously but never constructed	No. The department is in process to appoint pool of consultants to assist on the planning of the project	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for stand pipes in Ninankulu	No. The department will engage MDM on allocating the project to their IDP for implementation	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos

						and IDP/Budget public participation meetings
					Need for opening of streets in Ninankulu	Yes. The department has a maintenance plan in place and is continuing to maintain the streets Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for De-bushing next to Far East	No. De-bushing is done according to exigencies due to budget constraints Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need electrification of Hector Ville in Lulekani	Yes. The project is being implemented the only challenge is delay in energising from Eskom Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
IDP PP	19/04/2018				Need stipend payment a Borehole operator in Maseke	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings
					Need for culverts to enable school children cross from Mmabatho to Maseke	No. The bridge will be attended as a project and thus far the department is in process to appoint Feedback was done through quarterly ward mass meetings , Quarterly

					School	pool of consultants to assist on the planning of the project	Mayoral Imbizos and IDP/Budget public participation meetings
					Need for energizing of Maseke Apollo lights	Yes. The Apollo lights have been energized	Feedback was done through quarterly ward mass meetings , Quarterly Mayoral Imbizos and IDP/Budget public participation meetings

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 a 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 come 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

Progress on implementation of mitigation is reported monthly for strategic risk registers and quarterly for other risk registers.

The municipality formulated a Risk Management Committee which provides oversight to the institution risk management functions. The progress on implementation of mitigations is also discussed in the meeting. The committee is chaired by an independent person and five meetings were held in the 2017/18 financial year.

The Chairperson of the Risk Management Committee reports to the Audit Committee on the institution's Risk Management effectiveness on quarterly basis,

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 2018
1	Financial	Low collection of revenue	1. Culture of non-payment by residents (Gravellote, Lulekani and Namakgale)	25	1. Imbizo's or Awareness conducted to the community. 2. Notices issued to customers. 3. Financial recovery plan in place. 4. COGTA appointed a company to assist with revenue	20	1. Send SMS reminders for notification of accounts in arrears and disconnections	CFO	Monthly	SMS are being sent to debtors.
							2. Online accounts service to retrieve municipal accounts.	CFO	Monthly	Consumer are now able to view their accounts online.
							3. Consider legal action to be taken against non-payers.	CFO	Quarterly	The Municipality has appointed debt collectors to deal with defaulters.

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 2018
							4. Finalise the revenue enhancement strategy.	CFO	31 July 2017	The strategy is finalized and approved, implementation is in progress.
							5. Engagements in the CFO Forum	CFO	Quarterly	Meetings were held quarterly to discuss financial matters affecting the municipalities.
2	Local Economy	Unsustainability of LED initiatives	Unconducive economic environment	25	1. LED strategy in place. 2. LED Forum established. 3. Social labour plans with mining houses.	20	1. Review and implementation of the LED strategy. 2. Review of the Implementation	Director: Planning and Development Director: Planning and Development	31 March 2018 30 March 2017	The review not done due to budget constraints. (<i>a request letter for assistance forwarded to Premier's Office</i>) The review not done due to budget

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 2018
							Plan of the current strategy so that it can be in line with the IDP.	t		constraints
							3. Strengthen the LED forum.	Director: Planning and Development	Quarterly	Quarterly LED forum meetings held.
3	Records Management	Loss of documents (Disappearance of documents within the municipality).	<ul style="list-style-type: none"> Staff removing documents from files. Staff using incorrect file numbers. 	25	<p>During request of documents copies are issued to prevent loss of documents.</p> <p>Verification of records sent to</p>	20	1. Implementation and usage of the electronic document management system.	<p>Manager: Admin</p> <p>Manager: IT</p>	30 June 2018	Document Management System procured, several officials trained and specialized scanner has been delivered.

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 2018
			<ul style="list-style-type: none"> • Misfiling of documents • Documents received in different offices 		records section.		<p>2. All documents should be handed in to records.</p> <p>3. Restriction of access in the finance records section.</p>	<p>Manager: Admin</p> <p>Manager: Admin</p>	<p>30 June 2018</p> <p>30 June 2018</p>	<p>Memorandums sent to all directorates to remind them to send original documents to Records for filing.</p> <p>Security gates were installed at all Records offices and access is restricted.</p>
4	Strategic Planning	Ineffective performance management system.	1. Outdated incentive and reward policy.	25	<p>1. Section 54 and 56 employees sign their performance agreements.</p> <p>2. Draft PMS policy in place.</p> <p>3. In the process of reviewing the incentive and</p>	20	1. To benchmark and review the incentive and reward policy.	Manager: Strategic Planning	31 March 2018	The policy was discussed in the HRD meeting and inputs were made. To be discussed in the LLF.

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 2018
					reward policy.					
5	Financial	Unauthorized, Irregular, fruitless and wasteful expenditures.	<p>1. Inadequate implementation of internal control.</p> <p>2. Payments of suppliers after 30 days (ESKOM)</p> <p>3. Non-compliance to SCM policy.</p> <p>4. Overspending/underspending of budgets (Non-cash</p>	25	<p>1. Reconciliation of non-cash items monthly.</p> <p>2. Use of register to record Unauthorized Irregular Fruitless and Wasteful Expenditure.</p> <p>3. Financial disciplinary board established.</p>	16. 25	<p>1. Reconciliation of non-cash items monthly.</p> <p>2. Use of register record Unauthorized Fruitless and Wasteful Expenditure</p>	CFO	Monthly	Reconciliations were done and depreciation was loaded to the system.
								CFO	Monthly	The register for unauthorized Fruitless and wasteful expenditure is used and updated

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 2018
			items)							
							3. Cases referred to financial disciplinary board.	CFO	Ad-hoc	Cases were referred to the disciplinary board.
							4. Review of adherence to SCM procedure manuals (Deviations, Splitting of orders, use of three quotes	CFO	Quarterly	Compliance to the SCM policy and procedure manual is continuously monitored and reports compiled monthly. Deviations are approved by the Accounting

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 2018
							etc.)			Officer.
6	Service delivery	Inability to provide electricity services.	<p>1. Poor maintenance of electricity infrastructure.</p> <p>2. Lack of upgrading of electricity infrastructure</p> <p>3. Non implementation of the electricity master plan due to</p>	25	1. Electricity maintenance plan in place.	16.25	<p>1. Implementation of the maintenance plan.</p> <p>- Replacement of underground cable from extension 7 substation to hospital</p>	Director Technical Services	Continuous	Project not yet implemented as we are awaiting for the procurement of the cables.

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 2018
			lack of funds.				<p>2. Implement the projects indicated in the SDBIP.</p> <ul style="list-style-type: none"> - Upgrading of single phase in extension 1. - Installation of remote control in substation. <p>installation of quality supply instrumentation in electrical network to comply with NRS 048</p>	Director Technical Services	Continuous	The projects were implemented and completed fully.

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 2018
7	Service delivery	Ageing infrastructure	<p>1. Inadequate implementation of the maintenance plan (roads and building) due to lack of funds.</p> <p>2. Lack of building infrastructure master plan</p> <p>3. Lack of storm water master plan.</p>	25	<p>1. Implementation of responsive maintenance plan on infrastructure</p> <p>2. Periodic maintenance plan on roads.</p>	16.	<p>1. Prioritization of repairs and maintenance according to the budget allocated.</p> <ul style="list-style-type: none"> - Essenhout street will be repaired - Harlem street - Sealen street - Park street 	Director Technical Services	Continuous	<p>Patching material is available and the project is being implemented continuously. Foskor mine is assisting the municipality with a pothole patching team and required materials.</p>
						25	<p>2. Implementation of roads master</p>	Director Technical		

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 2018
							plan. - Fredricks van wyk - Meyer street - Molengraaf street	Services		behalf of the municipality.
							3. Develop a maintenance plan for buildings	Director Technical Services	31 July 2018	Maintenance plan is in place
8	Information Technology	Loss of data	Ineffective back up system	25	1. MSP in place. 2. DRP in place. 3. IT Security	16.25	1. Incremental back up performed on daily/weekly and monthly	Director: Corporate Services	Daily/Weekly/Monthly	Daily , Weekly and Monthly backup are performed and the tapes are kept offsite

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 2018
					Policy in place. 4. Back-up policy in place. 5. Firewall and anti-virus in place		basis.			
							2. Installation of intrusion detection.	Director: Corporate Services	30 September 2017	Report extracted from Cyber roam to determine the intrusion , the report is sent to the to the ICT manager every Monday
							3. Review of the DRP	Director: Corporate Services	30 June 2018	The DRP was reviewed and DRP team included. Sebata EMS in use.

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 2018
							4. Restoration of tapes on a monthly basis	Director: Corporate Services	Monthly	Backup tapes have been tested and restored,
9	Information Technology	Inadequate implementation of patch management procedures	The WSUS system was not functional.	25	Manual updates were done	16.25	1. Deployment of system centre.	Manager: ICT	31 December 2017	The server performance has been upgraded and the service provider scheduled to be on site in July for the deployment
10	Information Technology	Inadequate IT Security policy	The policy doesn't address the following (Monitoring of security incidents,	25	Security policy (with gaps) in place.	16.25	1. Review the current security policy to address the identified gaps.	Manager: ICT	31 December 2017	The Policy has been approved (Council resolution 210/18)

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 2018
			Logon violations, Review of administrator activities and Segregation of duties.							

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

No.	Description	2016/17	2017/18
1.	Strategic Risk	10	8
2.	Fraud Risk Register	6	6
3.	Operational Risk Register	27	27
4.	Project Risk Register	4	4
5.	Information Technology Risk Register	3	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

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. Awareness campaigns were conducted to the employees to inform them about the dimensions of fraud and corruption. Fraud and Corruption brochures were distributed to the employees and the public.

The municipality is conducting the screening of companies before appointment; this ensures that only legitimate companies or services providers are offered an opportunity. Shortlisted candidates are also vetted before appointment.

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 main priorities were develop and implement the Annual Internal Audit Plan that it risk-based and aimed at adding value to the Municipality's objectives and aligned to the Municipality's risk registers. Secondly, 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. Finally, to provide support to the Audit Committee and Audit Steering Committees with the aim of ensuring improved audit opinion

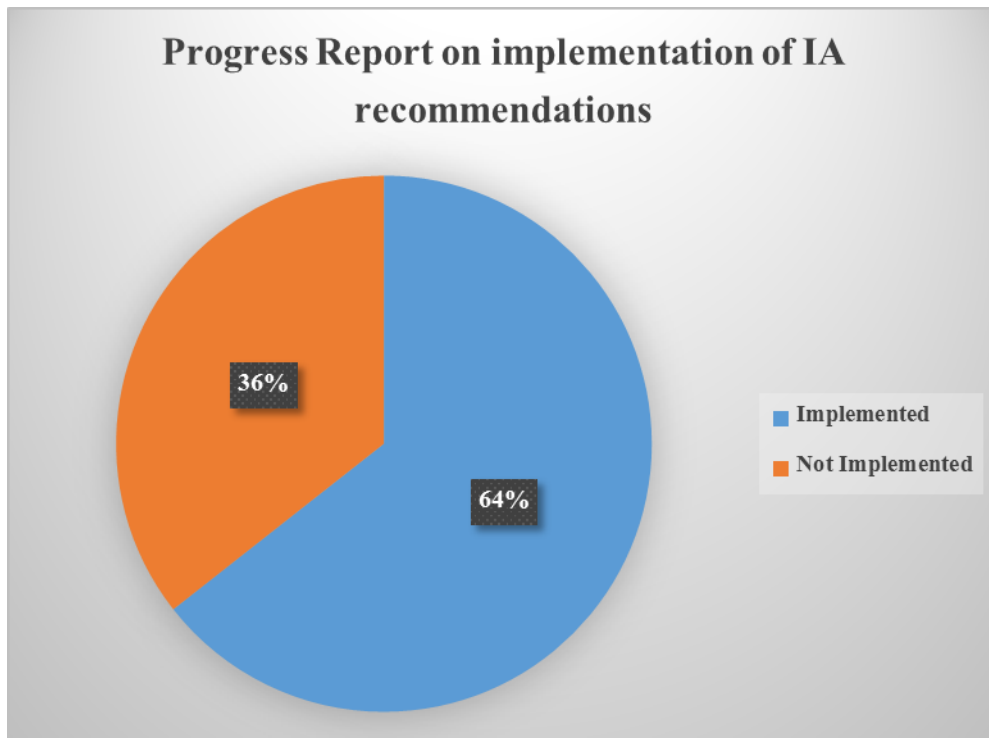
Major Achievements:

The Internal Audit Plan developed prior the beginning of the financial year under review and was 100% completed by year-end. The Internal Audit Charter was developed and implemented. The Chief Audit Executive confirms that the Internal Audit Activity was independent in the year under review. The EXCO Audit Steering Committee, Management Audit Steering Committee and the Technical Audit Steering Committees were established and meetings held throughout the whole financial year to address issues raised by the Auditor General, Internal Audit and Audit Committee and this brought about the improvement of the audit opinion.

Below is the summary of the progress by year-end

Audit Type	Planned Audits for the year	Completed Audits	Projects In-Progress				Remarks
			Projects at Planning	Projects at Execution	Projects at Reporting	Not Yet Due	
Compliance Audits	13	15	0	2	1	0	1st Quarter Institutional Performance Report reviewed and completed. DORA 1st Quarter and 2 nd quarter, Review of SDBIP, Performance Plans of Senior Managers, and Individual Assessments POE reviews for Senior Managers, Review of Mid-Year Report, Review of Senior Managers Performance Plans, Review of FMCMM. Review of 3rd Quarter Institutional Performance Report, Draft 2018/2019 Annual Performance Report and 4 th Quarter Institutional Report are currently under review. DORA Audit completed.
Risk-Based Audits	6	6	0	0	0	0	Risk Management Review. Review of Land Issues & Rental Income (Consulting Engagements) replaced other risk-based engagements during the year
Financial Audits	5	5	0	0	0	0	Indigent Registration Process reviewed, Deposits process reviewed. SCM Audit report issued, Follow-up on SCM and Assets Audit completed. Inventory Count Review completed. AFS removed from the plan due to late submission.
Information Technology	2	2	0	0	0	0	MSCOA Pre-Post Implementation review and continuous follow-up review. Follow-up on General & Applications Controls completed. Migration Audit rolled over to 201819
Follow-up	8	12	0	0	0	0	Monthly Follow-up Review done on Internal Audit Recommendations. Review of the Draft AG report. Review of the AG Action Plan
Total	34	40	0	2	1	0	

Internal Audit conducted follow-up audit on internal audit reports issued previous. The Municipality was at **64%** implementation as compared to the 60% implementation in the previous year on Internal Audit recommendations by 30 June 2018.



Audit Steering Committees and Auditor General Findings

Monthly Audit steering committees were held throughout the financial year which were converted to weekly meetings during the audit. This assisted the Municipality to improve its audit opinion from a disclaimer to a qualified audit opinion.

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

By-laws introduced during 17/18					
Newly Developed	Revised	Public Participation conducted prior to adoption of By-Laws (Yes/no)	Dates of Public Participation	By-Laws gazette (yes/no)	Date of Publication
Hiring of community halls, buildings and other facilities by-law	Water Services by-law	yes	5, 6, 9-17 April 2018.	NO	
Credit Control & Debt collection by-law	Electricity supply by-law	yes	5, 6, 9-17 April 2018	NO	
Property Rates By-law		yes	5, 6, 9-17 April 2018	NO	
Tariff by-law		yes	5, 6, 9-17 April 2018	NO	
Impoundment of animals by-law		yes	5, 6, 9-17 April 2018	NO	
Land use by-law		yes	5, 6, 9-17 April 2018		

COMMENT ON BY-LAWS:

COMMENT ON BY-LAWS: COGHSTA is currently vetting the abovementioned by-laws

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	04/04/2018
All current budget related policies	Yes	05/04/2018
The previous annual report (2016/17)	Yes	15/02/2018
The annual report (2016/17) published / to be published	Yes	04/04/2018
All current performance agreements required in terms of section 57 (1) (b) of the MSA and resulting score cards	Yes	12/09/2018
All service delivery agreements (2017/18)	No	
All long term borrowing contracts (2017/18)	No	
All supply chain management contracts above a prescribed value (give value) for (2017/18)	Yes	11/09/2018
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 (2017/18)	No	
Contracts agreed in (2016/17)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 (2017/18)	No	
All quartely reports tabled in the council in terms of section 52 (d) during (2017/18)	No	
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 Openess and Transperancy, Information to assit the Community and the Public, hence our content include Municipal Leadership, Financial Reports, Annual Reports, Perfomance 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 Municipality conducted the 2017/18 community satisfaction survey during the month of August 2017. The survey was conducted in-house. The municipality used the ward committees as field workers to conduct and gather data. A combination of both qualitative and quantitative research methodologies were used. Questionnaires were used as a tool to gather data. The sampling size was 450 questionnaires (25 questionnaires per Ward) with a response rate of over 62%.

In terms of the responses, community members are highly satisfied with the following:

The provision of water

Maintenance of Parks

Maintenance of roads

Shortage of water

T2.11.1

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 maintenance of the infrastructure throughout Ba-Phalaborwa jurisdiction. Lepelle Water Board supply bulk water to the reservoirs.

T3.1.1

Description	Households				
	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)	12251	12251	12251	12251	12251
<i>Piped water inside dwelling</i>					
<i>Piped water inside yard (but not dwelling)</i>	17186	17203	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
	33240	33257	33270	33280	33270
Minimum service level and above percentage	81%	80%	77%	80%	77%
Water; (below min level)	413	413	413	413	413
Using public tap (more than 200m from dwelling)					
Other water supply (more than 200m from dwelling)					
No water supply	235	235	235	235	235
Below minimum service level sub-total	7227	8442	9144	10123	10123

Below minimum service level percentage	19%	20%	21.2%	22.3%	22.3%
Total number of households*	33880	33880		33880	33880
	41115	42347	43062		43062
To include informal settlements 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	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Formal Settlements					
Total households		42347	43062	43062	43062
Households below minimum service level	41115	8442	9144	9144	9144
Proportion of households below minimum service level	8315				
				T3.1.4	

Water service policy objectives taken from IDP											
Service Objectives Service indicators (i)	Outline service targets (ii)	2014/15		2015/16			2016/17			2017/18	
		Target	Actual	Target		Actual	Target		Actual	Target	
		*previous year (iii)	(iv)	*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)	600			1000		1500	1750	MDM	1500	1750

Note; This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii) must be incorporated in the indicator set for each municipality to which they apply. These are universal municipal indicators. Previous year refers to the targets that were set in the 2011/12Budget/IDP round. Current year refers to the targets set in the 2012/13 Budget/IDP round. Following year refers to the targets set in the 2013/14 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5

sets out the purpose and character of IDPs and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a role.

T3.1.6

Employees; Water Services						
Job Level	2015/16	2016/17	2017/18			
	Employees No.	Employees No.	Post No.	Employees No.	Vacancies fulltime equivalence) No.	Vacancies (as a % of total posts) %
0-3	1	0	1	1	1	0.002
4-6	4	3	6	7	1	0.002
7-9	6	6	22	18	4	0.010
10-12	23	10	23	13	10	0.025
13-15	2	17				
Total	40	36	52	19	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.

T3.1.7

Financial performance 2017/18; Water Services							
R`000							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)	104,422	122,762	126,827	128,131	128,131	128,196	65,054
Expenditure							
Employees	9,704	9,580	9,870	12,172	12,172	10,669	1,502
Repairs and Maintenance	6,909	3,744	2,644	10,461	10,461	1,814	8,646
Other	795	925	1,543	8,237	8,237	1,690	6,546
Total Operational Expenditure	17,408	14,249	14,057	30,871	30,871	14,174	16,697
Net Operational (service) expenditure	87,014	108,513	112,770	128,100	128,100	114,022	29,350

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

T3.1.8

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 2017/2018 financial year no Sanitation projects was executed by District Municipality. The challenges is ageing infrastructure for sewer main line and reticulation. The existing sewer network is unable to accommodate the current demand from the households.

Sanitation Service Delivery Levels				
Households				
Description	2014/15	2015/16	2016/17	2017/18
	Outcome No.	Outcome No.	Outcome No.	Actual No.
Sanitation/sewerage; (above minimum level)	14070	14070	14070	14070
Flush toilet (connected to sewerage)	1090	1090	1090	1090
Flush toilet (with septic tank)	208	208	208	208
Chemical toilet	10368	10368	10368	10368
Pit toilet (ventilated)	8070	8070	8070	8070
Other toilet provisions (above min. service level)	33792	33792	33792	33792
Minimum service level and above sub-total	82%	82%	82%	82%
Minimum service level and above percentage				
Sanitation/sewerage; (below minimum level)				
Bucket toilet	7324	9270	10290	10290
Other toilet provisions (below min service level)				
No toilet provisions	7324			
Below Minimum service level sub-total	7324	9270	10290	10290
Below Minimum service level percentage				
Total Households	41116	43062	44082	44082
*total number of households including informal settlements				

T3.2.3

Households; Sanitation service delivery levels below the minimum							
Households							
Description	2013/14	2014/15	2015/16	2016/17	2017/18		
	Actual	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual
	No.	No.	No.	No.	No.	No.	No.
Formal Settlements	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Households	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level Proportion of households below minimum Service level							
Informal Settlements	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Households	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level Proportion of households below Minimum service level							

T3.2.4

Employees: Sanitation Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalent)	Vacancies (as a % of total posts)
	No.	No.	No.	%	%
0-3	0	0	0	0	0
4-6	0	0	0	0	0
7-9	12	4	4	0	0
10-12	0	3	3	0	0
13-15	0	1	1	0	0
Total	12	8	8	0	0

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.

T3.2.7

Financial performance 2017/18; Sanitation Services							
R`000							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)	13,973	19,576	19,921	23,653	23,653	19,868	3,785
Expenditure							
Employees	705	774	2,066	3,438	3,438	3,048	390
Repairs and Maintenance	5,262	1,136	1,677	4,160	4,160	2,485	1 675
Other	431	469	321	1,394	1,394	135	1,258
Total Operational Expenditure	6,398	2,379	4,064	8,993	8,993	5,669	3,324
Net Operational (service) expenditure	7,575	17,197	15,857	11,974	11,974	14,199	2,225
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 T3.2.8							

Capital Expenditure 2017/18 Sanitation Services					
R`000					
Capital Projects	2017/18				
	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
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	2014/15	2015/16	2016/17	2017/18
	Actual No.	Actual No.	Actual No.	Actual No.
Energy: (above minimum level)				
Electricity (at least min. service level)	41021	42316	42316	42316
Electricity – prepaid (min. service level)	41021	42316	42316	40701
Minimum service level and above sub- total				
Minimum service level and above percentage				
Energy: (below minimum level)	94	746	746	0
Electricity (< min. service level)				
Electricity – prepaid (<min. service level)				
Other energy sources				
Below minimum service level sub-total	94	746	746	0
Below minimum service level percentage		1.7%	1.7%	0
Below minimum service level percentage	41115	43062	43062	0
Total number of households				

T3.3.3

Households – Electricity service delivery levels below the minimum					
Households					
	2015/16	2016/17	2017/18		
	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal settlements					
Total households	43062	0	42316	42316	42316
Households below minimum service level	746	0	0	0	0
Proportion of households below minimum service level					
Informal settlements	N/A	N/A	N/A	N/A	N/A
Total households	N/A	N/A	42316	42316	42316
Households below minimum service level					
Proportion of households below minimum service level			0	0	0

T3.3.4

Employees; Electricity Services							
Job Level	2014/15	2015/16	2016/17	2017/18			
	Employees No.	Employees No.		Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	1	1	2	1	1	50
4-6	2	5	4	5	4	1	20
7-10	11	12	9	17	12	5	19
11-13	10	13	10	13	11	4	30
14-16	7	2	5	21	5	16	76
16-18	0		29				
19-20	0		1				
Total	31	33	4	58	33	27	46

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.
T3.3.6

Financial performance 2017/18; Electricity Services R'000							
Details	2014/15	2015/16	2016/17	2017/18			Variance to Budget
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	
Total operational revenue (excluding tariffs)	89,890	103,369	99,995	144,310	0	113,929	30,381
Expenditure							
Employees	9,426	9,104	9,993	11,103	0	8,950	2,152
Repairs and Maintenance	9,056	7,406	2,454	11,803	0	6,143	5,660
Other	90,314	89,386	86,544	105,706	0	79,612	26,094
Total Operational Expenditure	108,797	105,896	98,991	128,614	0	94,706	33,907
Net Operational (service) expenditure	-18,907	- 2,527	1,004	15,695	0	19,223	3,526

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
T3.3.7

Capital Expenditure 2017/18; Electricity Services

R`000

Capital Projects	2016/17	2017/18				
		Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total All	11,600	15,250	0	11,195	4,055	15,250

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate) T3.3.8

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Electricity provision in the municipal area is through ESKOM with the Department of Energy as the main implementer. Phalaborwa town is the only area which is supplied by the municipality. Ba-Phalaborwa Municipality strives to improve reliable service to the residents of Phalaborwa within financial constraints.

The municipality through EEDSM Grant managed to replace streets light in Phalaborwa Town to energy saving lights. The project was completed during 2017-18 financial year. The municipality is still busy with the electrification of Bufer zone (Ward 19) and Kurhula (Ward 13). At the end of financial year 2017/18 the project was at 95% complete.

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 townships, Businesses, Schools and industrial. The municipality currently has one licensed landfill site which is in operation and an approved license to develop new one. The municipality managed to buy two brand new refuse compactors during 2017/18 financial year.

T3.4.1

Sanitation Service Delivery Levels					
Description	Households				
	2013/14 Outcome No.	2014/15 Outcome No.	2015/16 Outcome No.	2016/17 Outcome No.	2017/18 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	8070	8070	8070
	33792	33792	33792	33792	33792
Minimum service level and above sub-total					
Minimum service level and above percentage	82%	82%	82%	82%	82%
Sanitation/sewerage; (below minimum level)					
Bucket toilet					
Other toilet provisions (below min service level)	7324	7324	9270	10290	10290
No toilet provisions	7324	7324	9270	10290	10290
Below Minimum service level sub-total	41116	41116	43062	44082	44082
Below Minimum service level percentage					
Total Households					
*total number of households including informal settlements					T3.2.3

Solid waste service delivery levels					
Description	households				
	2013/14 Actual No.	2014/15 Actual No.	2015/16 Actual No.	2016/17 Actual No.	2017/18 Actual No.
Solid waste removal: (minimum level)					
Removed at least once a week	1	1	1	1	1
Minimum service level and above sub-total	22941	22 941	22 941	22 941	22 941
	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	41115	41115	41115
					T3.4.2

Households: solid waste service delivery levels below the minimum							
Description	2013/14	2014/15	2015/16	2016/17	Households		
	Actual	Actual	Actual	Actual	2017/18		Actual No.
	No.	No.	No.	No.	Original Budget No.	Adjusted Budget No.	
Formal settlements	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total households	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level Proportion of household below minimum service level							
Informal settlements	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total households	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level Proportion of household below minimum service level							

T3.4.3

Employees: Waste Disposal and Other Services							
Job Level	2014/15	2015/16	2016/17	2017/18			
	Employees	Employees	Employees	Posts	Employees No.	Vacancies (fulltime equivalents) %	Vacancies (as a % of total posts)
	No.	No.	No.	No.			
0 - 3	1	1	1	1	1	1	0
4 - 6	4	4	4	5	3	2	0.002
7 - 9	0	0	0	1	0	0	0
10 - 12	9	9	10	10	1	1	0.01
13 - 15	0	50	54	70	47	13	0.1
16 - 18	47		69	0	0	0	0
19 - 20			1	0	0	0	0
Total	61	64	4	87	52	17	

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:

The Waste Management Service use to experience refuse removal vehicles breakdowns which led to non-collection of waste.

The department has since acquired two (2) brand new refuse removal compactors to replace some of the aging fleet. Albeit this new acquisition of refuse removal compactors, there is still a need to replace the current obsolete refuse removal vehicles. Improved service delivery can be accomplished if more compactor type of refuse removal vehicles are acquired because by compacting the waste, they can carry more loads to the landfill site with minimal trips as well.

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

The compulsory quarterly reports on the operation of the existing landfill are sent to the Department of Environmental Affairs (DEA)

The process of establishing a new landfill site is underway and the first phase of constructing a perimeter fence and the access controlled entrance is in progress.

T3.4.10

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 450 Houses to Ba-Phalaborwa Municipality for 2017/18 financial year.

T3.5.1

Employees; Housing services							
Job level	2014/15	2015/16	2016/17	2017/18			
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as % of total posts) %
0-3	0	1	1	1	0	1	100%
4-6	1	2	3	13	5	8	0.01%
7-9	3	3	3	6	3	3	50%
Total	0	6	7	20	8	12	

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.
T3.7.7

Financial performance 2017/18; Housing services							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original Budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Employees	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Repairs & Maintenance	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total operational expenditure	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Net operational (service) expenditure	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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 actual
T3.5.5

Capital expenditure; 2017/18; Housing services						
						R`000
Capital projects	2017/18					Total project value
	Budget	Adjustment budget	Actual expenditure	Variance from original budget		
Total All	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A
Project A	N/A	N/A	N/A	N/A	N/A	N/A
Project B	N/A	N/A	N/A	N/A	N/A	N/A
Project C	N/A	N/A	N/A	N/A	N/A	N/A
Project D	N/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)
T3.5.6

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 2017/18 financial year. CoGHSTA allocated 450 Houses to Ba-phalaborwa Municipality for 2017/18 financial year

T3.5.7

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	%
2013/14	41115									
2014/15	41115	41115	2886		2886		3674		2886	
2015/16	41115	41115	1119				3529		3529	
2016/17			3489		3489		3489		3489	
2017/18			3489		3489		3489		3489	

T3.6.3

Financial performance 2017/18; cost to municipality of free basic services delivered							
Services delivered	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Budget	Adjustment budget	Actual	Variance to budget
Water		321 036.48	786 226.20	342 007.62	342 007.62	520 212..75	178 205..13
Waste water (sanitation)		756 624.96	356 949.60	598 347.84	598 347.84	910 120.58	311 772.74
Electricity		129 463.00	2 703 107.60	356 82.28	356 82.28	54 274.75	185 92.47
Waste Management (solid)		652 184.88	307 011.60	553 911.18	553 911.18	842 529.92	288 618.74

waste)							
Total							
							T3.6.4

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 798.5 road network. The backlog is estimated at 562.7 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.

Gravel road infrastructure					Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained	roads
2013/14	555	N/A	N/A		832
2014/15	567	N/A	3.5km		1049
2015/16	562.7	N/A	7.8km		816
2016/17		N/A	3.2km		733.1
2017/18	551.6	N/A	1.7km		493.7
					T3.7.2

Asphalted Road Infrastructure					
	Total Asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt maintained roads
2013/14	224	N/A	3	N/A	
2014/15	227.5	3.5	N/A	N/A	
2015/16	235.3	7.8	N/A	N/A	1.4
2016/17	238.5	3.2	N/A	N/A	1.8
2017/18	241.7	1.7	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

2013/14	N/A	N/A	N/A	N/A	N/A	N/A
2014/15	N/A	N/A	N/A	N/A	N/A	N/A
2015/16	R 1m/km	R 6m	R 0.5m/km	R 6m/km	R 4.5m/km	R3.5/km
2016/17	R1.5m/km	R6.5m	R0.75m/km	R6.5m/km	R5m/km	R4m/km
2017/18	R1.5m/km	R6.5m	N/A	R6.5m/km	N/A	N/A

T3.7.4

Employees: roads services							
Job level	2014/15	2015/16	2016/17	2017/18			
	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	0
4-6	2	1	2	2	0	0	0
7-10	4	3	3	3	3	0	0
11-13	7	7	6	8	8	0	0
14-17	2	17	10	25	8	15	0.1
Total	11	37	22				

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.

T3.7.7

Financial performance 2017/18; Roads and Transport R'000							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	31,535	52,571	31,017	47,246	0	47,184	62
Expenditure:							
Employees	3,818	4,432	5,023	15,581	0	16,309	728
Repairs & Maintenance	2,807	1,794	2,947	9,129	0	5,059	4,070
Other	(4,308)	24,043	28,419	2,870	0	1,099	1,770
Total operational expenditure		30,269		27,580	0	22,467	5,112

	2,317		36,389				
Net operational (service) expenditure	29,217	22,302	-5,372	-19,666	0	-24,716	5,050
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 T3.7.8							

Capital expenditure 2017/18: Road Services						R`000
Capital Projects	2017/18					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total all	19,877	20,859	15,406	5,453	20,859	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)						T3.7.9

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The performance of the Road Section is not satisfactory as far as maintenance of existing infrastructure is concerned, mainly due to the challenges on old infrastructure and financial constraints. However, a roads Masterplan has been developed, and the section is performing the tasks as best as possible within the limitations. There is also a programme for grading of all main and internal roads that is done every day. Patching of potholes it is an ongoing process, and a schedule is drafted for that. The municipality is currently busy with upgrading of roads from gravel to tar:

Benfarm street

Tambo street

Tshelangape road to R71 road

Development of municipal roads as required	km of municipal roads developed
2013/14	6km
2014/15	3.5 km
2015/16	7.8 km
2016/17	3.2km
2017/18	1.7km
T3.7.10	

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
 - Citi Liner
- 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 Senior Manager Community and Social Services and the Portfolio Committee Chairperson, with the Traffic section serving as 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

Storm water drainage forms an important component of roads infrastructure, and is essential for protecting road surfaces and making roads safe. The roads 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.

The review of the LED strategy commenced during the 2013/14 financial year, giving effect of strategic interventions and recommendations in relation to economic opportunities, strengths and weaknesses within the municipal area. The municipality is in the process of reviewing the strategy.

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	2014/15	2015/16	2016/17	2017/18			
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0-3	0	0	1	2	2	0	0
4-6	3	6	1	2	1	1	0.001
7-9	0	1	0	1	1	0	0
10-12	0	1					
13-15	1	8		0	0	0	0
Total	4	16		5	4	1	

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.

T3.10.4

Capital expenditure 2017/18: Planning Services						
R`000						
Capital Projects	2017/18					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total all	N/A	N/A	N/A	N/A	N/A	N/A
Project A	N/A	N/A	N/A	N/A	N/A	N/A
Project B	N/A	N/A	N/A	N/A	N/A	N/A
Project C	N/A	N/A	N/A	N/A	N/A	N/A
Project D	N/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)

T3.10.6

Financial performance 2017/18: Planning services							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual		Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	7	2,361	1,491	62	0	1,703	1,641
Expenditure:							
Employees	6,138		6,403	9,881	0	6,203	-3,678
Repairs & Maintenance	-		-				
Other	36,026		1,015	5,612	0	1,722	-3,889
Total operational expenditure	42,165		7,418	15,493	0	7,926	-7,567
Net operational (service) expenditure	(42,158)		-5,927	15,431	0	6,223	-9,208

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

T3.10.5

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.T3.10.7

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, Phangweni Vibes Summer Festival and F21 Half marathon.

Economic Employment by Sector Jobs					
Sector	2013/14 No.	2014/15 No.	2015/16 No	2016/17	2017/18
Agric, forestry and fishing	1,120	1,120	144	144	843
Mining and quarrying	5,501	5,501	80	101	435
Manufacturing	3,090	3,090	76	106	1744
Wholesale and retail trade	2,954	2,954	281	295	3219
Finance, property, etc.	1,358	1,358	103	103	2399
Govt, community and social services	6,214	6,214	316	318	3692
Infrastructure services	2,139	2,139	167	131	1431
Total					

T3.11.3

Source: Stats SA, Quarterly Labour Force Survey, and 3rd Quarter 2017

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 1085 temporary jobs through the municipality's in-house poverty alleviation and employment programmes, which are EPWP, CWP and Capital projects.

T3.11.4

Job Creation through EPWP* Projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2013/14	N/A	575
2014/15	N/A	412
2015/16	N/A	218
2016/2017	8	185
2017/18	N/A	1012

*-Extended Public Works Programme

T3.11.6

Employees: Local Economic Development Services							
Job level	2014/15	2015/16	2016/17	2017/18			
	Employees No.	Employees No.	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	0	1	1	1	1	0	0
4-6	1	2	0	2	0	2	0.002
7-9	0	1	0	1	0	1	0.001
Total	1	4	1	4	1	3	

Totals should equate to those included in the chapter 4 total employee schedule. Employees and posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or 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 has five (5) fully established libraries as well as a school/community library based at Lebeko High School at Mashishimale. A new school/community library is being established at 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 for personal use, printing and photocopying services, scanning of document user education 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 documents.

T3.52.1

Financial performance 2017/18: Libraries.

Details	2014/15	2015/16	2016/ 17	2017/18			
	Actual	Actual		Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	26,163	6,092	116	141	0	142	
Expenditure:							
Employees	32,979		2,388	2,838	0	2,851	13
Repairs & Maintenance	1,029		-				
Other	17,099		234	1,501	0	277	-1,223
Total operational expenditure	51,107		2,622	4,339	0	3,129	1,210
Net operational (service) expenditure	(24,945)		-	4,199	0	2,986	-1,212
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							

T3.52.5

Capital expenditure 2017/18: Libraries.

R`000

Capital Projects	2017/18				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A
Project A	N/A	N/A	N/A	N/A	N/A
Project B	N/A	N/A	N/A	N/A	N/A
Project C	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)

T3.52.6

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 developed, submitted to management and also approved by Council. A Library Committee has been established to enhance public participation.

T3.52.7

3.13 CEMETORIES AND CREMATORIALS

INTRODUCTION TO CEMETORIES & CREMATORIALS

The Municipality is able to provide graves on demand. The Municipality is faced with challenges regarding the provision of graves during public holidays due to the fact that payments for the grave has to be done in the Budget and Treasury Office, whilst the allocation is done by the Community and Social Services Department resulting into challenges in control systems.

It will become difficult for the municipality to function as the cemeteries are reaching their capacity which is caused by the families who build extra-large structures on the graves. The graves are being vandalised since they are not fenced.

The provision of cemetery services to tribal authorities is also a challenge because communal areas are not proclaimed towns, therefore it is not a municipal function to of municipalities. However, the municipality is assisting with water provision and road grading.

Financial performance 2017/18: Cemeteries and Crematoriums

R'000

Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	155	121	130	153	0	140	-13
Expenditure:							
Employees	261	291	349	620	0	381	-239
Repairs & Maintenance	245	125	83	659	0	41	-618
Other	71	218	89	175	0	9	-166
Total operational expenditure	577	634	521	1,453	0	431	-1,022
Net operational (service) expenditure	-422		- 513	1,300	0	291	-1,009
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 T3.55.5							

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 full 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.

T3.55.7

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.

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.

T3.64.1

COMPONENT G: SECURITY AND SAFETY

The Municipality is represented on the Cluster and JOC meetings that are convened by Phalaborwa SAPS. Applications for marches by the Public are also handled by the Municipality where approval is given after having a meeting with SAPS.

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 local and neighboring stakeholders outside the municipal jurisdiction 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.

Major Achievements:

Ba-Phalaborwa has managed to provide shelter, tents, mattresses and blankets to the public affected disaster as and when it happens.

The Municipal Disaster Management Unit was involved in the following potential disaster prone activities in conjunction with the South African Police:

- ✓ 2017/18 Marula Festivities;
- ✓ Premiers' visit;
- ✓ Cholera awareness campaigns; Several disaster management meetings i.e., Kruger National Park Disaster Management Forum, Fire Protection Association, South African Police Cluster meetings and others;
- ✓ 2017/18 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	2014/15	2015/16	2016/17	2017/18			
Job Level	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.	No.	No.		
0-3	1	2	1	1	1	0	0.001
4-6	10	12	12	1	1	0	0.001
7-9	20	28	23	3	2	1	0.001
10-12	0	6	3	0	0	0	0
Total	1	50	39	4	4	1	

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.

T3.66.4

COMPONENT H: SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

Sport and Recreation is not a Section per se, as the unit consists of only one employee who is a Co-ordinator responsible for Mayoral Programmes. There are also no statistics, but calendar events such as Mayoral Marathon, etc. were held during the financial year. The Sport Council, which caters for all sporting codes, is in place.

T3.68.0

3.17 SPORT AND RECREATION

Capital expenditure 2017/18: Sport and Recreation					
					R`000
Capital Projects	2017/18				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Mashishimale sports complex	R16 042 169	R15 511 095	R15 511 095	R0.00	R39 000 000
Selwane sports complex	R5 300 000	R6 001 755	R6 001 755	R0.00	R39 000 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)					
T3.68.5					

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

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

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

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.

T3.69.0

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	2014/15	2015/16	2016/17	2017/18			
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	6	5		27	2	0.0029
4-6	12	21	16		75	26	0.038
7-9	13	21	12		93	51	0.074
10-12	0	4	3		55	19	0.027
13-14	0	31	18		139	136	0.19
Total	55	83	54		395	234	

3.19 FINANCIAL SERVICES

Debt recovery												
Details of the types of account raised and recovered	2014/15			2015/16			2016/17			2017/18		
	Estimated proportion of accounts billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	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	51%	65,594	70,634	68,106	100,165	29%	90683	106776	54%	106,41363	113,609	41%
Electricity – B												
Electricity - C	79%	90,396	95,327	94,111	105,666	70%	99797	116655	87%	78,911	96,754	86%
Water – B	0	0	0	0	0	0	0	0				
Water – C	0	0	0	0	0	0	0	0				
Sanitation	0	0	0	0	0	0	0	0				
Refuse	41%	11,801	11,337	13,789	15,974	39%	13081	17029	44%	14,806	18,114	38%
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	2014/15	2015/16	2016/17	2017/18			
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	3	6	5	5	6	1	0.001
4-6	24	30	24	24	32	8	0.011
7-9	8	17	15	15	25	10	0.014
10-12	7	10	0	0	5	5	0.007
13-15	0	1	0	1	1	1	0.001
Total	42	64	44	45	68	25	

3.20 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

- The Human Resource Section deals with the following:
 - Recruitment, Selection and Benefits;
 - Skills Development;
 - Occupational Health and Safety;
 - Labour Relations;
 - Organisational Development; and
 - Employee Wellness.
1. The Human Resources recruited **sixty-one (61)** employees during the financial year 2017/18. This includes **MFMP Interns, External appointments as well as internal movements.**
 2. The Human Resources was able to develop and submit the Workplace Skills Plan in line with the LGSETA time frames. A total number of forty (40) training interventions were implemented.

The Municipality also has a Bursary Scheme which assisted to capacitate Municipal employees. A total number of twenty-two (22) were awarded Bursaries for the financial year 2017/18.
 3. There was a total number or six (6) injuries on duty were reported in the 2017/18 financial year.
 4. The Local labour forum is functional and deals with matters of mutual interest.
 5. The 2017/18 Organogram was reviewed and approved on the 29 May 2017.

Employees: Human Resource Services								
Job level	2013/14	2014/15	2015/16	2016/17	2017/18			
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	0
4-6	0	2	2	2	4	2	2	0.002
7-10	0	4	4	4	6	4	2	0.002
11-13	0	1	0	0	0	0	0	0
14				0	0	0	0	0
TOTAL		8	7	7	11	7	4	
T3.71.4								

Financial performance 2017/18: Human Resource Services							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		-	244	147	0	368	(220)
Expenditure:							
Other Employees	6,569	3,447	3,673	4,216	0	3,925	(291)
Repairs & Maintenance	-	-	-				
Other	7,035	4,138	8,497	12,035	0	10,999	(1,036)
Total operational expenditure	13,603	7,585	12,170	16,252	0	14,924	(1,327)
Net operational (service) expenditure	(13,603)	7,585	-11,926	16,104	0	14,557	(1,547)
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							
T3.71.5							

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The Human Resources services has performed well in terms of skills development in that the 2017/18 Workplace Skills was submitted in compliance to the time frame of submission, the same was implemented in that a total number of forty-one (41) training interventions were implemented at the cost of R3 475 578,27 of the total budget R2,9m.

The labour relations is quite well in that the Local Labour Forum sat on a monthly basis to discuss issues of mutual interest. The Organogram for 2017/18 was approved however, the municipality did not perform very well in terms of recruitment due to financial constraints.

In terms of the 2017/18 SDBIP, the municipality achieved its target of recruitment. Sixty-one (61) employees were recruited.

3.72.1

SERVICE STATISTICS FOR ICT SERVICES

- 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.

T3.72.2

Employees: ICT Services							
Job level	2014/15	2015/16	2016/17	2017/18			
	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	0.03
4-6	2	2	3	4	3	1	0
7-9	0	0	0	1	0	1	0.001
Total	9	3	4	6	4	2	

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.

T3.72.4

Financial performance 2017/18: ICT Services							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)							
Expenditure:							
Other Employees	1,440	1,712	1,587	1,867	0	1,855	(12)
Repairs & Maintenance	1	183	447	16	0	12	(4)
Other	292	664	290	1,776	0	1,689	(87)
Total operational expenditure	1,734	2,559	2,324	3,660	0	3,556	(104)
Net operational (service) expenditure	(1,734)	-2,559	- 2,324	3,660	0	3,556	(104)
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							
T3.72.5							

Capital expenditure 2017/18: ICT Services						R`000
Capital Projects	2017/18					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total all	1,000	0	632	(368)	1,000	
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 :

- Network tower
- Renew the Cyber Roam Firewall and Symantec Antivirus Licenses for the network security purpose
- Install 4 Wi-Fi for Izimbizos
- Develop BCP Phase
- Scms system centre
- Attend to all call logged at our help desk
- 10% down time for E-mail and Internet
- Outlook Anywhere for email availability
- Re-new Microsoft Enterprise Agreement
- 95 % Virus Free environment
- 4 Quarterly ICT steering committee meeting held
- Active Service Level Agreement with SITA for web maintenance
- 100% Web content update

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.

T3.73.1

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 (14 in number);
2. Cases by the municipality against others (5 in number);
3. Cases by the municipality against residents who contravene the municipality's Town Planning Scheme and the Building Regulations and Standards Act (5 in number); and
4. Labour related cases (9 in number)

T3.73.2

Financial performance 2017/18: Property; legal; Risk Management and Procurement Services							
R`000							
Details	2014/15	2015/16	2016/17	2017/18			
	Actual	Actual	Actual	Original budget	Adjustment budget	Actual	Variance to budget
<u>Total operational revenue (excluding tariffs)</u>	-						
<u>Expenditure:</u>	-						
<u>Other Employees</u>	<u>6,658</u>		6,423	964	0	1,059	95
<u>Repairs & Maintenance</u>	<u>0</u>		1,422				
<u>Other</u>	<u>19,297</u>		18,400	6,282	0	6,067	(215)
<u>Total operational expenditure</u>	<u>25,955</u>		26,245	7,246	0	7,127	(120)
<u>Net operational (service) expenditure</u>	<u>(25,955)</u>		-26,245	7,246	0	7,127	(120)
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							
T3.73.5							

Capital expenditure 2017/18: Property; legal; Risk Management and Procurement Services

R`000

Capital Projects	2017/18				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
<u>Total all</u>	N/A	N/A	N/A	N/A	N/A
<u>Project A</u>	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)					
T3.73.6					

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 the purpose of keeping necessary resources to use for the delivery of services.

In terms of the approved organisational structure for the financial year 2017/18, the structure reflected a total number of 682 positions out of which three hundred and ninety-eight (398) positions were filled.

TURNOVER

A total number of twenty-seven (28) employees left the organisation in the financial year 2017/18 to verify with Pay-Day as follows: -

Resignations	=	7
Early retirement:	=	5
Normal retirement	=	5
Death exit	=	1
Contract expiry	=	9
Dismissal	=	0

T4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Employees								
	2014/15		2015/16	2016/17			2017/18		
	No. Employee s	No. Approve d posts	No. of employees	No. of employe es	No. Approve d posts	No. Approve d posts	No. of employ ees	No. of vacancies	% of vacancies

Water	40	107	42	70	107	107	43	55	0.08
Legal	2	2	2	2	2	2	2	0	0
Electricity	36	58	33	32	58	58	29	29	0.042
Waste Management	67	86	69	52	86	86	55	29	0.042
Housing	4	8	6	8	24	16	7	9	0.013
Finance	20	64	42	40	64	64	33	31	0.045
Roads & Stormwater	43	43	37	22	39	38	22	16	0.023
Building Services				25	31	31	28	3	0.004
Project Management unit				2	3	3	3	0	0.000
ICT	31	5	3	4	6	6	4	2	0.003
Planning	3	10	5	3	4	5	4	1	0.001
Local Economic Development	6	4	2	1	4	4	1	3	0.004
Library	1	23	12	7	22	22	7	15	0.022
Community & social services (parks & Cemetery)	11	95	56	51	87	89	49	40	0.059
Disaster Management	51	50	34	3	5	5	4	1	0.001
Security & safety (Traffic & licensing)	-	-		32	44	44	32	12	0.018
Special programs	32			3	3	3	2	1	0.001
Human Resources	3	11	8	7	11	11	7	4	0.006
Executive and Council support	8	83	52	49	82	62	20		0.000
Totals	57	688	421	414	682	683	401	279	0.408

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.

Vacancy Rate: 2017/18			
Designation	*Total approved posts No.	*Variances (Total time that vacancies exist using fulltime equivalents) No.	*Variances (as a proportion of total posts in each category)%
Municipal Manager	35	13	2.7
CFO	64	24	2.7
Other S57 Managers (excluding Finance Posts)	5	0	0
Other S57 Managers (Finance posts)	1	0	0
Municipal Police	0	0	0

Fire Fighters	0	0	0
Senior Management: Levels 1-3 (excluding Finance Posts)	19	4	4.75
Senior Management: Levels 1-3 (Finance Posts)	7	2	3.5
Highly skilled supervision: Levels 4-6 (excluding Finance posts)	9	2	4.5
Highly skilled supervision: Levels 4-6 (Finance posts)	5	2	2.5
Total			

Note: *for posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). 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.

T4.1.2

Turn-over Rate			
Details	Total Appointments as of beginning of financial year No.	Terminations during the financial year No.	Turn-over Rate*
2013/14	22	34	1,5%
2014/15	29	30	0,7%
2015/16	25	24	0,9%
2016/17	8	22	2,8%
2017/18	11	28	

*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 filled 61 positions for 2017/18 financial year.

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
1	Affirmative Action	N/A	N/A	N/A
2	Code of Conduct for employees		100%	Adopted as per council resolution no. 507/18 (31/10/2018)
3	Delegations, Authorisation & Responsibility	100%	100%	The reviewed Delegations of Powers was approved by Council on 29/6/2017 Resolution 265/17
4	Overtime Policy	N/A	N/A	Adopted as per council resolution no. 495/16
5	Housing accommodation policy	N/A	N/A	N/A
6	Cell phone and 3g card policy	100%	100%	The review of the policy was referred back by Council on 29/6/2017 Resolution Nr 298/17. Council approved it on 31/8/2017 Resolution 380/17A.
7	Internal Communication policy	N/A	N/A	N/A
8	Funeral Policy	N/A	100%	Adopted as per council resolution no. 493/16
9	Disciplinary Code and Procedures	N/A	N/A	N/A
10	Essential Services	N/A	N/A	N/A
11	Employee Assistance / Wellness	N/A	100%	Adopted as per council resolution no. 142/17
12	Employment Equity	N/A	N/A	N/A

13	Staff Provisioning policy	N/A	100%	Adopted as per Council Resolution 509/18 (31/10/2018)
14	Vehicle Transport policy	N/A	N/A	N/A
15	Induction Manual	N/A	N/A	N/A
16	Grievance Procedures	N/A	N/A	N/A
17	HIV/Aids	N/A	N/A	N/A
18	Training and Development policy	N/A	N/A	N/A
19	Job satisfaction survey	N/A	N/A	N/A
20	Leave forfeiture policy	N/A	100%	Adopted as per council resolution no. 296/17
21	Occupational Health and Safety policy	N/A	N/A	N/A
22	Organisational Rights	N/A	N/A	N/A
23	Performance Management and Development	N/A	N/A	N/A
24	Recruitment, Selection and Appointments	N/A	100%	Adopted as per Council Resolution 508/198 (31/10/2018)
25	Sexual Harassment	N/A	N/A	N/A
26	Skills Development(Bursary Policy)	N/A	N/A	N/A
27	Experiential learning policy	N/A	N/A	N/A
28	Smoking policy		100%	Adopted as per council resolution no. 299/17
29	Uniforms and Protective Clothing	N/A	N/A	N/A
30	Information Technology	N/A	N/A	N/A
31	Succession Planning policy		100%	Adopted as per council resolution no.494/16
32	Human Resources Procedure Manual	N/A	N/A	N/A
33	Induction Manual policy	N/A	N/A	N/A
34	Overtime policy	N/A	N/A	N/A
35	Acting on higher position		100%	Adopted as per Council Resolution 468/18 (31/10/2018)
36	Exit policy	N/A	N/A	N/A
37	Employee Transfer policy	N/A	100%	Adopted as per Council Resolution 467/18 (31/10/2018)
38	Rental policy	N/A	100%	Adopted as per council resolution no. 492/16

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 cost R`000	estimated
Required basic medical attention only	23	1				
Temporary total disablement	0	0	0	0	0	0
Permanent disablement	0	0	0	0	0	0
Fatal	0	0	0	0	0	0
Fatal	0	0	0	0	0	0
Total						
T4.3.1						
Number of days and cost of sick leave (excluding injuries on duty)						
Designations	Total sick	Proportion of sick leave	Employees using sick	Total employees	*Average sick leave	Estimated cost

	leave Days	without medical certification %	leave No.	in post* No.	per employees Days	R`000
MM & SEC 57 Managers	49	0	1	6		
Management (level 3-5)	114	6	31	61	0.2	
Highly skilled production (levels 6-8)	268	24	89	116	0.4	
Skilled level (level 9-12)	108	2	26	67	0.6	
Lower skilled (level 13-14)	1261	120	165	286	4.4	
MM & SEC 57 Managers	49	1	1	6	0.12	
Total	1849	153	313	542	5.72	

COMMENT ON INJURY AND SICK LEAVE:

The municipality has proven to be managing injuries on duty in compliance to the Occupational Health and Safety Act. This is evidenced by the less number of injuries on duty reported which is six (6) minor injuries and 1 temporary total disablement who was hospitalised for 23 days.

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
Manager: Revenue	Contravention of supply chain policy, insubordination among others.	October 2017.	Pending.	Not finalized

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 ninety training interventions were planned and the municipality was able to implement fifty training interventions.

Of the total budget of R3 871 67608.00, the municipality was able to spend R3 482 490.12

4.4 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix															
Management	Gender	Employees in post as at 30 June 2018	Number of skilled employees required and actual as at 30 June 2018												
			No.	Learnerships			Skills programme & other short courses			Other forms of training			Total		
				Actual 30 June 2017	Actual 30 June 2018	Target	Actual 30 June 2017	Actual 30 June 2018	Target	Actual 30 June 2017	Actual 30 June 2018	Target	Actual 30 June 2017	Actual 30 June 2018	Target
Municipal Manager	F	1	0	0	0	1	1	1	1	0	0	2	1	1	
Chief Financial Officer	M	1	0	0	0	0	1	1	1	0	1	1	1	2	
Acting Snr Manager: Corporate Services	M	1	0	0	0	0	0	0	0	1	1	0	1	1	
Snr Manager: Community & Social Services	M	1	0	0	0	0	0	0	1	0	1	1	0	1	
Acting Snr Manager: Technical Services	M	1	0	0	0	0	0	0	0	0	1	0	0	0	
Snr Manager: Planning and Development	M	1	0	0	0	0	0	0	0	0	1	0	0	0	
Sub Total	6	6	0	0	0	0	2	2	3	1	5	4	3	7	
Total	6	6	0	0	0	0	2	2	3	1	5	4	3	7	

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	14	0	14	14	0	14
Accounting officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	5	0	5	5	5	5
Any other financial officials	9	0	9	9	0	9
Supply Chain Management officials	4	0	4	4	0	
Heads of SCM units	1	0	1	1	0	0
SCM senior managers	1	0	1	1	1	1
Total	36	0	36	36	8	36

***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 2017/18							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
			No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget
MM and S54 & 56 Managers	F=1	1	0	0	20 000	8 999	15000	4083.33	35 000	13082.33
	M=5	5	80 000	62 000	0	0	0	0	80 000	62 000
Legislators, senior officials and managers	F = 36	F=36	80 000	19 300	0	0	0	0	170 000	19 300
	M= 37	M=37	80 000	19 300	40 000	30 500	20 000	10 243	160 000	109 843
Professionals	F=40	F=40	0	0	80 000	74 500	60 000	21960	220 000	96 460
	M=27	M=27	50 000	40 002	80 000	74 500	60 000	32940	320 000	1 474.42
Technicians and associate professionals	F = 14	F=14	0	0	40 000	30 000	15 000	12500.	55000	12650
	M= 26	M=26	0	0	40 000	30 000	15 000	12500	55000	12650
Clerks	F =8	F = 8	0	0	0	0	100 000	94 500	100 000	94 500
	M=0	M = 0	0	0	0	0	0	0	0	0
Service and sales workers	F = 18	F= 18	0	0	40 000	32 296	20 000	7 238	60 000	39 534
	M=22	M=22	0	0	0	0	0	0	0	0

Plant and machine operators and asse40579mblers	F=12	F=12	0	0	50 000	812500	0	0	50 000	81250
	M=13	M=13	0	0	50 000	812500	0	0	50 000	81250
Elementary occupation	M=11	M=11	0	0	60 000	74 500	0	0	60 000	74 500
	F=18	F=18	0	0	60 000	74 500	0	0	60 000	74 500
Sub Total	F=153	F=153	80 000	19300	290 000	1032795.000	110 000	140 281.000	750 000.00	336 290 000
	M=141	M=141	210 000	121 302	270 000	1022000.000	75 000	55 683.000	750 000.00	381 251.000
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan							R2 8m			
										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-five (35) learners placed on the MFMA program in the 2017/18 financial year. All 35 employees are competent as follows: 5 Managers, and 30 combinations of employees and financial staff.

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

Number of employees whose salaries were increased due to their positions being upgraded		
Beneficiaries	Gender	Total
Lower skilled (level 16)	0	0
Highly skilled production (levels 9-7)	0	0
Highly skilled supervision (level 6-4)	0	0
Senior management (levels 3-1)	0	0

MM & S57	0	0
Total	0	0
Those with disability are shown in brackets `(x)` in the number of beneficiaries column as well as in the numbers at the right hand side		

T4.6.2

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
N/A	N/A	N/A	0	
				T4.6.4

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

No position was upgraded not downgraded pending the finalisation of the job evaluation process.

T4.6.5

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 2018/19 financial year to fund its capital programmes, but due to non-payment of services, not all planned projects were implemented.

All the 2017/18 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											
Description	2015/16	Current year 2016/17		2016/17 Variance		Current year 2017/18			2017/18 Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget	Original	Adjusted	Actual	Original	Adjusted budget
Financial Performance											
Property Rates	68,106	56,483	32,059	90,683	-0,18	-0,18	113,609	113 609	106 414	7 195	7 195
Service charges	108,151	9,486	13,489	108,144	-0,24	-0,24	142,239	142 239	118 357	23 882	23 882
Investment revenue	638	- 363	- 163	20,541	-2,73	-2,53	538	1 038	2 064	1 526	1 026
Transfers recognised – operational	112,388	772	272	113,973	-0,00	-0,00	129,937	129 737	128 605	1 132	1 132
Other own revenue	168,175	- 80,771	- 81,944	22,521	0,28	0,28	1 732	1 732	3 707	1 975	1 975
Total revenue (excluding capital transfers and contributions)	457,458	- 14,393	- 36,288	355,862	-0,26	-0,25	475,672	475 472	359 147	35 710	35 710
Employees costs	118,246	4,447	2,051	120,135	-0,08	-0,10	143,682	143 261	135 383	8 299	8 299)
Remuneration of councillors	13,243	- 432	- 432	13,160	-9,47	-9,47	14,804	14,804	14 365	439	439
Depreciation & asset impairment	129,019	- 25,589	- 30,589	284,299	0,64	0,64	70,117	70,117	71 669	(1 552)	(1 552)
Finance charges	1,215	894	494	320	-3,75	-1,25	745	745	483	262	262
Bulk purchases	74,560	19,772	9,772	81,354	-0,13	-0,13	98,163	98,163	75 016	23 147	23 147
Other expenditure	100,426	34,192	40,157	93,593	-0,46	-0,39	95 758	97 409	78 722	17 036	17 036
Total Expenditure	436,709	33,283	21,453	592,861	0,20	0,21	423 269	424 499	375 638	47 631	47 631
Surplus (deficit)	20,749	- 47,676	- 57,741	-236,999	0,99	0,89	52 403	50 973	-16 491	-11 921	-11 921
Capital Recognition	55,499	- 19,007	1,493	29,096	0,90	-0,02	47,219	48,201	48 207		
Surplus (deficit) for the	76,248	- 66,683	- 56,248	207,903	1,00	0,99	16,504	5 184	-64 698	-11921	-11921

year												
Capital expenditure & funds sources												
Capital expenditure												
Transfers recognised – capital	40,425	- 3,933	16,567	29,100	-0,01	-0,02	47,219	48,208	48,208			
Internally generated funds	11,943	5,357	1,857	9,543	-0,99	-1,12	15,900	0	8 812	7 088	8 812	
Total source of capital funds	52,368	1,424	18,424	38,643	-0,25	-0,29	63,119	64,101	43 ,679			
Financial position												
Total current assets	556,048	-371,404	-369,404	428 259	0,48	-0,36	599,754		390 053			
Total non- current assets	927,373	433,459	78,162	906 257	-0,19	-0,19	1,070,539		895 930			
Total current liabilities	1,233,866	-1,227,125	-946,125	239 428	1,00	1,00	3,060		287 518			
Total non-current liabilities	215,050	- 17,050	-167,050	239 288	1,00	0,92	215,050		246 929			
Community wealth/equity	1,144,985	195,750	-288,547	855 799	-0,56	-0,81	1,438,268		751 536			
Cash flows												
Net cash from (used) operating	67,965	- 13,373	- 27,448	53 957	19,15	11,81	47,857		58 635			
Net cash from (used) investing	- 52,368	- 1,424	11,168	-39 117	1,21	1,22	(47,219)		-52 476			
Net cash from (used) financing	-7,774	-7,774	-7,774	-8 871	1,00	1,01	-		-15 386			
Cash/cash equivalents at the year end	11,069	- 9,457	-7 810	17,028	0,89	0,93	1,899		7 810			46 418
Cash backing/surplus reconciliation												

Cash and investments available	11,069	- 9,457	- 9,900	11 069	0,89	0,93	17 038	17 038
Balance – surplus (shortfall)	11,069	- 9,457	- 9,900	17,037	0,89	0,93	7 810	7 810
Asset management								
Asset register summary (WDV)	927,373	433,459	78,162	854,720	-0,23	-0,23	870,237	870,237
Depreciation & asset impairment	129,019	4,254	- 25,590	100,228	-0,33	0,34	70,117	70,117
Repairs and maintenance	13,816	7,517	9,559	6,416	-2,19	-1,99	25,406	25,406

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											
Description	2015/16	2016/17		2016/17 variance		2017/18			2017/18 Variance		
	Actual	Budget	Adjustment s budget	Actual	Original budget %	Adjustments budget %	Budget	Adjustment s budget	Actual	Original budget %	Adjustment s budget %
Operating transfers and grants											
National Government:											
Equitable share	107,805	110,235	110,235	110,235	-	-	120 392 2,145	-	120 392 2,145	100%	100%
Finance Management grant	1,675	1,810	1,810	1,810	-	-		-		100%	100%
Municipal systems improvement	940	-	-	-	-	-					
EPWP	1,157	1,000	1,000	1,000	-	-	1,000		1,000	100%	100%
Total operating transfers & grants	111,577	113,045	113,045	113,045	-	-	123,537		123,537	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 and Integrated Electricity Grant, EEDSM

T5.2.2

5.3 ASSET MANAGEMENT**TREATMENT OF THE THREE LARGEST ASSETS****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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	42 999	42 999	42 999	43 858	43 055	44 303
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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
			440 174	256 403	221 925	210,296
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	2012 /13	2013/14	2014/15	2015/16	2016/17	2017/18
	416 524	399 399	398 623	280 599	274 690	395 492
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 .

T5.3.3

Repair and maintenance expenditure 2017/18

	Original budget	Adjustment budget	Actual	Budget variance
Repairs and maintenance expenditure	25 406	25 406	6 416	18 990
				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.

T5.3.4.1

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.4 CAPITAL EXPENDITURE AND SOURCES OF FINANCE

Capital Expenditure – funding sources 2017/18								
Details	2014/15	2015/16	2016/17	2017/18				
	Actual	Actual	Actual	Original Budget (OB)	Adjustment Budget	Actual	Actual to OB Variance (%)	Actual to Adjustment Variance (%)
<i>Source of finance</i>								
Grants and subsidies	37,279	40,425	29,100	47 219	48 201	48 201	2%	100%
Other	23,900	11,943	9,543	15 900	-	15 900	100%	-
Total	61,197	52,368	38,643	63 119	48 201	64 101		
<i>Percentage of finance</i>								
External Loans								
Public contributions and donations								
Grants and subsidies	0,61	0,77	0,75	0,75	1	0,75	-	-
Other	0,39	0,23	0,25	0,25		0,25	-	-
Capital Expenditure								
Water and Sanitation								
Electricity	27,800	12,129	5,782	15,250		15,250	100%	-
Housing								
Roads and storm water	27,279	37,142	32,554	31,969	32,951	32,951	3%	100%
Other	6,100	3,097	306	15,900		15,900	100%	
Total	61,179	52,368	38,643	63 119	32,951	64 101		
<i>Percentage of expenditure</i>								
Water and Sanitation								
Electricity	0,45	0,23	0,15	0,24		0,24	-	-
Housing								
Roads and storm water	0,45	0,71	0,84	0,51		0,51	-	-
Other	0,10		0,06	0,25		0,25	-	
							T5.6.1	

COMMENT ON SOURCES OF FUNDING:

The Municipality generate its revenue through provision of services which are the sales of electricity, property rates charges, rental of Municipal facilities, charging of fines and penalties.

The Municipality also receives the government grants which assist in rendering the services and those grants are namely Equitable shares, Municipal Infrastructure Grants (MIG), Financial Management Grants (FMG).

T5.6.1.1

5.5 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital expenditure of 5 largest projects* 2017/18						R`000
Name of project	Current year			Variance current year		
	Original budget	Adjustment budget	Actual expenditure	Original variance (%)	Adjustment variance (%)	
A- Upgrading of Benfarm	R5 916 831	R4 515 605	R4 515 605	-23%	0	
B Mashishimale multi-Sport Complex	R16 042 169	R15 591 094	R15 591 093	-2.8%	0	
C-- Selwane Sport Complex	R5 300 000	R5 969 785	R5 969 785	12%	0	
D Tambo Phase 2	R5 500 000	R6 591 592	R6 591 592	19%	0	
E--Tshelang gape to R71	R5 460 000	R6 044 677	R6 044 677	11%	0	
*Projects with the highest capital expenditure in 2017/18						
Name of project – A	Mashishimale sports complex					
Objective of project	To promote sports activities in the rural villages					
Delays	None					
Future challenges	None					
Anticipated citizen benefits	The entire area of Mashishimale, Maseke and Makhushane					
Name of project – B	Tshelang gape to R71					
Objective of project	To improve Storm water drainage and access to the yard by public					
Delays	Procurement of materials by contractor.					
Future challenges						
Anticipated citizen benefits	The community of Namakgale zone C (long T)					
Name of project – C	Selwane sportcomplex					
Objective of project	To promote sports activities in the rural villages					
Delays	Limited budget					
Future challenges	The project will take long to be completed due to limited budget.					
Anticipated citizen benefits	The residents of selwane village					
Name of project – D	Benfarm upgrading of street					
Objective of project	To improve Storm water drainage, access to the yard by public and quality of bus route.					
Delays	Limited budget					
Future challenges						
Anticipated citizen benefits	The residents of Benfarm village.					

5.6 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 30 June 2018				
	*service level above minimum standard		**service level below minimum standard	
	No. HHs	%HHs	No. HHs	%HHs
Water	MDM	MDM	MDM	MDM
Sanitation	MDM	MDM	MDM	MDM
Electricity				
Waste management				
Housing				

% 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 562.7m 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 is mainly dependent on current revenue collected. The municipality does not have working capital, nor surplus reserves carried over from one financial year to the other. The surplus reported above 8cannot complete a capital project.

The municipality appointed services of the debt collector in order to maximise revenue in the township. The situation depicts that the municipality does not expand in terms of future plans due to uncertainty of payment of services by consumers.

T5.9.0

5.7 CASH FLOW

Cash Flow Outcomes						
Description	2014/15	2015/16	2016/17	2017/18		
	Audited Outcome	Audited Outcome		Original Budget	Adjusted Budget	Actual
Cash Flow From Operating Activities						
Receipts				415 918	189 335	413 977
Ratepayers and other	177,820	204,060	220,349	233 910	136 282	233 910
Government – operating	87,633	112,920	113,973	129 937	129 937	129 789
Government – Capital	37,279	56,992	29,096	47 219	48 201	48 207
Interest	30,176	4,111	20,541	4 852	4 852	2 071
Dividends	-	-	-		-	
Payments						
Suppliers and employees	- 273,972	-308,903	- 385,859	-367 316	-367 316	-255 690
Finance charges	- 1,570	-1,215	-320	-745	-745	-286
Transfers and grants						
Net Cash From (Used) operating activities	57,366	67,965	-2,221	125 856	125 856	83 608
Cash flows from investing activities	-	-	-	-	-	-
Receipts	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	1 736
Payments	-	-	-	-	-	-
Capital Assets	- 35,847	-52,368	19,132	-47 219	-	-48 207
Net Cash From (Used) investing activities	-35,847	-52,368	19,132	-47 219	-47 219	-52 475
Cash flows from financing activities						
Receipts	-	-	-		-	-
Increase (decrease) in consumer deposits	-	-	-		-	-
Payments						
Net Cash From (Used) financing activities	-495	-7,774	-10,952			-15 386
Net Increase/(Decrease) in cash	21,023	7,823	5,959	638		-9 227
Cash/cash equivalents at the year begin	- 17,777	3,246	11,069	1,261		17 037

Cash/cash equivalents at the year end	3,246	11,069	17,028	1,899		-7 810
Source: MBRR SA7 T5.9.1						

5.8 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

The Ba-Phalaborwa Municipality does not have borrowing and long term investment.

The Municipality has only 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.

T5.10.1

Municipal and Entity investments					
Investment type	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Actual	Actual
Municipality	-	-	-	-	-
Securities – National Government	-	-	-	-	-
Listed Corporate Bonds	-	-	-	-	-
Deposits –bank	2,548	531	7,084	3,007	9 928 083
Deposits public investment commissioners	-	-	-	-	-
Deposits- corporation for public deposits	-	-	-	-	-
Bankers acceptance certificates	-	-	-	-	-
Negotiable certificates of deposit – banks	-	-	-	-	-
Guaranteed endowment policies (sinking)	-	-	-	-	-
Repurchase agreements – banks	-	-	-	-	-
Municipal bonds	-	-	-	-	-
Other	-	-	-	-	-
Municipality sub-total	2,548	531	7,084	3,007	9 928 083
Municipal Entities	N/A	N/A	N/A	N/A	N/A
Securities – National Government					
Listed Corporate Bonds					
Deposits –bank					
Deposits public investment commissioners					

Deposits- corporation for public deposits					
Bankers acceptance certificates					
Negotiable certificates of deposit – banks					
Guaranteed endowment policies (sinking)					
Repurchase agreements – banks					
Municipal bonds					
Other					
Entities sub-total					
Consolidated total:	2,548	531	7,084	3,007	9 928 083
					T5.10.4

COMMENT ON BORROWING AND INVESTMENTS:

The Ba-Phalaborwa Local Municipality does not have long or short term borrowings.

The Municipality also does not have any investments.

T5.10.5

5.9 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

No Public Private Partnership entered into for 2017/18 financial year.

T5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.10 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 are undertaking 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

5.11 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for the **Generally Recognized Accounting Practice** and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It also ensures that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable the National Treasury to assess the pace of progress and consider the implications.

The municipality is fully GRAP compliant.

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.

T6.0.1

6.1 AUDITOR GENERAL REPORTS 2016/17

Auditor-General Report on Financial Performance 2016/17	
Audit Report status*:	Disclaimer
Non-Compliance Issues	Remedial Action Taken
Irregular and unauthorised expenditure	AG Action plan was developed and implemented
Reconciliation of property plant and equipment	
Investment property	
T6.1.1	

COMPONENT B: AUDITOR-GENERAL OPINION 2017/18

6.2 AUDITOR GENERAL REPORT 2017/18

Auditor-General Report on Financial Performance 2017/18	
Audit Report status*:	Qualified
Non-Compliance Issues	Remedial Action Taken
Procurement and contract management	AG Action plan to be developed
Expenditure management	
Revenue management	
Consequence management	
Annual Financial statement, Annual Performance report and annual report	
Strategic Planning and Performance Management	
T6.1.1	

Auditor-General Report on service delivery Performance 2017/18	
Audit Report status*:	

Non-Compliance Issues	Remedial Action Taken
Achievement against the indicators were not adequately designed and implemented	AG Action plan to be developed
Indicator descriptions was not clearly defining the source of information and method of calculations.	
Comparison of the year under review and previous year was not corresponding	

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” 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 “what we do”.
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 EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	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 FT/PT	Committee Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance	Percentage absent without apology
				%	%	%
Cllr MM Malatji	FT	Speaker Chairperson of the Rules Committee	ANC	94%	6%	0%
Cll P J Shayi	FT	Mayor	ANC	100%	0%	0%
Cllr E Hlungwani	FT	Chief Whip Chairperson of the Ethics Committee	ANC	78%	17%	6%
Cllr A N Mmola	PT	Member of the Executive Committee; Member of Budget & Treasury Portfolio; Member of the Rules Committee	EFF	56%	22%	22%
Cllr MM Malesa	PT	Member of Executive Committee; Chairperson of Planning and Development Portfolio Committee	ANC	89%	11%	0%
Cllr S De Beer	PT	Member of the Executive Committee; Chairperson of Community & Social Services Portfolio; Member of the Ethics Committee	DA	94%	6%	0%
Cllr MS Magomane	FT	Member of Executive Committee; Chairperson of Municipal Services & Infrastructure Portfolio	ANC	78%	17%	6%

Cllr SL Mohlala	FT	Member of the Executive Committee; Chairperson of Budget & Treasury Portfolio	ANC	72%	28%	0%
Cllr T Nkuna	FT	Member of the Executive Committee; Chairperson of Governance & Administration Portfolio	ANC	89%	11%	0%
Cllr NJ Mampuru	PT	Member of Municipal Public Accounts Committee; Member of the Ethics Committee	ANC	89%	11%	0%
Cllr PK Mashego	PT	Member of Planning & Development Portfolio	ANC	100%	0%	0%
Cllr LM Matlala	PT	Member of Budget & Treasury Portfolio	ANC	89%	6%	6%
Cllr MJ Valoyi	PT	Member of Governance & Administration Portfolio	ANC	100%	0%	0%
Cllr ST Mkansi	PT	Member of Municipal Public Accounts Committee	ANC	100%	0%	0%
Cllr KA Peta	PT	Member of Municipal Public Accounts Committee	ANC	67%	22%	11%
Cllr TC Malatjie	PT	Member of Municipal Public Accounts Committee; Member of the Rules Committee	ANC	78%	17%	6%
Cllr VM Rapatsa	PT	Member of Community & Social Services Portfolio	ANC	83%	17%	0%
Cllr SM Shayi	PT	Member of Municipal Public Accounts Committee	ANC	78%	17%	6%
Cllr JA Williamson	PT	Member of Municipal Infrastructure & Services	DA	78%	22%	0%
Cllr KP Mhlari	PT	Member of Municipal Public Accounts Committee	ANC	83%	6%	11%
Cllr EA Mokoena - Mashele	PT	Member of Municipal Infrastructure & Services	ANC	100%	0%	0%

Cllr R Makasela	PT	Member of Budget & Treasury Portfolio	ANC	72%	22%	6%
Cllr ME Mokgalaka	PT	Member of Municipal Infrastructure & Services	ANC	83%	17%	0%
Cllr PS Dikgale	PT	Member of Community & Social Services Portfolio	ANC	89%	6%	6%
Cllr A Ngobeni	PT	Member of Community & Social Services Portfolio; Member of the Rules Committee	ANC	50%	28%	22%
Cllr B Ramothwala	PT	Member of Municipal Public Accounts Committee	DA	94%	6%	0%
Cllr DR Bayana	PT	Member of Municipal Public Accounts Committee; Member of the Rules Committee	ANC	100%	0%	0%
Cllr GH Lamola	PT	Member of Planning & Development Portfolio	EFF	39%	33%	28%
Cllr KO Pilusa	PT	Chairperson of Municipal Public Accounts Committee	ANC	83%	17%	0%
Cllr MMA Mathebula	PT	Member of Governance & Administration Portfolio	ANC	72%	28%	0%
Cllr NA Sono	PT	Member of Planning & Development Portfolio; Member of the Rules Committee	ANC	72%	22%	6%
Cllr NB Maake	PT	Member of Municipal Infrastructure & Services	EFF	56%	44%	11%
Cllr RJ Mphogo	PT	Member of Governance & Administration Portfolio	DA	78%	22%	0%
Cllr SP Mashumu	PT	Member of Municipal Public Accounts Committee	EFF	50%	33%	17%
Cllr TS Ndhlovu	PT	Member of Community & Social Services Portfolio	EFF	50%	33%	17%
Cllr Z Ndhlovu	PT	Member of Governance & Administration Portfolio; Member of the Ethics Committee	EFF	50%	22%	28%

Cllr SK Shai	Pt	Member of the Rules Committee	COPE	89%	11%	0%
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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 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	Mampuru NJ	yes	11	11	4
Ward 2	Malesa MM	yes	11	11	4
Ward 3	Mashego PK	yes	11	11	4
Ward 4	Matlala LM	yes	11	11	4
Ward 5	Valoyi MJ	yes	11	11	4
Ward 6	Mkansi ST	yes	11	11	4
Ward 7	Peta KA	yes	11	11	4
Ward 8	Malatji TC	yes	11	11	4
Ward 9	Rapatsa VM	yes	11	11	4
Ward 10	Shayi SM	yes	11	11	4
Ward 11	De Beer SR	yes	11	11	4
Ward 12	Williamson JA	yes	11	11	4
Ward 13	Mhlarhi KP	yes	11	11	4
Ward 14	Mokoena-Mashele EA	yes	11	11	4
Ward 15	Makasela R	yes	11	11	4
Ward 16	Nkuna T	yes	11	11	4
Ward 17	Mokgalaka ME	yes	11	11	4
Ward 18	Magomane MS	yes	11	11	4

Ward 19	Dikgale PS	yes	11	11	4
					WaTE

APPENDIX E-WARD INFORMATION

Capital Projects: Seven Largest in 2017/18 (Full List at Appendix N)				
				R`000
Ward No	Project Name & Detail	Start Date	End Date	Total Value
8,9 & 10	Construction Mashishimale Sports Complex	2014 June	2018 July	R 39 199 735,49
17 & 18	Construction of Seloane Sports Complex	2015 October	2020 July	R 38 194 006,99
4,5,6&7	Upgrade of gravel road to tar - Tambo Phase 2 in Namakgale Zone c	2016 Feb	2020 July	R 35 400 000,00
19	Upgrade of gravel road to tar - Tshelang Gape to R 71	2016 Feb	2020 July	R 23 220 000,00
				TF.1

APPENDIX F –RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2017/18

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2017/18	Recommendations implemented (enter Yes); not implemented (provide explanation)
25 August 2017	That month to month renewal of contract be stopped.	No. There is one IT contract which is still running. The Municipality is busy with the procurement process to address this matter.
27 October 2017	That an evaluation criterion for service providers for MSCOA be developed and vendors be scored during presentations. That the score sheets to be kept as portfolio of evidence.	Yes
27 October 2017	That ICT Steering Committee Chairperson be invited to assist in the development of the evaluation criteria	Yes
27 November 2017	That CFO identify all assets which does not belong to the Municipality and remove them from the assets register.	Yes
11 December 2017	That the ICT chairperson address the MSCOA implementation challenges in the ICT Steering Committee meeting.	Yes

11 December 2017	That SCM unit should do internal vetting prior appointment by amongst others verify with SARS, CIPRO and CSD for BEE registrations	Yes
11 December 2017	That the ICT steering committee chairperson monitor and address the progress of the implementation of MSCOA.	Yes
11 December 2017	That KPI 1.1.2 on Spatial Rationale be reviewed and measure the turnaround time not a percentage.	Yes
11 December 2017	That KPI 3.1.6 and 3.1.7 on debt collection should indicate the baseline and that where POE was not provided it be provided to IA	Yes
11 December 2017	That budgeted amounts for overtime be reported in the next AC meeting.	Yes
11 December 2017	That overtime variances per department be reported in the next meeting and that a buffer be included.	Yes
11 December 2017	That overtime deviations be approved.	Yes
11 December 2017	That confirmation of the contingent liability be made in line with what the AG has raised.	Yes
11 December 2017	That IA provide assurance on the compliance report and report to the AC	Yes
11 December 2017	That the Migration Audit be done after migration has taken place.	No. Migration is still to be made done in the 2018/2019 financial year
11 December 2017	That a snap-shot of the before and after be done by IA during MSCOA implementation.	No. Migration is still to be made done in the 2018/2019 financial year
19 February 2018	That a detailed contract register be presented in the next AC meeting.	Yes
19 February 2018	That the contracts be reviewed to check if they don't form part of the deviations or any contravention of the MFMA.	Yes
19 February 2018	That the notice period be indicated on the 2 nd quarter ICT report to be presented in the next AC meeting.	Yes
19 February 2018	That management consider utilising agencies for accommodation bookings to avoid deviations.	Yes
19 February 2018	That progress on MSCOA be aligned to the project plan to compare progress with the initial plan	Yes
19 February 2018	That the MSCOA progress reported be reported in the ICT Steering Committee.	Yes
19 February 2018	That the test run be done in April 2018 on migration and MSCOA.	No. Migration is still to be made done in the 2018/2019 financial year
19 February 2018	That IA conduct a high level assessment after April 2018 on MSCOA and migration process	No. Migration is still to be made done in the 2018/2019 financial year
19 February 2018	That the ICT Steering Committee provide assurance on the MSCOA & migration process.	Yes
19 February 2018	That the MPAC resolution register serve as a standing item in senior management meetings.	Yes
19 February 2018	That a formal memo with AC inputs on the Mid-Year Performance report be provided to MPAC including IA comments after the audit of the Mid-Year report.	Yes
19 February 2018	That by end of March 2018 both the 2016/2017 Annual Assessment and the 2017/2018 Mid-Year Assessment be conducted.	No. Assessment are planned to be done in 2018/2019

19 February 2018	That the AC notes the 2017/2018 Adjustment Budget.	Yes
19 February 2018	That the AC notes the draft AG Action Plan	Yes
19 March 2018	That Senior Managers should be indicated as the responsible person on the AG Action Plan.	Yes
19 March 2018	That all Sectional Managers and other staff on ground be part of the AFS preparation.	Yes
19 March 2018	That the CFO should investigate the finding on discrepancies on property rates and make appropriate adjustment.	Yes
19 March 2018	On water, that the CFO request the tariffs as approved by MDM Council and ensure that the correct tariffs are loaded on the system and where there are differences corrections be made retrospectively.	Yes
19 March 2018	That BPM provide MDM with appropriate adjustment were there are discrepancies.	Yes
19 March 2018	That the valuer be engaged to include all areas with General Plans in the valuation roll.	No. Not all properties were included due to financial implications
19 March 2018	That all land which the Municipality does not have title deeds, be removed from the BPM assets register and kept in a separate register until such time they are properly registered.	Yes
19 March 2018	That the Municipality should develop the policy on sale of land and also develop a sale agreement contracts for selling stands.	Yes
19 March 2018	That a completeness test be performed by the Municipality and all signed lease agreement be located to update the lease register.	Yes
19 March 2018	That all rental income be recalculated, recognized and recalculate the foregone income.	Yes
19 March 2018	That were contracts ended, termination letters should be kept as evidence and billing of all lessee be made.	No. The process is still ongoing
19 March 2018	That revenue report from CIGICELL be requested and all revenue be recognized, also recognize the revenue not transferred as debt and admin fees as expenditure.	Yes
19 March 2018	That a reconciliation of amounts between BPM & MDM be done and BPM propose a journal for both BPM and MDM.	Yes
19 March 2018	That for 2017/2018 financial year confirmations must be signed by both CFO's even if the amounts are differing.	Yes
19 March 2018	That issued traffic fines should be recognized and that all books for the financial year should be considered and a journal be passed.	No. This could not be done due to lack of manpower
19 March 2018	That monthly reconciliations of agency fees (ENATIS) and transfer to DoT be prepared.	No. Migration is still to be made done in the 2018/2019 financial year
19 March 2018	That Department of Transport reconciliations be filed.	Yes
19 March 2018	That the completeness exercise on fruitless and wasteful expenditure be performed and the adjustments guided by the results of the completeness test be prepared.	Yes
19 March 2018	That the report be submitted to Council for approval & condonement and payment of creditors be made within 30 days and implement revenue enhancement strategy.	Yes

19 March 2018	That were journal are passed to correct findings, an investigation must be made on the findings, journals be prepared and linked to the COMAF, supported by appropriate evidence.	Yes
19 March 2018	Investigate the land included in the Fixed Assets Register (FAR) to identify the land which the Municipality have title deeds on and include only land which BPM have title deeds on.	Yes
19 March 2018	Write-off land included in the inventory list which there is no title deeds (Donation letters are not adequate to guarantee ownership) through Council Resolution. Planning & Development to embark on the registration process.	Yes
28 May 2018	That adequate working papers and supporting documents be provided to support any corrections made and journals passed.	Yes
28 May 2018	That the CFO provide the evidence on UIF to Internal Audit and AC.	Yes
28 May 2018	The AC advised that the CFO should request meetings with the AG outside the AC meeting where necessary and also request assistance from the AG where there is a need.	Yes
28 May 2018	That for the purposes of addressing audit findings, the Municipality must recognize the land which belongs to BPM in their record excluding any properties which is built on their land.	Yes
28 May 2018	That completed reports together with POEs be sent to DPD for review and DPD sent to IA for review.	Yes
28 May 2018	That that where POE is not submitted by relevant departments, progress must be indicated as not performed until such time the evidence is provided.	Yes

APPENDIX G–LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into 2017/18)					
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
NONE					
					TH.1

Public Private Partnerships Entered into 2017/18					
Name & Description of project	Name of Partner (s)	Initiation date	Expiry date	Project manager	Value 2017/18 R`000
NONE					
					TH.2

APPENDIX H- DISCLOSURES OF FINANCIAL DISCLOSURES

Disclosures of Financial Interests		
Period 1 July 2017 to 30 June 2018		
Position	Name	Description of financial interest* (Nil/or details)
Speaker	Cllr MM Malatji	<ul style="list-style-type: none"> Nil
Mayor	Cll P J Shayi	<ul style="list-style-type: none"> Shares at Sasol Inzalo and MTN Zakhele futhi Mawewe Media (<i>Director</i>)
Chief Whip	Cllr E Hlungwani	<ul style="list-style-type: none"> Star Link (PTY) LTD (<i>Director</i>)
Member of Exco	Cllr A N Mmola	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr MM Malesa	<ul style="list-style-type: none"> Nil
Member of Exco	Cllr S De Beer	<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 T Nkuna	<ul style="list-style-type: none"> Nil

Councillor	CLlr NJ Mampuru	<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 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 VM Rapatsa	<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 KP Mhlari	<ul style="list-style-type: none"> • Nil
Councillor	CLlr EA Mokoena - Mashele	<ul style="list-style-type: none"> • Nil
Councillor	CLlr R Makasela	<ul style="list-style-type: none"> • Nil
Councillor	CLlr ME Mokgalaka	<ul style="list-style-type: none"> • Makuphabjene Brick Yard
Councillor	CLlr PS Dikgale	<ul style="list-style-type: none"> • Keagile Trading (<i>Director</i>)
Councillor	CLlr A Ngobeni	<ul style="list-style-type: none"> • Baduzah Enterprise (PTY) LTD (<i>Director</i>) • Baduzah Liquor Restaurant
Councillor	CLlr B Ramothwala	<ul style="list-style-type: none"> • Nil
Councillor	CLlr DR Bayana	<ul style="list-style-type: none"> • Shares at Welkom Yizani Investments and Sasol Inzalo
Councillor	CLlr GH Lamola	<ul style="list-style-type: none"> • Nil
Councillor	CLlr KO Pilusa	<ul style="list-style-type: none"> • Nil
Councillor	CLlr MMA Mathebula	<ul style="list-style-type: none"> • Nil
Councillor	CLlr NA Sono	<ul style="list-style-type: none"> • Nil
Councillor	CLlr NB Maake	<ul style="list-style-type: none"> • Nil
Councillor	CLlr RJ Mphogo	<ul style="list-style-type: none"> • Shares at Ba-Phalaborwa Health Profession Forum
Councillor	CLlr SP Mashumu	<ul style="list-style-type: none"> • Powtricks Construction and Projects (<i>Director</i>)
Councillor	CLlr TS Ndhlovu	<ul style="list-style-type: none"> • Nil

Councillor	CLlr Z Ndhlovu	<ul style="list-style-type: none"> • Nil
Councillor	CLlr SK Shai	<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).
Acting Senior Manager: Corporate Services	Mashale TS Mokoena SS	<ul style="list-style-type: none"> •
Acting Chief Financial Officer	AT Nzimande	<ul style="list-style-type: none"> • Nil
Chief Financial Officer	TJ Mogano	<ul style="list-style-type: none"> • TJ Mogano Investments (<i>Director</i>) • Shares at RSA Retail Bonds
Senior Manager Planning	HP Maluleke	<ul style="list-style-type: none"> • <i>Director or partnership in the following companies;</i> <ul style="list-style-type: none"> - Landmark Consulting. - KHPJ Property Development
Senior Manager Community	H Zungu	<ul style="list-style-type: none"> • Nil
Senior Manager Technical Services	K Mpharalala	<ul style="list-style-type: none"> • <i>Director or partnership in the following companies;</i> <ul style="list-style-type: none"> - Lehlite Holdings - KPME Consulting Engineers - KPME Surfacing - African Royal Construction Engineers
Acting Senior Manager Technical Services	S Mahumani	

*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 Attached

APPENDIX I (I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue collection performance by vote								
Vote Description	2014/15	2015/16	2016/17	2017/18		2017/18 Variance		Adjustments Budget
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	
EXECUTIVE AND COUNCIL	-	-						
BUDGET AND TREASURY DEPT	185,133	193,504	226,792	292,222		292,222		
CORPORATE SERVICES	228	1,133	586	651		651		
COMMUNITY AND SOCIAL SERVICES	23,746	26,163	29,018	39,181		39,181		
PLANNING AND DEVELOPMENT	170	7	1,491	62		62		
TECHNICAL SERVICES DEPT	118,138	124,375	127,072	190,775	191,557	191,557		
Total Revenue by vote	329,937	345,182	384,958	522,891	191,557	523,673		

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3
TK.1

APPENDIX I (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source								
Description	2014/15	2015/16	2016/17	2017/18		2017/18 Variance		Adjustment Budget
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual	Original Budget	
Property Rates	57,239	65,594	90,683	113,609	-	110,337		

Service charges – electricity revenue	83,082	87,608	95,066	124 121	-	106 250	
Service Charges – refuse revenue	10,422	11,405	13,078	18 119	-	14 442	
Rentals of facilities and equipment	288	265	245	500	-	575	
Interest earned – Investment		277	518	538	1 038	2 064	
Interest earned – outstanding debtors	55,900	29,899	20,023	72 042	71 542	22 094	
Fines	2,826	8,823	313	451	-	(1 502)	
Licence and permits	3,121	2,257	2,417	11 922	-	12 080	
Agency services	9,665	5,325	12,739	2 701	-	2 771	
Transfers recognised – operational	73,626	87,633	113,973	129 937	129 737	128 328	
Other revenue	2,291	7,328	6,707	1 732		4 988	
Total Revenue (excluding capital transfers and contributions)	298,460	306,414	355,862	Error! Not a valid link.	200	Error! Not a valid link.	

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						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Finance Management grant	2,145	2,145	2,145	0	0	
EPWP	1,000	1,000	1,000	0	0	
EEDSMG	5,000	5,000	4,852	97.04%	97.04%	
INEP	9,000	9,000	7,806	86.73%	86.73%	
Total	17,145	17,145	15,803	92.17%	92.17%	

*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	2017/18			Planned capital expenditure		
	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by asset class						
Infrastructure – Total						
Infrastructure: Road transport – Total	19,877	20,859	15,406	25,177	34,403	48,048
Infrastructure: Electricity – Total	15,250	0	11,195	15,250	9,250	25,250
<i>Other</i>						

APPENDIX L – CAPITAL PROGRAMME BY PROJECT 2017/18

Capital Programme by Project 2017/18					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act-Adj) %	Variance (Act-OB) %
Water					
“Project A”					
“Project B”					
“Project C”					
Sanitation /Sewerage					
“Project A”					
“Project B”					
Electricity					
“Project A”					
“Project B”					
Housing	N/A	N/A	N/A	N/A	N/A
“Project A”					
“Project B”					
Refuse Removal	0	0	0	0	0
“Project A”					
“Project B”					
Storm Water	23,060	20,305	23,554	-3.249	
“Project A”					
“Project B”					
Economic Development	N/A	N/A	N/A	N/A	N/A
“Project A”					
“Project B”					
Sports, Arts & Culture	N/A	N/A	N/A	N/A	N/A
“Project A”					
“Project B”					

Environment	N/A	N/A	N/A	N/A	N/A
"Project A"					
"Project B"					
Health	N/A	N/A	N/A	N/A	N/A
"Project A"					
"Project B"					
Safety & Security	N/A	N/A	N/A	N/A	N/A
"Project A"					
"Project B"					
ICT and other	6,400	7,400	306	7,094	
"Project A"					
"Project B"					
TN					

APPENDIX M - ANNUAL PERFORMANCE REPORT 2017/18 FY

SEE ATTACHED 2017/18 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. PERFORMANCE REPORT**
- 2. ORGANISATIONAL STRUCTURE**
- 3. ATTENANDANCE REGISTER
FOR COUNCIL MEETING**
- 4. AUDITOR GENERAL REPORT**
- 5. AUDITED ANNUAL FINANCIAL
STATEMENT**
- 6. AUDIT COMMITEEE REPORT**

