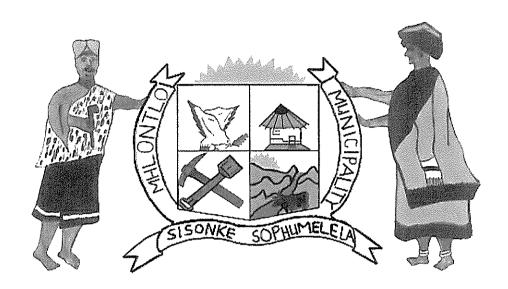
MHLONTLO LOCAL MUNICIPALITY



MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) OVERSIGHT REPORT ON DRAFT 2021/22 ANNUAL REPORT

31 MARCH 2023

TABLE OF CONTENTS

- 1. Purpose of the report
- 2. Introduction
- 3. Background
- 4. Legislative Framework
- 5. Functions of oversight committee W.R.T. draft ANNUAL REPORT
- 6. Oversight Process Plan
- 7. Checklist and Questions followed.
- 8. Projects Site visits
- 9. Input and Comments Received
- 10. Conclusion
- 11. Recommendations

1. PURPOSE OF THE REPORT

This report seeks to present to Council:

- The Oversight report on the assessment, scrutiny, analysis, and recommendations for noting, consideration and approval.
- The Annual Report for 2021/22 financial year and adopt an Oversight Report in terms of Section 129 (1) of Local Government Municipal Finance Management Act 56 0f 2003 (MFMA), for consideration and approval of the recommendations.
- A record of achievements of the municipality during the financial year under review for consideration.
- Performance of the municipality against budget for the financial year under review.
- Promote accountability throughout governance, management, supervisory and staff levels of the municipality.

2. INTRODUCTION

Council is vested with the responsibility to oversee the performance of the Mhlontlo Local Municipality, as required by the Constitution of the Republic of South Africa (1996), Local Government Municipal Finance Management Act 56 of 2003, and the Local Government Municipal Systems Act 32 of 2000.

The purpose of the Annual Report is as follows:

- To provide a record of activities of the municipality during the 2021/22 financial year,
- To provide a report on performance in service delivery, against the Integrated Development Plan (IDP) and the budget implementation for the 2021/22 financial year,
- To provide information that support the revenue and expenditure decisions made throughout the 2021/22 financial year,
- To provide information of a financial and non-financial nature,
- To report actual performance against what was planned and contained in the 2021/22 IDP.
- To reduce the additional reporting requirements that will otherwise arise from government departments, monitoring institutions and financial institutions,
- To assist councillors, community and oversight structures with progress information made on service delivery,
- To promote accountability to the local community, other spheres and organs of government, role players and stakeholders for decisions made,
- Must align with the IDP, SDBIP, Budget, Service Delivery Plans, In-Year reports and is to inform decision making,
- 2021/22 Annual Report information feeds into the next IDP process.

It is provided to the following institutions/structures:

- National Treasury for records
- Provincial Treasury for comments
- Provincial COGTA for comments
- Auditor General for comments and auditing
- MPAC for oversight, verification, analysis, evaluation and community consultation,
- Committee of Council to verify performance of Section 57/56 employees in terms of their performance agreements.

The Council must consider the Oversight Report on Annual Report by no later than two months from the date on which the Annual Report was tabled in the Council, i.e., 31 January 2023.

3. BACKGROUND

The Mhlontlo Local Municipality Council resolved at its meeting held on 31 January 2023, where the Draft Annual Report was tabled, as follows:

- i) That the 2021/22 Draft Annual Report be submitted to MPAC in order to consider and evaluate the 2021/22 Draft Annual Report, to provide a detailed analysis and review thereof and to submit an Oversight Report to Council on or before 31 March 2023.
- That the Draft Annual Report be submitted to the Office of Auditor General, Provincial Treasury and Provincial Department of Cooperative Governance and Traditional Affairs.
- iii) That the Accounting Officer publishes the Draft Annual Report for public comments and recommendations.

The Municipal Public Accounts Committee (MPAC) consists of the following members:

INITIALS and SURNAME	Position	
1. Cllr S Ntukuntezi	Chairperson	
2. Cllr V Nododana	Member	
3. Člir Mthitshana	Member	
4. Cllr N Tiwane	Member	
5. Cllr B Ntamo	Member	
6. Cllr B Rasmeni	Member	
7. Cllr N Walaza	Member	
8. Cllr B Madikida	Member	
9. Cllr S Bontsa	Member	
10. Cllr K Mpula	Member	
11. Cllr K Jubase	Member	
12. Cllr S Sophangisa	Member	

4. LEGISLATIVE FRAMEWORK

The following relevant legislation and relevant sections were considered during the oversight process as follows:

- Municipal Finance Management Act 56 of 2003 (MFMA):
 Chapter 12 section 121
 - Every municipality must compile an annual report,
 - Preparation and adoption of the Annual Report.

Sections 71, 72, 52(d), 75

- Monthly budget statements,
- Mid-Year budget and Performance assessment,
- Mayor's quarterly report to the Council on the implementation of budget and the financial situation of the municipality.
- Information to be placed on Municipal Website
- National Treasury MFMA Circulars No 11, 32, 63

Require an unaudited report to contain.

- Financial statements derived from in-year reports,
- Annual report guidelines,
- Standardises reporting to enhance comprehensive oversight, meaningful evaluation, and improved understanding of service delivery output,
- National Treasury MFMA Reforms
 - Ensure transparency and accountability for the fiscal and financial affairs of a municipality through an in-year and annual reporting,
 - Requirement of clear linkages with IDP, Budget, Service Delivery Agreements with an entity where applicable.
- Municipal Systems Act 32 of 2000:

Section 42,45,46

- Community involvement in the development, implementation, and review of performance management system
- Audit of performance measurement as part of internal auditing process
- Preparation of annual performance report that forms part of Annual Report

5. FUNCTIONS OF OVERSIGHT COMMITTEE ON DRAFT ANNUAL REPORT

The MPAC Oversight Committee has been delegated by the Council with responsibility to:

- a. Undertake a review and analysis of the Draft Annual Report,
- b. Invite, receive, and consider inputs from councilors, portfolio committees, on Annual Report,
- c. Consider written comments received on Draft Annual Report public consultation,
- d. Conduct public hearings to allow local community and any organs of state to make representations on the Annual Report,
- e. Receive and consider Auditor General (AG), Audit Committee (AC), Council views and comments on Annual Financial Statements (AFS) and Performance Reports,
- f. Draft and prepare oversight report, taking into consideration the views and inputs of the public, AR, AC, Councillors, Organs of state, etc.,
- g. Conduct meetings and public hearings to receive and hear public submissions o the Annual Report.

6. OVERSIGHT ON ANNUAL REPORT PROCESS PLAN

1.	Draft Annual Report tabled in	Municipal Manager	January 2023
2.	Council Publish availability of 2020/21 Draft Annual Report in printed media as well as on Municipal Website. Invite all interested parties to comment and state closing date for submission of comments	Municipal Manager	16 February 2023
3.	Draft Annual Report be made available at Municipal offices, e.g. Qumbu and Tsolo	Municipal Manager	From 16 February 2023
4.	Submit Draft Annual Report to Auditor General, Provincial Treasury, Provincial COGTA, Audit Committee	Municipal Manager	January/ February 2023
5.	MPAC Working sessions on assessment, perusal, evaluation of Draft Annual Report Formulate questions and checklist for oversight process	MPAC	23 - 24 February 2023
6.	Project site visits, in loco inspection	MPAC	10 March 2023
7.	Public Hearings on Annual Report	MPAC	22 March 2023
8.	Input from Executive Mayor and Municipal Manager	Executive Mayor, Municipal Manager	28 March 2023
9.	Input from Portfolio Heads CFO and all Directors	CFO and Finance Portfolio Head	28 March 2023

		Directors and their respective Portfolio Heads	
12.	Once submissions are made after closing date, analyse comments, review draft report,	MPAC	29 March 2023
13.	Preparation of Oversight Report and submit report with recommendations to Council	MPAC	29 - 30 March 2023
14.	Table Oversight Report at Council meeting	MPAC	31 March 2023

7. CHECKLIST AND QUESTIONS

7.1 Executive Mayor and Municipal Manager

7.1 E	xecutive Mayor and Municipal Manager	
Information to	MPAC Considerations and Questions	Response/ Comments
be included in		
AR		
7.1.1-Executive	should include the following:	1For property rates: decrease from 76% -2021 - 61%
Mayor Foreword	-Major challenges regarding revenue	2022, rate payers are not paying due to the following
	collection and dropped from % in the	challenges: Refuse not collected on time, poor service
	previous financial year, to % in the	delivery by the municipality and stray animals in the
	current year.	Qumbu and Tsolo Town.
		-Refuse, increase from 38% 2021 – to 48% 2022 due to
	-Setbacks and challenges e.g.,	government departments making payments and were
	regression in audit opinion from Unqualified to Qualified, when	only not paying in 2020 during Covid.
	Unqualified to Qualified, when compared with previous financial year.	To adopt revenue enhancement strategy.
	How are you going to do differently in	Implementation of the SDBIP.
L.	ensuring that the municipality internal	Implementation of the SSS.
	controls improve.	2.
~		
		Implementation and monitoring of audit action plan.
		- Upgrade of ICT infrastructure
		-Quarterly Implementation of individual PMS
7.1.2-Municipal	to include the following:	The inclusion of \$56/57 will be taken into account in the
Manager	-The internal management changes in	Annual Report.
Foreword	relation to section 56/57 managers,	
		Implementation and monitoring of audit action plan.
	-Main challenges that contributed to	- Upgrade of ICT infrastructure
	regression in audit opinion and	-Quarterly Implementation of individual PMS

	inadequate internal controls, how this	
	will be improved moving forward.	
	_	
Payment of	Refer to Section 57 of MSA:	The performance evaluations for midyear 2021/2022
bonuses to	-Performance evaluations/ assessments	and annual of 2020/2021 were conducted to all Senior
municipal	- has the municipality complied with	Managers on the 19 and 25 April 2022.
officials	Council framework and policy as well and regulations and legislation in this	-The report was submitted for adoption by Counci
	regard?	however there was no Senior Manager eligible for
	-Approval of such performance	performance bonus.
	evaluations/ assessments by Council	
	-Do performance of S56/57 employees	 Yes, the internal audit report for APR was utilised
	aligned with performance reported in	for confirmation of targets achieved/no
	AR	achieved together with the audited APR by Office
		of the Auditor General.
· ·	-Are payments justified i.t.o. municipal	
	and individual performance achieved	- Not applicable
	and reported	
Information	Information required is to confirm:	- Yes, the upper limits were considered in pay the
relating to	- if Councillors are paid in terms of	salaries and benefits for Councillors as per Circular
benefits paid by	Determination of upper limits of	- There was a gazette issued on upper limits for Section
Council to	salaries, allowances and benefits of	56/57 for the year under review.
Councillors, Section 56/57	different members of municipal councils -if Section 56/57 employees are paid in	- For staff members, the bargaining Council collective agreement for 2021/2022 was used (3.5% increase)
employees, and	terms of Local Government Regulations	-Not applicable
all staff	for remuneration packages and	THE UPPHOUNT
	conditions of employment of Municipal	
	Managers and Managers directly	
	accountable to Municipal Managers	
	-if all staff are paid i.t.o. approved salary	
	scales – SALGBC approved salaries,	
	benefits and conditions of employment	
	- Any deviation or non-compliance must	
	be explained and MPAC to assess if	
An assessment	acceptable or not The budget must contain measurable	To be considered
by Accounting	objectives for revenue from each	No, however the Council has set a threshold o
Officer (AO) of	1 -	acceptable performance for each department as 60%
the	approved budget for the relevant	and therefore the management will strive for the
municipality's	financial year.	improvement.
performance		
against the		

	AO acceptance de la constance	
measurable	AD must include these objectives in the	-Objectives have been partially met, inadequate
performance	AR and report on performance	portfolio of evidence submitted, late submission of POE
objectives for	accordingly.	targets that are not SMART.
revenue	Has performance met expectations of	- Poor performance by the municipality, Non-
collection from	Council and community?	procurement by the Municipality due to MEC
each revenue	Have objectives been met?	correspondence on procurement.
source and for	What reasons have been provided for	-Local Business Forum prohibiting the contractors from
each vote in the	non-achievement?	implementing the projects.
approved	What impact on the service delivery and	-Disastrous rains that had washed away some of the
budget for the	expenditure objectives in the budget?	completed works as a result contractors had to redo the
relevant	Is there sufficient explanation of causes	works.
financial year	of underperformance and actions to be	-Contractors were given an extension of time to
	taken to remedy the situation?	complete the projects.
	Is there any other action required to be	-LED, Accounting Officer and Political leadership
Notice of the second	taken?	engaged the Local Business Forum.
	What action has been taken against	- Subsequent to performance evaluations conducted
	Directorates who continue to	and quarterly Audit Committee Meeting
	underperform?	recommendations were provided by the Panel with
		regards to training of records management, Monthly
		reporting of SDBIP will be a standing item on MANCC
		meetings.
		-Poor coordination of performance information, a
	,	personnel has been delegated for PMS.
		To collect out to the other description of the
		-To collaborate with other departments as some of the
		targets depend on achievement by the othe
		department.
Performance on	- How is performance on 2021/22 and	The implementation of Audit Action Plan for AG finding:
-AG and Internal	2022/23 Action Plans on AG and Internal	
Audit (AI) Audit	Audit (AI) audit findings (report in % of	,
R rts	completed and uncompleted action	71/0
165	plans)	
Auditor General	Any repeat findings? MM, please take	-Commitments, government grants and subsidies fo
South Africa	action on repeat findings as this results	prior year.
(AGSA) Findings	in inadequate internal controls and	-Audit Action Plan is in place and was submitted to
(AGSA) rinuings	negative audit opinion.	Operations Manager and the progress will be submitted
	negative addit opinion.	to Internal Audit for review
	Is an Audit Action Plan in place, please	to internal Addition review
	provide the MPAC with a copy with clear	
	actions to be implemented, timeframes	
	and responsible officials for monitoring	
<u></u>	purposes.	

7.2 Portfolio Heads, Municipal Manager, CFO and all Directors

Information to be included	MPAC Considerations	Response/ Comments
in AR	and Questions	
1.Financial Matters –		
Section 121(3)(a) to (k)		V
121(3)(a) Annual Financial Statements (AFS) and if section 122(2) applies, consolidated AFS, as submitted to Auditor-General (AG) for audit in terms of section 126(1)	Has consolidated AFS been submitted to AG on time?	Yes, the AFS were submitted on the 31 August 2022.
121(3)(b) AG's audit report in ms of section 126(3) on those AFS	Has AG's report on the AFS been provided?	Yes, the signed audit report was submitted to the Accounting Officer on the 30 November 2022 and 01 December 2022, the hard copy.
121(3)(c) Annual Performance Report (APR) prepared by the municipality in terms of section 46 of Municipal Systems Act (MSA)	Has APR been prepared and submitted to AG on time?	Yes, the APR were submitted on the 31 August 2022.
121(3)(d) AG audit report in terms of section 45(b) of MSA	Has AG's report on the APR been provided?	Yes, the signed audit report was submitted to the Accounting Officer on the 30 November 2022 and 01 December 2022, the hard copy.
121(3)(e) An assessment by Accounting Officer (AO) on any arrears on municipal taxes and service charges	Has adequate assessment on arrears on municipal taxes and service charges been included? Is there sufficient explanation of causes of arrears and actions to be taken to remedy the situation? Is there any other action required to be taken?	-The assessment has been included in the Annual Report for 2021/2022The explanation on arrears will be provided on the Annua Report
121(3)(g) particulars of any corrective action taken or to be taken in response to issues raised in the audit	The conclusions of audit report -list all findings, matters of emphasis and other matters.	The audit action plan and audit report were incorporated ir the draft annual report.

reports both AFS and AG	1	
report	due dates	
	-Any repeats from	
	previous audits	
121(3)(h) any explanations	Review any other	
that may be necessary to	information included in	
clarify issues in connection	AFS	
with the financial		
statements		
121(3)(i) any information as	Review any other	Notes to the AFS have been included in the AFS.
determined by the	information included in	
,	AFS	
municipality		Page mandations by Provincial Transumy Internal Audit
121(3)(j) any	Have recommendations	Recommendations by Provincial Treasury, Internal Audit and Audit Committee were in the AFS submitted to AG.
recommendations of the	of Audit Committee (AC)	and Audit Committee were in the AFS submitted to AG.
Audit Committee	in regard to AFS been	
	adequately addressed?	
	What action need to be	
	taken in terms of these	
	recommendations?	
	Conclusions on these	
	recommendations and	
	the actions required	
	should be incorporated in	
	the oversight report.	
121(3)(k) any other	Have recommendations	Recommendations by Provincial Treasury were
information as prescribed	of other bodies, e.g.	incorporated, recommendations by AG have beer
, , , , , , , , , , , , , , , , , , ,	Provincial COGTA,	incorporated in the Audit Action Plan.
	Provincial Treasury and	'
	Auditor General in regard	
	to AFS been adequately	
	addressed?	
4	What action need to be	
	taken in terms of these	
	recommendations?	
	Conclusions on these	
	recommendations and	
	the actions required	
	should be incorporated in	
	the oversight report.	
2.Disclosures – Sections	AR to disclose:	
125(1), 123(1)(c), 124,		
-Allocations received and	-details of allocations	Grant allocations are included in Page 100 of the Annua
made by municipality	from another organ of	Report.

	state, both nationally and	
	provincially	
	-details of allocation from	n/a
	district and local	
	municipality	
	-details of allocation from	n/a
	any source i.t.o. section	
	214(1)(c) of the	
	Constitution	
Information in relation to outstanding debtors and	Has municipality met its statutory commitments:	Yes, the information is included in the AFS under receivables.
creditors	-are there any amounts	· ·
	owed to them and	their reason is due to the land being un surveyed.
	persistently delayed	
Marine Contraction of the Contra	beyond 30 days by	
	national and provincial	
	levels of government	
	-Be satisfied that the	
	information is properly	
	disclosed	
	-conditions of allocations	
	are met	
	-are all explanations	
	provided acceptable?	

8. PROJECT SITE VISITS - IN LOCO INSPECTION

The committee conducted projects site visits, in loco inspection, on the following projects:

Project Name	Status	Funding
Maintenance of Tsolo	Completed and handing over	Value: R2.4 million
Service Centre and Town	was on the 18 February 2023.	
Hall in Ward 06	SNAGLIST: Facial boards	Retention still on hold.
	Waiting area as requested, for	
	people who are there for	
	licencing.	
	Water tanks	
Construction of	New road with bridge and slab.	Value: R7 682 920 .51 million
Mthonyameni to Mqobiso	Road is 10.08km to	
Road in Ward 02	Nombodlelana.	
	Handing over was on 26	
	November 2021	

Construction of Tsolo Bulk Storm Water Drainage in Ward 06	The contractor had challenges due to Covid 19. There was a shortage of paving block, the project was supposed to be handed over in 2020 towards the end of the year. Handing over: not done the project is 91% complete. Phase 2	Value R19 million
	Scope of work: Storm water pipes. There were cost implications due to weather and extension was granted by the Municipality. Not Complete	Value R13 million
Vahiala Tacting Contro in	Phase 1	Value R3.1 million
Vehicle Testing Centre in	THASE I	value vo.1 iiiiiioii
Ward 08	There were deleve due to	
	There were delays due to	
****	shortage of material and valid	
	extension was granted.	
	95% Complete	

9. INPUT AND COMMENTS RECEIVED

9.1 OFFICE OF AUDITOR GENERAL (AG)

Chapter	Section and page number	Item	AG Comment
1	1.1 Municipal manager's overview – page 8	First paragraph	The statement 'The municipality received an unqualified audit opinion' is not accurate as the audit opinion is qualified.
	1.2 Municipal functions, population, and environmental	Introduction to background data	In relation to the second sentence the wording should be 26 wards instead of '26 yards'

	overview –			
	page 9			
	1.3 Service	Paragraph 2	a)	Infrastructure
	delivery			department is
	overview – 14			indicated to have
				thirty-seven
				targets; however,
				this is not
				consistent with
				final audited APR
				which indicates a
				total of thirty-five
				targets set for the
				department.
			b)	Twenty-five targets
				are reported as
				achieved; however,
				this is not
				consistent with
				final audited APR
				which indicates
				achievement of
-				twenty-two targets.
			c)	Twelve is indicated
				as the number of
				targets not
				achieved; however,
				this is not
				consistent with the
				final audited APR
				which indicates
				that thirteen
				targets were not
				achieved
	1.4 Financial	Table at the bottom of the	Some	of the original and
	overview –	page		ment budget figures
-	page 16		include	ed in the table do
			_	ree to audited AFS
			F	ıdget documents.
			a)	Grants – original
				budget is
				R271 598 900;
				however, per the
				statement of

			comparison of budget and actual amounts the original budget is R208 751 850. Adjustment budget amount is reflected as R291 559 567 in the table; however, per the statement of comparison of budget and actual amounts the adjustment budget figure is R208 712 517.
	1.6 Auditor General report – page 19	First paragraph	The 1 st sentence reads as follows: 'The auditor General conducted the 2015/16 audit as per requirements of section 21(1) of the PAA' Should the financial year referred to not be 2021/22?
2	Governance – page 22	Introduction to governance	Reference is made to 2020/21 financial year instead of 2021/22
	2.2 administrative governance – page 25	Introduction to administrative governance	The statement "Senior management posts were all occupied during the financial year" is incorrect. Per audit evidence obtained Mr. L Lutshetu was appointed as acting senior manager (Community Services) from 01 April 2021. The post was filled with effect from 01 February 2022.

Financial performance – page 137 Financial performance – page 139 Financ	4	Component D	Introduction to workforce	Councillor's allowance
performance - page 137 performance - page 137 reported as R76 million; however, this does not agree to current year audited AFS which show a surplus of R78 million. b) Comparative financial year for operating expenditure of R253 million should be 2021 instead of 2020 c) Total capital expenditure capitalised for the year iro PPE should be R76 million as per audited AFS instead of R7 million reported. 5.1- page 139 Statement of financial performance 5.1- page 139 Statement of financial performance Debt impairment actual outcome is reported as R10 431 000; this does not agree to audited AFS which show a total of R13 743 028 5.2 Grants — page 141 Comment on operating transfers and grants Equitable share received is reported as R226 million; however, per audited AFS equitable share received in 2021/22 is R201 million.		– page 134	expenditure	increase should be R20.4 million instead of R20
performance outcome is reported as R10 431 000; this does not agree to audited AFS which show a total of R13 743 028 5.2 Grants — Comment on operating page 141 transfers and grants reported as R226 million; however, per audited AFS equitable share received in 2021/22 is R201 million. Auditor's Auditor's report Annexure to the auditor's	5	performance	Introduction	reported as R76 million; however, this does not agree to current year audited AFS which show a surplus of R78 million. b) Comparative financial year for operating expenditure of R253 million should be 2021 instead of 2020 c) Total capital expenditure capitalised for the year iro PPE should be R76 million as per audited AFS instead of R7
page 141 transfers and grants reported as R226 million; however, per audited AFS equitable share received in 2021/22 is R201 million. Auditor's Auditor's report Annexure to the auditor's				outcome is reported as R10 431 000; this does not agree to audited AFS which show a total of R13 743
however, per audited AFS equitable share received in 2021/22 is R201 million. Auditor's Auditor's report Annexure to the auditor's				l -
		hage 141	transiers and grants	however, per audited AFS equitable share received in
I report	6	Auditor's report	Auditor's report	Annexure to the auditor's report is omitted

9.2 PUBLIC HEARINGS

Two public hearings were conducted in Tsolo and in Qumbu, and issues raised are as follows:

REGION	ISSUES	
Tsolo	On page 5	of the report Tsolo Town Hall issues should be specified as
	follows:	
	i)	Cost implications
	ii)	Project implications
	iii)	Request to fix storm water drainage in Tsolo
	iv)	Request for a customer care desk
	v)	Maintenance of the road in Tsolo from Transido to Dr Malizo
	-	Mpehle MH
Qumbu	i)	Request for storm water drainage in Qumbu

10. CONCLUSION

The 2021/22 Oversight Report noted a slight improvement but still unsatisfactory performance against SDBIP targets and Council must hold the Accounting Officer accountable for non-performance and/or under-performance to enhance good governance and effective governance.

The Draft Annual Report was assessed by MPAC including Project Site Visits — in loco inspection. The comments of the Auditor General (AG) and Audit Committee were considered in the oversight processing of the final 2021/22 Annual Report.

If the recommendations are fully implemented MPAC believes that the municipality will improve in many aspects including financial viability, performance, service delivery, governance, and institutional development.

Municipal Manager should allocate additional resources to the MPAC office, including research capacity.

11. RECOMMENDATIONS

It is recommended that:

- 1. Having fully considered the 2021/22 Draft Annual Report, MPAC recommend that Council **adopt** the Draft Annual Report on condition that:
 - i) The 2021/22 Annual Report be corrected and completed before final report is submitted to relevant parties, government departments and institutions (e.g., incomplete chapters, tables and required attachments as indicated under 7 and 9 above).

- 2. The monitoring and management of service providers/ suppliers/ contractors be intensified by user departments, to ensure that they perform according to Service Level Agreements.
- 3. Debt management be intensified, and continuous efforts be made to improve revenue collection.
- 4. The Accounting Officer and Senior Management pay more attention on improvement of internal controls and compliance to legislation and regulations.
- 5. Council considers setting performance standards to determine poor performance and good performance.
- 6. The Municipal Manager investigates an establishment of a customer care desk in both Tsolo and Qumbu to assist with customer care and customer services.

31/03/2023

CLLR. S NTUKUNTEZI

CHAIRPERSON OF MPAC