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# FEZILE DABI DISTRICT MUNICIPALITY



Fezile Dabi

District Municipality

**Audited Draft  
Annual Report 2018/19**

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**MUNICIPAL MANAGER'S ACCOUNTABILITY STATEMENT**

Honourable Executive Mayor, I am gratified to present the Annual Report of Fezile Dabi District Municipality for the period **1 July 2018 to 30 June 2019**.

As I present this Annual Report, it is important to highlight that, section 121(3) of the Municipal Finance Management Act 2003 and section 46 of the Municipal Systems Act 2000 respectively prescribes the core contents of an Annual Report. In preparation of this annual report, I have considered these and other legislative requirements and National Treasury Guidelines regarding the preparation of an Annual Report.

I also considered the importance of reliability, usefulness and relevance of the annual financial statements and performance information contained herein as was submitted to the Auditor-General on 31 August 2019 for auditing purposes.

This Annual Report therefore, serves as an authoritative instrument that provides a record of the activities of the Fezile Dabi District Municipality for the period under review in a manner that seeks to promote accountability to the community.

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**Municipal Manager**

M L Molibeli

## **CHAPTER 1: EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY**

### **1.1 Foreword by the Executive Mayor**

The period under review marks the completion of the third year since the previous local government elections as public representatives in this council, a responsibility that we are expected to carry with the commitment and the decorum that it deserves, our elections is a mandate that we must continue with the implementation of the program of improving the lives of our people through programmes and projects adopted by this council as reflected our Integrated Development planning.

Our task and responsibilities are also informed by the manifesto of the African National Congress as the leading party in our Municipality which was communicated to the broader community of Fezile Dabi District Municipality. Through our programmes we are required to contribute to the realisation of Radical Economic Transformation so that we are able to address the three critical enemies of our society, inequality, unemployment amongst youth and high levels of poverty that has come to define our society.

It is a legislative requirement that as public representatives in this council must report annually through this platform to our community. In terms of section 46 of the Local government: Municipal System act No.32 of 2000 section 121 and 127(2) of the Local Government: Municipal Finance Management Act No.56 of 2003, the Municipality is expected to prepare an Annual Report for each financial year which the Executive Mayor is expected to table within seven months after the end of each financial year.

The Annual report is one of the highly dependable tools of government to assess the effectiveness and impact the municipality is making to the lives of the people. It also provides an opportunity to establish and come up with remedies on the financial affairs of the institution. Our contribution towards education continue to produce good results, in this reporting period more than seventy students drawn across the four municipalities of our district have been awarded financial assistance in order to access tertiary education.

This is in line with the broader vision of the Municipality that through education and skilling of our youth we can be able to defeat the high levels of unemployment amongst our youth. This we have extended by sending four students to study maritime studies at the Vietnam Maritime University for four years, these students drawn from the poorest communities of our district will come back with honours degree in maritime studies.

This is a remarkable contribution to the vision of the National Development Plan and preparations of a contingent of skilled young professionals in our district that will be competent and can contribute to the building of ocean economy in South Africa. We are continuing to build Private Public Partnerships in order to speed up the development of our community, a new relationship with clear objectives to contribute to the expansion of our bursary scheme has been

reached with Anglo coal, engagements with other private sector partners which will contribute enormously to the development of our community are advancing and soon will produce positive results.

Even though much has been achieved towards the attainment of the set performance objectives during this reporting period, we must acknowledge that we were confronted with major challenges as the institution. Our audit outcome regression remains the most painful area of our performance which needs immediate attention.

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M Moshodi

**Executive Mayor**

## 1.2 Municipal Manager's Executive Summary

### Overview of our operating environment

As the Accounting Officer of Fezile Dabi District Municipality, it is my pleasure to present the municipality's Annual Report for 2018/19 financial year. As a local government institution, we are mandated by legislation to prepare an annual report for each financial year in accordance with the provisions of section 122 of Municipal Finance Management Act (MFMA).

As we present this Annual Report, it is important to emphasise that we are also aware of the fact that legislation gives effect to local government systems that place greater service delivery responsibilities on managers and makes them more accountable for their performance and management of public funds. To this effect, despite many institutional and other challenges we faced during the reporting period under review, we continued to take considerable efforts to contend against our challenges and we remain optimistic that despite the all the challenges we faced, success is inevitable.

To this effect, we therefore have an obligation to fulfil our broader legislative mandate in a manner that will impact positively in the lives of the people within our district.

### Overview of Financial Year under review

Over the years, one of our key strategic focuses has been improvement in service delivery and infrastructure investment in a manner that will unlock the economic development and growth potential within the district as a whole. Therefore, as part of our medium to long-term strategic goals, during the period under review, our goal remained that of working together with all local municipalities within our district with an objective to leverage and support their service delivery and infrastructure development and investment plans. From this basis, it is important for us to continue to play a more involved role with our local municipalities in order to achieve an integrated, sustainable and equitable social and economic development within the district.

In order to achieve this integrated, sustainable and equitable socio-economic development, we have improved the effectiveness of our administration through co-ordination and re-alignment of our institutional plans and activities so as to enable us the achievement of the goals and targets as contained in our Integrated Development Plan as well as other government policy directives.

We believe that the our overall success as a district, goes hand in hand with our success on the economic front and to this effect, we have embarked on a number of poverty alleviation and job creation activities through, amongst other mechanisms, our entrepreneurial support system, which mainly focuses on stimulation of SMME development within the district. Through this system, four more SMMEs were put on the support programme, promoted and supported through various interventions during the period under review; this is over and above sixteen (16) SMMEs supported in the previous financial year. Furthermore, five (5) accommodation establishments were assisted with grading and provision of promotional material and we continue to provide support to the four remaining performing Artists who are still undergoing training at Three Rivers Conservator.

Furthermore, through our food gardens programme which aims at poverty alleviation, we continue to assist community based organizations and cooperatives with garden tools, equipment, seeds and irrigation equipment.

## **Key Challenges**

Some of the key challenges that we have been faced with during this reporting period and probably still to be faced in the foreseeable future are the following:

- Acquisition and / or integration of our IT systems in order to cater for mSCOA regulations
- Limited financial resources;
- Retention and / or attraction of critical skills

## **Way Forward**

Like we have already mentioned earlier on, our commitment of working together with local municipalities within our district to building sustainable local government institutions within our district is our key focus area.

As we have committed in the previous reporting period, it is our endeavour to seek to reconfigure our business model given the changing local government landscape brought about by reforms and other developments introduced by the National Treasury.

We believe that our efforts to seek to reposition ourselves better in the light of the ongoing reforms, will go a long way in ensuring a strong, stable and optimally functioning institution, supported by modernised operating environment.

## **Acknowledgements**

My sincerest gratitude goes to the Council, the Executive Mayor, the Speaker and the Mayoral Committee for their effective political leadership and unwavering support to the administration.

I would also like to acknowledgements and warm words of thanks to our managers and all the staff members for their dedication and commitment throughout the year.

My greatest warm regards goes to all the communities within the Fezile Dabi District Municipality for their noteworthy and valuable partnership in the affairs of Fezile Dabi District Municipality.

Finally, I also appreciate the cooperation and a sense of togetherness that we always received from all local municipalities in our district in our collective quest to serving and improving the lives of communities in our district.

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**M L Molibeli**  
**Municipal Manager**

### 1.3 Municipal Overview

#### Municipal Information

Fezile Dabi District Municipality is a Category C municipality established in terms of the Free State Provincial Notice No: 113 of 28 September 2000. The municipality's Municipal Demarcation (MD) Board Code is DC 20. Fezile Dabi District Municipality was formerly known as Northern Free State District Municipality and consists of four local municipalities:

- Moqhaka Local Municipality,
- Metsimaholo Local Municipality,
- Ngwathe Local Municipality, and
- Mafube Local Municipality

It is estimated that this area's population represents approximately 17% of the total population of the Free State. The extent of this district makes up about 27% of the total area of the Free State province and is estimated at 20 668 km<sup>2</sup>. The main attraction site, the Vredefort Dome, being the third-largest meteorite site in the world, is located within the district.

The main towns found in the district include the following:

**Table 1.1: Main towns in Fezile Dabi District Municipality**

Metsimaholo Local Municipality	Moqhaka Local Municipality	Ngwathe Local Municipality	Mafube Local Municipality
<b>Main towns</b>			
Sasolburg, Deneysville, Oranjeville	Kroonstad, Steynsrus, Viljoenskroon	Parys, Vredefort, Heilbron, Koppies, Edenville	Frankfort, Cornelia, Tweeling, Villiers

**Main Economic Sectors:**

The main economic sectors in the district are as follows:

**Table 1.2: Main Economic Sectors in Fezile Dabi District Municipality**

Contribution	Description of the Sector							
	Trade	Community Services	Manu-factoring	Households	Agriculture	Finance	Con-struction	Transport
	22%	20%	13%	13%	12%	7%	6%	5%

**Demographic Information**

The demographic information of Fezile Dabi District Municipality is as outlined on the table below:

**Table 1.3: Demographic Information of Fezile Dabi District Municipality**

	2016 Community Survey	2011 Census
<b>Population</b>	494 777	488 036
<b>Age Structure</b>		
Population under 15	25.50%	28.10%
Population 15 to 64	67.50%	65.80%
Population over 65	7.00%	6.10%
<b>Dependency Ratio</b>		
Per 100 (15-64)	48.1	51.9
<b>Sex Ratio</b>		
Males per 100 females	98.9	98.6
<b>Population Growth</b>		
Per annum	0.31%	n/a
<b>Labour Market</b>		
Unemployment rate (official)	n/a	33.90%
Youth unemployment rate (official) 15-34	n/a	44.40%
<b>Education (aged 20 +)</b>		
No schooling	6.70%	7.30%
Matric	31.40%	27.50%
Higher education	7.80%	9.00%
<b>Household Dynamics</b>		
Households	172 370	144 980
Average household size	2.9	3.2

	2016 Community Survey	2011 Census
Female headed households	39.50%	38.60%
Formal dwellings	85.60%	83.30%
Housing owned	71.30%	60.40%
<b>Household Services</b>		
Flush toilet connected to sewerage	80.90%	78.20%
Weekly refuse removal	82.60%	81.70%
Piped water inside dwelling	48.30%	56.70%
Electricity for lighting	92.30%	89.80%

**Source: Stats SA, CS 2016**

The biggest socio-economic challenges that the municipality is faced with is the high rate of youth unemployment, estimated at 44.4%.

**CHAPTER 2: GOVERNANCE**

**COMPONENT A: GOVERNANCE STRUCTURES**

**A1: Political Governance Structure**

The political governance structure of the Fezile Dabi District Municipality consists of the Council as the highest decision making body. The Council is a Mayoral Executive System, which allows for the exercise of executive authority through the Executive Mayor, in whom the executive leadership of the municipality is vested. The Executive Mayor is assisted by the Mayoral Committee in the execution of her duties.

The council consists of 31 councillors coming from different political parties as detailed on the table below:

**Table 2.1: Composition of Council, Political Office Bearers & Mayoral Committee**

Composition of the Council		
Name of Political Party	Number of Councillors	
	2018/19	2017/18
African National Congress (ANC)	18	19
Democratic Alliance (DA)	7	7
Economic Freedom Fighters (EFF)	5	5
South African Communist Party (SACP)	1	-
<b>Total</b>	<b>31</b>	<b>31</b>
Political Office-Bearers		
Details	2018/19	2017/18
<b>Executive Mayor:</b>	Cllr Moeketsi Moshodi	Cllr Moeketsi Moshodi
<b>Council Speaker:</b>	Cllr Lucky Kubeka	Cllr Lucky Kubeka
<b>Chief Whip:</b>	Cllr Justice Mareka	Cllr Justice Mareka
Mayoral Committee Members		
Portfolio Responsible for	2018/19	2017/18
Finance	Cllr Madise Mosia	Cllr V de Beer
Corporate Support Services	Cllr Puleng Modikoe	Cllr P Modikoe
Community Health & Environmental Services	Cllr Malebo Magashule	Cllr V de Beer - Acting
Project Management & Public Works	Cllr Selloane Khiba	Cllr S Khiba
Sports & Social Development	Cllr Victoria de Beer	Cllr M Moshodi
Local Economic Development & Tourism	Cllr Justice Mareka	Cllr J Mareka

**Decision-Making**

In terms of the Constitution of the Republic of South Africa, the legislative and executive authority of a municipality vests in its municipal council. Municipalities do not have pure judicial powers like the courts. A municipal council makes decisions concerning the exercise of all the powers and the performance of all the functions assigned to in terms of the Constitution.

The table hereunder provides a summary of key resolutions that were taken by Council during the period under review, with an indication of whether such decisions have been carried out at the administrative level

**Table 2.2: Key council resolutions taken**

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
Special	28 February 2018	Quarterly financial indicators for the period ending 31 December 2018	10	Implemented
		Quarterly report – SCM awards – ending December 2018	11	Implemented
		Deviation from Supply Chain Policy for the period ending 31 December 2018	12	Implemented
		Mid-Year Budget and Performance Assessment report for the period 2018/19 financial year	13	Implemented
		Compliance status report for the month ending December 2018	14	Implemented
		Compliance dates – FEB and MAR 2019	15	Implemented
		Project Management & Public Works RRAMS report – December 2018	16	Implemented
		Project Management & Public Works Department Unit: Electrical & Mechanical Services Mafube INEP report – December 2018	17	Implemented
		Environmental Management status report for the month of April 2018	18	Implemented
		Disaster & Emergency Services status report for the month – April 2018	19	Implemented
Municipal Health Services status report for the month of April 2018	20	Implemented		

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Human Resources report: Occupational Health and Safety: election and appointment of Health & Safety representatives	21	Implemented
		Corporate Support Service: Report on Training & Development	22	Implemented
		Human Resources report: Recruitment	23	Implemented
		Financial Indicators for the month ending January 2019	24	Implemented
		Monthly report – SCM Awards – January 2019	25	Implemented
		Compliance Status report for the month ending January 2019	26	Implemented
		Approval by Council of the revised Service Delivery and Budget Implementation Plan (SDBIP) for the 2018/2019 financial year	27	Implemented
		Tracking and Implementation of Council Resolutions	28	Implemented
		Environmental Management status report for the quarter of APR – JUN 2018	29	Implemented
		Municipal Health Services status report for the quarter of APR – JUN 2018	30	Implemented
		Disaster & Emergency Services status report for the quarter of APR – JUN 2018	31	Implemented
		Environmental Management status report for the month of JUL – SEPT 2018	32	Implemented
		Disaster & Emergency Services status report for the quarter of JUL – SEPT 2018	33	Implemented
		Municipal Health Services status report for the quarter of JUL – SEPT 2018	34	Implemented
		Disaster & Emergency Services status report for the quarter of JUL – SEPT 2018	35	Implemented
		Municipal Health Services status report for the quarter of JUL – SEPT 2018	36	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Environmental Management status report for the quarter of OCT – DEC 2018	37	Implemented
		Disaster & Emergency Services status report for the quarter of OCT – DEC 2018	38	Implemented
		Municipal Health Services status report for the quarter of OCT – DEC 2018	39	Implemented
		1 <sup>st</sup> & 2 <sup>nd</sup> Quarter Risk Assessment report	40	Implemented
		Adjustment Budget for 2018/19 financial year	41	Implemented
		Local Economic Development: report on the Koppies Commercial Greenhouse Vegetable Production Project: Progress for the month of January 2019	42	Implemented
		Sports Development: Mountain Bike Training Camp	43	Implemented
		Local Economic Development: progress report on the Entrepreneurial Support System	44	Implemented
		Project Management & Public Works RRAMS report – January 2019	45	Implemented
		Project Management & Public Works Department Unit: Electrical and Mechanical Services – Mafube INEP report	46	Implemented
<b>Special</b>	<b>25 September 2018</b>	State of Fezile Dabi District Municipality	<b>01</b>	Implemented
<b>Special (continued)</b>	<b>28 September 2018</b>	State of Fezile Dabi District Municipality	<b>01</b>	Implemented
<b>Special</b>	<b>17 October 2018</b>	Motion of No-Confidence against the Executive Mayor – Councillor M. Oliphant	<b>01</b>	Implemented
<b>Ordinary</b>	<b>28 November 2018</b>	Report from the Speaker	<b>02</b>	Implemented
		Report from MEC: CoGTA on appointment of the Accounting Officer	<b>03</b>	Implemented
<b>Ordinary</b>	<b>13 December 2018</b>	Quarterly Financial Indicators for the period ending 30 September 2018	<b>25</b>	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Quarterly report – SCM Awards – ending September 2018	26	Implemented
		Compliance Dates – NOV 2018 – JAN 2019	27	Implemented
		Compliance Status report for the month ending JUL – SEPT 2018	28	Implemented
		Non-compliance with timeframes concerning in-year reporting for the month of JUL – SEPT 2018	29	Implemented
		Budget Implementation report for the quarter ending 30 September 2018	30	Implemented
		PMPW Mafube LM MIG projects – October 2018	31	Implemented
		PM&PW RRAMS report – October 2018	32	Implemented
		PM&PW Department Unit: Electrical and Mechanical services Mafube INEP report	33	Implemented
		LED: progress report on the Koppies Commercial Greenhouse Vegetable Production project	34	Implemented
		Environmental Management status report for the quarter of JAN – MAR 2018	35	Implemented
		Disaster & Emergency services status for the quarter of JAN – MAR 2018	36	Implemented
		Appointment of the Acting Director: EH&ES	37	Implemented
		Appointment of the Acting CFO	38	Implemented
		Conclusion of Performance Agreements for Municipal Manager and Managers directly accountable to the Municipal Manager for the period 2018/2019 financial year	39	Implemented
		Municipal Health Services status report for the quarter of JAN – MAR 2018	40	Implemented
		Human Resources report: Employee retention	41	Implemented
		Human Resources report: Employee Retirement	42	Implemented
		Human Resources report: Employment Contract of officials based in political offices	43	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Human Resources report: Occupational Health and Safety	44	Implemented
		Implementation of no-work-no-pay	45	Implemented
		Advertisement of vacant Senior Manager positions – CFO and Director EH&ES	46	Implemented
		Report on Upper Limits on total remuneration packages payable to the Municipal Manager and Managers directly accountable to the Municipal Manager in terms of Government Gazette No. 42023 (08 November 2018)	47	Implemented
		Unaudited Annual Financial Statements for the year ending 30 June 2018	48	Implemented
		Unaudited Annual report for the year ending 30 June 2018	49	Implemented
		Disposal of Assets		Implemented
<b>Special</b>	<b>25 January 2019</b>	Report on non-compliance to Section 127 of the Local Government: Municipal Finance Management Act 56 of 2003, on the submission and tabling of the Annual report	04	Implemented
		Consideration by Council of the FDDM Mid-Year Budget and Performance Assessment report as required in terms of Section 72 of the MFMA: 31 December 2018	05	Implemented
		Councillors Upper Limits – 2018/19	06	Implemented
		Budget Implementation report for the quarter ending 31 December 2018	07	Implemented
		Progress on filling of vacant Senior Manager positions: CFO and Director: EH&ES – appointment of selection panel	08	Implemented
		Advertisement of Senior Manager position due to become vacant – Director: CSS	09	Implemented
<b>Ordinary</b>	<b>29 March 2019</b>	Human Resources report: Recruitment	21	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Human Resources report: Occupational Health & Safety: election and appointment of Health & Safety representatives	22	Implemented
		Corporate Support Service: report on Training & Development	23	Implemented
		Tracking and Implementation of Council Resolutions	24	Implemented
		PM&PW RRAMS report – February 2019	51	Implemented
		PM&PW Department Unit: Electrical & Mechanical services – Mafube INEP report	52	Implemented
		Environmental Management status report for the month of January 2019	53	Implemented
		Municipal Health Services status report for the month of January 2019	54	Implemented
		Disaster & Emergency Services status report for the month of January 2019	55	Implemented
		Financial Indicators for the month ending February 2019	56	Implemented
		Monthly report – SCM Awards – February 2019	57	Implemented
		Compliance status report for the month ending February 2019	58	Implemented
		Compliance dates – April 2019	59	Implemented
		Adoption of the Fezile Dabi District Municipality Draft Integrated Development Plan (IDP) for 2019/20	60	Implemented
		Tracking and Implementation of Mayoral Committee Resolutions	61	Implemented
		Annual Draft Budget 2019/20 financial year	62	Implemented
		Appointment of the Acting CFO	63	Implemented
		Appointment of the Acting Director: EH&ES	64	Implemented
Ordinary	05 April 2019	Fundraising for Infrastructure projects	46	Implemented
		Skills Development Programme	47	Implemented
		Fundraising for Electrification projects	48	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2019
		Report on the outcomes of the selection, screening and interview processes in respect of the appointment of Director: EH&ES	49	Implemented
		Report on the outcomes of the selection, screening and interview processes in respect of the appointment of Director: CSS	50	Implemented

## A2: Administrative Governance Structure

The administrative structure of the municipality is headed by the Municipal Manager. As the Accounting Officer, the Municipal Manager accounts to the council for all the administrative issues of the municipality, including implementation of council resolutions. In execution of her duties, the Municipal Manager was assisted by her senior managers, who serve as departmental heads and all together, constitutes the senior management team of the municipality.

The senior management team of Fezile Dabi District Municipality for the period under review was structured as follows:

**Table 2.3: Administrative governance structure**

Designation	Initials and Surname	Contact Details	
		Office Telephone Number	e-mail address
Municipal Manager	L Molibeli (Ms)	016-970 8607	<a href="mailto:lindim@feziledabi.gov.za">lindim@feziledabi.gov.za</a>
	Ms L Molibeli was suspended from 14 May 2018 to 31 July 2018		
	V Moloi (Mrs)	016-970 8845	<a href="mailto:vactoriam@feziledabi.gov.za">vactoriam@feziledabi.gov.za</a>
	Ms V Moloi was appointed acting Municipal Manager from 25 June 2018 to 31 July 2018		
Acting Chief Financial Officer	J Reyneke (Mr)	016-970 8625	<a href="mailto:johanr@feziledabi.gov.za">johanr@feziledabi.gov.za</a>
	Mr J Reyneke was appointed acting CFO from 26 June 2018 to date		
Director: Corporate Support Services	AM Mini (Adv.)	016-970 8635	<a href="mailto:andilem@feziledabi.gov.za">andilem@feziledabi.gov.za</a>
	Adv. AM Mini resigned with effective from 7 January 2019		

Designation	Initials and Surname	Contact Details	
		Office Telephone Number	e-mail address
	Dr. S Motingwe	016-970 8635	solomonm@feziledabi.gov.za
	Dr. Motingwa was appointed with effect from 1 May 2019		
Director: Environmental Health and Emergency Services	M Mathibe (Mr)	016-970 8874	<a href="mailto:mohapim@feziledabi.gov.za">mohapim@feziledabi.gov.za</a>
	Mr M Mathibe was appointed acting Director: EH&ES from 1 August 2018 to 30 October 2018.		
	C Sibaya (Mr)	016-970 8874	<a href="mailto:chakanes@feziledabi.gov.za">chakanes@feziledabi.gov.za</a>
	Mr. C Sibaya was appointed acting Director : EH&ES from 15 December 2018 to 30 April 2019		
	NT Baleni (Mrs)	016-970 8874	<a href="mailto:nonhlahla@feziledabi.gov.za">nonhlahla@feziledabi.gov.za</a>
	Ms N T Baleni was appointed with effect from 1 May 2019.		
Director: Local Economic Development & Tourism	V Moloi (Mrs)	016-970 8845	victoriam@feziledabi.gov.za
Director: Project Management and Public Works	Vacant	N/A	N/A

During the period under review, the Director: Environmental Health and Emergency Services and the Chief Financial Officer resigned. Moreover, the position of the Director Project Management and Public Works remained vacant since December 2012. These positions were not yet filled as at the end of June 2019.

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

Intergovernmental relations within the District are mainly driven through the three interrelated structures during, viz – The District Coordinating Forum, The Speakers Forum and the Technical Intergovernmental Relations Forum. The responsibilities and activities of these forums were as follows during the reporting period under review:

**Table 2.4: Intergovernmental Relations (IGR) Structures within Fezile Dabi District Municipality**

Name of the IGR Structure	Convenors	Responsibilities
The District Coordinating Forum	(Executive) Mayors within the district	To promote and facilitate intergovernmental relations and cooperative government between the District Municipality and its affiliated Local Municipalities.

Name of the IGR Structure	Convenors	Responsibilities
The Speakers Forum	Speakers within the district	To provide for sharing ideas and integration of municipal programs and identify areas of weakness as well as the type of intervention needed.
The Technical Intergovernmental Relations Forum	Municipal Managers within the district	Promotion of Intergovernmental Relations between the district municipality, local municipalities within the district and other sector departments at the higher spheres of government

During the period under review, different IGR structures scheduled and held meetings as detailed on the table below:

**Table 2.5: Details of IGR Structures meetings held**

The District Coordinating Forum		
Meeting	Date	Venue
No meetings were held during the period under review.		
The Speakers' Forum		
Meeting	Date	Venue
No meetings were held during the period under review.		
Technical Intergovernmental Relations		
Meeting	Date	Venue
Technical IGR	17 April 2019	Council Chamber, Fezile Dabi Building, Sasolburg

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

During the reporting period under review, public participation continued to be of pivotal importance in decision-making processes of council. The municipality relied on public inputs through consultation processes to inform the Integrated Development Plans, Budgets, Service Delivery and Budget Implementation Plan (SDBIP) and Performance Plans.

### C1: Public Meetings

Fezile Dabi District Municipality has mechanism and processes in place to enable effective public participation. In line with section 55(1) (n) of the Municipal Systems Act, the Municipality played a central role in facilitating public participation in the implementation of the IDP during the period under review. On the other hand, the Executive Mayor was responsible for reporting to the council on the involvement of

communities in the affairs of the municipality. During the period under review, Public Participation meetings were planned and held as follows:

**Table 2.6: IDP Public Participation Meeting**

Municipality	Date	Venue	Time
Ngwathe	23/01/2018	Mosepedi Hall	10:00
Metsimaholo	24/01/2018	Refengkgotso Hall	10:00
Moqhaka	25/01/2018	Viljoenskroon Town Hall	10:00
Mafube	30/01/2018	Villiers Hall	10:00

### **C 2: IDP and Budget Public Consultations**

During planning period for 2018/19 financial year, the Executive Mayor, supported by all councillors and municipal administration facilitated a series of community and stakeholder engagements to solicit their inputs on the draft IDP and the MTREF for 2018/2019 after adoption by Council. Consultations took place in the four local municipalities in the District as detailed in table 2.6 above.

## **COMPONENT D: CORPORATE GOVERNANCE**

Corporate Governance is a system that encompasses a set of rules, processes and laws. In the case of Fezile Dabi District Municipality, corporate governance also encompasses a system that enables separation of roles and responsibilities between the Executive Mayor and the Council and the Executive Mayor and the Municipal Manager. It is about governance and accountability relationships between the political and administrative structures within a municipality.

### **D 1: Risk Management**

Risk management is an integral part of strategic and operational planning in Fezile Dabi District Municipality in order to ensure effective service delivery. To this effect, the municipality has a fully functional Risk Management Unit which is mainly responsible for effective risk management as a key element of good governance and rigorous performance management.

In an effort to enhance risk management approach, the municipality established the Risk Management Committee in 2014. The Committee is guided by Council approved Charter as its governing instrument.

During the period under review, the following risk management related activities were performed:

**Table 2.7: Risk Management Activities Performed during 2018/19 financial year**

Activity / Function	Date Completed
Review of Risk Management (RM) Policy and Strategy	27 July 2018
Annual Risk Assessment Report	27 July 2018
Quarterly Risk Assessment Reports	Q1 : 28 February 2019
	Q2 : 28 February 2019
	Q3 : May 2019

During the annual risk assessment process, strategic and operational risks were assessed for all areas within the municipality. Moreover, for all key risks identified, existing controls were assessed as well as the ability, benefit and cost to improve them.

The table below provides an overview of the municipal key focus areas and strategic risks identified for the period under review:

**Table 2.8: Key focus areas and strategic risks**

No.	Key focus area	Top risks	Response measure(s)
1	Compliance	Non-existence of air quality management by-laws	Development of customised air quality management by-law at the district level.

## **D 2: Anti-Fraud and Corruption**

During the period under review, the municipality continued to enforce strategies to combat fraud and corruption. Anti-Fraud and Corruption awareness campaign was also held on 05 October 2018 as part of efforts to strengthen mechanisms to prevent and combat fraud and corruption.

The municipality's Internal Audit also plays a pivotal role in the review of processes and adherence to process relating to segregation of duties, procurement process, efficiency of internal controls, and other measures to prevent fraud and corruption from occurring.

## **D 3: Supply Chain Management**

The municipality has an approved supply chain management policy which is in line with the MFMA, Supply Chain Management Regulation and Preferential Procurement Policy Framework Regulations of 2011.

The Supply Chain Management unit is appropriately capacitated in terms of human resources and skills. The unit is headed by a senior official who assume the duties of a senior supply chain practitioner.

The composition of the bid committees was also in accordance with the provisions of the Supply Chain Management Regulations, 2005.

**D 4: By-Laws**

No new by-laws were promulgated or reviewed during the period under review.

**D 5: Publication of Information on the Municipality's Websites**

Section 21A of Municipal Systems Act requires that all documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community:-

- a) by displaying the documents at the municipality's head and satellite offices and libraries;
- b) by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B; and
- c) by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained.

On the other hand, section 21B(3) states that the Municipal Manager must maintain and regularly update the municipality's official website, if in existence, or provide the relevant information as required by subsection (2).

Pursuant to the foregoing legislative provisions, the municipality's website was functional and accessible throughout the period under review and the table below provides details of important information that was publicised on the website.

**Table 2.9: Publication of information on municipal website**

Documents to be published on the municipality's website	Published / Not published
Final Draft Annual Report: 2016/17	Published
Oversight Report on the 2016/17 Annual Report	Published
IDP 2017-18	Published

Documents to be published on the municipality's website	Published / Not published
IDP 2017- 2022	Published
Performance agreement Municipal Manager 2017/18	Published
Performance agreement Chief Financial Officer 2017/18	Published
Performance agreement Director CSS 2017/18	Published
Performance agreement EH & ES 2017/18	Published
Performance agreement Director LED and Tourism 2017/18	Published
Quarterly Financial Reports for the quarter ended 30 June 2017	Published
Quarterly Financial Reports for the quarter ended 30 September 2017	Published
Quarterly Financial Reports for the quarter ended 30 December 2017	Published
Quarterly Financial Reports for the quarter ended 31 March 2018	Published
FDDM Draft Annual Budget 2017/18	Published
Quality Certificate- Draft Annual Budget 2018/19	Published
Draft Annual Budget 2018/19	Published
Quality Certificate – Annual Budget 2018/19	Published
FDDM A1 Schedule- mSCOA	Published
A1 Schedule – mSCOA (DC20 Table)	Published
Approval of Annual Budget 2018/19	Published
Top Layer SDBIP Draft 2017/18	Published
Departmental SDBIP Draft 2017/18	Published
FDDM SDBIP 2018/19	Published
Mid - year Report for period ended 31 December 2017	Published

#### **D 6: Public Satisfaction on Municipal Services**

No public satisfaction survey was conducted during the period under review.

#### **D 7: Municipal Oversight Committees**

Municipal Public Accounts Committee (MPAC) and the Audit and Performance Committee and the two committees responsible to exercise oversight over the executive functionaries of council, ensure good governance in the municipality and to advise the council, the political office-bearers, the accounting officer and the management staff of the municipality on various matters respectively.

During the period under review, the respective committees have discharged their responsibilities as follows in accordance with their terms of reference:

**Table 2.10: Activities performed by the MPAC**

Municipal Public Accounts Committee (MPAC)	
Matters considered in 2018/19	Date
<ul style="list-style-type: none"> <li>• Presentation by the Executive Mayor on the following reports:                             <ul style="list-style-type: none"> <li>- HIV and Aids Benefit Concert</li> <li>- The working visit to Madeira and Flower Festival</li> </ul> </li> <li>• Presentation by the Speaker on the following reports:                             <ul style="list-style-type: none"> <li>- Implementation of Upper Limits for Councillors</li> </ul> </li> <li>• Presentation by the Acting Municipal Manager on the following reports:                             <ul style="list-style-type: none"> <li>- MFMA Section 71 reports (MAY – JUN)</li> <li>- Implementation of Mafube MIG Projects</li> <li>- Closure of Books – Financial Year-End status report</li> <li>- Fourth and Final Quarter reports</li> <li>- Audit Plan status report</li> </ul> </li> </ul>	<b>24 July 2018</b>
<ul style="list-style-type: none"> <li>• Quarterly financial Indicators for the period ending 31 March 2017</li> <li>• Proposed MPAC Workplan / Schedule</li> <li>• Councillors Declaration of Interest for 2018/19</li> <li>• Budget Implementation report for the quarter ending 31 March 2019</li> </ul>	<b>17 May 2019</b>

**Table 2.11: Activities performed by the Audit & Performance Committee**

Audit & Performance Committee	
Matters considered in 2018/19	Date
Annual financial statements for 2017/18 financial year	12/12/2018
Annual performance report for 2017/18 financial year	
Annual Internal Audit Plan for 2018/19 financial year	04/04/2019
Draft Audit Report & Management letter	

**CHAPTER 3: SERVICE DELIVERY PERFORMANCE (Performance Report Part1)**

**COMPONENT A: INTRODUCTION TO PERFORMANCE REPORT**

This chapter focuses on reporting on service delivery on a service-by-service in line with the municipality’s IDP and SDBIP and thus aims at demonstrating what has been achieved and what remains outstanding as initially planned in terms of the municipality’s IDP.

**COMPONENT B: OVERVIEW OF THE RELEVANT PROGRESS ACHIEVED ON THE RELEVANT OUTCOMES FOR LOCAL GOVERNMENT AS REQUIRED BY NATIONAL AND PROVINCIAL SPHERES**

**B1: Environmental Health and Emergency Services**

**Table 3.1: Environmental Health Activity Schedule**

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Food Safety programme	To raise awareness on food safety issues to caterers	To educate all caterers which were appointed to cater for Free State Madeira Flower Festival	05 December 2018; Ngwathe LM offices	All appointed caterers	13
Viljoenskroon Jamboree Event	To support intergovernmental partnership in educating communities	To disseminate accurate information on environmental health risks and prevention thereof.	8 February 2019	Community of Rammulutsi	200
Monitoring and compliance awareness <b>“Change starts with knowledge”</b>	To educate the managers in food handling facilities within the mining sector to follow the set of regulation Governing General Hygiene Requirements for Food Premises	To impart sound knowledge to all managers in food handling facilities within the mines on Municipal Health Services requirements for a food facility.	21 & 22 February 2019	Harmony Mines Managers of Food Handling Facilities Vierfontein Viljoenskroon	9

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Food Safety Awareness	To educate supervisors, hostel senators and food handlers in the mining sectors on food safety and food security.	To educate the food handlers on five keys of food safety and duties of a food handlers	28 February 2019	Harmony Mine Kitchen Supervisors, food handlers and hostel senators.	42
Collaborative Tuberculosis Awareness Month	Promoting Tuberculosis awareness activities through community engagement	To teach the community about the contagious but treatable, curative and preventable disease	12 March 2019	Learners in Gugulethu Primary School Frankfort  Teachers	584  8
			13 March 2019	Leaners in Meduwaneng Primary School in Frankfort  Teachers	794  26
			14 March 2019	Food Handlers at a soup Kitchen Frankfort	29
			15 March 2019	Learners in St Canisia Edu Care Center  Teachers	60  4
			20 March 2019	Correctional Service Center Frankfort	50
			Food Safety Health Education	To ensure proper practise of food trade.	To impart knowledge of relevant legislation that governs the handling of food
Hand Wash awareness	To reduce the rate of health care associated with infections	To improve knowledge about hand hygiene and infection control	21 May 2019	Health Care Workers Philani Clinic Frankfort	32

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Food Safety Awareness	To educate food handlers in the mining sector on food safety.	To educate the food handlers on five keys of food safety and duties of a food handlers	29 May 2019	Mooikraal Site Canteen Sasolburg	5
Food Safety Training	To educate food handlers in the mining sectors on food safety and food security.	To educate the food handlers on five keys of food safety and duties of a food handlers	29 May 2019	Harmony Mine Kitchen food handlers. Vierfontein	40
Caters Empowerment	To attain compliance through awareness and education	To capacitate food handlers on the new regulations that Govern General Hygiene Requirements for Food Handling Premises and Transportation of Food To train food handlers on food safety.	25 June 2019	Caters who are in the supply chain data base of FDDM	86
Early Childhood Development Canters Compliance	To educate the Matrons of the Early Childhood Development Canters of the regulations/policies that governs the crèches.	To impart knowledge to the Matrons on health requirements of the crèches	26 June 2019	Matrons at crèches in Oranjeville	10
Department of Health Open Day	To support intergovernmental partnership in educating communities	To disseminate accurate information on environmental health risks and prevention thereof.	27 June 2019	Staff and patients at a clinic in Frankfort	32

**B 2: Disaster Management**

**2.1 Fezile Dabi District Municipality Disaster Risk Advisory Forum**

The FDDM Disaster Management Centre has established its DRM Forum which is attended by multi-sectoral role players who contribute meaningfully to deliberation of such meeting. The forum focuses on compliance to prescripts of the Act and the Framework by the district. PDMC also forms part of such engagements and these meetings are held quarterly. On the other hand, the municipality also participates in the Provincial Disaster Risk Advisory Forum.

The following are the dates of the meetings held in the reporting period under review.

**Table 3.2: Disaster Risk Advisory Forum Meetings Held**

Type of Meeting	Date of the meeting	Description	Resolutions
District Disaster Advisory Forum.	08 March 2019.	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency preparedness, rapid and effective response to disaster.	Working on Fire Team for veld fires. Fire Prevention Association (FPA) affiliation. Fire breaks on provincial and municipality roads. Contingency plans for National Elections.
District Disaster Advisory Forum	26 June 2019	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency preparedness, rapid and effective response to disaster.	Provincial Finance Management Act and Municipal Finance Management Act compliance for funding of Emergency Services must be revisited to assist emergency services.  Uniform organogram for district and local disaster management to enhance similar practice.

Type of Meeting	Date of the meeting	Description	Resolutions
			<p>All land owners to affiliate in the Fire Prevention Association in order to reduce the impact of veld fires.</p> <p>PDMC is rolling out capacity building programmes for disaster practitioners.</p> <p>District to assist local municipalities with disaster risk reduction issues due to lack of resources in the municipalities.</p>

2.2 Fire Services

Table 3.3: Fire & Emergency Services Activity Schedule

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
To ensure effective & efficient disaster management services in the district.	Planning, coordination and regulation of fire & rescue services in Mafube LM	Fire and Rescue Incidents	Responding to Fire and Rescue incidents as per SANS 10090	Number of fire & Rescue Incidents responded to	76			<p>Motor Vehicle Accident (MVA) 36</p> <p>Grass Fire 18</p> <p>Special service</p> <p>Truck on fire – 11</p> <p>Shack Fire – 4</p> <p>House fire – 6</p> <p>Electric Pole-1</p> <p><b>P1</b>(Critical patient, needs immediate attention) – 6</p> <p><b>P2</b> (Seriously injured) – 11</p> <p><b>P3</b> (Moderate injured) – 33</p> <p><b>P4</b> (Dead) -30</p>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
	Planning, coordination and regulation of fire & rescue services in Mafube LM	Surveillance of premises	Access and Approve (Scrutinize) building plans	Number of building plans scrutinized	21	19	2	
			Inspection Low Risk buildings	Number of Low risk buildings inspected	10	10	0	
			Inspection Medium risk	Number of Medium risk buildings inspected	9	7	2	
			Inspection High Risk buildings	Number of High risk buildings inspected	3	2	1	
Enhance public fire Safety awareness	Educate community in fire safety	Conduct fire awareness campaigns	Number of fire awareness campaigns conducted	9			Awareness was conducted in Villiers, Frankfort and Viljoenskroon	
		Conduct simulation exercise	Number of simulation exercises conducted with stake holders.	1			Was conducted in Viljoenskroon as part of collaboration with other stakeholders	

**2.3 Disaster Management Services**

Fezile Dabi District Municipality have been assigned certain disaster management powers and functions in accordance with section 44 of the Disaster Management Act, Act 57 of 2002 some of which were performed during the period under review and accordingly reported on as outlined below.

2.3.1 Disaster Risk Assessment

Table 3.4: Disaster Management Activity Schedule

Number of Risk Assessment Conducted	Name of Municipality	Comment
1	Moqhaka LM	<ul style="list-style-type: none"> <li>Maokeng windstorm of the 22 September 2018</li> </ul>
13	Ngwathe LM	<ul style="list-style-type: none"> <li>Family Miracle Church</li> <li>Risk assessment at Parys Town Hall (3), Master Nakedi Sports Centre, IEC Venues (AME Church, Parys Library and Parys town hall.</li> <li>Plenary meeting for NICA gathering in Ngwathe LM</li> <li>RIMS meeting in Ngwathe LM</li> <li>IEC plenary meeting for Ngwathe By-elections</li> <li>Disaster Awareness campaign at SS Paki Secondary School, Mokwallo, Vredefort and Schonkenville Intermediate School, Parys.</li> <li>Evacuation drill at Jeugsorg Orphanage Centre</li> <li>Identification of assembly points.</li> </ul>
12	Mafube LM	<ul style="list-style-type: none"> <li>Spin Brake event in Villiers</li> <li>Villiers community march</li> <li>Floods in Namahadi/ Frankfort during heavy rains</li> <li>Phelophepha Health Care Train 02 in Mafube Local Municipality</li> <li>Implementation of Gatherings Act and Disaster Management Act.</li> </ul> <p><b>Gatherings Act, 1993</b></p> <ul style="list-style-type: none"> <li>Application to the municipality to use the identified area within the municipal jurisdiction.</li> <li>Safe lives and minimize risks.</li> </ul> <p><b>Disaster Management Act.</b></p> <ul style="list-style-type: none"> <li>Regular check for safety of all attendees.</li> <li>Institutional arrangement meeting for Disaster Risk Management.</li> <li>Identification of assembly points for evacuation.                             <ul style="list-style-type: none"> <li>Cross Boarder Snow Protocol Contingency Planning Meeting for Stakeholders operating in the N3 national road.</li> <li>Risk Assessment in Cornelia – Ntswanatsatsi, Villiers Qalabotjha and Frankfort – Namahadi during the National elections.</li> <li>Assessment at the low lying areas in Frankfort – Namahadi during the heavy rainfalls.</li> <li>Conducted educational awareness at Wilge High School for Voortrekker group.</li> <li>Meeting where stakeholders were invited to have a dialogue on Tuberculosis (TB) in order to combat the pandemic.</li> <li>National Key Points (NKP) sitting for Transnet pipelines and its Depot addressing safety and any threats may arises</li> </ul> </li> </ul>
1	Metsimaholo LM	<ul style="list-style-type: none"> <li>Zamdela Cluster meeting</li> </ul>

### 2.3.2 Disaster Risk Reduction

**Table 3.5: Risk Reduction Activity Schedule**

Number of Risk Reduction Conducted	Name of Municipality	Comment
1	Moqhaka LM	<ul style="list-style-type: none"> <li>Risk reduction in Maokeng location in Kroonstad for windstorm on the night of the 22 September 2018</li> </ul>
7	Ngwathe LM	<ul style="list-style-type: none"> <li>Awareness campaign at SS Paki Secondary School in Mokwallo Vredefort.</li> <li>IEC plenary meeting for Ngwathe By-elections</li> <li>Simulation exercise at Greenlands road. Multi-sectoral and multi-discipline hazmat simulation exercise at Greenlands in the N1, where there was a spillage of Cyanide and Ethanol.</li> <li>Identification of Fire Safety Officer and Fire Wardens.</li> <li>Simulation exercise at Jeugsorg Orphanage Centre in Heilbron.</li> <li>Awareness at Jeugsorg Orphanage Centre in Heilbron.</li> <li>Training of Fire Safety Officer and Fire Wardens.</li> </ul>
20	Mafube LM	<ul style="list-style-type: none"> <li>The installation of smoke alarm devices in Tweeling and Villiers</li> <li>Dialogue on Tuberculosis (TB) in order to prevent the spread of this disease. It was reported that the Mfundo – Thuto, Tsebo – Ulwazi (both secondary schools) and Gugulethu primary school in Frankfort have learners diagnosed with TB.</li> <li>Security cluster meeting for safety plenary of the community march against poor service delivery in Tweeling – Mafahlaneng</li> <li>National Key Points (NKP) sitting for Transnet pipelines and its Depot addressing safety and any threats may arises. Emergency exercise will be held on the 22 August 2019 at Wilge Depot</li> <li>Road Incident Management System. Installation of cameras at strategic crime points has assisted.</li> <li>Risk assessment at the site visit for Phelophepha Health Care Train project.</li> <li>Assessment at the low lying areas in Frankfort – Namahadi during the heavy rainfalls</li> <li>RIMS meeting aimed at reducing accidents on roads, and also improving response time</li> <li>Community Policing Forum in Mafube LM</li> <li>Risk reduction for Operation Hlasela in Namahadi at Falesizwe Secondary School</li> </ul>

Number of Risk Reduction Conducted	Name of Municipality	Comment
		<ul style="list-style-type: none"> <li>• Risk reduction for Operation Hlasela in Namahadi at Falesizwe Secondary School (2)</li> <li>• Educational Awareness for Wilge High School Voortrekker group</li> <li>• Snow protocol meeting</li> <li>• The training of Disaster volunteers in Disaster Risk Reduction was conducted in Mafahlaneng Tweeling</li> <li>• Meeting for stakeholders who operates along the N3 road that is chaired by N3TC</li> <li>• This workshop is about the new emergency housing grant that Human Settlement has introduced. The grant is aimed at assisting victims of disasters for recovery purposes.</li> <li>• Cross Boarder Snow Protocol Contingency Planning Meeting for Stakeholders operating in the N3 national road.</li> </ul>
1	Metsimaholo LM	<ul style="list-style-type: none"> <li>• Attending Joint Operation(JOC) Centre at Zamdela police station for National Elections</li> </ul>

### 2.3.3 Response & Recovery

**Table 3.6: Response & Recovery Activity Schedule**

Incidents	Date	Area/ Town	Comments
Windstorm	22 September 2018	Maokeng	Damage assessment in Maokeng location in Kroonstad for windstorm o.
Shack fire	18 June 2019	Frankfort	Damage Assessment at Mafahlaneng Tweeling where the shack was on fire.

## B 3: LOCAL ECONOMIC DEVELOPMENT

### 3.1 Agricultural Development and support

South Africa's agro-processing sector plays a significant role in terms of job creation and sustainability in the economy. The Agricultural Sector Plan of FDDM acknowledges the importance of the agro-processing industry and several potential agro-processing projects have been identified with specific reference to the undermentioned project.

– **Koppies Greenhouse (Hydroponic) Vegetable Production Enterprise**

Hydroponic is a commercial method for growing plants or crops. In a hydroponic system roots grow and develop either in humid air, well-aerated water, or in a moist non-soil medium. The water supplied to the roots comprises of a carefully balanced solution with all the nutrients a plant needs for optimal growth.

To this effect, the municipality together with Rand Water Foundation initiated the Koppies Greenhouse Vegetable Production Enterprise six years ago. The enterprise is currently at implementation stage, operating as a Co-operative consisting of 10 community members and is a *one stop shop* which comprises of the greenhouse structures, pack house with coolers for processing, a guard house and a mini-market with a kiosk for meat, eggs, snacks and commodities sourced from other markets.

– **Assistance to agricultural co-operatives**

The promotion of the establishment and development of sustainable co-operatives in the region has been a priority for FDDM. The LED department upheld the mandate of co-operatives development and has assisted the following co-operative for 2018/2019:

**Table 3.7: Agricultural Cooperatives Supported**

Project Name	Area
Edenville Farming and Projects Co-operative	Edenville(Ngwathe Local Municipality)

**3.2 Small, Medium and Micro Enterprises (SMME) Development and Support**

FDDM is acknowledging the economic potential of a strong SMME sector and is committed to its promotion and growth. To this effect, the LED Directorate has provided entrepreneurial support to the following SMMEs during 2018/2019 financial year:

**Table 3.8: SMME supported**

Name of SMME	Area
Khayaletu Takeaways	Viljoenskroon (Mogaka Local Municipality)
Easy Marine Trading Enterprise	Sasolburg (Metsimaholo Local Municipality)
Komza Tau Trading and Projects	Sasolburg (Metsimaholo Local Municipality)
Tsoha O Iketsitse Woman's Project	Cornelia (Mafube Local Municipality)
Luvuyo Catering and Equipment	Frankfort (Mafube Local Municipality)
SJM Bed and Breakfast	Heilbron (Ngwathe Local Municipality)
This and That Cafe	Parys (Ngwathe Local Municipality)
Timandita Trading	Koppies (Ngwathe Local Municipality)

Name of SMME	Area
Young Mind Creatives	Parys (Ngwathe Local Municipality)
Brand Genius	Deneysville (Metsimaholo Local Municipality)
Bubomi General Trading	Viljoenskroon (Moghaka Local Municipality)
RMV Construction	Edenville (Ngwathe Local Municipality)
JT Business Ventures	Zamdela (Metsimaholo Local Municipality)
Prof Loks Products and Services	Zamdela (Metsimaholo Local Municipality)
Timandita Trading	Koppies (Ngwathe Local Municipality)
Edenville Gymnasium	Edenville (Ngwathe Local Municipality)
Seotswana Catering	Edenville (Ngwathe Local Municipality)
Makhoba and Nkadameng PTY (LTD)	Frankfort (Mafube Local Municipality)
Imvelaphi Trading Enterprises	Sasolburg (Metsimaholo Local Municipality)

– **SMME workshops conducted**

A workshop for caterers was held on 25 June 2019 at the Multi-purpose Centre in Zamdela to empower them on all catering-related issues. A total of 82 people attended the workshop. The training workshop was conducted in conjunction with the Department of Environmental Health and the Department of Finance, so as to offer a fully-fledged empowerment and capacity building workshop for the local caterers. Besides capacitating them on food safety, the objective was also to prepare them for a larger market that they have to explore for the growth of their businesses.

**B4: Tourism Development**

As part of its powers and functions in terms of Section 84(m) of the Municipal Structures Act, the municipality has undertaken the following activities for 2018/2019 in relation to tourism development:

– **Tourism shows attended**

Forming part of marketing and promotion of tourism FDDM attended the following shows:

**Table 3.9: Tourism Shows attended**

Name of the Tourism Show / Event	Venue and Date	Comments about the show / event
Africa's Travel Indaba	2-4 May 2019 at the Durban ICC	<p>Fezile Dabi District Municipality together with other district municipalities within the Free State Province exhibited at the Africa's Travel Indaba under the umbrella of Free State Tourism Authority. This year again district municipalities were there to market and promote their respective routes to potential buyers and this provided them with the platform and opportunity to showcase their products and services to local and international buyers. It has been recorded that 1500 registered buyers and more than 1 000 registered exhibitors took part at the Indaba.</p> <p>The following products represented the Lion Route at this year's Indaba:</p> <ul style="list-style-type: none"> <li>• Lions Rest from Tweeling</li> <li>• Adventure Skydives from Deneysville</li> <li>• Earth Adventures from Parys</li> </ul>

– **Advertising and Publicity**

Fezile Dabi Tourism product offerings were advertised in the following tourism magazines, which are distributed in hotels, shows and international travel shows like WTM in London and ITB in Germany.

- Encounter Africa Magazine
- South African Explore Magazine

– **Tourism awareness campaigns**

Fezile Dabi District Municipality has an important role to play in promoting and raising awareness on tourism among tourists and members of the communities in the district. The aim of these campaigns is to educate, raise awareness and understanding of the importance of tourism to the local economy among members of the public, media and stakeholders within the district. In this regard the tourism unit conducted tourism awareness campaigns in all four local municipalities within the district in 2018/2019. It was resolved that these campaigns will be conducted annually.

– **Tourism training**

The LED Directorate facilitated “Customer First” training from 18-21 June 2019 within the district. A total number of 37 participants from different companies and business owners including accommodation establishments, restaurants, filling stations and local small businesses were identified by Fezile Dabi District Municipality from all four local municipalities.

The purpose of this training was to introduce employees in our local tourism businesses to key knowledge and skills pertaining to good customer service, service excellence and quality in the work environment. The identified participants were offered 1 day accredited training on “Customer First” and training sessions were conducted for 1 day in each local municipality. See picture below.

## – **Grading of Accommodation Establishments**

The services of a fully accredited assessor from the Tourism Grading Council of South Africa has been requested to grade establishments within the district and is currently in progress. The grading will assist establishments in positioning their products and guests view this as a good indicator of the type of accommodation they will experience. Tourists and business travellers alike are also more likely to stay at a graded establishment than in one without a grading, as they can then be assured of predictable and guaranteed levels of quality. This is also viewed as an indicator of professionalism and quality support from the grading council for marketing the establishment. During 2018/19 the LED Directorates appointed as service provider to conduct an assessment on grading of B&Bs establishments within the district. As at the end of the financial year a report on outcomes of the assessment conducted has been submitted to the Tourism Grading of South Africa to prepare a report on the state of tourism establishments in the district.

## **B 5: COMMUNITY AND SOCIAL SERVICES**

The community and social development functions are located within the LED Directorate under Community Development Unit. This unit is specially established to ensure that communities within Fezile Dabi District Municipality are able to access government services, to provide interventions and to enhance the spirit of social cohesion.

This unit is responsible for, amongst others, the community and social services: Sports, Arts and culture and social development.

### – ***Community Development – Social Assistance***

This unit is focusing on the community based organizations; non-governmental organizations which include among others; food security organs, early childhood development centres, old age homes, and home based care centres. The services that we provide are the most needed and urgent commodities that are needed on daily basis to keep the centres operational.

The municipality normally puts aside resources to assist identified Community based organisations in the District with varied items and commodities, based on each organisation’s needs. However, during the period under review, no CBOs were assisted.

For the year under review, this unit provided assistance, interventions and services to the following beneficiaries:

**Table 3.10: Community Based Organisations assisted**

Name of Centre	Town and Municipality	Items/Equipment
Ivy Casabury Community and Development Centre	Namahadi	1 x 500ml Deep freezer 1 x Four plate electric stove 4 x 60L stainless steel pots 351 x Bowls 351 x Spoons
Ahanang Soup Kitchen	Moqwaka Local Municipality	Fencing of the centre
Hlabolahang Aftercare	Ngwathe local Municipality (Kwakwatsi)	<ul style="list-style-type: none"> <li>• 100 x Chairs</li> <li>• 20 x Tables</li> <li>• 2 x 3x4m Floor carpet</li> <li>• 3 x four bar electric heaters</li> <li>• 50 x exam pads</li> <li>• 50 x pencils</li> <li>• 50 x rubbers</li> <li>• 50 x rulers</li> <li>• 50 x crayons</li> <li>• 50 x Drawing books</li> <li>• 50 x (5-6) puzzles</li> <li>• 50 x (7-12) puzzles</li> </ul>

– **Early Childhood Development (ECD)**

Assistance with varied items and commodities, based on each centre’s needs, was provided to the following community early childhood development centres:

**Table 3.11: Early Childhood Centers assisted**

Name of Centre	Town and Municipality	Items/Equipment
Mookodi Edu-care (Phiritona)	Ngwathe Local Municipality	<ul style="list-style-type: none"> <li>• 39 x Blankets</li> <li>• 39 x Mattresses</li> <li>• 5 x Swings</li> <li>• 10 x Tables</li> </ul>

Name of Centre	Town and Municipality	Items/Equipment
		<ul style="list-style-type: none"> <li>• 40 x Chairs</li> <li>• 10 x Shelves</li> <li>• 1 x first Aid Kit</li> <li>• Educational toys</li> </ul>

– **Arts and Culture Development**

As part of art development in previous financial year, the municipality took amateur artists to the conservatoire for professional voice training. During the period under review, the following artists were still supported by the municipality and undergoing the professional training at the conservatoire:

**Table 3.12: Performing Artists assisted**

Name of Artist	Town & Municipality
22 Masters	Metsimaholo Local Municipality  Assisted with:  2 x Monitors 1 x Midi piano 1 x Studio headset 1 x Back filter 180 1 x Mic stand 1 x Microphone 1 x Sound cutter 2 x Computers
Zamdela Arts forum	Metsimaholo Local Municipality  Assisted with a 5 x 2m Banner

**B 6: Sports Development**

During the period under review, the municipality conducted / participated in the following sports programmes:

**Table 3.13: Sports Programmes Participated in / conducted**

Sport Programme	Comments / Notes
Mountain bike training camp	Mountain bike training camp took place in Parys on 15-17/02/2019
Rural School sports Development Programme	Rural School Sports Development Programme took place in Edenville at Burmah Primary School on the 13 <sup>th</sup> of June 2019.

**COMPONENT C: ANNUAL PERFORMANCE REPORT AGAINST PRE-DETERMINED OBJECTIVES**

**Annual Performance Report for 2018/19 financial year**

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**KPA 1: Municipal Transformation and Organisational Development**

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Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.1(a)	To maintaining adequate levels of experience and institutional memory	Implement retention policy so as to ensure that employees who represent value, output and contribution, which the FDDM may not afford to lose to its employer competitors, are retained.	Nil voluntary termination of employment at Senior Management by 30 June 2019.	Number of voluntary termination of employment at Senior Management by 30 June 2019.	Two (2) voluntary termination of employment at Senior Management Level were recorded by 30 June 2018.	Nil voluntary termination of employment at Senior and Middle Management by 30 June 2019. (Retain 100% of the currently employed Senior Management by 30 June 2019).	<b>Not Achieved:</b> One (1) voluntary termination of employment was recorded at Senior Management during the third quarter of the 2018/19 financial year.	Signed Workforce Profile Reports.	Not Achieved	Conduct interviews with Senior Managers who wish to voluntarily leave the municipality prior-to their resignations with an objective to find ways to retain them.
1.1(b)	To maintaining adequate levels of experience and institutional memory	Implement retention policy so as to ensure that employees who represent value, output and contribution, which the FDDM may not afford to lose to its	Nil voluntary termination of employment at Level 1 – 3 Managers by 30 June 2019.	Number of voluntary termination of employment at Level 1 – 3 Managers by 30 June 2019.	Three (3) voluntary termination of employment at Level 1-3 Managers were recorded by 30 June 2018.	Nil voluntary termination of employment at Level 1 – 3 Managers by 30 June 2018. (Retain 100% of the currently employed Level 1 - 3 Managers by 30 June 2019).	<b>Not Achieved:</b> One (1) voluntary resignation of manager at level 1 - 3 was recorded as at 30 June 2019.	Signed Workforce Profile Reports.	Not Achieved	Conduct interviews with line managers (i.e. Level 1 – 3) who wish to voluntarily leave the municipality prior-to their resignations with an objective to

Key Performance Area 1: Municipal Transformation and Organisational Development

PERFORMANCE OBJECTIVES AND INDICATORS											ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019															
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance					
		employer competitors, are retained.								find ways to retain them.					
1.2(a)	To maintain sound labour relations so as to minimise labour disputes and disruptions	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	Nil / Zero disputes filed by employees by 30 June 2019 due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	Number of disputes filed by employees by 30 June 2019 due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	Three (3) labour disputes were filled as at 30 June 2018.	Nil / Zero disputes filed by employees by 30 June 2019 due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	<b>Not Achieved:</b> Twenty Nine (29) disputes were filed by employees due to non-compliance with collective agreements, Basic Conditions of Employment Act, Labour Relations Act and Institutional Policies pertaining to labour relations as at 30 June 2019.	Signed Internal Reports indicating disputes filed by employees in relation to non-compliance with collective agreements, basic conditions of employment act, labour relations act and HR policies	Not Achieved	Ensure that there is adherence to all aspects of signed Collective Agreements and improve measures to ensure resolution of labour matters at the LLF prior to dismissal of employees.					

Key Performance Area 1: Municipal Transformation and Organisational Development

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PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.2(b)	To maintain sound labour relations so as to minimise labour disputes and disruptions	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	6 Human Resource related policies reviewed, updated and approved by Council by 30 June 2019.	Number of Human Resource related policies reviewed, updated and approved by Council by 30 June 2019.	Three (3) Human Resource related policies were reviewed, updated and approved by council as at 30 June 2018.	6 Human Resource related policies reviewed, updated and approved by Council by 30 June 2019.	<b>Not Achieved:</b> No evidence was submitted for audit to verify whether HR related polices were reviewed for approval by council as 30 June 2019.	Copies of reviewed and approved HR policies supported by a signed extract of council resolutions for approval.	Not Achieved	Record all possible policies amendments in the internal register as and when developments having effect on our internal policies emanate so as to ensure a coordinated and holistic approach with regard to review of policies.

Key Performance Area 1: Municipal Transformation and Organisational Development

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(a)	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	4 quarterly Internal Audit Reports and related Management Action Plans with specific focus on Risk Management, Internal Controls, and Performance Management by 30 June 2019.	Number of quarterly Internal Audit Reports and related Management Action Plans with specific focus on Risk Management, Internal Controls, and Performance Management by 30 June 2019.	Two (2) quarterly internal audit reports submitted in the financial year 2017/18.	4 quarterly Internal Audit Reports (i.e. one report per quarter) and related Management Action Plans with specific focus on Risk Management, Internal Controls, and Performance Management by 30 June 2019.	<b>Not Applicable:</b> KPI reviewed during the mid-term assessment.	4 quarterly internal audit reports and related management action plans with specific focus on risk management, internal controls and performance management	The KPI is no longer applicable, as it was revised during Mid-year assessment.	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(b)	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	100% of Post Audit Action Plan matters for 2017/18 relating to leadership, predetermined objectives and other matters addressed by 30 June 2019.	% of Post Audit Action Plan matters for 2017/18 relating to leadership, predetermined objectives and other matters addressed by 30 June 2019	2016/17 Audit Action Plan.	100% of Post Audit Action Plan matters for 2017/18 relating to leadership, predetermined objectives and other matters addressed by 30 June 2019.	<b>Not Achieved:</b> The Audit process for 2017/18 financial year was delayed due to instability within the municipality, expected to start early in January 2019.	Signed progress reports on post audit action plan matters for 2015/16 relating to leadership, predetermined objectives and other matters.	Not Achieved	Ensure submission of the Annual Report and Annual Financial Statements on time to address prior audit matters.
1.3(c)	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management,	Within 30 calendar days of receiving instructions and source document from user departments relating to	Number of Calendar days of appointment of contractors / service providers in this financial year, a written	4 SLAs signed during 2017/18.	Within 30 calendar days of receiving instructions and source document from user departments relating to	<b>Achieved:</b> Four (4) Contract Management Report indicating number of SLAs concluded were tabled at the Executive	Signed appointment letters for each contract procured and copies of signed SLAs.	Achieved	N/A

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		adequate internal controls for improved financial management, and improved overall organisational performance.	appointment of service provider / supplier, draft legally compliant Service Level Agreements and ensure that all signed SLAs are kept in safe custody by 30 June 2019 for audit and other future use purposes.	and signed Service Level Agreements entered into a % of signed SLAs that are kept in safe custody by 30 June 2019 for audit and other future use purposes.		appointment of service provider/supplier, draft legally compliant Service Level Agreements and ensure that all signed SLAs are kept in safe custody by 30 June 2019 for audit and other future use purposes.	Management as at 30 June 2019.			
1.3(d)	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management,	Within 5 calendar days of receiving confirmation of appointment of service provider/supplier for the department from the SCM,	Number of calendar days of receiving confirmation of appointment of service provider/supplier for the department	4 SLAs signed during 2017/18.	Within 5 calendar days of receiving confirmation of appointment of service provider /supplier for the department from the SCM, issue a	<b>Not Achieved:</b> Six (6) SLA were concluded with various Service Providers as at 30 June 2019, however the SLAs were not concluded	Signed appointment letters for each contract procured and copies of signed SLAs.	Not Achieved, submissions of documents for all appointed service providers were not within prescribe period or time.	Ensure adherence to timelines as stipulated in the SDBIP.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		adequate internal controls for improved financial management, and improved overall organisational performance.	issue a written instruction together with supporting documents relating to the appointment to the Legal Services division for drafting of Service Level Agreement for the period ending 30 June 2019.	from SCM it took to issue a written instruction together with supporting documents informing contract to the Legal Services division for drafting of Service Level Agreement for the period ending 30 June 2019.		written instruction together with supporting documents relating to the appointment to the Legal Services division for drafting of Service Level Agreement for the period ending 30 June 2019.	within the prescribed <b>timelines.</b>			

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.4	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	4 quarterly Internal Audit Reports and related Management Action Plans with specific focus on ICT systems and infrastructure by 30 June 2019.	Number of quarterly Internal Audit Reports and related Management Action Plans with specific focus on ICT systems and infrastructure by 30 June 2019.	1 Internal Audit reports submitted to the Audit Committee in 2017/18.	4 quarterly Internal Audit Reports (i.e. one report per quarter) and related Management Action Plans with specific focus on ICT systems and infrastructure by 30 June 2019.	Not Applicable: KPI reviewed during the mid-term assessment.	4 quarterly Internal Audit Report and related Management Action Plans with specific focus on ICT systems and infrastructure.	The KPI is no longer applicable, as it was revised during Mid-year assessment.	N/A
1.5	Improve administrative and financial capability of the municipality.	Ensure compliance with Safety, Health, Risk, Environment & Quality (SHREQ) legislation & regulations so as	4 quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all	Number of quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance	Four (4) quarterly reports submitted to management for consideration and noting during 2017/18.	4 quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ	<b>Achieved:</b> Four (4) Quarterly internal (SHREQ) compliance report were prepared and submitted to management as at 30 June 2019.	4 quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable	Achieved	N/A

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		to eliminate or manage the risks that are likely to cause occupational accidents and injuries	applicable SHREQ legislation by 30 June 2019.	with all applicable SHREQ legislation by 30 June. 2019.		legislation by 30 June 2019.		SHREQ legislation.		
1.6(a)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Review & submit Workplace Skills Plan (WSP), Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL) Report for 2017/18 financial year to the Municipal	Date of submission WSP, ATR and PIVOTAL Report for 2017/18 financial year to the Municipal Manager.	2017/18 WSP, ATR & PIVOTAL reports.	Review & submit Workplace Skills Plan (WSP), Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL) Report for 2018/19 financial year to the Municipal Manager by 31 March 2019.	<b>Not Achieved:</b> Workplace Skills Plan / Annual Training Report / Pivotal Report submitted to the office of Municipal Manager on the 17 and to LG SETA on the 18 April 2019.	Copy of the reviewed Workplace Skills Plan (WSP), Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL) Report for 2017/18 financial year to the Municipal Manager.	Not achieved	Departments to improve efficiency with regard to processing and availability of information pertaining to their training needs so as to ensure that reports a compiled, reviewed and submitted timeously.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			Manager by 31 March 2019.							
1.6(b)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Ensure submission of WSP, ATR and PIVOTAL report for 2019/20 financial year to LGSETA by 30 April 2019.	Date of submission WSP, ATR and PIVOTAL Report for 2019/20 financial year to LGSETA	One (1) 2017/18 WSP, ATR & PIVOTAL reports.	Ensure submission of WSP, ATR and PIVOTAL report for 2019/20 financial year to LGSETA by 30 April 2019.	<b>Achieved:</b> Workplace Skills Plan / Annual Training Report / Pivotal Report submitted to the office of Municipal Manager on the 17 and to LG SETA on the 18 April 2019.	Copy of Workplace Skills Plan for 2017/2018 & Annual Training Report for 2016/2017.	Achieved	N/A
1.7(a)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Review & submit 12 WSP monthly monitoring and implementation reports to the Municipal Manager within 5 days after the end of each month during 2018/19 financial year.	Number of WSP monthly monitoring and implementation reports reviewed & submitted to Municipal Manager within 5 days after the end of each	Twelve (12) 2017/18 WSP, ATR & PIVOTAL reports.	Review & submit 12 WSP monthly monitoring and implementation reports to the Municipal Manager within 5 days after the end of each month during 2018/19 financial year.	<b>Achieved:</b> Twelve (12) Monthly Monitoring Reports for 2018/19 financial year were submitted to Municipal Manager as at 30 June 2019.	Proof of submission of f 12 monthly monitoring and implementation reports to the Municipal Manager within 5 days after the end of each month.	Achieved	N/A

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
				month during 2018/19 financial year.						
1.7(b)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2018/19 financial year.	Number of monthly WSP monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month during 2018/19 financial year	12 WSP monthly monitoring and implementation reports submitted to LGSETA in 2017/18 financial year.	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2018/19 financial year.	<b>Achieved:</b> Twelve (12) WSP monthly monitoring and implementation reports were submitted to LGSETA within 7 days as at 30 June 2019.	Proof of submission of 12 monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month.	Achieved	N/A
1.8	Improve administrative and financial capability of the municipality.	Ensure the institutional preparedness for the possible attack, catastrophic events or related	4 quarterly security assessment and / or incidents reports regarding potential security threats to the	Number of quarterly security assessment and / or incidents reports regarding potential security	Zero (0) quarterly security assessments and/or incidents reports were prepared during 2017/18.	4 quarterly security assessment and/or incidents reports regarding potential security threats to the municipality, employees,	<b>Not Achieved:</b> One (1) Security Assessment and/or Incident Reports regarding potential threats to the municipality were	Copies of quarterly security assessment and/or incidents reports regarding potential security threats to the municipality,	Not Achieved	The Municipal Manager to engage Security Officer to emphasise the need to prioritise security assessment

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		significant security incidents.	municipality, employees, information and other interest of the municipality by 30 June 2019.	threats to the municipality, employees, information and other interest of the municipality by 30 June 2019.		information and other interest of the municipality by 30 June 2019.	prepared as at 30 June 2019.	employees, information and other interests of the municipality.		measures as a critical function necessary to provide reasonable proactive measures to safeguard both employees and the property of the municipality.
1.9	Improve administrative and financial capability of the municipality.	Implement Anti-Fraud & Corruption Policy and Plan of the municipality so as to prevent and detect elements of Fraud and Corruption.	4 quarterly security assessment and / or incidents reports regarding potential security threats to the municipality, employees, information and other	Number of quarterly security assessment and / or incidents reports regarding potential security threats to the municipality, employees, information	Zero (0) anti-fraud and corruption awareness programmes conducted during 2017/18.	4 quarterly security assessment and/or incidents reports regarding potential security threats to the municipality, employees, information and other interest of the municipality by 30 June 2019.	<b>Not achieved:</b> Zero (0) Anti-Fraud and Corruption Policy was reviewed as at 30 June 2019.	Copy of Annual review of the Anti-Fraud & Corruption Policy and Plan and 4 quarterly anti-fraud and corruption awareness programs.	Not Achieved	Record all possible policy amendments in the internal register as and when developments having effect on Anti-Fraud and Corruption policy emanate so as to ensure a

Key Performance Area 1: Municipal Transformation and Organisational Development

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PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			interest of the municipality by 30 June 2019.	and other interest of the municipality by 30 June 2019.						coordinated and holistic approach with regard to review of the policy and build in anti-fraud and corruption awareness programs into the broader public engagement / consultation program of the municipality.
1.10	Improve administrative and financial capability of the municipality.	To ensure inclusive and continuous strategic alignment of departmental plans and goals	Convene 12 monthly departmental meetings by 30 June 2019 for continuous strategic alignment of departmental plans and goals.	Number of monthly departmental meetings convened by 30 June 2019 for continuous strategic alignment of departmental plans and	Ten (10) Monthly departmental meetings held in 2017/18.	Convene 12 monthly departmental meetings by 30 June 2019 for continuous strategic alignment of departmental plans and goals.	<b>Partially Achieved:</b> Six (6) monthly Departmental Meeting were held as at 30 June 2019.	Minutes of monthly departmental meetings for continuous strategic alignment of departmental plans and goals.	Partially Achieved	Realign meeting dates to the planned KPI targets dates.

Key Performance Area 1: Municipal Transformation and Organisational Development

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.11	Improve administrative and financial capability of the municipality.	To ensure inclusive and continuous strategic alignment of <u>organisational</u> plans and goals	Convene 12 monthly Senior Management meetings by 30 June 2019 for continuous strategic alignment of organisational plans and goals.	Number of monthly Senior Management meetings convened by 30 June 2019 for continuous strategic alignment of organisational plans and goals.	Seven (7) Senior Management meetings held in 2017/18.	Convene 12 monthly Senior Management meetings by 30 June 2019 for continuous strategic alignment of organisational plans and goals.	<b>Not Achieved:</b> Five (5) monthly Senior Management meetings were held as at 30 June 2019.	Minutes of monthly Senior Management meetings for continuous strategic alignment of organisational plans and goals.	Not Achieved	Realign meeting dates to the planned KPI targets dates.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.12	Improve administrative and financial capability of the municipality.	Promote employee wellness through dedicated wellness programmes	Prepare an annual employee-wellness programme for 2018/19 financial year by 1 July 2018, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2019.	An annual employee-wellness programme and number of quarterly report in relation thereto prepared and presented to senior management meeting by 30 June 2019.	Zero (0) quarterly reports for Wellness programmes were prepared during 2017/18.	Prepare an annual employee- wellness programme for 2018/19 financial year by 1 July 2018, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2019.	<b>Partially Achieved:</b> Zero (0) Annual Wellness Programme was submitted for verification purpose and Two (2) Quarterly report were presented to the Executive Management as at 30 June 2019.	Proof that an annual employee-wellness programme was conducted, prepare and present four (4) quarterly reports in relation thereto to senior management meetings.	Partially Achieved	The Municipal Manager to engage with the Director: Corporates Services with an objective to emphasize the important impact that wellness programs can have of the on the wellbeing of employees.
1.13	Improve administrative and financial capability of the municipality.	Ensure consistent follow-up on the status of implementation of Council resolutions so improve accountability to	Track the implementation of Council resolutions by various officials and political office bearers, update the internal	Number of monthly reports in relation to tracking of the implementation of Council resolutions by various officials and	Two (2) reports on tracking of council resolutions were prepared during 2017/18.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and	<b>Partially Achieved:</b> Two Reports on Tracking Implementation of Council Resolution was presented to the Executive	Register of tracking Council and their implementation by various officials and political office bearers.	Partially Achieved	The Council meetings where implementation of resolutions are presented for tracking of progress are at

Key Performance Area 1: Municipal Transformation and Organisational Development

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PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		council on its decisions.	register accordingly and submit 60 monthly reports in relation thereto by 30 June 2019.	political office bearers by 30 June 2019.		submit 12 monthly reports in relation thereto by 30 June 2019.	Management as at 30 June 2019.			the discretion of Council.
1.14	Improve administrative and financial capability of the municipality.	Provide for forward annual leave planning as part of Human Resource planning to ensure smooth operations with the requisite number of employees.	Prepare and submit the departmental annual leave plan for 2018/19 financial years to Human Resource Management Unit by 30 September 2018.	Date of submission of departmental annual leave plan to Human Resource Management unit.	2017/18 Annual leave plan.	Prepare and submit the departmental annual leave plan for 2018/19 financial year to Human Resource Management Unit by 30 September 2018.	<b>Achieved:</b> Annual leave plan prepared and submitted during first quarter of 2018/2019 financial year.	Copy of departmental annual leave plan to Human Resource Management unit.	Achieved	N/A

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**KPA 2: Basic Service Delivery and Infrastructure Investment**

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Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.1	To assist rural area in the district in setting up their road asset management system.	Based on their specific requests, assist local municipalities within the district financially, technically & administratively with the implementation of water & sanitation, roads and storm water projects	Initiate and complete a focused study on road networks information in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and have a final report prepared by 30 June 2019.	A final and signed-off final report on study of road networks information in the district in line with Rural Roads Asset Management System (RRAMS) by 30 June 2019.	100% of RRAMS Projects completed in 2017/18.	Initiate and complete a focused study on road networks information in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and have a final report prepared by 30 June 2019.	<b>Achieved:</b> Four (4) Reports on the activities undertaken in line with the activity plan of RRAMS was submitted to Executive Management as at 30 June 2019.	Signed completion certificate.	Achieved	N/A
2.3	To provide for and support integrated, efficient and sustainable settlements in the district.	Review and align the municipality's SDF and the 5 year IDP for new term of council to ensure an integrated district SDF that	Develop SDF for 2018/19 of the municipality and approved by Council by 30 June 2019.	Develop 1 SDF document of the municipality for 2018/19 and Council resolution for approval by 30 June 2019.	Zero (0) SDF document was developed during 2017/18.	Develop SDF for 2018/19 of the municipality and approved by Council by 30 June 2019.	<b>Not Applicable:</b> KPI reviewed during the mid-term assessment.	Completed and approved SDF for the municipality	Not applicable KPI reviewed during the mid-year assessment.	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		facilitates sustainable human settlement and improved quality of household life within the district.								
2.4(a)	To provide Municipal Health & Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the district so as to ensure fair and equitable health services within the district.	4 quarterly Municipal Health Services reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	Number of quarterly Municipal Health Services reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	Four (4) quarterly Municipal Health Services reports for 2017/18.	4 quarterly Municipal Health Services reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	<b>Achieved:</b> Four (4) Quarterly Municipal Health Services reports indicating services rendered in various towns across the 4 local municipalities in the district as at June 2019.	4 signed quarterly reports of Municipal Health Services for 2018/19 financial year.	Achieved	N/A
2.4(b)	To provide Municipal Health & Environmental	Ensure equitable allocation and distribution of Air Quality	4 quarterly Air Quality Management reports indicating	Number of quarterly Air Quality Management	Four (4) quarterly Air Quality Management	4 quarterly Air Quality Management reports indicating	<b>Achieved:</b> Four (4) Quarterly Air Quality Management reports indicating	4 signed quarterly reports on Air Quality Management for	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	Services effectively & equitably in the District.	Management resources across the district so as to ensure fair and equitable air quality management services within the district.	services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	reports for 2017/18.	services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	services rendered in various towns across the 4 local municipalities in the district as at 30 June 2019.	2018/19 financial year.		
2.4(c)	To ensure effective & efficient disaster management services in the district.	Ensure equitable allocation and distribution of Disaster Management resources across the district so as to ensure fair and equitable provision of services within the district.	4 quarterly Disaster Management reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	Number of quarterly Disaster Management reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	4 quarterly Disaster Management reports for 2017/18.	4 quarterly Disaster Management reports indicating services rendered in various towns across the 4 local municipalities in the district by 30 June 2019.	<b>Achieved:</b> Four (4) Disaster Management reports indicating services rendered in various towns across the 4 local municipalities in the district was submitted for audit as at 30 June 2019.	4 signed quarterly reports of Disaster Management for 2018/19 financial year.	Achieved	N/A
2.4(d)	To ensure effective &	Ensure equitable allocation and	4 Interdepartmental disaster risk	Number of Interdepartmental	Zero (0) Inter-Departmental	4 quarterly inspections at	<b>Not Applicable:</b> KPI reviewed during	Attendance Registers and	Not applicable KPI reviewed	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	efficient disaster management services in the district.	distribution of Disaster Management resources across the district so as to ensure fair and equitable disaster management services within the district.	management committee meetings held by 30 June 2019.	disaster risk management committee meetings held by 30 June 2019.	Disaster Risk Management Committee meetings held during 2017/18.	moderate to low risk premises performed in various areas across Mafube Local Municipality by 30 June 2019.	the mid-term assessment.	Minutes of Meetings of interdepartmental Disaster Risk Management committee meetings.	during the mid-year assessment.	
2.4(e)	To provide Municipal Health & Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Fire Fighting resources to Mafube District Municipality as per the provisions of the signed Service Level Agreement.	4 quarterly inspections at moderate to low risk premises performed in various areas across Mafube Local Municipality by 30 June 2019.	Number of quarterly inspections at moderate to low risk premises performed in various areas across Mafube Local Municipality by 30 June 2019.	Four (4) quarterly inspections at moderate to low risk premises for 2017/18.	4 quarterly inspections at moderate to low risk premises performed in various areas across Mafube Local Municipality by 30 June 2019.	<b>Achieved:</b> Four (4) Quarterly Inspection at moderate to low risk premises was rendered in various areas across Mafube Local Municipality as at June 2019.	4 signed fire quarterly reports on inspection of moderate to low risk premises for the 2018/19 financial year.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.4(f)	To provide Municipal Health & Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Environmental Management resources across the district so as to ensure fair and equitable environmental services within the district.	4 quarterly environmental services reports for services performed in various areas across the 4 local municipalities in the district by 30 June 2019.	Number of quarterly environmental services reports for services performed in various areas across the 4 local municipalities in the district by 30 June 2019.	Four (4) quarterly Environmental services reports for 2017/18.	4 quarterly environmental services reports for services performed in various areas across the 4 local municipalities in the district by 30 June 2019.	<b>Achieved:</b> Four (4) Quarterly environmental services reports for service rendered in various areas across the 4 local municipalities in the district as at June 2019.	4 signed quarterly reports of environmental services for the 2018/19 financial year.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.5	To ensure effective & efficient disaster management services	Establish a well-resourced and fully functional effective disaster management centre so as to ensure integrated coordinated disaster management response through partnership between different stakeholder	100 % expansion of communication strategy (radio and computer software) in one local municipality by 30 June 2019.	100 % expansion of communication strategy (radio and computer software) in one local municipality by 30 June 2019.	Zero (0%) expansion of communication strategy (radio and computer software) for 2017/18.	100% expansion of communication strategy (radio and computer software) in one local municipality by 30 June 2019	<b>Not Applicable:</b> KPI reviewed during the mid-term assessment.	One (1) Signed close out report as at 30 June 2019.	Not applicable KPI reviewed during the mid-year assessment.	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Investment										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.6(a)	To contribute towards the reduction in the prevalence of HIV/AIDS in the district	Develop and implement high profile HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	1 Annual HIV/AIDS festival aimed at creating HIV/AIDS awareness by 31 December 2018.	Number of Annual HIV/AIDS festival report by 30 March 2019	2017/18 Annual HIV/AIDS festival report.	1 Annual HIV/AIDS festival aimed at creating HIV/AIDS awareness by 31 December 2018 and donation of proceeds to identified organization dealing with HIV / AIDS by 30 June 2019.	<b>Not Achieved:</b> No Annual HIV/AIDS festival was held during 2018/19 financial year.	One (1) Signed event report on the outcomes of the Annual HIV/AIDS festival.	Not Achieved	Ensure appointment of the service provider and identification of organisation dealing with HIV/AIDS timeously.
2.6(b)	To contribute towards the reduction in the prevalence of HIV/AIDS in the district	Develop and implement high profile HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	4 HIV/AIDS awareness campaigns in the district targeting youth, men, women schools, Correctional Centres and private sector institutions held by 30 June 2019.	Number of HIV/AIDS awareness campaigns in the district targeting youth, men, women schools, Correctional Centres and private sector institutions held by 30 June 2019.	Zero (0) HIV/AIDS awareness campaigns held in 2017/18 financial year.	4 HIV/AIDS awareness campaigns in the district targeting youth, men, women schools, Correctional Centres and private sector institutions held by 30 June 2019.	<b>Achieved:</b> Four (4) HIV/AIDS awareness campaigns targeting youth, men, women, schools and correctional centres was held as at 30 June 2019.	Four (4) signed internal reports on HIV and AIDS awareness campaigns conducted.	Achieved	N/A

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**KPA 3: Local Economic Development**

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Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.1	To support development of emerging farmers in the district into mainstream farming	Support emerging farmers in identify opportunities in agro-processing of products in the district	Support at least ONE (1) agro-processing initiatives / projects by 30 June 2019.	Number of agro-processing initiatives / projects by 30 June 2019.	Zero (0) SLA signed for 2017/18.	Support at least one (1) agro- processing initiatives / projects by 30 June 2019.	<b>Not Achieved:</b> No progress report was submitted to audit in relation to the hand over report as at 30 June 2019.	Signed internal reports indicating number and names of emerging farmers in agro-processing initiatives / projects supported.	Not Achieved	Embark on a program of encouraging local communities within the district to embark on agro-processing projects in order that they can benefit from the support offered by the municipality whilst generating income and creating employment.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.2	To promote & enhance the SMME sector in the district	Identifying training & capacity needs in the SMME sector and provide dedicate entrepreneurial support based on identified needs.	Assist 4 SMMEs within the district as part of entrepreneurial support by 30 June 2019.	Number of dedicated training interventions for SMMEs within the district as part of entrepreneurial support by 30 June 2019.	4 entrepreneurial training interventions provided in 2017/18.	Assist 4 SMMEs within the district as part of entrepreneurial support by 30 June 2019.	<b>Achieved:</b> A total of Eight (8) SMMEs were monitored within the district as part of entrepreneurial support as at 30 June 2019.	Signed internal reports indicating number and names of SMMEs in the district that are provided with dedicated training as part of entrepreneurial support.	Achieved	N/A

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.3	To nurture the development of people's potential in the district through arts & culture	Development of arts & crafts in the communities within the district by providing required resources and support.	Assist and support up to 3 qualifying artist groups in the district with training, coaching and crafting by 30 June 2019.	Number of qualifying artists assisted and supported with training, coaching and crafting by 30 June 2019.	4 Artists in 2017/18	Assist and support up to 3 qualifying artist groups in the district with training, coaching and crafting by 30 June 2019.	<b>Partially Achieved:</b> Two Performing Artists (2) from Metsimaholo LM within the district were assisted as at 30 June 2019.	Signed Internal Reports indicating number and names of qualifying up and coming performing arts groups and crafters from the district assisted with enrolment and 3 year tuition in academic institutions.	Partially Achieved, only Two Performing Artists were assisted.	Reduce the targeted number and / or economic value of the assistance and support provided in line with the municipality's prevailing level of financial affordability.
3.4	To plan, coordinate & support sports amongst the youth	Strengthen relations with the provincial Department of Sports, Arts & Culture for the implementation of sports	Coordinate 2 adventure sports activities and 1 rural sports programme in collaboration with the relevant sector departments and stakeholders by 30	Number of adventure sports programmes and rural sports programme coordinated in collaboration with the provincial	3 Adventure Sporting activities held e.g.: 1 Power Boat and 1 Rural School Development Programme 1 Mountain Bike for 2017/18.	Coordinate 2 adventure sports activities and 1 rural sports programme in collaboration with the relevant sector departments and stakeholders by 30 June 2019.	<b>Achieved:</b> One (1) Adventure sports activity (mountain bike) was conducted from the 15 to 17 February 2019 and Rural School development programme took	Signed internal reports indicating number and names / description of adventure sports programmes and rural sports programme	Achieved	N/A

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		development plan within the district	June 2019.	Departments of Sports, Arts & Culture by 30 June 2019.			place on 13 June 2019.	coordinated in collaboration with the provincial Departments of Sports, Arts & Culture		
3.5(a)	To promote & develop the tourism sector in the District.	Provide dedicated support to identified Bed & Breakfast (B&B) establishments in the district	Assist 5 B&B establishments in the district assisted with grading and certification by 30 June 2019	Number of B&B establishments in the district assisted with grading and certification by 30 June 2019.	Five (5) B&B establishments assisted in 2017/18	Assist 5 B&B establishments in the district assisted with grading and certification by 30 June 2019.	<b>Partially Achieved:</b> Appointed as service provider to conduct an assessment on grading of B&B establishments in the district and report was submitted to Tourism Grading of South Africa as at 30 June 2019.	Signed internal reports indicating number, names and location of B&B establishments in the district assisted with grading, provision of promotional material and provide Customer Care training.	Partially Achieved	Ensure that service provider is appointed on time with a view to perform grading within the planned targets dates.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.5(b)	To promote & develop the tourism sector in the District.	Provide dedicated support and training to identified stakeholders	Assist 5 B&B establishments in the district assisted with grading and certification by 30 June 2019	Number of B&B establishments in the district assisted with grading and certification by 30 June 2019.	One (1) customer care training provided in 2017/18.	Assist 5 B&B establishments in the district assisted with grading and certification by 30 June 2019	<b>Achieved:</b> One (1) customer care training was conducted from 18th - 21st June 2019.	Attendance Register for customer care training provided.	Achieved	N/A
3.6	To promote and support the development of vulnerable groups in the district.	Capacitate women and disabled people to participate in mainstream economy as well as in various activities in society	1 Women empowerment and 1 disabled person's empowerment programmes held by 30 June 2019.	Number of Women empowerment and disabled persons empowerment programmes held by 30 June 2019.	One (1) Women empowerment and Zero (0) disabled persons empowerment programmes conducted in 2017/18.	1 Women empowerment and 1 disabled person's empowerment programmes held by 30 June 2019.	<b>Partially Achieved:</b> One (1) Disability rights awareness was held in the form of a dialogue on the 26 Nov 2018.	Signed internal reports indicating number of women and disabled persons empowerment programmes held	Partially Achieved	Scale down the targeted number of programmes in line with the municipality's prevailing level of financial affordability.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.7	To promote & enhance the SMME sector in the district	Identifying needs in the SMME sector and provide dedicate entrepreneurial support based on identified needs.	2 Cooperatives supplied with identified tools/equipment by 30 June 2019.	Number of cooperatives supplied with identified tools/equipment by 30 June 2019.	One (1) Cooperatives assisted in 2017/18.	2 Cooperatives supplied with identified tools/equipment by 30 June 2019.	<b>Achieved:</b> One (1) cooperative was supplied with identified tools/equipment as at 30 June 2019.	Signed reports indicating number of Cooperatives supplied with identified tools/equipment.	Achieved	Scale down the targeted number of programmes and / or economic value of support in line with the municipality's prevailing level of financial affordability.
3.8	To promote & develop the tourism sector in the District.	Conducting tourism awareness campaigns in the District.	4 Tourism awareness campaigns (i.e. 1 per local municipality) conducted by 30 June 2019.	Number of tourism awareness campaigns conducted by 30 June 2019.	Two (2) Tourism awareness campaigns conducted in 2017/18.	4 Tourism awareness campaigns (i.e. 1 per local municipality) conducted by 30 June 2019.	<b>Not Achieved:</b> One (1) Tourism Awareness Campaign instead of Four (4) was conducted as at 30 June 2019.	Signed reports indicating awareness Campaign was held.	Not Achieved	Scale down the targeted number of programmes and / or economic value of programmes in line with the municipality's prevailing level of financial affordability.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.9	To promote & develop the tourism sector in the District.	Participate in local and international tourism conferences with a view to showcase tourism attractions in the district as well as learning new lessons that could be applied to improve tourism offerings in the district.	Participate in at least 1 local and international tourism shows by 30 June 2019.	Number of local and international tourism shows participated in by 30 June 2019.	Two (2) local and internal tourism conference attended in 2017/18.	Participate in at least 1 local and international tourism shows by 30 June 2019.	<b>Achieved:</b> Africa's travel indaba 2019 was attended from 02 - 04 May 2019.	Signed reports indicating the International Indaba Tourism show attended.	Achieved	N/A
3.10	To promote & develop the tourism sector in the District.	Target main tourism publications for placement of tourism related advertorials for promotion of tourism in the district.	2 Advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2019.	Number of advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2019.	One (1) advertisement publicised during 2017/18.	2 Advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2019.	<b>Achieved:</b> Two (2) advertisement on promotion of tourism in district was publicised on dedicated tourism publications as at 30 June 2019.	Proof of Advertisement in a publication.	Achieved	N/A

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**KPA 4: Financial Management & Viability**

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Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(a)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	4 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2019.	Number of quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2019.	Audit Action Plan of 2017/18	4 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2019.	<b>Not Applicable:</b> KPI reviewed during the mid-term assessment.	Signed internal quarterly reports indicating financial management related internal controls reviewed and updated based on the quarterly Internal Audit reports findings	Not applicable KPI reviewed during the mid-year assessment.	N/A
4.1(b)	To ensure financial management practices that enhance viability & compliance with the requirements of	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	6 Budget related policies reviewed, updated and approved by Council by 30 June 2019.	Number of Budget related policies reviewed, updated and approved by Council by 30 June 2019.	Four (4) Policies reviewed in 2017/18.	Review , update and submit for Council approval the following Budget related policies by 30 June 2019: Asset Management,	<b>Achieved:</b> Council Sitting on 30 May 2019 Approved Policies.	Copies of Budget related policies reviewed, updated and extract of Council resolution for approved.	Achieved	N/A

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	MFMA & other relevant legislation	prescribed accounting norms and standards.				Banking & Investment, Funding & Reserves, Budget Virement, Budget & Reporting, and Supply Chain Management.				
4.1(c)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Suppliers and service providers paid within 30 days of receipt of valid invoice, with no disputed delivery of goods/services throughout 2018/19.	Number of days it takes to pay suppliers and service providers after receipt of valid invoice, with no disputed delivery of goods / services throughout 2018/19.	2017/18 Creditors Age Analysis Reports	Suppliers and Service providers paid within 30 days of receipt of valid invoice, with no disputed delivery of goods / services throughout 2018/19.	<b>Not Achieved:</b> Not all suppliers and service providers were paid within 30 days on receipt of valid invoice with no disputed delivery of goods/service as at 30 June 2019.	Signed internal reports indicating instances, if any, of suppliers and service providers paid after 30 days after receipt of valid invoice, with no disputed delivery of goods / services, supported by signed, up-to date	Not Achieved	Review internal processes relating to receiving and recoding of invoices received from suppliers and service providers so as to ensure that invoices are paid well within the prescribed period of 30 days.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
								Creditors' Age Analysis report.		
4.1(d)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% cash- backed approved budget for 2019/20 financial years by 30 June 2019.	% of cash-backed approved budget for 2019/20 financial years by 30 June 2019.	2017/18 approved Budget	100% cash-backed approved budget for 2019/20 financial by 30 June 2019.	<b>Achieved:</b> Council Sitting on 30 May 2019 Approved Annual Budget.	A signed reconciliation of the total approved budget against the total available budget funding, supported by copies of all bank accounts balances certificates / banks statements and copies of gazetted allocations for the financial year under review.	Achieved	N/A

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(e)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2018/19 financial years.	% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2018/19 financial year.	2017/18 Payment vouchers & files	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2018/19 financial year.	<b>Achieved:</b> 100% of all payments vouchers and accompanying supporting documents were filed and kept in safe custody as at 30 June 2019.	Signed internal register indicating monthly payment vouchers and accompanying supporting documents filed, registered and kept in safe custody within 30 days of the end of each month.	Achieved	N/A
4.1(f)	To ensure financial management practices that enhance viability & compliance with the requirements of	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	100% of Contracted services creditors on the system reconciled to supporting documentation on a monthly basis throughout 2018/19 financial years.	% of contracted services creditors on the system reconciled to supporting documentation on a monthly basis throughout 2018/19 financial	2017/18 Creditor's Analysis Reports	100% of Contracted services creditors on the system reconciled to supporting documentation on a monthly basis throughout 2018/19 financial year.	<b>Not Achieved:</b> Reconciliation was not performed during all quarters of the financial year in respect of contracted service creditors as at 20 June 2019.	Signed internal registers of monthly reconciliation of creditors on the system reconciled to supporting documentation.	Not Achieved	Improve monitoring and review of creditors reconciliations done by subordinates in order to ensure that assigned critical and routine

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	MFMA & other relevant legislation	prescribed accounting norms and standards.		years.						tasks are carried out and completed as stipulated in the KPI target.
4.1(g)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	2 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2019.	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2019.	2017/18 Annual Assets Verification	2 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2019.	<b>Partially Achieved:</b> Only One (1) instead of Two (2) Asset verification was done during May and June 2019.	Signed internal reports indicating assets verification performed and updates made on the asset registers with all assets movements, including damaged / missing items.	<b>Partially Achieved</b>	Monitor adherence to scheduled asset count activities and subsequent updating of registers and compiling of report in order to ensure that assigned critical and routine tasks are carried out and completed as stipulated in the KPI target.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(h)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Review and sign-off one (1) Audit File and Audit File schedule respectively for 2017/18 financial year that is compliant with Annexure A of MFMA Circular 50 by 31 August 2018.	Number of reviewed and signed-off audit file schedule and the actual Audit file for 2017/18 financial year that is compliant with Annexure A of MFMA Circular 50 submitted to the Auditor-General by 31 August 2018.	2017/18 Audit File	Review and sign-off one (1) Audit File and Audit File schedule respectively for 2017/18 financial year that is compliant with Annexure A of MFMA Circular 50 by 31 August 2018.	<b>Not Achieved:</b> No evidence was obtained for variation and audit purpose that Audit File schedule for 2017/18 financial year compliant with Annexure A of the MFMA Circular 50 was submitted as at 31 August 2018.	A signed-off Audit file for 2018/19 financial year that is compliant with Annexure A of MFMA Circular 50.	Not Achieved	Ensure that the Annual Report and Annual Financial Statements are submitted on time
4.1(i)	To ensure financial management practices that enhance viability & compliance with the requirements of	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	2017/18 signed-off Annual Financial Statements prepared in accordance with the South African Standards of Generally Recognised	Auditor-General's Report on the 2017/18 Annual Financial Statements (AFS) with no paragraph relating to AFS not being compiled in	2017/18 signed-off Annual Financial Statements and the related Auditor-General's Report	Prepare 2017/18 Annual Financial Statements in accordance with the South African Standards of Generally Recognized Accounting	<b>Not Achieved:</b> No evidence was obtained for verification and audit purpose that 2017/18 Annual Financial Statements in accordance with	Signed-off 2018/19 Annual Financial Statements and Auditor-General's report confirming that the statements were prepared in	Not Achieved	Improve in-year monitoring and reconciliation of financial transactions and perform detailed review of draft annual financial statements prior

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	MFMA & other relevant legislation	prescribed accounting norms and standards.	Accounting Practices (GRAP) and section 122 of MFMA by 31 August 2018	accordance with GRAP and section 122 of MFMA.		Practices (GRAP) and section 122 of MFMA by 31 August 2018.	GRAP and Section 122 of MFMA were prepared and submitted as at 31 August 2018.	accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and section 122 of MFMA.		to submission to the A-G
4.1(j)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by	Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain	2017/18 Annual Financial Statements disclosure and the Auditor-General's Report	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005	<b>Not Achieved:</b> A significant amount of irregular, fruitless and wasteful expenditure was identified for disclosure in the AFS during the period 2018/19 financial year.	Signed Internal Reports, supported by signed internal registers of unauthorised, irregular and fruitless & wasteful expenditure.	Not Achieved	Monitor adherence to due supply chain management processes and honouring of commitments made by all departments in order to avoid incidents of irregular and fruitless &

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			30 June 2019.	Management Regulations, 2005 and the MFMA by 30 June 2019.		and the MFMA by 30 June 2019.				wasteful expenditure.
4.1(k)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	12 signed-off monthly budget statement reports, 4 quarterly financial reports for 2018/19 produced and submitted to the Executive Mayor by 30 June 2019.	Number of signed-off monthly budget statement reports, quarterly financial reports, for 2018/19 produced and submitted to the Executive by 30 June 2019.	2017/18 monthly budget statements submitted.	12 signed-off monthly budget statement reports, 4 quarterly financial reports for 2018/19 produced and submitted to the Executive Mayor by 30 June 2019.	<b>Achieved:</b> Twelve (12) monthly budget statements reports for the 2018/19 financial year were submitted to Provincial Treasury within Ten (10) after the end of each month.	Copies of signed monthly budget statement reports, quarterly financial reports, for 2018/19 produced and submitted to the Executive.	Achieved	N/A

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(l)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	12 signed-off monthly bank reconciliation statements of all bank accounts by 30 June 2019.	Number of signed-off monthly bank reconciliation statement of all bank accounts by 30 June 2019.	2017/18 Bank Reconciliation Statements	12 signed-off monthly bank reconciliation statement of all bank accounts by 30 June 2019.	<b>Achieved:</b> Twelve (12) monthly bank reconciliation statements of all bank accounts were signed off as at 30 June 2019.	Signed monthly bank reconciliation statements of all bank accounts.	Achieved	N/A
4.1(m)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed	100% of Post Audit Action Plan matters for 2017/18 relating to finance addressed by 30 June 2019.	% of Post Audit Action Plan matters for 2017/18 relating to finance addressed by 30 June 2019.	2017/18 Post Audit Action Plan.	100% of Post Audit Action Plan matters for 2017/18 relating to finance addressed by 30 June 2019.	<b>Not Achieved:</b> The Audit process for 2017/18 financial year was delayed due to instability within the municipality, started January 2019. Final Audit Report only received 26 April 2019.	Signed internal reports indicating progress made in relation Post Audit Action Plan matters for 2017/18 relating to finance.	Not Achieved	The Chief Financial Officer is to ensure adherence to target dates and milestones detailed in the approved Post Audit Action Plan in order to ensure that going

Key Performance Area 4: Financial Management & Viability

PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS					
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	relevant legislation	accounting norms and standards.								forward, all matters pertaining to audits are fully and satisfactorily addressed.

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**KPA 5: Good Governance & Public Participation**

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Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.1	To ensure development of legally compliant and credible IDPs in the district & local municipalities within the district	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district, and that all IDPs incorporate communities and stakeholders views and inputs and that they are prepared in accordance with the prescribed framework.	4 District IDP Managers Forums Meetings held, 4 IDP Public Participation Meetings, 1 IDP Steering Committee Meeting and 1 IDP Rep Forum Meeting by 30 June 2019 for the 2019/20 IDP compilation.	Number of District IDP Managers Forums Meetings held, IDP Public Participation Meetings, IDP Steering Committee Meeting and IDP Rep Forum Meeting held by 30 June 2019 for the 2019/20 IDP compilation.	2017/18 Approved IDP	4 District IDP Managers Forums Meetings held, 4 IDP Public Participation Meetings, 1 IDP Steering Committee Meeting and 1 IDP Rep Forum Meeting by 30 June 2019 for the 2019/20 IDP compilation.	<b>Achieved:</b> The District IDP Managers Forum meeting was held on the 30th of April 2019 at the FDDM Entertainment Area (Council Chambers).	Signed internal reports indicating District IDP Managers Forums Meetings held, IDP Public Participation Meetings, IDP Steering Committee Meeting and IDP Rep Forum Meetings held for the 2017/18 IDP Review, each supported by copies of attendance registers.	Achieved	Improve coordination and follow-up mechanisms with external stakeholders in order to ensure attendance to prescribed and scheduled IDP forums and meetings.
5.2(a)	To ensure Good Governance	Fully comply with the provisions of the municipality's	Submit 1 draft SDBIP for the 2018/19 budget	Number of draft SDBIP for the 2018/19 budget	2017/18 SDBIP and Performance 5 Agreements.	Submit 1 draft SDBIP for the 2018/19 budget year	<b>Achieved:</b> The revised SDBIP for 2018/19 budget	Copy of draft SDBIP for 2018/19 the	Achieved	N/A.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	practices to ensure effective, functioning municipality	Performance Management System from planning to report.	year and 6 drafts of the annual performance agreements for the same period to the Executive Mayor by 14 July 2018.	year and number of drafts of the annual performance agreements for the same period submitted to the Executive Mayor by 14 July 2018.		and 6 drafts of the annual performance agreements for the same period to the Executive Mayor 14 July 2017.	year and 6 draft annual performance agreements for the same period <b>were</b> submitted to the Executive Mayor on the 26 February 2019.	budget year and copies of draft		
5.2(b)	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	6 Signed Performance Agreements & Plans for the senior managers including the Municipal Manager for 2018/19 financial year concluded by 31 July 2018.	Number of signed Performance Agreements & Plans for the senior managers including the Municipal Manager for 2018/19 financial year concluded by 31 July 2018.	Five performance plans and agreements for the MM and Senior Managers for the 2017/18	6 Signed Performance Agreements & Plans for the senior managers including the Municipal Manager for 2018/19 financial year concluded by 31 July 2018.	Partially Achieved: Three out five filled senior managers post filled including the Municipal Manager concluded and signed Performance Agreements and Plans for 2018/19 as at 31 July 2018.	Signed quarterly performance assessment reports not later than 30 days after the end of this quarter and 1 annual performance report by 31 August 2019 for 2018/19.	Partially Achieved	Ensure that all performance agreements are signed within the prescribed period

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.2(c)	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	4 quarterly performance assessment reports for 6 senior managers (including the Municipal Manager) concluded and signed-off not later than 30 days after the end of each quarter during 2018/19 and 1 annual performance report for 2017/18 signed-off and submitted to the Auditor- General by 31 August 2018.	Number of quarterly performance assessment reports not later than 30 days after the end of each quarter and number of annual performance reports by 31 August 2018.	Five performance plans and agreements for the MM and Senior Managers for the 2017/18 and annual performance report for 2017/18 financial year.	4 quarterly performance assessment reports for 6 senior managers (including the Municipal Manager) concluded and signed-off not later than 30 days after the end of each quarter during 2018/19 and 1 annual performance report for 2017/18 signed-off and submitted to the Auditor-General by 31 August 2018.	<b>Not Achieved:</b> All Quarter performance assessment report of the 2018/19 of all senior managers including Municipal Manager was not signed off as 30 June 2019.	4 Quarterly performance assessment reports complied and send to Internal Audit for verification.	Not Achieved	Put into place mechanisms to conduct performance assessment for Senior Managers to avoid non-compliance with legislation.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.2(d)	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Submit 1-signed-off Mid- term budget and performance assessment report for 2018/19 to the Executive Mayor, Provincial & National Treasuries by 25 January 2019.	Number of signed-off mid-term budget and performance assessment report for 2018/19 submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2019.	2017/18 Mid-year budget and performance assessment report	Submit 1-signed-off Mid-term budget and performance assessment report for 2018/19 to the Executive Mayor, Provincial & National Treasuries by 25 January 2019.	<b>Achieved:</b> 1 Signed off Mid-year budget and performance assessment report for 2018/19 was submitted to Provincial and National Treasury on the 25 January 2019.	Copy of mid-term year budget and performance assessment report for 2018/19, and proof of submission to the Executive Mayor, Provincial & National Treasuries.	Achieved	N/A
5.2(e)	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Submit 1 audited annual report for 2017/18 to Provincial Treasury, CoGTA and National Treasury by 31 January 2019.	Number of audited annual report for 2017/18 submitted to Provincial Treasury, CoGTA and National Treasury by the end of 31 January 2019.	Audited Annual Report for 2017/18	Submit 1 audited annual report for 2017/18 to Provincial Treasury, CoGTA and National Treasury by 31 January 2019.	<b>Not achieved:</b> Zero Audited Annual Report for 2017/18 was submitted to Provincial Treasury, CoGTA and National Treasury as at 31 January 2019.	Proof of submission of audited annual report for 2016/17 submitted to Provincial Treasury, CoGTA and National Treasury.	Not Achieved	Ensure that the Annual Report is prepared and submitted to AGSA on time.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.3	To provide information through the available ICT platforms of the municipality and to improve the corporate image of the municipality	Ensure that the municipality's information is regularly updated on the municipality's website and other digital communication platforms of the municipality.	12 updates (i.e. 1 per month) of the municipality's website performed by 30 June 2019.	Number of updates of the municipality's website performed by 30 June 2019.	Four (4) weekly updates in 2017/18 financial year	12 updates (i.e. 1 per month) of the municipality's website performed by 30 June 2019.	<b>Achieved:</b> Twelve (12) updates namely one per month were performed on the municipality's website as at 30 June 2019.	Signed internal reports indicating number of updates of the municipality's website performed, supported by relevant pre and post update screen shots where appropriate.	Achieved	N/A
5.4	To promote effective communication & coordination of communication structures and systems	Production and publication of informative Fezile Dabi Newsletter that covers news in four local municipalities in Fezile Dabi	4 Publications of Fezile Dabi Newsletter issued by 30 June 2019.	Number of publications of Fezile Dabi Newsletter issued by 30 June 2019.	Zero (0) Publication in 2017/18.	4 Publications of Fezile Dabi Newsletter issued by 30 June 2019	<b>Not Achieved:</b> Zero Publications of Fezile Dabi Newsletter was issued as at 30 June 2019	Printed copies of Fezile Dabi Newsletters publicised.	Not Achieved	Ensure sufficient allocation of financial resources to enable production and printing of newsletters as planned.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.5	To support & capacitate Councillors, Ward committees & Community Development workers in an effort to enhance good governance in the district	Provide regular workshops & training with the view of capacity building to Councillors, Ward Committees & Community Development workers so as to enhance the system of cooperative governance within the district.	4 workshops & training, 20 Speaker's Imbizos, 5 Ward Committee Conferences, 5 CDW Conference and 10 Civic Education held with a view of capacity building by 30 June 2019.	Number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conference and Civic Education held with a view of capacity building by 30 June 2019.	4 workshops for Ward Committees held in 2017/18	4 workshops & training, 4 Speaker's Imbizos, 1 Ward Committee Conferences, 1 CDW Conference and 2 Civic Education held with a view of capacity building by 30 June 2019	<b>Achieved:</b> 1 x Civic Education held on 15 April 2019, 1 x Ward Committee training/workshop held on 29 April 2019; 1 x training/workshop for Councillors on 21 May 2019; 2 x Ward Operational Plan Workshops held at Ngwathe and Metsimaholo Local Municipalities on 20 and 21 June 2019 respectively.	Signed internal reports indicating number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conference and Civic Education held.	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.6	To promote ethical behaviour & social values & principles enshrined in the country's constitution among the communities within the district	Engage communities through various special programmes of the municipality in pursuance of ethical behaviour and values.	100 community leaders within the district identified and equipped with necessary ethical behaviour, social values and principles by 30 June 2019 so as to impart the same skill and knowledge to the local the communities.	Number of community leaders within the district identified and equipped with necessary ethical behaviour, social values and principles by 30 June 2019 so as to impart the same skill and knowledge to the local the communities.	Zero (0) Meeting were held with community leaders in 2017/18.	100 community leaders within the district equipped with necessary ethical behaviour, social values and principles by 30 June 2019 so as to impart the same skill and knowledge to the local the communities.	Not Achieved: No evidence was submitted to audit to verify that 100 community leaders trained as at 30 June 2019	Signed internal reports and attendance registers indicating number and names of community leaders within the district identified and equipped with necessary ethical behaviour, social values and principles.	Not Achieved	Realign programmes.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.7(a)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 District Coordination Forum (DCF) meetings held by 30 June 2019.	Number of District Coordination Forum (DCF) meetings convened by 30 Jun 2019.	Zero (0) DCF meetings held in 2017/18.	2 District Coordination Forum (DCF) meetings convened by 30 Jun 2019	<b>Not Achieved:</b> No evidence was submitted to audit to verify that two (2) District Coordinating Forum were held as at 30 June 2019	Signed internal reports indicating number of District Coordination Forum (DCF) meetings convened, supported by copies of attendance registers for each.	Not Achieved	Ensure all Mayors/Executive Mayors attend DCF meetings.
5.7(b)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 Technical IGR meetings held by 30 Jun 2019.	Number of Technical IGR meetings held by 30 Jun 2019.	One (1) Technical IGR meetings held in 2017/18.	2 Technical IGR meetings held by 30 Jun 2019	<b>Partially Achieved:</b> Only one (1) Technical IGR Meeting was held on 17 April 2019 during the 2018/19 financial year.	Signed internal reports indicating number of Technical IGR meetings held, supported by copies of attendance registers for each.	Partially Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.7(c)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	4 Municipal Manager's Forum meetings held by 30 June 2019.	Number of Municipal Manager's Forum meetings held by 30 June 2019.	One (1) Municipal Manger's Forum meetings held in 2017/18	4 Municipal Manager's Forum meetings held by 30 June 2019	<b>Not Achieved:</b> Zero Municipal Manager's Forum was held as at 30 June 2019.	Signed internal reports indicating number of Municipal Manager's Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(d)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 District LED Forum meetings held by 30 June 2019.	Number of District LED Forum meetings held by 30 June 2019.	One (1) District LED Forum meetings in 2017/18.	2 District LED Forum meetings held by 30 June 2019	<b>Not Achieved:</b> No evidence was submitted for audit to verify that 1 LED Forum meeting was held as at 30 June 2019.	Signed internal reports indicating number of LED Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(e)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 CFO Forum meetings held by 30 June 2019	Number of CFO Forum meetings held by 30 June 2019	Zero (0) The schedule of CFO	2 CFO Forum meetings held by 30 June 2019	<b>Not Achieved:</b> Zero (0) CFO Forum meeting was held as at 30 June 2019.	Signed internal reports indicating number of CFO Forum meetings held, supported by copies of attendance registers for each.	Not Achieved, No meeting was held	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	tal Relations amongst stakeholders in the district.	co-operative government and intergovernmental relations within the district.		2019.	forum meetings for 2017/18		not held as at 30 June 2019	Forum meetings held, supported by copies of attendance registers for each.	for the period under review.	mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(f)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	4 Communications Forum meetings held by 30 June 2019.	Number of Communications Forum meetings held by 30 June 2019	Zero (0) Communications Forum meetings held in 2017/18	4 Communications Forum meetings held by 30 June 2019	<b>Not Achieved:</b> Only One (1) Communication Forum Meeting took place on the 27th June 2019 at Ngwathe Local Municipality. Ngwathe Local Municipality.	Signed internal reports indicating number of Communications Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(g)	To promote and facilitate Intergovernmental Relations amongst	Facilitate compliance with the principles of co-operative government and intergovernmental	2 Energy Forum meetings held by 30 June 2019	Number of Energy Forum meetings held by 30 June 2019.	Four (4) Energy Forum held in 2017/18.	2 Energy Forum meetings held by 30 June 2019	<b>Achieved:</b> Four (4) Energy Forum meeting was held as at 30 June 2019.	Signed internal reports indicating number of Technical Managers' Forum held, supported	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	stakeholders in the district.	relations within the district.						by copies of attendance registers for each.		
5.7(h)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	4 Corporate Support Services Forum meetings held by 30 June 2019.	Number of Corporate Support Services Forum meetings held by 30 June 2019.	One (1) Corporate Support Services Forum meetings in 2017/18.	4 Corporate Support Services Forum meetings held by 30 June 2019	<b>Not Achieved:</b> No Corporate Support Services Forum meeting was held as at 30 June 2019.	Signed internal reports indicating number of Director CSS Forum held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(i)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 Back to Basics Forum meetings held by 30 June 2019.	Number of Back to Basics Forum meetings held by 30 June 2019	Two (2) Back to Basics Forum meetings held in 2017/18.	2 Back to Basics Forum meetings held by 30 June 2019	<b>Achieved:</b> Four (4) Back to basic meetings were held as at 30 June 2019.	Signed internal reports indicating number of Back to Basics Forum meetings held, supported by copies of attendance registers for each.	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.7(j)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	2 Water Sector Forum meetings held by 30 June 2019	Number of Water Sector Forum meetings held by 30 June 2019.	One (1) Water Sector Forum meetings held in 2017/18.	2 Water Sector Forum meetings held by 30 June 2019	<b>Not Achieved:</b> One (1) instead of Two (2) Water Sector Forum Meeting was held as at 30 June 2019	Signed internal reports indicating number of Water Sector Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(k)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	4 Disaster Management Forum meetings held by 30 June 2019.	Number of Disaster Management Forum meetings held by 30 June 2019.	Three (3) Disaster Management Forum meetings held in 2017/18.	4 Disaster Management Forum meetings held by 30 June 2019	<b>Partially Achieved:</b> Two (2) instead of Four (4) Disaster Management Advisory Forum meeting was held as at 30 June 2019.	Signed internal reports indicating number of Disaster Management Forum meetings held, supported by copies of attendance registers for each.	Partially Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.8(a)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	4 quarterly Internal Audit reports on the	Number of quarterly Internal Audit reports on	Two (2) Internal Audit quarterly reports submitted	4 quarterly Internal Audit reports on the assessment of the	<b>Partially Achieved:</b> 4th Quarter Internal	Signed quarterly Internal Audit reports on the	Partially Achieved	Adhere to the Annual Internal

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	tal Relations amongst stakeholders in the district.	co-operative government and intergovernmental relations within the district.	assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2019.	the assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2019.	to the Audit-Committee in 2017/18.	effectiveness of the controls within the municipality submitted to the Audit –Committee by 30 June 2019	Audit Report has been completed with the Following Activiti ties which have been audited: 1. Performance management review 2. Asset Management Review in progress 3.Compliance Management Review in progress	assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee.		Audit Plan and Programme.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.8(b)	To ensure oversight over the affairs of the municipality	Provide reasonable assurance as to the effectiveness of internal controls of the municipality through Internal Audit service	4 quarterly performance reports and 5 draft annual report for 2017/18 internally audited and submitted to the Audit Committee & MPAC by 30 June 2019.	Number of quarterly performance report internally audited and annual reports submitted to the Audit Committee & MPAC by 30 June 2019.	Four (4) Quarterly Performance Reports submitted to Internal Audit in 2017/18.	4 quarterly performance reports and 1 draft annual report for 2015/16 internally audited and submitted to the Audit Committee & MPAC by 30 June 2019	<b>Achieved:</b> Four (4) quarterly performance report and One (1) Annual Performance Report for 2017/18 was submitted to internal audit as at 30 June 2019.	Signed quarterly performance report internally audited and annual reports, support by the associated internal audit report submitted to the Audit Committee & MPAC.	Achieved	N/A.
5.9	To build a risk conscious culture within the organisation.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment	4 quarterly risk assessment performed by 30 June 2019 and risk register and risk mitigation plans subsequently updated.	Number of quarterly risk assessment performed by 30 June 2019 and risk register and risk mitigation plans subsequently updated.	2017/18 Risk Register and Risk Management Plans.	4 quarterly risk assessment performed by 30 June 2019 and risk register and risk mitigation plans subsequently updated.	<b>Achieved:</b> Four Quarterly Risk Assessment reports and Risk Register and Mitigation Plans were prepared as at 30 June 2019.	Signed quarterly risk assessment performed and updated risk register and risk mitigation plans.	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		plans by departments								
5.10	To strengthen a meaningful community participation and interaction program.	Develop and implement annual community participation and interaction program aimed at interacting with the community regarding various matters of local governance including public awareness campaigns, civic education about various programs that are initiated at other spheres of government.	4 community awareness campaigns and civic education held by 30 June 2019.	Number of community awareness campaigns and civic education held by 30 June 2019.	Four (4) community awareness campaign held in 2017/18.	4 community awareness campaigns and civic education held by 30 June 2019	<b>Achieved:</b> 1 x Gangsterism, Substance and Alcohol Abuse Awareness Campaigns on 17 April 2019 (Ward 19, Amelia); 1 x Gangsterism, Substance and Alcohol Abuse Awareness Campaigns on 30 April 2019 (Wards 3 & 9, Villiers); 1 x Child Protection Week Awareness Campaign held in Villiers on 07 June 2019.	Signed internal reports indicating number of community awareness campaigns and civic education held.	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.11	To build a risk conscious culture within the organisation.	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Monitor the performance and relationship of suppliers with user directorates where SLA's have been concluded and submit 4 quarterly suppliers' / service providers' monitoring reports by 30 June 2019.	Number of quarterly suppliers' / service providers' performance monitoring reports by 30 June 2019.	Three (3) quarterly suppliers/service providers monitoring reports in 2017/18.	Monitor the performance and relationship of suppliers with user directorates where SLA's have been concluded and submit 4 quarterly suppliers' / service providers' monitoring reports by 30 June 2019.	<b>Achieved:</b> A report on performance of the contracted services for the period July 2018 to June 2019 were presented to the Executive Management meeting as at 30 June 2019.	Signed Monitoring report on the performance of contracted service providers is attached.	Achieved	Realign reporting timelines to the KPI target dates.
5.12	To plan, coordinate & support sports amongst the youth	Ensure exposure of youth to new opportunities in sports.	Host 1 annual OR Tambo Games by 31 October 2018	Number of annual OR Tambo Games hosted by 31 October 2018	OR Tambo Games hosted in 2018.	Host 1 annual OR Tambo Games by 31 October 2019	<b>Achieved:</b> Camping was held at Kroonstad in preparation for the provincial games and Fezile Dabi transported its team to Welkom for OR	Copy of 1 annual OR Tambo Games Report.	Achieved	N/A

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS				
For the Period 1 July 2018 – 30 June 2019										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2017/18	Annual Target 2018/19	Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual	Corrective Measure(s) Taken/ To be Taken to Improve Performance
							Tambo provincial games that was held on the 26 to 28/10/2018			
5.13	To plan, coordinate & support economic emancipation of the youth.	Identify capacity needs for youth and provide dedicated financial support based on identified needs.	Implement 1 youth programme within the district as part of economic emancipation support by 30 June 2019.	Number of dedicated programmes for youth implemented within the district as part of economic emancipation support by 30 June 2019.	New Indicator	Implement 1 youth programme within the district as part of economic emancipation support by 30 June 2019.	<b>Achieved:</b> One (1) youth empowerment programme in a form of welcoming the year was held on the 31 December 2019 at Abrahamsrus Resort in Sasolburg.	One (1) Signed event report on the outcomes of the Annual Youth Programme.	Achieved	N/A

## CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (Performance Report Part II)

### 4.1 INTRODUCTION TO ORGANISATIONAL DEVELOPMENT

This chapter addresses information pertaining to the implementation of an effective performance management system, organisational development and performance of a municipality. Such information is required to identify skills gaps and plans for the development of such skills.

The following are the key organisational development areas will be reported on in order to measure the outcome of effective organisational development against the municipality's strategic plans:

- Municipal Human Resource,
- Capacitating the municipal workforce,
- Managing the municipal workforce expenditure.
- Organisational structure enhancement;
- Increased accountability;
- Increased participation in problem solving, goal setting and new ideas; and
- Identifying and development of skills needed to perform

### COMPONENT A: INTRODUCTION TO THE MUNICIPAL WORKFORCE

#### A 1: Workforce Profile

As part of the bigger human resource management plan, the municipality's human resource strategy focuses on filling of critical vacancies, skills audit, and capacity building intervention for councillors and officials, performance recognition and develop human equity plan.

The primary focus is to ensure that departments are neither over- nor understaffed, and that employees with appropriate talents and skills are available to carry out tasks in the right jobs at the right time to support the municipality to achieve its strategic objectives.

The table hereunder summarizes the total workforce of the municipality per race group for the period under review.

**Table 4.1: Workforce profile of the municipality**

Employment category	Race										Total
	African		Coloured		Indian		White		Total		
	M	F	M	F	M	F	M	F	M	F	
Senior Management	1	3	0	0	0	0	0	0	1	3	4
Mid- Management/Prof	9	13	0	0	0	0	3	1	12	14	26
Supervisors and Junior Management / Professional	5	6	0	0	0	0	0	0	5	6	11
Clerical / administrative	47	32	0	0	0	0	1	4	48	36	84
Elementary	23	10	0	0	0	0	0	0	23	10	33
<b>Total Permanent</b>	<b>85</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>89</b>	<b>69</b>	<b>158</b>
<b>Temporary Employee</b>	<b>10</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>8</b>	<b>10</b>	<b>8</b>	<b>18</b>
<b>Grand Total</b>	<b>95</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>13</b>	<b>99</b>	<b>78</b>	<b>176</b>

## A 2: Employment Equity Profile

**Table 4.2: Employment Equity Profile**

Category	2018/19		2017/18	
	Total	% of total employees	Total	% of total employees
Black* employees	149	93.7%	147	93.0
Women employees	70	44%	65	41.1
Employees with Disabilities	1	0.6%	1	0.6
Employees over age 51	28	17.6%	21	13.3
Employees between 31 & 50	125	78.6%	129	81.7
Employees under age 30	6	3.7%	8	5

\* African, Coloured, Indian

## A 3: Staff Turnover

The staff turnover of the municipality over the period under review is presented in the table below under the different termination categories:

**Table 4.3: Staff turnover**

Category	Numerical Data		
	Male	Female	Total
New appointments	7	6	13
Resignations	2	1	3
Pensioned	2	0	2
Dismissed	1	0	1
<b>Net Movement</b>	<b>12</b>	<b>7</b>	<b>19</b>

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

The following management position(s) were/was vacant as at the end of the period under review:

**Table 4.4: Vacancies filled**

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
Manager Monitoring & Evaluation	Professional	Tlali Motshoikha	Male	01-02-2019
Manager in the Office of the Executive Mayor	Professional	Isaac Rapuleng	Male	01-11-2018
Executive Secretary	Clerical	Masesi Mofokeng	Female	01-11-2018
Admin Officer of the Executive Mayor	Clerical	Seatile Mafisa	Female	01-11-2018
Internal Auditor	Professional	Hlale Maphatheni	Male	01-04-2019
Accountant Expenditure	Professional	Khumile Taje	Male	01-05-2019
Disability Officer	Clerical	Annah Monoto	Female	01-11-2018
Director EH&ES	Senior Management	Nonhlanhla Baleni	Female	01-05-2019

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
Director CSS	Senior Management	Solomon Motingoe	Male	01-05-2019
Mayor Driver	Clerical	David Xaba	Male	01-11-2018
VIP Protection Officer	Clerical	William Ramolotsi	Male	03-12-2018

**Table 4.5: Vacant Senior Management Positions**

Job Title	Employment Category	Provided for on the Org. Structure	Position Budgeted for in 2018/19	Date since vacant
PM&PW Director	Senior Management	Yes	No	2012
Chief Financial Officer	Senior Management	Yes	Yes	14 June 2018

### COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Capacitating municipal workforce relates to continuous professional development and training of employees. Training is provided to staff in line with the Workplace Skills Development Plan (WSP) that was drafted and co-signed by labour representatives as required by legislation. Monthly and quarterly to the LGSETA were done as follows during the reporting period under review:

**Table 4.6: Monthly monitoring and Implementation Reports**

Type of Report	Reporting Period	Date of Submission of Report
<b>Monthly Monitoring Report</b>	July 2018	27 July 2018
	August 2018	08 January 2019
	September 2018	08 January 2019
	October 2018	08 January 2019
	November 2018	08 January 2019
	December 2018	08 January 2019
	January 2019	18 February 2019
	February 2019	05 March 2019
	March 2019	02 April 2019
	April 2019	29 April 2019
	May 2019	27 May 2019
	June 2019	26 June 2019

#### C 1: Skills Audit

No skills audit was conducted during the period under review.

#### C 2: Minimum Competency Levels

Municipal Regulation on Minimum competency Levels, 2007 set out the minimum competency levels that must be met by The Accounting Officer; the Chief Financial Officer; Senior Managers of the Municipality; Other Financial Officials and Supply Chain Management Officials of the Municipality;

In line with the above stated legislative requirement, the table below provides an overview of progress made in meeting the set minimum competency levels:

**Table 4.7: Minimum Competency Programmes undertaken by Senior Managers**

Name	Title	Course	Start Date	Duration	Progress
Victoria Moloi	Director LED	Municipal Finance	25 June 2018	6 Months	Completed
Nonhlanhla Baleni	Director EHS	CPMD	10 June 2019	5 Months	In progress
Johan Reyneke	Acting CFO	Municipal Finance	24 July 2018	6 Months	In progress

**Table 4.8: Minimum Competency Programmes undertaken by other Financial Officials and Supply Chain Officials**

Name	Title	Course	Start Date	Duration	Progress
Mabutho Mphuthi	Supply chain officer	Municipal Finance	01 August 2018	6 Months	Completed
Mathabo Mokoena	Finance secretary	Municipal Finance	01 August 2018	6 Months	In progress
Mathabo Mkhwane	Finance Intern	Municipal Finance	23 July 2018	9 Months	Awaiting results

**Table 4.9: Minimum Competency Programmes undertaken by other Officials**

Name	Title	Course	Start Date	Duration	Progress
Mabutho Mphuthi	Supply chain Officer	Municipal Finance	05 July 2018	06 Months	In Progress
Johan Reyneke	Acting CFO	Municipal Finance	05 July 2018	06 Months	In Progress
Mathabo Mokoena	Finance Secretary	Municipal Finance	05 July 2018	06 Months	In Progress
Mabutho Mphuthi	Supply chain Officer	Municipal Finance	05 July 2018	06 Months	In Progress
Johan Reyneke	Acting CFO	Municipal Finance	05 July 2018	06 Months	In Progress
Mathabo Mokoena	Finance Secretary	Municipal Finance	05 July 2018	06 Months	In Progress

### C 3: Performance Management System (PMS)

The municipality has a functional Performance Management System in place. Performance recognition is designed and the reward system is implemented for the senior management level. All the reported performance information is subject to internal and external audits. Performance evaluation is conducted on the basis of reported performance and performance evidence disclosed and audited.

The following senior manager's performance, as reported under Chapter 3 of this report, was evaluated in line with the municipality's performance management system:

**Table 4.10: Senior Managers Evaluated in terms of PMS**

Initials and Surname	Designation	Performance Evaluated Quarterly (Yes / No)	Performance Evaluated for the Year (Yes / No)
L Molibeli (Ms)	Municipal Manager	No	No
J Reynecke (Mr)	Acting Chief Financial Officer	No	No
AM Mini (Adv)	Director: Corporate Support Services	No	No
C Sibaya (Mr)	Acting Director: Environmental Health & Emergency Services	No	No
V Moloi (Mrs)	Director: Local Economic Development & Tourism	No	No

### 2.8 Human Resource Policies

The table below provides an overview of human resources policies that the municipality has in place and whether these policies have been reviewed and adopted by council for implementation. Full text of these policies is obtainable from the Director: Corporate Services, Dr. Solomon Motingoe.

**Table 4.11: Human Resource Policies**

Name of Policy	Policy In Place Yes / No	Reviewed For 2018/19 Yes / No	Date Adopted By Council Or Comment On Failure To Adopt
Appointment in an acting capacity	Yes	No	29/05/2014
Bursary policy	Yes	No	29/05/2014
Career pathing and succession planning policy	Yes	No	30/05/2013
Cellular phone policy	Yes	No	31/07/2015
Code of conduct policy	Yes	No	30/05/2013
Corporate Governance	Yes	No	30/05/2013
Disciplinary Procedure Policy	Yes	No	30/05/2013
Employee wellness policy	Yes	No	30/06/2016
Extraneous employment policy	Yes	No	30/05/2013
Gifts to employees policy	Yes	No	30/05/2013
Grievance Procedure Policy	Yes	No	30/05/2013
Home Owner's subsidy policy	Yes	No	30/05/2013
Incapacity policy	Yes	No	30/05/2013
Medical Aid policy	Yes	No	30/05/2013
Membership of professional society	Yes	No	30/05/2013
Occupational health and safety	Yes	No	30/05/2013
Overtime policy	Yes	No	29/05/2014
Promotion and transfer policy	Yes	No	30/05/2013
Protected disclosure	Yes	No	30/05/2013
Recruitment policy	Yes	No	29/05/2014
Skills development policy	Yes	No	30/05/2013
Staff retention and exit management	Yes	No	30/05/2013
Subsistence and travel allowance policy	Yes	No	30/05/2013
Termination of Service Policy 2011 Final Draft	Yes	No	30/05/2013
Travel Allowance Policy	Yes	No	30/05/2013
Use of council vehicles	Yes	No	30/05/2013
Leave Policy	Yes	No	30/06/2016

## COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

### D 1: Leave Utilisation

The table hereunder provides an overview of number of leave days utilised by type for the period under review.

**Table 4.12: Number of leave days taken by leave type**

Number of Leave Days taken by leave type		
Leave type	Total days	Number of employees
Sick	943	84
Maternity	454	7
Family Responsibility	91	29
Other/ Special leave	9.5	2
Annual Leave	2455.55	150

**D 2: Skills Development & Training Costs**

**Table 4.13: Skills Development & Training Costs of Finance Officials**

Title	Amount	Number of Candidates
Supply chain officer	R32 400	2
Finance Secretary		

The training cost for Finance Officials and Finance Interns is covered through Financial Management Grant (FMG)

**Table 4.14: Skill Development & Training Costs for Senior Managers & Councillors**

Name	Title	Amount
Victoria Mloi	Director LED	R37 200
Johan Reyneke	Acting CFO	R36 000

## CHAPTER 5: FINANCIAL PERFORMANCE

### 5.1 INTRODUCTION

The financial management responsibilities of the municipality are vested with the finance service directorate. The department ensures accountability on municipal income, expenditure and procurement processes and provides reports to various stakeholders on the utilization of municipal funds. The department also provides technical and strategic assistance and support to local municipalities within the district on a request basis.

### 5.2 SUPPLY CHAIN MANAGEMENT

For the period under review, the municipality's Supply Chain was largely implemented in line with the approved policy, Municipal Finance Management Act and the associated regulations. The municipality's supply chain management Policy complies with the provision of section 112 of Municipal Finance Management Act.

All the tenders that were approved during the period were in line with the recommendations of the Bid Committees of the municipality and reporting has been done consistently monthly, quarterly and yearly to different authorities and stakeholders.

There is clear separation of duties within the supply chain management unit itself including its committees. No councillor or political office bearer is a member of any of the Bid Committees of the municipality, and the structures of the Bid Committees for the period under review were as follows:

**Table: Supply Chain Management Bid Committees**

Name of Bid Committee	Committee Members
<b>Bid Specification Committee</b>	<ul style="list-style-type: none"> <li>– 1. Mabutho Masondo - Chairperson</li> <li>– 2. Moroosi Kubheka - Secretary</li> <li>– 3. Momo Monosi</li> <li>– 4. Nthethe Mofokeng</li> <li>– 5. Charles Mosia</li> </ul>
<b>Bid Evaluation Committee</b>	<ul style="list-style-type: none"> <li>– 1. Diabo Mamphitha - Chairperson</li> <li>– 2. Mabutho Masondo - Secretary</li> <li>– 3. Paseka Moloji</li> <li>– 4. Tlali Motshoikha</li> <li>– 5. Chakane Sibaya</li> </ul>
<b>Bid Adjudication Committee:</b>	<ul style="list-style-type: none"> <li>– 1. Johan Reyneke – Chairperson</li> <li>– 2. Dr Solomon Motingoe</li> <li>– 3. Nonhlanhla Baleni</li> <li>– 4. Victoria Moloji</li> <li>– 5. Maria Moeketsi - Secretary</li> </ul>

Consistent with the previous reporting period, no complaints, disputes, objections, or incidents of irregular conduct were received from any party in respect of implementation of supply chain management activities.

### 5.3 EXPENDITURE AND CREDITORS

The expenditure unit is responsible for all the payments of suppliers and creditors to which the municipality has the obligation.

Because of limitations for generating own revenue, our expenditures were largely financed through equitable share and to an extent Finance Management Grant and Municipal Systems Improvement Grant for qualifying expenditure.

For the period under review, the expenditure was incurred beyond the limits of the approved budget per vote and those that were incurred not in line with policies and procedures are follows:

Details	Amount
Unauthorised expenditure on vote – Council General	2 363 556
Unauthorised expenditure on vote - Mayoral Committee	24 368
Unauthorised expenditure on vote - Finance	8 215 217
Unauthorised expenditure on vote - Information Technology	1 995
Unauthorised expenditure on vote - Fire and Emergency Services	235 773

The main components of irregular expenditure relates to differences in interpretation of section 17 and 18 of Municipal Supply Chain Management 2005, in which case the municipality and the Auditor-General's interpretation differs and consequently, the related transactions were then classified as irregular expenditure, going forward however, the Supply Chain Management Policy will be amended in order to provide a better expression and provide practical solutions in dealing with both section 17 and 18 of the regulations.

The second biggest part relates to contracts in relation to lease of office equipment which must still be renewed.

#### COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

To be inserted as part of the final Annual Report currently awaiting AGSA report to be tabled in council

#### COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

To be inserted as part of the final Annual Report currently awaiting AGSA report to be tabled in council

#### COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT

To be inserted as part of the final Annual Report currently awaiting AGSA report to be tabled in council

#### COMPONENT D: OTHER FINANCIAL MATTERS

##### D 1: Expression on the Auditor General Report

The detailed audit report of the Auditor-General for the 2018/19, which expresses the Auditor-general's findings and opinion is available in Chapter 6 of this report.

## D 2: Plans To Enhance Financial Viability

Taking lead from to the audit findings as raised in the Auditor-General's report, our resolute goal is to ensure that those matters are sufficiently addressed and the following are some of the key measures that we are to implement in order to conclusively improve from 2019/20 financial year and beyond.

- Improve the effectiveness and monitoring of financial reporting and related internal controls;
- Ensure consistent application of accounting policies and procedure applicable to the transactions throughout the financial year and ensure that our financial statements are prepared in compliance with all issued and effective standards of GRAP so as to eliminate possibilities of errors and re-statement of financial information during audits.
- Strengthening of controls relating to daily financial activities and ensuring correct recording of financial transactions.
- Ensure compliance with applicable laws and regulations regarding financial matters, integrated development planning and other related matters.
- Ensure proper record keeping and easy retrieval processes of records for audit and any other purpose

## D 3: Financial Ratios based on Key Performance Indicators

### 3.1 Revenue Management

#### 3.1.1 Level of Reliance on Government Grants

**Purpose:** The purpose of this ratio is to determine what percentage of the municipality's revenue is made up of government grants, to determine level of reliance on government funding by the municipality.

Level of reliance on Government Grants

Formula	2018/19			2017/18
	Government Grants	Total Revenue	%	%
Grants & Subsidies/Total Revenue	155 781 782	209 489 663	74.36	80.56

**Analysis and Interpretation:** From the above, it is evident that the municipality remains highly reliant on Government Grants which makes up over 74.36% of total revenue. This is largely due to the fact that as a district municipality, FDDM has no revenue base of its own and as such the municipality is bound to highly depend on grants and subsidies.

#### 3.1.2 Actual Revenue versus Budgeted Revenue

**Purpose:** The purpose of this ratio seeks to determine deviations between actual and budgeted revenue and to ascertain reasons for the deviations.

Actual Revenue vs Budgeted Revenue

	Actual Revenue	Budgeted Revenue 2018/19	Variance	Variance	
Formula	2018/19		R	2018/19 %	2017/18 %
Variance/Actual Revenue	209 489 663	168 801 163	40 709 663	24.12	-5.4

Analysis and Interpretation: The acceptable standard is that the actual revenue for a financial year must equal or exceed the approved budget for the financial year. The municipality's actual revenue is less than the budget by .....%. In the previous financial year, actual revenue was higher than budgeted revenue by .....%. The actual revenue includes Government Grants and excludes actuarial gains recognised.

### 3.2 Expenditure Management

#### 3.2.1 Employee Related Costs to Total Expenditure

Purpose: The purpose of this ratio is to indicate Personnel Cost as a percentage of Total Expenditure.

Remuneration of Employees

	2018/19			2017/18
Formula	Employee Cost	Total Operating Expenditure	%	%
Actual Salaries, Wages and Allowances/Total Expenditure	97 046 926	178 885 328	54.25	63.81

Analysis and Interpretation: From the above, it can be deduced that employee related cost as a percentage of total operating expenditure is above 54.25% of the total operating expenditure year of year. However, if non-cash items such as depreciation and amortisation and debt impairment are taken out of the total operating expenditure, the ratio is actually higher, at over 56.0%.

#### 3.2.2 Remuneration of Councillors

Purpose: The purpose of this ratio is to indicate Remuneration of Councillors as a percentage of Total Expenditure.

Remuneration of Councillors

	2018/19			2017/18
Formula	Remuneration of Councillors	Total Expenditure	%	%
Actual Remuneration of Councillors/ Total Expenditure	7 630 827	178 885 328	4.27	4.62

Analysis and Interpretation: From the above, it can be deduced that remuneration of councillors as a percentage of total operating expenditure had a slight increase year on year, with the current year at .....% to total expenditure. Similarly to employee related costs, if the non-cash items such as depreciation and amortisation and debt impairment are taken out of the total operating expenditure, the ratio goes to .....%.

### 3.2.3 Repairs and Maintenance to Total Expenditure

Purpose: The purpose of this ratio is to indicate Repairs and Maintenance as a percentage of Total Expenditure.

Repairs and Maintenance to Total Expenditure

	2018/19			2017/18
Formula	Repairs & Maintenance	Total Expenditure	%	%
Actual Repairs & Maintenance/ Total Expenditure	1 814 804	178 885 328	1.01	0.67

Analysis and Interpretation: The norm for this ratio is that Repairs and Maintenance should equal at least 8% of Total Operating Expenditure. In this case the expenditure is at 1.01% which is within the same average range over the past few years. The main contributing factor to this may be attributable to the fact that as a district municipality, FDDM does not have major infrastructure assets to provide substantial maintenance for.

### 3.3 Liability Management

#### 3.4.1 Acid Test Ratio

Purpose: To test the extent to which the municipality's current assets can cover the short term obligations.

Formula: Current Assets less Inventory/Current Liabilities. The norm for this ratio is 1.5:1, i.e. the Current Assets less Inventory must exceed the Current Liabilities by 150%.

	2018/19			2017/18
Formula	Current Assets less Inventory	Current Liabilities	Ratio	Ratio
Current Assets less Inventory/Current Liabilities.	93 225 323	47 235 131	1.97	2.98

Analysis and Interpretation: The above ratio indicates that the municipality although slightly declined from the previous financial year, the municipality maintained a substantially positive current ratio as at the end of the financial year, which implies that the value of current assets would cover current liabilities 1.97 times, which is a substantially enough margin to can cover current liabilities.

**CHAPTER 6: AUDITOR-GENERAL'S FINDINGS (2017/18)**

**COMPONENT A: BACKGROUND**

In terms of section 20 of the Public Audit Act, 25 of 2004 (PAA), the Auditor-General must in respect of each audit performed in respect of the auditee, in this case Fezile Dabi District Municipality, prepare a report on the audit.

With the above background in mind, this chapter provides an overview of the Auditor-General Report of the previous financial year (2017/18) with specific focus on the following:

- a) Matters raised during the previous financial year's audit; and
- b) Remedial action taken to address those issues and preventative measures taken.

**COMPONENT B: MATTERS RAISED DURING THE PREVIOUS FINANCIAL YEAR'S AUDIT**

Area of Focus	Matters Raised
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<p><b>Compliance with laws and regulations</b></p>	<p><b>Annual financial statements and annual report:</b></p> <p>The financial statements submitted for auditing were not in all material respects in accordance with the requirements of section 122 of the MFMA.</p> <p>Material misstatements of non-current assets, liabilities and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.</p>
<p><b>Internal control</b></p>	<p><b>Leadership:</b></p> <p>Leadership did not always take timely and adequate action to address weaknesses in the reporting on financial and performance management and predetermined objectives due to a lack of monitoring and supervision, which resulted in material adjustments and audit report matters.</p> <p><b>Financial and performance management:</b></p> <p>Management did not regularly review and monitor management's compliance with laws and regulations and internally designed policies and procedures. As a result, significant non-compliance issues were noted that could have been prevented.</p>

**COMPONENT C: REMEDIAL ACTION TAKEN TO ADDRESS ISSUES AND PREVENTATIVE MEASURES TAKEN**

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
Supply Chain Management	<b>Multi-year / Long-term contracts:</b> Bid documents relating to all multi-year contracts procured during the following financial years: 2016/17, 2017/18 and 2018/19.	This information should include the following:  (i) approved bid specifications, (ii) proof of bid advertisement on newspapers, (iii) copies of receipt books for bid documents purchases, (iv) signed register of bids received, (v) signed minutes of bid evaluation committees, (vi) signed bid evaluation reports including their score cards, (vii) signed minutes of adjudication committee, (viii) signed reports of the adjudication committee to the Accounting Officer, (ix) Copies of signed appointment letters by the Accounting Officer, (x) Copy of signed SLAs, and (xi) Register of all bids falling in this category	To do a thorough evaluation of any irregular expenditure for reporting, condonement process and disclosure purposes.	30/04 /2019	<b>Manager: SCM</b>	The municipality with the assistance of SCM managed to conduct an extensive evaluation of multi-year contracts procured during 2016/17 to 2018/19. Section 32 report in this regard was prepared and tabled in council for consideration on 28 June 2019
Supply Chain Management	<b>Notice Board appointment and contracts:</b> Bid documents relating to all short-term contracts procured through notice board advertisement during the following financial years: 2016/17, 2017/18 and 2018/19.	This information should include the following:  (i) approved bid specifications, (ii) proof of bid advertisement on the internal notice boards, (iii) copies of receipt books for bid documents purchases, (iv) signed register of bids received, (v) signed minutes of bid evaluation committees, (vi) signed bid evaluation reports including their score cards,	To do a thorough evaluation of any irregular expenditure for reporting, condonement process and disclosure purposes.	30/04 /2019	<b>Manager: SCM</b>	The municipality with the assistance of SCM managed to conduct an extensive evaluation of short term contracts procured during 2016/17 to 2018/19. Section 32 report in this regard was prepared and tabled in council for consideration on 28 June 2019

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
		(vii) signed minutes of adjudication committee <b>(if they are put through adjudication as well depending of delegations)</b> , (viii) signed reports of the adjudication committee to the Accounting Officer, (ix) Copies of signed appointment letters by the Accounting Officer, (x) Copy of signed SLAs, and (xi) Register of all bids falling in this category				
Supply Chain Management	<b>Quotations appointments:</b> For all requests for quotations during in the following financial years: 2016/17, 2017/18 and 2018/19.	The following information: (i) Proof of quotation requests, (ii) Copies of quotations received, and (iii) Written reasons where less than 3 quotations were received in each incident.	To do a thorough evaluation of any irregular expenditure for reporting, condonement process and disclosure purposes.	30/04 /2019	<b>Manager: SCM</b>	The municipality with the assistance of SCM managed to conduct an extensive evaluation of quotations procured during 2016/17 to 2018/19. Section 32 report in this regard was prepared and tabled in council for consideration on 28 June 2019
Supply Chain Management	<b>Deviations:</b> For all approved for deviations during in the following financial years: 2016/17, 2017/18 and 2018/19.	The following information: (i) copies of requests for deviations, (ii) copies of quotations received, and (iii) Appointment letters to any entity appointed through deviations <b>(where applicable)</b> (iv) signed minutes of bid evaluation committees or adjudication committee <b>(where applicable)</b> (v) Copies of signed appointment letters by the Accounting Officer <b>(where applicable)</b> (vi) Copy of signed SLAs <b>(where applicable)</b> , and	To do a thorough evaluation of any irregular expenditure for reporting, condonement process and disclosure purposes.	30/04 /2019	<b>Manager: SCM</b>	The municipality with the assistance of SCM managed to conduct an extensive evaluation of deviations on procurement done during 2016/17 to 2018/19. Section 32 report in this regard was prepared and tabled in council for consideration on 28 June 2019

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
		(vii) Register of all bids falling in this category ( <b>where applicable</b> )				
<b>Asset Management: 1</b>	Asset Management Verification for 2018/19	(i) asset count and verification of all movable assets and inventory items, (ii) prepare asset count report that indicates the following as a minimum (damaged / impaired assets and their identity, assets that are still in use but fully depreciated, assets previously identified for disposal, assets currently identified and to be recommended for disposal, new assets that were bought in 2018/19 financial year)	accurate reconciliation of Asset Register and GL, and fair disclosure and also identify and deal with assets that were previously disclosed in the AFS at a carrying value of R1	10/05 /2019	<b>CFO</b>	With the assistance of Asset Management Unit the municipality conducted asset verification and exercise and a total of 436 items were identified to have been valued at R1. As corrective measure the municipality will be tabling to council on the 30 July 2019 a request to dispose-off all assets valued at R1.
<b>Asset Management: 2</b>	<b>Fezile Dabi Stadium:</b>	Conduct a visit the stadium to prepare a detailed technical assessment of asset state of the stadium, note all the defects, damages and any other undesirable condition, including the pitch and prepare a detailed report to that effect.	to calculate any impairment provision on these two assets	8/05/ 2019	<b>Deputy Manager Electrical Service</b>	The municipality has appointed Tata I-Chain to conduct re-valuation of the stadium. A preliminary report has been received from the service provider.
	<b>Koppies Greenhouse:</b>	Conduct a visit the stadium to prepare a detailed technical assessment of asset state of the Koppies Greenhouse, note all the defects, damages and any other undesirable condition, including the pitch and prepare a detailed report to that effect.	to calculate any impairment provision on these two assets	8/05/ 2019	<b>Deputy Manager Electrical Service</b>	<b>Resolved:</b> As part of the revaluation on infrastructure assets conducted in 2018/19 financial year. Copy of MOU with Rand Water available for audit, correspondence from Rand Water donating assets to the project beneficiaries available for audit.
<b>Asset Management: 3</b>	<b>Fezile Dabi Stadium:</b>	We need a detailed report from the Department of Public Works regarding year to date progress regarding the process of resolving the land issue on the stadium.	To resolve the legacy issues on these two assets.	09/05 /2019	<b>Manager: Monitoring and Evaluation</b>	<b>In progress:</b> Letter to Public Works signed off by the AO and to date in the process of finalising

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
						discussion of the person which the land is registered under.
	<b>Koppies Greenhouse:</b>	Please provide us with a detailed report regarding how the issues of the outstanding payments to the service provider were finalised.	To resolve the legacy issues on these two assets.	09/05/2019	<b>Director LED</b>	<b>Resolved:</b> Report has been received.
	<b>Koppies Greenhouse:</b>	A written undertaking from the Rand Water that the assets they have donated were in fact donated to the Cooperative and not the Municipality, however, if the assets were instead donated to the municipality and not the cooperative, an undertaking to that effect.	To resolve the legacy issues on these two assets.	09/05/2019	<b>Director LED</b>	<b>Resolved:</b> As part of the revaluation on infrastructure assets conducted in 2018/19 financial year. Copy of MOU with Rand Water available for audit, correspondence from Rand Water donating assets to the project beneficiaries available for audit.
	<b>Koppies Greenhouse:</b>	Properly signed MOU with Rand Water regarding the funding of greenhouse project.	To resolve the legacy issues on these two assets.	09/05/2019	<b>Manager: Monitoring and Evaluation</b>	<b>Resolved:</b> As part of the revaluation on infrastructure assets conducted in 2018/19 financial year. Copy of MOU with Rand Water available for audit, correspondence from Rand Water donating assets to the project beneficiaries available for audit.
	<b>Koppies Greenhouse:</b>	A council resolution to the effect council approved utilisations of the land on which the project is locate for this purpose.	To resolve the legacy issues on these two assets.	09/05/2019	<b>Manager: Monitoring and Evaluation</b>	<b>Resolved:</b> The land were the projects is taking place belong to Fezile Dabi District Municipality.
<b>Expenditure Management</b>	<b>Expenditure Management:</b> the following activities and complete before the deadline stipulated for 2018/19	(i) An up to date register of all suppliers / service providers/ contractors who were paid after 30 days of submission of invoices, (ii) An up to date register of all interest paid on overdue accounts (e.g.	Disclosure of Fruitless and wasteful expenditure and suppliers paid	08/05 /2019	<b>CFO</b>	<b>In progress:</b> Resolved as part of the section 32 report to council dated 28 June 2019

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
		SARS, Telkom, or any other supplier charging interest on overdue accounts)	after the legislated time frames.			
<b>Financial Management</b>	<b>Financial Management:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(i) Monthly Bank Reconciliation Statements for the following bank accounts from 1 July 2018 up to 31 March 2019: <ul style="list-style-type: none"> <li>- ABSA cheque account</li> <li>- ABSA saving account</li> <li>- ABSA HIV/AIDS account</li> <li>- ABSA Call account</li> <li>- Nedbank Call account</li> <li>- Standard bank call account</li> </ul>	accurate disclosure of all the municipality's cash resources	08/05 /2019	<b>CFO</b>	<b>Resolved:</b> Monthly recon conducted.
<b>Legal Services</b>	<b>Legal Services:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(i) Signed letters from all the legal firms handling any matter on behalf of the municipality indicating the following as a minimum: <ul style="list-style-type: none"> <li>- The status of the case / legal matter up to date</li> <li>- actions to be instituted or taken on each matter or case over the next three to six months</li> <li>- the prospects of municipality winning or losing the case</li> <li>- total amount of claimable against or in favour of the municipality up to date</li> </ul>	accurate disclosure of all the municipality's cash resources	30/06 /2019	<b>Deputy Manager: HR</b>	<b>In progress:</b> Letter of confirmation has been send to all attorneys. To date the status for 2017/18 has been addressed in the process of finalising 2018/19 information for correct disclosure on the AFS.
<b>Contract Management</b>	<b>Contract Management:</b> to action the following activities and complete	(i) Signed copies of lease contract between the municipality and any service provider for all the leases	accurate disclosure of all	30/06 /2019	<b>Deputy Manager: HR</b>	<b>Resolved:</b> Copes of lease agreements has been sourced and analysed and

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
	before the deadline stipulated for 2018/19	that are currently active (e.g. printing machines, telephones, etc.)	the municipality's cash resources			accurate disclosure to be done
<b>Human Resource Management</b>	<b>Human Resource Management:</b> to action the following activities and complete before the deadline stipulated for 2018/19	<ul style="list-style-type: none"> <li>(i) Provide a copy of the municipality Promotion policy</li> <li>(ii) Provide list of all employees who were promoted during the 2018/19 financial year including levels</li> <li>(iii) Provide list of both internal and external bursary holders including payment schedules</li> <li>(iv) Provide information relating to actual for employees</li> <li>(v) Provide leave records for all employees for the 2018/19 financial year</li> <li>(vi) Provide a payment schedules for overtime undertaken during the 2018/19 financial year</li> <li>(vii) Provide an update on the status of cascading Performance to managers other than section 56</li> </ul>	Accurate disclosure for employee related costs	30/06 /2019	<b>Deputy Manager: HR</b>	In progress
<b>Pre-determined Objectives</b>	<b>Monitoring and Evaluation and all Heads of Departments:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(i) Prepare detailed portfolio of evidence against all reported performance information for all quarters of the 2018/19 financial year	To ensure correct and accurate supporting documentation is available for audit purposes.	15 July 2019	<b>Manager: Monitoring and Evaluation</b>	Completed .
<b>Legal Compliance</b>	<b>Legal Compliance:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(i) Provide detailed schedule for all compliance reports for 2018/19 financial year and provide portfolio of evidence that all strategic documents of the municipality were	To ensure correct and accurate supporting documentation is available for audit purposes.	15 July 2019	<b>Compliance Officer</b>	Completed

Unit	Main Activities	Sub-Activities	Objective	Due Date	Responsible Person	Comments
		published for 21 days as required by section 21A of the MSA				
<b>Strategic Planning</b>	<b>Legal Compliance:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(ii) Provide minutes and reports for the following forums that took place during 2018/19 financial year in preparation for the 2019/20 IDP review process: <ul style="list-style-type: none"> <li>• IDP Managers forum</li> <li>• IDP Public Participation Meetings</li> <li>• IDP Steering Committee Meeting</li> <li>• IDP Rep Forum</li> </ul>	To ensure correct and accurate supporting documentation is available for audit purposes.	15 July 2019	<b>Manager: Planning</b>	<b>Completed</b>
<b>Municipal Manager's Office</b>	<b>Manager MM office:</b> to action the following activities and complete before the deadline stipulated for 2018/19	(i) To provide evidence of the following activities performed by the MM office during 2018/19 financial year including council resolutions: <ul style="list-style-type: none"> <li>• Approval of the 2018/19 IDP</li> <li>• Approval of the 2018/19 SDBIP</li> <li>• Approval of the revised 2018/19 SDBIP</li> <li>• Approved and signed Performance Agreements for MM and Senior Managers for 2018/19 financial year</li> </ul>	To ensure correct and accurate supporting documentation is available for audit purposes.	15 July 2019	<b>Manager in the Municipal Manager's Office</b>	<b>Completed</b>

## Report of the auditor-general to the Free State Provincial Legislature and the council on Fezile Dabi District Municipality

### Report on the audit of the financial statements

#### Disclaimer of opinion

I was engaged to audit the financial statements of the Fezile Dabi District Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of this auditor's report, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

#### Basis for disclaimer of opinion

##### Financial statements

I was unable to obtain sufficient appropriate audit evidence regarding the financial statements as a whole, as the financial statements were presented for audit purposes without accurate and complete underlying accounting records. I was unable to audit the financial statements by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the financial statements as a whole.

I was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding figures. As described in note 34 to the financial statements, the restatements were made to rectify previous year misstatements, but the restatements could not be substantiated by supporting audit evidence. I was unable to confirm the restatements by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the financial statements.

#### Other matters

I draw attention to the matters below. My opinion is not modified in respect of these matters.

##### Service delivery

The Fezile Dabi Stadium was completed on 10 June 2013 at a cost of R121 401 000; however, in the current year the stadium is included as work in progress at the value of R175 316 277. It was determined that the stadium was built on privately owned land in the Ngwathe Local Municipality. This matter should be investigated by the municipality and may require legal processes to re-establish ownership of the land.

## **Responsibilities of accounting officer for the financial statements**

The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2017) (Dora), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Auditor-general's responsibilities for the audit of the financial statements**

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

A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## **Report on the audit of the annual performance report**

### **Introduction and scope**

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the

general notice, for the following selected key performance area presented in the annual performance report of the municipality for the year ended 30 June 2019:

Key performance area	Pages in the annual performance report
Key performance area 2 – basic service delivery and infrastructure investment	42 – 103

I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

The material finding in respect of the reliability of the selected key performance area is as follows:

#### **Key performance area 2 – basic service delivery and infrastructure investment**

##### **4 HIV/Aids awareness campaigns in the district conducted by 30 June 2019.**

I was unable to obtain sufficient appropriate audit evidence for the reported achievement of four (4) HIV/Aids awareness campaigns in the district targeting youth, men, women, schools, Correctional Centres and private sector institutions conducted by 30 June 2019. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the achievement of four (4) HIV/Aids awareness campaigns as reported in the annual performance report.

#### **Other matters**

I draw attention to the matters below.

##### **Achievement of planned targets**

Refer to the annual performance report on pages 42 to 103 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraph 22 of this report.

## Report on the audit of compliance with legislation

### Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

The material findings on compliance with specific matters in key legislations are as follows:

#### Procurement and contract management

Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of supply chain management (SCM) regulation 17(a) and (c). Similar non-compliance was reported in the prior year.

Some quotations were accepted from bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c). Similar non-compliance was reported in the prior year.

Some quotations were accepted from bidders whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43.

Goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1).

Contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c).

Some contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43.

The preference point system was not applied to some of the procurement of goods and services above R30 000 as required by section 2(a) of the Preferential Procurement Policy Framework Act. Similar non-compliance was reported in the prior year.

Bid documentation for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).

The performance of contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA. Similar non-compliance was reported in the prior year.

The contract performance and monitoring measures and methods were not sufficient to ensure effective contract management, as required by section 116(2)(c) of the MFMA.

### Annual financial statements, performance and annual reports

The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion.

The annual financial statements were not submitted for auditing within two months after the end of the financial year, as required by section 126(1)(a) of the MFMA.

### Asset management

An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c) of the MFMA.

### Consequence management

Unauthorised expenditure incurred by the municipality was not investigated to determine whether any person was liable for the expenditure, as required by section 32(2)(a) of the MFMA.

Irregular expenditure incurred by the municipality was not investigated to determine whether any person was liable for the expenditure, as required by section 32(2)(b) of the MFMA.

### Expenditure management

Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.

Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for qualification paragraph. Most of the disclosed irregular expenditure was caused by the municipality's failure to invite three (3) quotations or to record the reasons and obtain the relevant approval for deviating from SCM processes.

Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the unauthorised expenditure could not be quantified as indicated in the basis for qualification paragraph.

### Human resource management

I was unable to obtain sufficient appropriate audit evidence that financial interests were disclosed by the senior managers within 60 days from the date of appointment, as required by regulation 36(1)(a).

I was unable to obtain sufficient appropriate audit evidence that senior managers signed performance agreements within the prescribed period, as required by section 57(2)(a) of the Municipal Systems Act (MSA).

Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted, as required by section 67(1)(d) of the MSA.

## Other information

The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported in this auditor's report.

My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected key performance area presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

## Internal control deficiencies

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the disclaimer of opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

The leadership did not always take adequate and timely action to address weaknesses in reporting on financial and performance management and predetermined objectives due to a lack of monitoring and supervision, which resulted in audit report matters.

Due to a lack of competencies and skills, management did not prepare regular, accurate and complete financial and performance reports that were supported by reliable information, as the financial statements contained significant material misstatements. This was mainly due to staff not fully understanding the requirements of the financial reporting framework and being unable to provide supporting documents to substantiate the reported financial information.

Management did not implement effective human resource management measures to ensure that vacancies were filled and sufficiently skilled resources were in place to ensure effective controls over daily and monthly processing and reconciling of transactions. This resulted in various material misstatements in the financial statements.

Management did not apply the requirements of the SCM regulations correctly, which resulted in non-compliance with applicable legislation as well as irregular expenditure.

Management did not ensure that supporting information for an indicator and target was kept and that the reported information was consistent, accurate and complete. As a result, an issue is reported in the audit report that could have been prevented.

The internal audit unit and audit committee did not adequately review and verify the information reported in the annual financial statements and performance report before it was submitted for auditing. This resulted in various matters having to be adjusted and corrected during the audit process, which could have been prevented.

Bloemfontein

19 December 2019



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## APPENDICES

### Appendix A: Councillors; Committee Allocation and Council Attendance

#### A1: Details of Directly Elected Councillors

Surname & Initials	Ward Responsible for
<b>ANC Councillor(s)</b>	
Lucky Kubeka	N/A
Moeketsi Moshodi	N/A
Khomolileng Mare	N/A
Beauty Nnune	N/A
Magdeline Pietersen	N/A
Justice Mareka	N/A
Selake Tladi	N/A
Nthabiseng Mokodutlo	N/A
Malebo Magashule	N/A
Matsatsi Mofokeng	N/A
Leponesa Sochiva	N/A
V. De Beer- Mthombeni	N/A
Magududi Oliphant	N/A
Thandi Soetsang	N/A
Girtz Nketu	N/A
Selloane Khiba	N/A
Puleng Modikoe	N/A
Rebecca Majoe	N/A
Madise Mosia	N/A
<b>DA Councillor(s)</b>	
Phineas Mohapi	N/A
Sidney Pittaway	N/A
Catharina Serfontein	N/A
Safania Setungoane	N/A
Frederick Scholtz	N/A
Kamohelo Thulo	N/A
<b>EFF Councillor(s)</b>	
Kekeletso Khunyeli	N/A
Malefane Msimanga	N/A
Molefi Khunyeli	N/A

Surname & Initials	Ward Responsible for
April Motaung	N/A
Cabonina Tete	N/A
<b>SACPCouncillor(s)</b>	
Mosuoia Poho	N/A

**A2: Details of Councillors Seconded from Local Municipalities**

Surname & Initials	Political Party
<b>Seconded Councillors from Metsimaholo Local Municipality</b>	
Phineas Mohapi (Replaced the late A. Du Plooy)	DA
Khomolileng Mare	ANC
Beauty Nnune	ANC
Tibisi April Motaung	EFF
Mosuoia Poho	SACP
<b>Seconded Councillors from Moqhaka Local Municipality</b>	
Magdeline Pietersen	ANC
Justice Mareka	ANC
Selake Tladi	ANC
Sidney Pittaway	DA
Molefi Khunyeli	EFF
Nthabiseng Mokodutlo	ANC
<b>Seconded Councillors from Ngwathe Local Municipality</b>	
Malebo Magashule	ANC
Catharine Serfontein	DA
Leponesa Sotshiva	ANC
V. De Beer- Mthombeni	ANC
Cabonina Tete	EFF
<b>Seconded Councillors from Mafube Local Municipality</b>	
Matsatsi Mofokeng	ANC
Lucky Kubeka	ANC

**A3: Record of Council Meetings Attended by Councillors**

Number of meetings for the period 2018/19	Ordinary	Special	Total	Apologies
	4	7	11	
<b>Initials &amp; Surname</b>	<b>Meetings Attended</b>			
	<b>FEZILE DABI DISTRICT MUNICIPALITY</b>			
Magugudi Oliphant ( <b>Executive Mayor</b> )	4	7	11	-
Lucky Kubeka ( <b>Speaker</b> )	3	7	10	1
Moeketsi Moshodi	3	4	7	4
Thandi Soetsang	4	6	10	1
Selloane Khiba	2	4	6	5
Aphathia Majoe	4	5	9	2
Madisa Mosia	4	7	11	-
Girtz Nketu	2	4	6	5
Frederick Scholtz	3	7	10	1
Kekeletso Khunyeli	2	3	5	6
Safania Setungoane	4	5	9	2
Kamohelo Thulo	3	6	9	2
Malefane Msimanga	1	4	5	6
Puleng Modikoe	4	7	11	-
<b>METSIMAHOLO LOCAL MUNICIPALITY</b>				
<b>Khomolieng Mare</b>	2	3	5	6
<b>Gabaikitsi Nnune</b>	2	3	5	6
<b>Mosiuoa Poho</b>	2	2	4	7
<b>April Motaung</b>	2	3	5	6
<b>Arnoldi Du Plooy</b>	1	3	4	7
<b>NGWATHE LOCAL MUNICIPALITY</b>				
Catharina Serfontein	4	4	8	3
Victoria De Beer- Mthombeni	3	3	6	5
Malebo Magashule	4	7	11	-
Ramailane Motebele/ Cabonina Tete( May 2018)	2	2	4	7
Leponesa Sotshiva	4	6	10	1
<b>MOQHAKA LOCAL MUNICIPALITY</b>				
Molefi Khunyeli	4	6	10	1
Nthabiseng Mokodutlo	4	7	11	-
Justice Mareka	2	7	9	2
Magdeline Pietersen	2	7	9	2
Sidney Pittaway	3	6	9	2
Selake Tladi	3	6	9	2
<b>MAFUBE LOCAL MUNICIPALITY</b>				
Matsatsi Mofokeng	4	5	9	2

**Appendix B: Committee of Council and Committee Purpose**

The following table provides an overview of the council committees and the purpose of each committee.

**B1: Committee of Council**

Name of Committee	Purpose of Committee
Finance	Oversight over financial matters of the municipality
Corporate Support Service	Responsible for oversight over Human Resources matters of the municipality
Project Management & Public Works	Responsible for oversight over the infrastructure and service delivery matters of the municipality.
Environmental Health & Emergency Services	Responsible for oversight over health and environmental functions of the municipality.
Local Economic Development (LED) & Tourism	Responsible for oversight over Local Economic Development and Tourism functions of the municipality.
Audit Committee	Responsible for oversight over the work of the internal audit and performance management units of the municipality.
Municipal Public Accounts Committee	Responsible for overall oversight over the annual report and other assigned functions of the municipality.

**B2: Committee Allocation**

FINANCE PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
ClIr V E De Beer (Portfolio Head)	ANC	6	4
ClIr K G L Nketu	ANC	6	1
ClIr T L Soetsang	ANC	6	6
ClIr S B Tladi	ANC	6	4
ClIr S H Pittaway	DA	6	5
ClIr M J Msimanga	EFF	6	2

COMMUNITY HEALTH & ENVIRONMENTAL SERVICES PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr V de Beer (Acting: Portfolio Head)	ANC	4	1
M Mofokeng	ANC	4	3
A Majoe	ANC	4	4
M Mosia	ANC	4	1
C Serfontein	DA	4	4
M Msimanga	EFF	4	1

CORPORATE SUPPORT SERVICES PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr P Modikoe (Portfolio Head)	ANC	5	5
Cllr S Setungoane	DA	5	4
Cllr N Mokodutlo	ANC	5	5
Cllr M Khunyeli	EFF	5	4
Cllr M Magashule	ANC	5	4

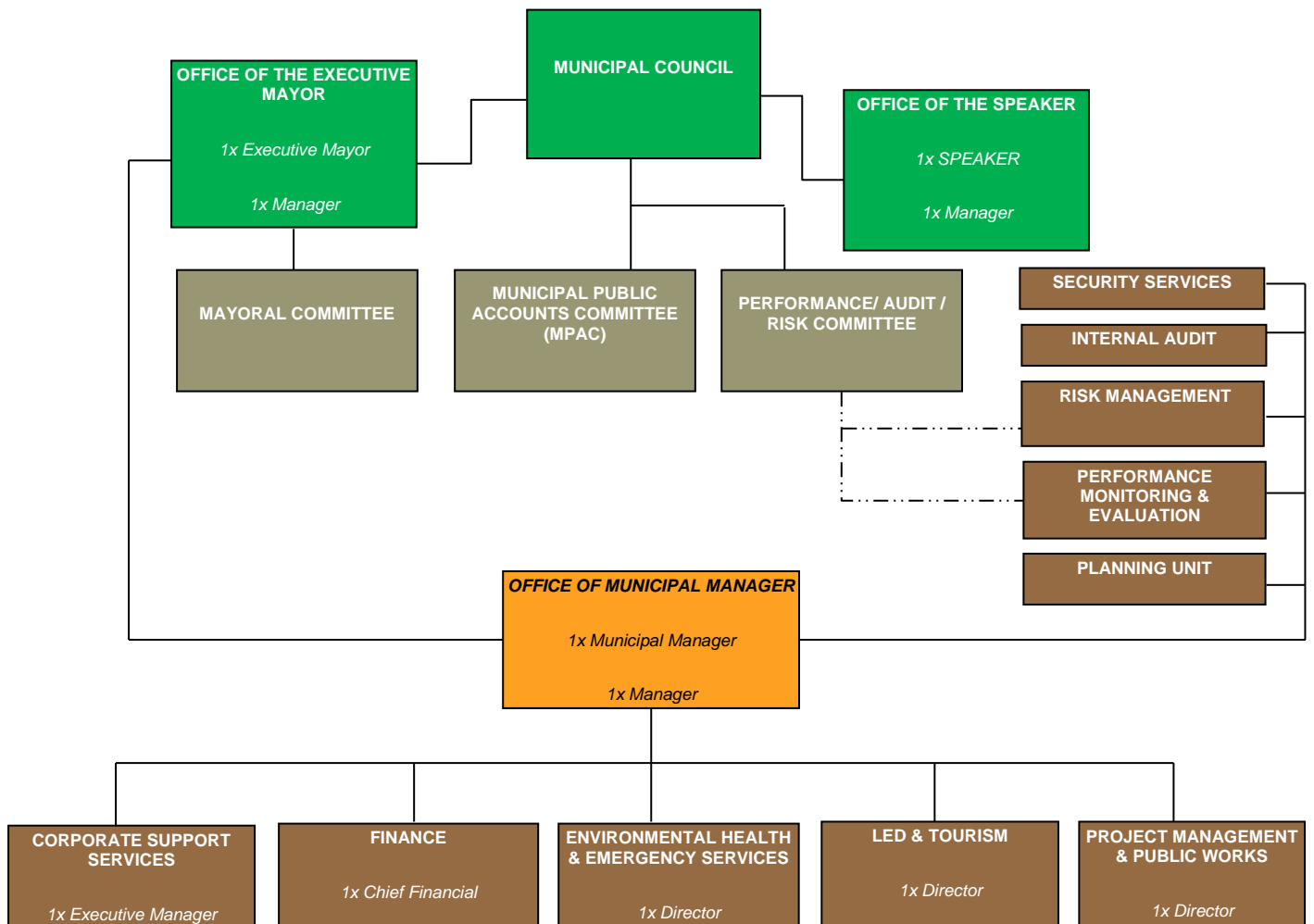
SOCIAL & SPORTS DEVELOPMENT PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
M. Moshodi	ANC	4	0
T. Soetsang	ANC	4	4
M. Magashule	ANC	4	1
M. Mofokeng	ANC	4	2
K. Thulo	DA	4	3
M.S Khunyeli	EFF	4	0
A. Motaung	EFF	4	4

PROJECT MANAGEMENT & PUBLIC WORKS PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr S.V. Khiba (Portfolio Head)	ANC	10	8
Cllr S. Leponesa	ANC	10	8
Cllr R Majoe	ANC	10	8
Cllr F Scholtz	DA	10	9

LED & TOURISM PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr J. Mareka (Portfolio Head)	ANC	5	3
Cllr M. Pietersen	ANC	5	4
Cllr N. Mokodutlo	ANC	5	5
Cllr K. Khunyeli	EFF	5	5
Cllr F. Scholtz	DA	5	5

**Appendix C: Third tier Administrative Structure**

**Macro-Organisational Structure**



**Appendix D: Functions of Municipality**

Powers and Functions in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution	Definition
Cleansing	<p>The cleaning of public streets, roads, and other public spaces either manually or mechanically.</p> <p>District: Waste management monitoring in terms of the health act, excludes collection and disposal of refuse, but includes development of plans and awareness and education programmes.</p>
Control of public nuisance	<p>The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community.</p> <p>Description: In terms of general function of municipal health services</p>
Facilities for the accommodation, care and burial of animals	<p>The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements and/or compliance with any environmental health standards and regulations.</p> <p>District: In terms of the By-laws, control of keeping of animals</p>
Licensing and control of undertakings that sell food to the public	<p>Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption on or to be taken away from the premise at which such refreshments or meals are supplied.</p> <p>Implement policy ad regulations.</p>
Municipal roads	<p>The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road, and also, for purposes of a local municipality, includes a street in a build-up areas.</p>
Noise pollution	<p>The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.</p>
Street trading	<p>The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve.</p>
Municipal public works	<p>Any supporting infrastructure or service to empower a municipality to perform its function</p>
Municipal Health Services	<p>▯ Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality.</p>
Municipal public transport	<p>The regulation and control, and where applicable, the provision of:</p> <p>▯ Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or where applicable, within a particular area</p>

Powers and Functions in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution	Definition
	<ul style="list-style-type: none"> <li>▫ Scheduled services for the carriage of passengers, owned and operated by the municipality, on specific routes</li> </ul>
Storm water drainages /	The management of systems to deal with storm water in built-up areas.
Trading regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Water (Potable)	<p>The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection so as to ensure reliable supply of a quantity and quality of water to households, including in-formal households, to support life and personal hygiene and establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe hygienic households.</p> <p>District: water quality monitoring, including potable water</p>
Sanitation	<p>The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal, disposal and/or purification of human excreta and domestic waste water to ensure minimum standard of service.</p> <p>District: monitoring and awareness (sampling on networks and connection to assess compliance with applicable standards)</p>
Cemeteries, funeral parlours and crematoria	<p>The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.</p> <p>District:</p> <ul style="list-style-type: none"> <li>▫ monitoring of funeral parlours and crematoria for compliance,</li> <li>▫ responsible for regional cemeteries</li> </ul>

## **Appendix E: Ward Reporting**

### **Status of ward committees in the district**

The purpose of Ward Committees is to enhance participatory democracy with which ward councillors liaise regarding matters affecting their respective wards.

Although Ward Committees are established in all local municipalities within the district, there are however a number of challenges which impact on their optimal functionality. Despite local municipalities being provided with a quarterly tool from Free State CoGTA through which to report the status and functionality of their ward committees, they (local municipalities) still do not send such reports to the District Municipality.

The following is an overview of the status of established Ward Committees within the district:

#### **– Metsimaholo Local Municipality**

#### **– Mafube Local Municipality**

Nine wards were successfully established with ninety (90) members; ten per ward, inducted to best perform duties and responsibilities of the Ward Committees. A series of capacity building programs are conducted from time to time complementary to the induction workshop.

Reports of the committee and sub-committees and monthly meetings are considered an indication of functionality by the Office of the Speaker. Such reports emanate from the established Ward Operational Plans that segment duties and responsibilities of the members of the Ward Committees representing sectors and/or portfolios.

Received reports are presented by the Speaker at the council meetings for situational remedies by the council as they raise and identify dire service delivery challenges.

Each member of the committee receives an out of pocket expense amounting to R500 on a monthly basis.

#### **– Ngwathe Local Municipality**

Of the eighteen (18) wards that are in good standing and operational, only two wards, Wards 1 and 2, are **not** in good standing and operational. Ward has not appointed a (ward) secretary and as a result, there are no reports submitted from the councilor's public meetings as well as ward committee meetings. This is despite an induction workshop having been conducted for all the ward committee members. The same applies to Wards 2, 3, 5, 6, 7, 9, 11, and 12 where there are no monthly reports submitted from the councilor's public meetings as well as ward committee meetings.

Furthermore, Ward 6 ward committee members do not have portfolios, some of the members do not cooperate with the ward councilor, to the extent that the ward councilor has sought the intervention of the Speaker in this regard.

The following wards still have vacancies to be filled:

- Ward 1 needs five new members.
- Ward 6 needs one member.
- Ward 10 needs two members.
- Ward 12 needs two members.

### Challenges

- No tools of trade for ward committee secretaries, i.e. computer, printer, etc.
- There is no progress in reporting.
- No transport for the Office of the Speaker to attend the ward committee meetings in order to check on their progress.
- Monthly Reports are not submitted on time.
- Ward Committees are more focused on the external jobs such that they are less involved in municipality programmes they are employed to oversee.

## – Moqhaka Local Municipality

### Communication, Participation and Forums

The municipality uses loud hailing, print media, posters, Mozolo FM as well as physical delivery of invitation such as IDP/budget which are on semester interval. These meetings are inclusive of representative from Safety, Business, NGO'S, CBO's and all other Stakeholders. The following table outlines public meetings which were conducted by Moqhaka Local Municipality during 2018/19 IDP review processes:

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
IDP Public Participation Meetings	15/02/2018 to 28/02/2018 and 10/04/2018 to 09/05/2018	69	82	2371	Yes	Monthly Community Meetings
Budget Public Participation Meetings	10/04/2018 to 09/05/2018	78	95	3476	Yes	Monthly Community Meetings
Constituency Meeting	July 2017 to June 2018	45	55	15796	Yes	Monthly Community Meetings

**Comment on the effectiveness of Public Meetings held**

Public Meeting are sitting as Scheduled. Ward Councillors are always availing themselves for this meetings. Issues that are affecting service delivery in respective wards are discussed by the Ward Councillor together with Community in respective wards. Community members are attending the Public meetings even though the attendance at times is not satisfactory. The Public meetings are effective because Community members are getting the opportunity to discuss service delivery issues that are affecting them.

**Service Statistics for the Office of the Speaker**

- Number of public participation meetings held: 99
- Number of ward committees established: 23
- Number of ward committee meetings held: 145
- Number of council meetings convened: 12
- Number of CDWs employed:

***Appendix F: Ward Information***

Not applicable to Fezile Dabi District Municipality.

**Appendix G: Recommendations of the Municipal Audit Committee**

**Appendix H: Long term Contracts and Public Private Partnership**

The schedule below is for contract that the municipality entered into that are for a period of up to three years and are of significant value.

Name of Service Provider	Name of Project	SLA signed		Project Starting Actual Date	Completion Date	Status
		Yes	No			
Payday software system	Payday support system	Y		01 July 2014	30 June 2017	Month-on-month
Steiner Hygiene	Hygiene services	Y		01 Dec 2016	30 Nov 2019	In Progress
Swift Micro Laboratories	Sampling of Water	Y		01 Aug 2015	31 July 2018	Month-on-month
Vaal Triangle Fire Services	Maintenance of Building fire equipment	Y		27 July 2015	26 July 2018	Ended
IDI Technology Solution	Implementation of Enterprise Risk Management system	Y		01 July 2016	30 June 2019	In Progress
Mash (Pty) Ltd	Short-term insurance	Y		29 June 2018	30 May 2021	In Progress
Sasolburg alarms	Monitor & armed response	Y		22 May 2017	21 May 2019	In Progress
Pit Dog Trading CC	Upgrade of Ntswanatsatsi / Cornelia sports grounds	Y		12 April 2018	TBC	In Progress
Tumishi Electrical	Electrification of stands in Ntswanatsatsi Ext. and Qalabotjha Ext.	Y		TBC	TBC	In progress
Altimax	Preparation and review of annual financial statements and assist with the implementation of the new effective standards	Y		28 June 2018	TBC	In Progress

**Appendix I: Municipal Entity/Service Provider Performance Schedule**

No.	Contract Name	Effective Date	Duration	Parties - FDDM &	Performance Status
<b>2018/19</b>					
	Implementation of Enterprise Risk Management System – Licence agreement	01 August 2016	36 months	IDI Technology Solution	
	RRAMS		36 months	Flagg Civil Engineers	
	Lift maintenance – TnH Building	01 July 2014	05 years	Otis (Pty) Ltd	
	Lift maintenance – Main Building	01 January 2015	05 years	Schindler Lifts	
	Rental of Photocopy Machines	01 March 2016	Month to month	Vaal Document Management (Pty) Ltd t/a Nashua Vaal	
	Purified Water Services	01 February 2016	Month to month	Abaphangeli Logistics	
	Hygiene Services	01 December 2016	36 months	Bidvest Steiner	
	Cleaning of office – EH & ES Office, Kroonstad	21 January 2016	Month to month	Bidvest Prestige	
	Sampling of water, milk, etc	01 August 2015	36 months	Swift Micro Laboratories	
	Development for Koppies Commercial Greenhouse Vegetable Production Enterprise	27 October 2015	22 months	Maki Mokhaneli Trading and Projects	
	Bank Services	01 July 2013	Mont to month	ABSA	
	Short Term insurance	29 June 2018	36 months	Marsh	
	Vehicle tracker system	28 June 2005	Open ended	Netstar	
	Financial management systems	01 September 2005	Open ended	Business connection (Pty) Ltd	
	Media Storage	01 July 2005	Open ended	Backup storage facilities	
	Internet Services	01 June 2005	Open ended	Internet solutions	
	Internet & email services at satellite offices	01 May 2007	Open ended	Atlantic @ lantic	
	Assets verification	28 June 2018	12 months	Tata-I-Chain	Completed
	Preparation and review of annual financial statements and assist with the implementation of the new effective standards	28 June 2018	30 months	Altimax (Pty) Ltd	
	Monitoring and Armed Response	22 May 2017	24 months	Sasolburg Alarms	

**Appendix J: Disclosure of Financial Interest**

**J 1: Disclosure of Financial Interests by Councillors**

Municipality	Representative	Party	Declaration Of Interest Made (Yes/No)
Fezile Dabi District Municipality	M. Oliphant ( <b>Executive Mayor</b> )	ANC	Yes
	M.P Mosholi	ANC	Yes
	T. Soetsang	ANC	Yes
	S. Khiba	ANC	Yes
	M. Mosia	ANC	Yes
	P. Modikoe	ANC	Yes
	R. Majoe	ANC	Yes
	S. Setungoane	DA	Yes
	F. Scholtz	DA	Yes
	K. Thulo	DA	Yes
	K.I Khunyeli	EFF	Yes
	M.J Msimanga	EFF	Yes
<b>Mafube</b>	L.S Kubeka (Speaker)	ANC	Yes
<b>Ngwathe</b>	K.G. Nketu ( <b>Chairperson MPAC</b> )	ANC	Yes
<b>Metsimaholo</b>	A. Du Plooy (late) (Replaced by Phineas Mohapi)	DA	Yes
	Khomoliileng Mare	ANC	Yes
	Beauty Nnune	ANC	Yes
	Tibisi April Motaung	EFF	Yes
	Mosuoqa Poho	SACP	Yes
<b>Moqhaka</b>	Magdeline Pietersen	ANC	Yes
	Justice Mareka	ANC	Yes
	Selake Tladi	ANC	Yes
	Sidney Pittaway	DA	Yes
	Molefi Khunyeli	EFF	Yes
	Nthabiseng Mokodutlo	ANC	Yes
<b>NGWATHE</b>	Malebo Magashule	ANC	Yes
	Catharine Serfontein	DA	Yes
	Leponesa Sotshiva	ANC	Yes
	V. De Beer- Mthombeni	ANC	No
	Cabonina Tete	EFF	Yes
<b>Mafube</b>	Matsatsi Mofokeng	ANC	Yes

**J 2: Disclosure of Financial Interest by Senior Management**

Surname & Initials	Designation	Declaration Of Interest Made (Yes/No)
Me. L Molibeli	Municipal Manager	Yes
Mr. J Reyneke	Acting Chief Financial Officer	Yes
Adv. AM Mini resigned January 2019 Dr. R.S Motingoe (Appointed May 2019)	Director: Corporate Support Services	Yes
Mr. C. Sibaya Acting (Dec 2018 – Apr 2019) Ms T. Baleni (Appointed May 2019)	A/Director: Community, Health and Environmental Services	Yes
Mrs. V Moloi	Director: Local Economic Development & Tourism	Yes
Vacant	Director: Project Management & Public Works	

**Appendix K: Revenue Collection Performance**

Not applicable to Fezile Dabi District Municipality.

**Appendix L: Conditional Grants Received: Excluding MIG**

Name of Grants	Name Organ of State	Quarterly Receipts				Total
		September	December	March	June	
Financial Management Grant (FMG)	National Treasury	1 000 000				<b>1 000 000</b>
Municipal Systems Improvement Grant (MSIG)	National Treasury	0				<b>0</b>
Rural Roads Asset Management System (RRAMS)	Department of Public Works, Roads and Transport	1 532 000		656 000		<b>2 844 000</b>
Integrated National Electrification Programme (INEP) – Mafube	Department Of Energy	0				<b>0</b>
Equitable Share	National Treasury	3 805 000	2 942 000	2 283 000		<b>9 030 000</b>
Regional Service Council Levy Replacement Grant	National Treasury	58 357 000	45 122 000	35 014 000		<b>138 493 000</b>
<b>Total</b>		<b>64 694 000</b>	<b>48 064 000</b>	<b>37 953 000</b>		<b>236 728 000</b>

**Appendix M: Capital Expenditure – New & Upgrade/ Renewal Programmes: Including MIG**

Projects Description	Municipality where Project implemented	2018/189Budget Allocation	Actual Expenditure as at 30 June 2019	New Infrastructure or Upgrade	Status of the Asset / Project as at 30 June 2019
Integrated National Electrification Programme (INEP): Ntswanatsatsi Ext. Cornelia & Qalabotjha Ext	Mafube LM	R4 600 000 (Incl VAT)	R4 595 598.85	New Infrastructure	Project completed and handed over to Mafube LM
<b>Total</b>		<b>R4 600 000</b>	<b>R4 595 598.85</b>		

**Appendix N: Capital Programme by Project current year**

Project description Figures in Rands	Area	2018/19 Expenditure
Qalabotjha: Extension of waste water treatment works	Mafube	1 213 765
Mafahleng: Upgrading of sports ground	Mafube	0
Namahadi: Upgrading of sports ground	Mafube	0
Ntswanatsatsi/Cornelia : Upgrading of sports ground	Mafube	189 832
RRAMS	All towns	Awaiting final payment
<b>Total</b>		

**Appendix O: Capital Programme by project by Ward current year**

Not applicable to Fezile Dabi District Municipality.

**Appendix P: Service Connection Backlogs at Schools and Clinics**

Not applicable to Fezile Dabi District Municipality

**Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision**

Not applicable to Fezile Dabi District Municipality

**Appendix R: Declaration of Loans and Grants Made by the Municipality**

None.

**Appendix S: Declaration of Returns not Made in due Time under MFMA s71**

All returns under MFMA section 71 were made in time during the financial year under review, and where appropriate as per arrangement with the National Treasury

**Appendix T: National and Provincial Outcome for local government**

Not applicable to Fezile Dabi District Municipality.

***VOLUME II: ANNUAL FINANCIAL STATEMENTS***