

## 1. Municipal Manager's Accountability Statement

Honourable Executive Mayor, Councillor JERT Ramokhoase, it is once again my pleasure to present the Annual Report of Fezile Dabi District Municipality for the financial year ended **30 June 2009**.

In preparation of this annual report, we have considered the requirements of section 121(3) of the Municipal Finance Management Act 2003 and section 46 of the Municipal Systems Act 2000, which prescribes the core contents of an Annual Report.

I take cognizance of the importance of reliability, usefulness and relevance of the performance information contained herein as was presented to the Auditor-General for auditing on **31 August 2009**.

As I present this Annual Report, it is important to highlight that, in line with legislative framework, this report serves as a mechanism to provide a record of the activities of the municipality for the period under review; to report on performance in service delivery and budget implementation; and to promote accountability to the local community.

M S Molala  
**Municipal Manager**

## **2. Executive Mayor's foreword**

Fellow citizens of Fezile Dabi District Municipality, it is with honour and pleasure for me to present our Annual report for the period 1 July 2008 to 31 June 2009.

It is a legislative requirement that, as a municipality, we must prepare for each financial year, an annual report which must provide a true reflection of our achievements and challenges for the year under review in our effort to improve the lives of our people.

The results that are contained in this annual report are therefore an end product of thorough forward planning in the form of Integrated Development Plan, which was reviewed in consultations local communities, interest groups, local municipalities within the district, sector departments at both provincial and national level as well as various other stakeholders as were represented in various platforms during the planning phases.

Although a lot has been achieved in the period under review, and while we are fairly on a sustainable footing and are able to continue to fulfil our developmental mandate as a municipality, we cannot ignore to recognise the negative effect that the global economic crisis has had on institutions and individuals alike since mid-2008, and it is projected that this phenomenon will have a dampening effect on SA's economic growth, at least up to 2010.

This situation therefore poses challenges for development, employment, training, income distribution and social security. It means that we and our communities are also directly affected by this challenge.

In order to mitigate the impact of this economic downturn, our strategies are to embrace the national government's policy priorities, reduce expenditure in non-essential items across the municipality, ensure that council exercise stringent oversight over the budget, ensure overall good governance.

Moreover, as the executive mayor of this municipality, it is my responsible to ensure that the resources at the disposal of the municipality are used in a way that best meets the variety of priority needs of the citizens in Fezile Dabi District Municipality.





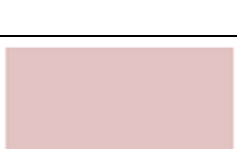

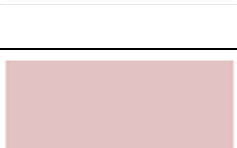

Going forward, we will continue to use our intergovernmental structures such as District Public Participation Steering Committee and District Coordinating Forum as an engagement platform with local municipalities in our district and other stakeholders in local government, in a manner that will set us on a new path for growth, development and accelerated service delivery.

The work has now begun!





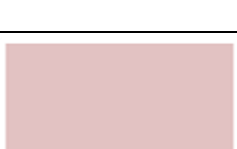
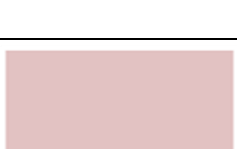
Councillor JRET Ramokhoase

**Executive Mayor**

### 3. Members of Mayoral Committee

	<p><b>Name:</b> Councillor JRET Ramokhoase (Mr)</p> <p><b>Capacity:</b> Executive Mayor</p> <p><b>Roles:</b> Chairperson of Mayoral Committee.</p>
	<p><b>Name:</b> Councillor S I Mbalo (Mr)</p> <p><b>Capacity:</b> Speaker</p> <p><b>Roles:</b> Chairperson of Council</p>
	<p><b>Name:</b> Councillor K Khumalo (Mr)</p> <p><b>Capacity:</b> Member</p> <p><b>Roles:</b> Chairperson of Public Works and PMU Portfolio Committee</p>
	<p><b>Name:</b> Councillor D Colbert (Mr)</p> <p><b>Capacity:</b> Member</p> <p><b>Roles:</b> Chairperson of Finance Portfolio Committee</p>
	<p><b>Name:</b> Councillor K M Mantsho (Mr)</p> <p><b>Capacity:</b> Member</p> <p><b>Roles:</b> : Environmental Health &amp; Community Services</p>
	<p><b>Name:</b> Councillor N G Guza (Ms)</p> <p><b>Capacity:</b> Member</p> <p><b>Roles:</b> Chairperson of Social Development Portfolio</p>
	<p><b>Name:</b> Councillor P R Ndayi (Mr)</p> <p><b>Capacity:</b> Member</p> <p><b>Other Roles:</b> Chairperson of Corporate Services Portfolio Committee</p>
	<p><b>Name:</b> Councillor DLS George (Mr)</p> <p><b>Capacity:</b> Member</p> <p><b>Roles:</b> Chairperson of LED &amp; Tourism Portfolio Committee</p>

#### 4. Executive Management Team

	<p><b>Name:</b> S Molala (Mr) <b>Designation:</b> Municipal Manager</p>
	<p><b>Name:</b> E M Mohlahlo (Mr) <b>Designation:</b> Chief Financial Officer</p>
	<p><b>Name:</b> V Moloi (Mrs) <b>Designation:</b> Director: Local Economic Development</p>
	<p><b>Name:</b> G Mxoli (Mr) <b>Designation:</b> Director: Corporate Services</p>
	<p><b>Name:</b> K Mahlatsi (Mr) <b>Designation:</b> Director: Environmental Health &amp; Community Services</p>
	<p><b>Name:</b> S Mokgatle (Mr) <b>Designation:</b> Director: Project Management &amp; Public Works</p>

## 5. Overview of Fezile Dabi District Municipality

Fezile Dabi District Municipality was established in terms of Free State Provincial Notice No. 113 of 28 September 2000. This municipality, formerly known as Northern Free State District Municipality, is constituted of four local municipal areas, *viz*: Moqhaka Local Municipality, Metsimaholo Local Municipality, Ngwathe Local Municipality and Mafube Local Municipality. This is the second smallest District Municipality in the Free State covering 16.4% of the provincial area.

Towns within the Fezile Dabi District Municipality includes Cornelia, Deneysville, Edenville, Frankfort, Heilbron, Koppies, Kroonstad, Oranjeville, Parys, Sasolburg, Steynsrus, Tweeling, Viljoenskroon, Villiers and Vredefort.

It is estimated that this areas consists of total population of 474 089 (Statistics South Africa: Community Surveys 2007). This population figure represents approximately 17% of the Free State Provincial total population of 2,706,775. Moqhaka Local Municipality, accounts for approximately 36% of the population of this region, followed by Metsimaholo Local Municipality by 33%.

Because of vast water surfaces and outdoor orientated conservancies, in this area, it offers weekend getaways of a special kind and provides excellent leisure opportunities from hiking in the Vredefort Dome area to boating, water skiing, river rafting, fly-fishing, hiking, mountain biking, horse riding and game viewing.

The Vredefort Structure, in the Vredefort/Parys area, has been declared as South Africa's 7th International World Heritage Site. It has been recognised internationally as the oldest and biggest meteorite impact site in the world and has become an important study field for geologists from all over the world. The Dome area differs drastically from the flat plains of the Northern Free State and the North West Province. Except for a favourable frost-free climate, the region is also rich in plant-, wild- and birdlife.

In terms of economy, the area has a diversity of economic sectors which serve as the main drivers of the local economy, ranging from Agriculture, Mining, Manufacturing, Utilities, Construction, Trade, Transport, Finance and Community Services.

The various economic sectors contribution per municipality in the local economy is presented in the figure hereunder as follows:

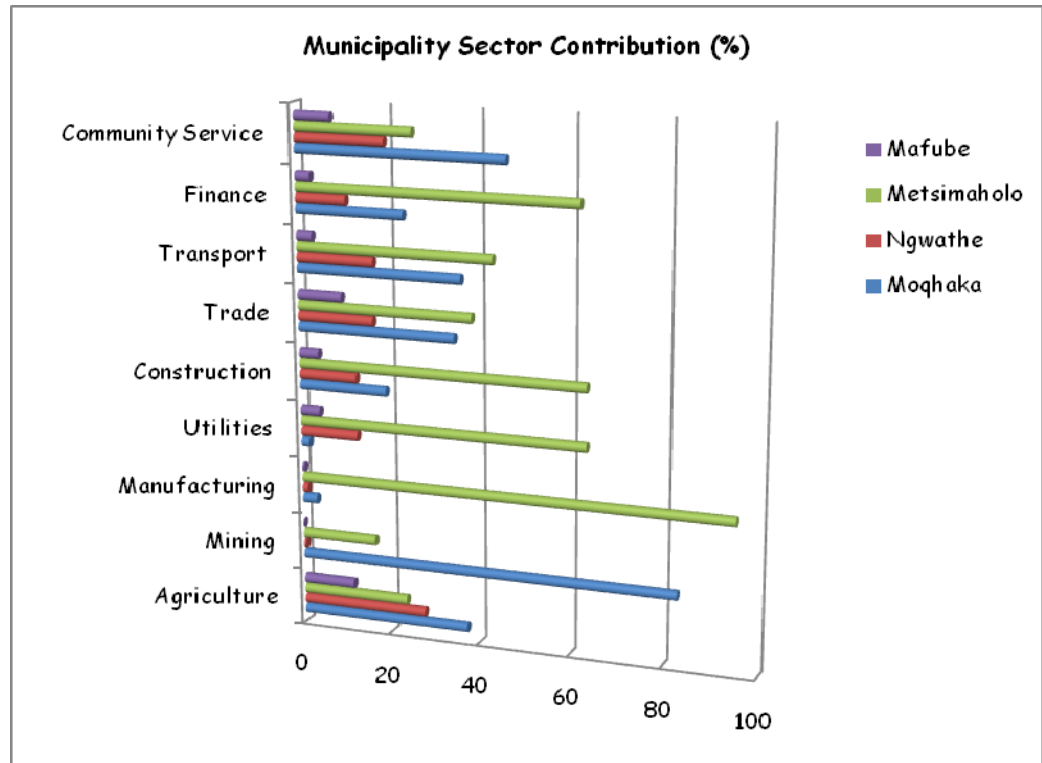


Figure1. Municipality Sector Contribution (Source: Fezile Dabi District Municipality IDP 2007/08)

## 6. Vision, Mission and Values

Fezile Dabi District Municipality views its vision and mission statements as critical component for guiding development in its area of jurisdiction.

Our vision and mission statements read as presented hereunder.

### **Vision**

"Fezile Dabi District Municipality strives to be a leading municipality in delivering effective, affordable and sustainable quality services to its communities"

### **Mission**

- Promoting proper planning and implementation of projects and programmes
- Setting standards
- Being accountable
- Communication
- Capacity building of staff and communities
- Having proper systems and processes
- Ensuring a sustainable, affordable and effective service delivery.

As presented above, it is evident that both our vision and mission sets a tone for sustainable development strategies that seeks to:

- generate employment and growth,
- promote intensive capital investment in basic infrastructure to attract investment and create sustainable communities; and
- create and maintain governance structures and systems to ensure accountability to the community



## **7. Highlights of the year**

*#Achievements in terms of core mandate*

*#Support to Local Government*

*#Support to Local Communities -e.g Jazz festival proceeds donated*

*#Institutional achievements in terms of internal systems*

## 8. Report on General Council

### 1. Composition of the Municipal Council

The Council of Fezile Dabi District Municipality is that of a mayoral executive system of municipal government. The executive mayor exercises his powers and duties as defined in the Municipal Systems Act and Municipal Finance Management Act and is supported by the Mayoral Committee in execution of his duties.

The municipal council of Fezile Dabi District Municipality consists of twenty nine (29) councillors, drawn from different municipalities within the district as follows:

MUNICIPALITY	NUMBER OF REPRESENTATIVES
Mafube Local Municipality	2
Metsimaholo Local Municipality	4
Moqhaka Local Municipality	7
Ngwathe Local Municipality	5
Fezile Dabi District Municipality	11
<b>TOTAL</b>	<b>29</b>

The representation of various political parties in the council for the period under review was as follows:

POLITICAL PARTY	NUMBER OF REPRESENTATIVES
African National Congress (ANC)	24
Democratic Alliance (DA)	3
Freedom Front Plus (FF+)	2
<b>TOTAL</b>	<b>29</b>

**2. Committees of the Council**

The following portfolio committees, established in terms of section 80 of the Municipal Structures Act, were in place and fully functional during the period under review:

COMMITTEE	Chairperson		Number of members (Incl. Chairperson)		Number of Meetings Held	
	2008/09	2007/08	2008/09	2007/08	2008/09	2007/08
Finance	Cllr. D Colbert (Mr)	Cllr. D Colbert (Mr)	5	5		
Local Economic Development & Tourism	Cllr. N G Guza (Ms)	Cllr. N G Guza (Ms)				
Corporate Support Services	Cllr. P R Ndayi (Mr)	Cllr. P R Ndayi (Mr)				
Project Management & Public Works	Cllr. K Khumalo (Mr)	Cllr. K Khumalo (Mr)				
Environmental Health & Community Services	Cllr. K Mantsho (Mr)	Cllr. K Mantsho (Mr)				

**3. Schedule of Council meetings held**

The table hereunder presents a nature of council meetings and the dates of respective meetings for the period under review:

PERIOD	DATE	VENUE	NATURE OF MEETING
Quarter 1	1 August 2008	Council Chambers-FDDM	Special meeting
	19 September 2008	Council Chambers-FDDM	Ordinary
Quarter 2	21 November 2008	Ngwathe Town Hall	Ordinary
Quarter 3	30 January 2009	Council Chambers-FDDM	Special
	27 March 2009	Council Chambers-FDDM	Ordinary
Quarter 4	22 May 2009	Moqhaka Town Hall	Ordinary

4. Attendance Record of Councillors to council meetings

Date	1 Aug.	19 Sep.	21 Nov.	30 Jan.	27 Mar.	22 May	Summary of Meetings Attendance		
	2008	2008	2008	2009	2009	2009	Present	Absent With Apology	Absent Without Apology
Nature of council Meeting	Special	Ordinary	Ordinary	Special	Ordinary	Ordinary			
Name of Councillor	ATTENDANCE RECORD								
M P Memeza	✓	✓	✓	✓	✓	XX	5	0	1
J E Sigasa	✓	✓	XX	✓	✓	✓	5	0	1
N J Kubheka	✓	✓	✓	X	✓	✓	5	1	0
M R Raboroko	XX	✓	✓	✓	✓	✓	5	1	0
T L Soetsang	✓	✓	X	✓	✓	X	4	2	0
L Smith	✓	✓		✓	✓	✓	5	0	1
K M Mantsho	✓	✓	X	✓	X	✓	4	2	0
M Makale	✓	X	✓	✓	✓	✓	4	1	0
T M Mkhwanazi	✓	✓	✓	✓	✓	✓	6	0	0
S Tau	✓	✓	✓	✓	✓	✓	6	0	0
D S L George	✓	X	✓	✓	✓	✓	5	1	0
A H Viljoen	✓	✓	X	XX	✓	✓	4	1	1
D Brink	✓	✓	✓	✓	✓	✓	6	0	0
P R Nayi	✓	✓	✓	✓	XX	✓	5	0	1
M A Nihapo	✓	✓	✓	✓	✓	✓	6	0	1
G P Mandelstam	✓	X	X	✓	X	X	2	4	0

Date	1 Aug.	19 Sep.	21 Nov.	30 Jan.	27	22 May	Summary of Meetings Attendance		
	2008	2008	2008	2009	Mar.	2009	Present	Absent With Apology	Absent Without Apology
Nature of council Meeting	Special	Ordinary	Ordinary	Special	Ordinary	Ordinary			
Councillor	ATTENDANCE RECORD								
L Mvulane	X	✓	✓	✓	X	X	3	3	0
B Sothoane	✓	✓	✓	✓	✓	✓	6	0	0
TRJE Ramokhoase (Executive Mayor)	X	X	✓	✓	✓	✓	4	2	0
S I Mbalo (Speaker)	✓	✓	✓	✓	X	✓	5	1	0
D P C Colbert	✓	✓	✓	✓	✓	✓	6	0	0
A H Groenewald	✓	X	✓	✓	✓	✓	5	1	0
N G Guza	✓	✓	✓	✓	✓	✓	6	0	0
M S Taje	✓	✓	✓	✓	✓	✓	6	0	0
K J Khumalo	✓	✓	✓	✓	✓	✓	6	0	0
W J Groenewald	✓	✓	✓	✓	✓	✓	6	0	0
J J Pretorius	X	X	✓	✓	✓	✓	4	2	0
M E Mokoena	✓	✓	✓	✓	✓	X	5	1	0
M M Mekgwe	✓	✓	✓	✓	✓	✓	6	0	0
M L Hlapane	✓	✓	✓	X	✓	✓	5	1	0
M E Letsitsa	✓	✓	✓	✓	✓	✓	6	0	1

Definition of Legends:

- ✓ = Present
- X = Absent With Apology
- XX = Absent Without Apology

## 5. Remuneration of Councillors

Category	Remuneration		% Change
	2008/09	2007/08	
Executive mayor	R 545,391	R 514,039	+6,09%
Speaker	R 419,636	R 399,726	+4,98%
Members of Mayoral Committee	R 1 511,929	R 1 806,092	-16,29%
Ordinary Councillors	R 1 853, 218	R 937,351	+97,71%
Pension fund Contributions	-	R 238, 665	-100%
<b>TOTAL REMUNERATION COST</b>	<b>R 4 330,174</b>	<b>R 3 895,873</b>	<b>+11,15%</b>

## 6. Programmes - Office of the Executive Mayor

## 7. Programmes - Office of the Speaker

During the period under review, the office of the Speaker was largely involved in the following district public participation programmes at presented:

Programme	Number of meetings held
DPP Steering Committee meetings	6 (six)
Ward Committee meetings	12 (twelve)
Training/ Ward Committees	1 (one)
Voter Registration Campaign	3 (three)
ID Campaign	1 (one)
Public Meetings	2 (two)
NGOs & CBOs meetings	2 (two)

The office of the speaker also assisted different directorates with mobilization of stakeholders and community members to participate on their programmes which includes amongst others the following:

- | Office of the Premier public participation programmes
- | Office of the Executive Mayor - Launching Moral Regeneration Movement
- | EVH - Launching Health and Hygiene Education on water and sanitation
- | Disaster Management-Hand-over Fire Equipment

### 10. Overview of Financial Services Department

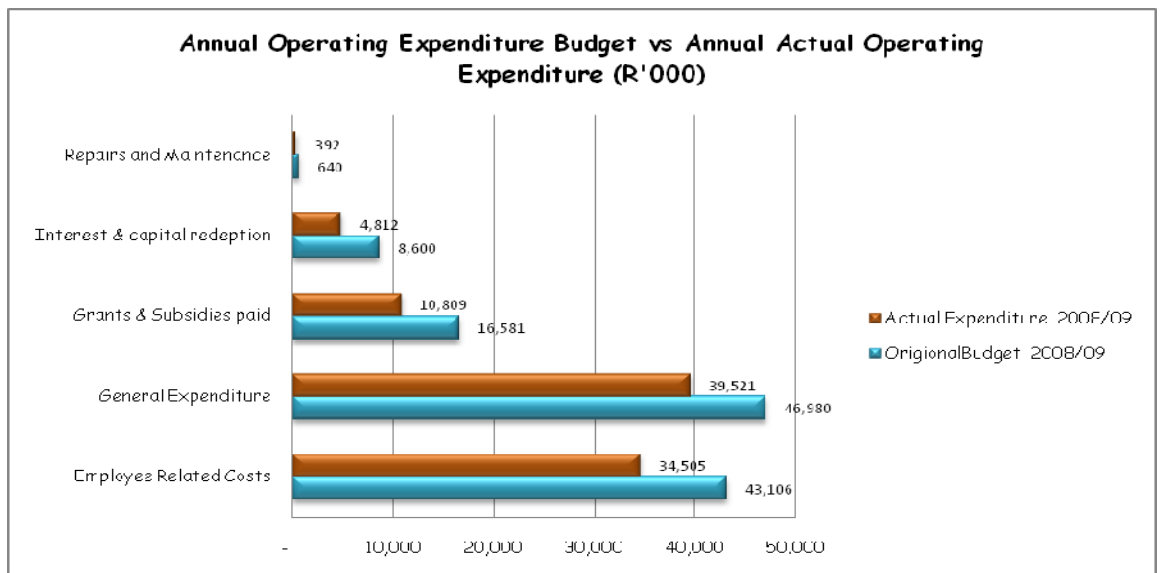
Fezile Dabi District Municipality operates its budgeting, accounting and financial administration and management within the framework of Municipal Finance Management Act (MFMA) Act No 56 of 2003 and the Annual Division of Revenue Act (DoRA).

This department consists of the following key operational units, viz Supply Chain Management, Expenditure and Creditors, Revenue Management, Fixed Asset Management, Budget Office, Payroll and Compliance unit,

The objective of the financial service department is to manage the financial affairs of the municipality, to ensure accountability on municipal expenditure and to provide 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

#### 1.1 Expenditure

For the period under review, all the expenditure incurred was within the limits of the municipality's approved budget as confirmed by the chart hereunder which summarily provides a comparison of actual and budgeted expenditure.

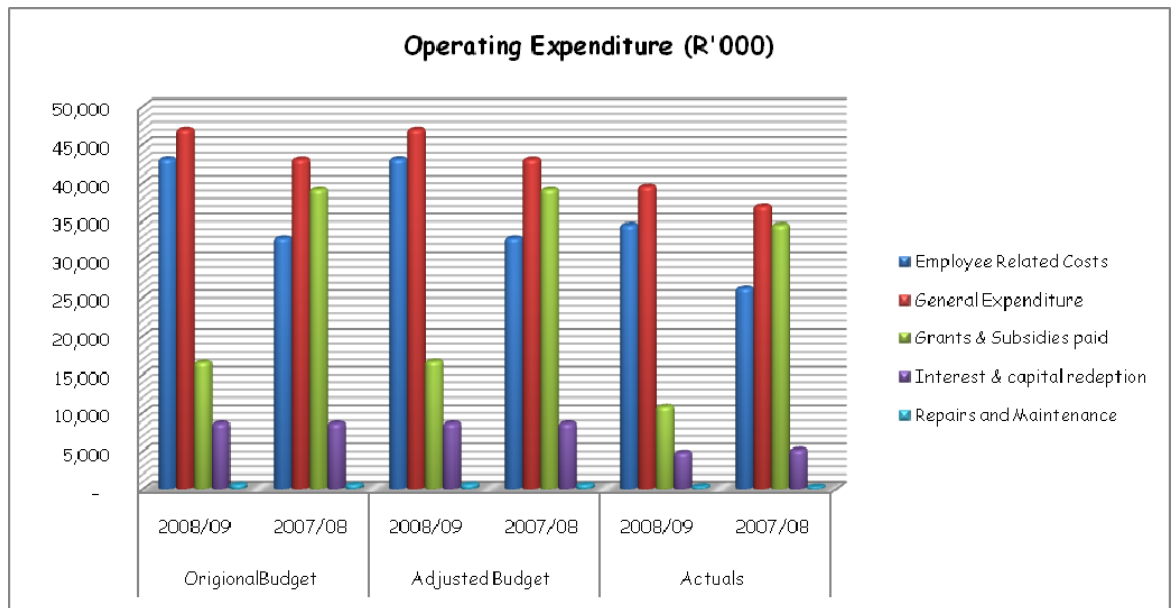




The four major expenditure lie-items for the period under review relates to Employee Related Costs, General Expenditure, Repairs and Maintenance, and Interest and Redemption of external borrowings. The actual operating expenditure in relation to employee related costs is 31,5% higher than the previous year's. This is mainly attributable to gradual filling of vacancies across the municipality during the period under review.

Repairs and maintenance expenditure is mainly associated with repairs to equipment, vehicles and municipal buildings.

A comprehensive overview of operating expenditure for the period under review and comparative figures is presented in the chart hereunder as follows:

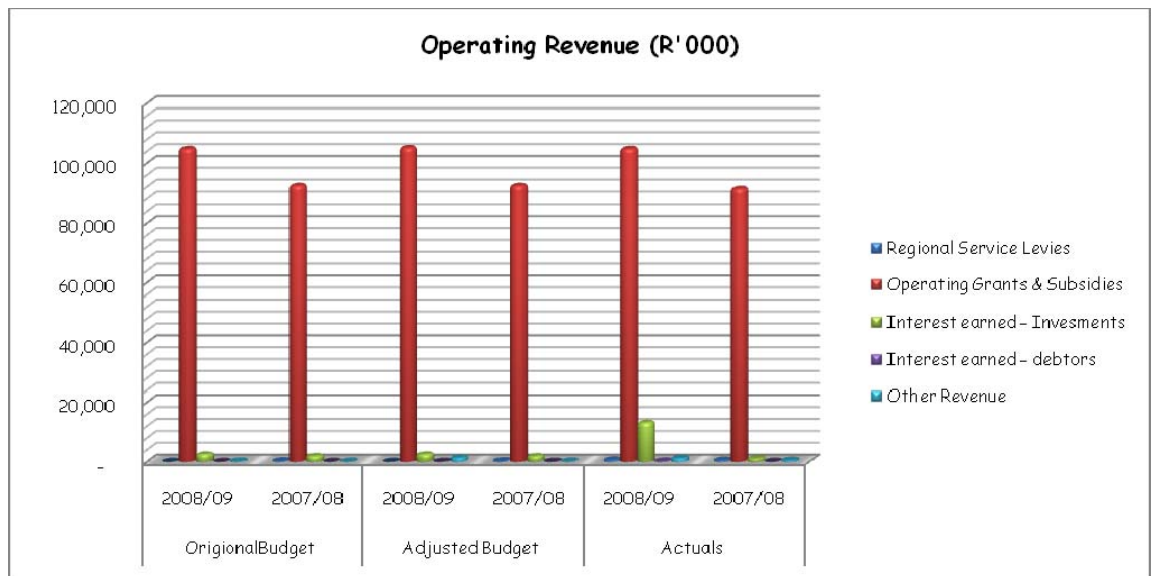


### 1.2 Revenue Sources

As presented hereunder, our major revenue source for the year consisted of mainly grants from received in terms of annual Division of Revenue Act, to the amount of R 104, 8 million actually received (2007/08: R 91, 4 m).

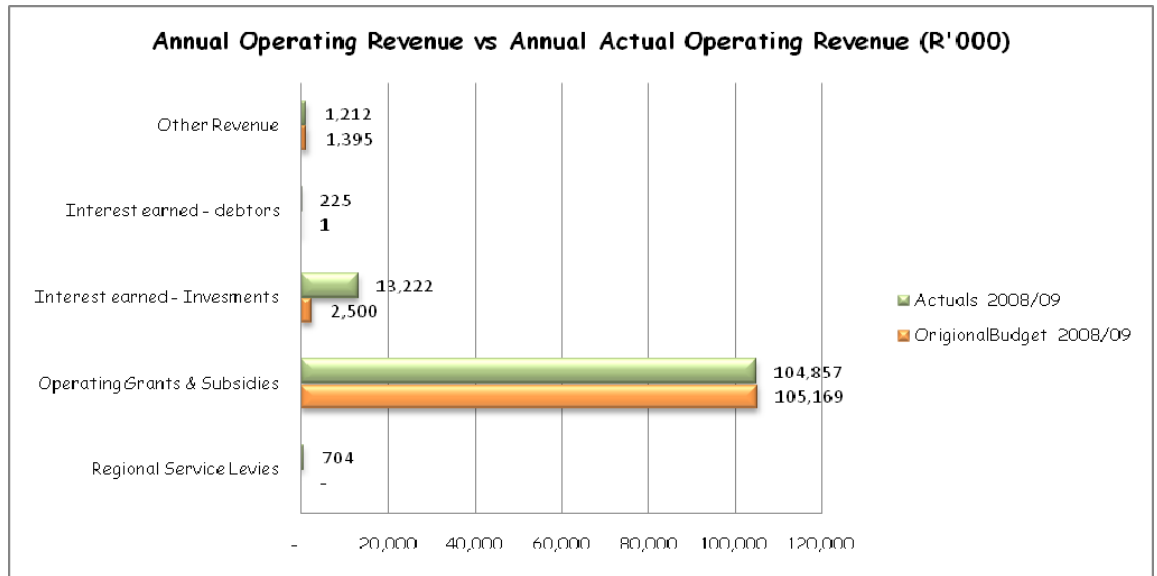
The abolished Regional Service Levies was budgeted for at zero this financial year (2007/08: R 280 000) for the year. The amount actually received for the Regional Service Levies amounted to R 663 442 for the period under review (2007/08: R 569 000) for the year. This represents a recovery of levies that were still on the municipality's debtors' books as at the date of abolishment thereof.

The chart hereunder further provides an analysis of budgeted operating revenue against actual operating revenue generated for the period under review.



In relation to conditional grants and subsidies, our strategy is to ensure that we utilize each grant according to stipulated conditions in order to maximize on the benefits associated with such grants and subsidies.

Furthermore, the chart that follows hereunder presents a comparison of actual revenue generated against the initial revenue budgeted for. On average, the overall revenue generated approximates 110% of the initial revenue budgeted. This is partially attributable to income from Regional Service Council Levies received but not originally budgeted for.



### 1.3 Payment of Suppliers and Creditors

The municipality's Supply Chain Management Policy, supported by the Municipal Finance Management Act, determines that after satisfactory delivery of goods and/ or services, the municipality's creditors should be paid within thirty days of receiving a valid tax invoice.

The table hereunder provides an overview of creditors not paid within 30 days of invoice date.

Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Jul '08		Oct '08		Jan '09		Apr '09	
Aug '08		Nov '08		Feb '09		May '09	
Sept,08		Dec '08		Mar'09		Jun' 09	
<b>Total</b>							

In the next financial year, systems will be put in place to ensure that all the departments across the municipality authorize and approve valid tax invoices within a stipulated time frame to ensure timeous payment of suppliers and creditors.

#### 1.4 Overview of Supply Chain Management

Municipal Finance Management Act requires that each municipality and each must have and implement a supply chain management policy which gives effect to the provisions of supply chain management in terms of the Act.

The following table hereunder reflects an overview of the implementation of Supply Chain Management Regulations and Policy.

Focus Area	2008/09		2007/08	
	Total Number	Value R	Total Number	Value R
<b>Deviations from model SCM Policy</b>				
- Instances of procurement without invitation of bids				
- Instances of procurement without the required number of quotations.				
<b>Number of disputes, objections, complaints or queries received for the period.</b>				
<b>Number of disputes, objections, complaints or queries attended to / Resolved for the period</b>				
<b>Number of bids awarded over R100 000 (VAT incl.)</b>				
<b>Reported incidents of irregular conduct in the SCM system</b>		N/A		N/A

## 11. Public Works and Project Management Unit Department

The Public Works and Project Management Unit department of the municipality serves as a hands-on support department which mainly assists local municipalities within the district with construction and maintenance of roads and storm water networks, water and electricity reticulation networks, sanitation systems.

This department also assists local municipalities with repairs and maintenance of vehicle fleet, and also effective urban planning.

All the Municipal Infrastructure Grant (MIG) meetings in the Fezile Dabi District Municipality are facilitated by this Department.

For the period under review, Fezile Dabi, through the department of Public Works and Project Management directly implemented the following capital projects as shown on the table below:

Project Name	Funding Allocation	Actual Expenditure
Gateway Centre Vredefort	R 2,3 mil (Counter funding)	R 2,3 mil
Renovation Vredefort Offices	R 750 000	R 750 000
VIPs for rural areas	R 650 000	R 650 000
Electrification of farm workers' houses	R 450 000	R 450 000

Furthermore, the following capital projects were directly funded by Fezile Dabi Municipality in various local municipalities within the district in the period under review to the extent shown:

Local Municipality	Project Name	Funding Total	Total Spent for the period
<b>Moqhaka</b>	Central Electricity Substation (Phase 2)	R 4 mil	R 4 mil
<b>Metsimaholo</b>	Electrification of Gortin (Phase 1 and 2)	R 1,9 mil	R 1,9 mil
<b>Ngwathe</b>	Tumahole Stadium	R 5,3 mil	R 2,9 mil
	Vredefort Treatment Plant	R 17 mil	R 9,4 mil
	Edenville Water	2,5 mil	R 676,358
<b>Mafube</b>	Water purification upgrading	R 2 mil	R 2 mil

Approximately 90% of the supported projects in local municipalities were completed within the target time-frames, and only 10% of the projects will be carried over to 2009/10 financial year.

As at the end of the period under review, indications were that R3 million of the total grants and subsidies from various sources allocated to local municipalities will not be spent by year end and will be presented to council for re-budgeting.

## **12. Environmental Health and Community Services**

### **Water Quality Monitoring**

Fezile Dabi Municipal Health Services has taken part in a trans-disciplinary research project with NWU. A detail report was compiled and the NWU also published an article in a national journal for trans-disciplinary research

With the focus on Health and Hygiene education on Water and Sanitation the Municipal Health Services Division has done quite a number of awareness projects in the rural and informal areas in order to contribute towards minimization of diseases related to personal hygiene and handling of domestic water.

### **South African Institute of Environmental Health (SAIEH)**

Mr Andre van Zyl and Me Paulina Radebe were elected to serve on the Provincial Council of the SAIEH Free State Branch and also to represent the SAIEH Free State Branch on the National Council of the SAIEH

### **Challenges Municipal Health Services are facing**

The Municipal Health Services Division of FDDM receive numerous complaints regarding pollution of surface water sources as a result of blocked sewerage pipelines in the different towns. In Ngwathe a joint effort was to establish a water quality technical committee in order to try and address the problem. A well noticeable improvement can be seen in this municipality as a result of this joint effort between Fezile Dabi District Municipality MHS, Ngwathe Local Municipality and other sector departments.

**Ngwathe Water Catchment Forum**

Fezile Dabi Municipal Health Services has successfully contributed to the establishment of a water catchment forum in terms of the National Water Act in the catchment of Ngwathe. The objective of this forum is to prevent environmental pollution, ensure safe and adequate domestic water supply and ensure safe supply of recreational water. This Forum reports to the Vaal River Catchment Executive Committee.



## 13. Local Economic Development and Tourism

### Directorate

The Local Economic Development and Tourism department support the following strategic focus areas of the municipality:

- SMME promotion and support,
- Export promotion and international trade,
- Community Economic Development (Self-reliable),
- Business recruitment and place marketing,
- Tourism promotion

#### 1. SMME Promotion and Support

The table hereunder provides an overview of new SMME promoted and supported during the period under review. As part of our entrepreneurial support system, Flavious Mareka Further Education and Training College provided basic business training and monitoring services to these supported SMMEs and report on the developments in this regard directly to the municipality.

Name of SMME	Type of Support Rendered / Provided	Notable Improvements	Notable Challenges
Mathe Sweet & Sour Catering	Catering Equipment	Able to market the business because of set up of equipment. Service is improved due to correct equipment used.	Shortage of equipment in cases of huge events.
Sele Manufacturing	Furniture Manufacturing Material	Can meet more orders. Able to stock more materials.	Cannot hire permanent staff.
Noqawe construction	Catering Equipment	The company can now cater	Limited space for working

		for a large number of customers without incurring costs for hiring of equipment	on large orders
Arise Catering Consultants	Mini Mat		
Unique style trading	Furniture Manufacturing /upholstery Equipment	Able to work on heavy duty materials	Need for bigger space
Dikgoshi Trading	Upholstery Equipment	Processing is speedily and quality of products is improved	Clients taking a long time to make payments is a challenge
Masokolara Dev Constructor	Upholstery Equipment		
Tumahole Motor Dealers	Motor Repairing equipment/parts	Able to satisfy orders he couldn't meet before	Few shortages of equipment
Rammolutsi Building Supplies	Building / brick making Material	Their profits are boosted Able to buy more materials	Need transport
Sabelo J Productions	Industrial Sewing Machine		
Dlodlobala Construction	Building/ brick making Material	Gained customers due to the quality of & color of bricks made	Competition is a challenge
Pully's Hair Salon	Complete Salon set		Waiting to fit the salon set in a proper structure. Competitors are a challenge
Itshepeng Dress Making	Embroidery Machine		They need training on how to use the machine. Machine must be used with computer
Tshibollo Dress Making	Embroidery Machine	Able to do printing of names	Unable to use machine to its full potential due to need of computer
Reebza's Catering Consultants	Catering equipment	Able to do catering for more people without having to hire additional equipment	

## 2. Export Promotion and International Trade

- | Local crafts that are ready for an export market were presented at the Getaway Show in Randburg.
- | Our district was professionally represented during the Indaba Tourism International Show that took place in May 2008.

## 3. Community Development

The objective of Community Development program is to encourage and support self-reliance of local communities with an objective to promote long-term economic sustainability.

The following are some of the initiatives that were undertaken in the period under review to support community development.

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**October 2008:** Bought and delivered water tanks, water pumps, wheelbarrows, gardens tools, seeds, fertilizers and steel structures to hold water tanks to various community projects at Zamdela, Mokwallo, Kroonstad and Edenville areas respectively.

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**November 2008:** Bought and delivered blankets and sewing material/equipment to various community projects at Kroonstad and Mokwallo townships respectively.

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**January 2009:** Donated the garden tools and the seed packs to Bopanang Food Garden.

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**March 2009:** Training on business retention was conducted within the district in which 19 field workers attended.

Emmaus Zamdela community garden was supplied with garden equipment

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**April 2009:** 7 (seven) community based organizations were assisted with garden tools, equipment, seeds and irrigation equipment.

4 (four) community self help centers that support old people, CDWs and AIDS support centers were assisted with equipment, food, mattresses, blankets etc.

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**May 2009:** Training of the accommodation owners on Customer service was conducted in Mqohaka and Ngwathe Municipalities.

A successful fun run/ walk was hosted in Heilbron, targeting the old age people with an objective of developing healthy living for the aged.

The indigenous games workshop was conducted for the FDDM communities who are interested in that kind of Sport. 120 people attended the workshop over two days.

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**June 2009:** Training of the 2 (two) music groups is still continuing at the different music schools in Vereeniging. A total number of youth attending this full time music training is 5 (five).

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## 4. Business Recruitment and Place Marketing

During this financial year, the following key activities were undertaken in under this program.

- | Advertisements were publicised in several magazines with relevant Fezile Dabi District Municipality business and tourism information.
- | The Tourism sector was well marketed at the domestic and International shows that took place in September 2008, May and June 2009 respectively. FDDM scooped the first (Gold) prize for the best Exhibition at the Outdoor Adventure Consumer Show.
- | We have also re-formatted our regional brochure concept and design.
- | Re-designing of the Vredefort Dome Hiking Trails' brochure and production of the trails maps was done in June 2009.

## 5. Tourism Promotion

### 5.1 Local Resorts

During this reporting period, the Tourism Unit has embarked on a drive to upgrade and refurbish the Kroonpark and Abrahamsrust municipal resorts respectively.

#### **Abrahamsrust Resort**

This resort was allocated R350 000 for upgrading, but due to administrative delays, the upgrading was not executed.

#### **Kroonpark Resort**

The upgrading and refurbishment involved supply of 50 hospitality double beds, air conditioners in all chalets, mini golf course and swimming pool all these were at a cost of R300 000.

#### **Information Centers**

Refurbishing of the Information Center at Villiers was done in May 2009, new furniture, counters and shelves were installed. This initiative received a

lot of complements from customers that are travelling on the N3 during holiday period.

### **5.2 Vredefort Dome Centre**

The Vredefort Dome Centre is located in Ngwathe Local Municipality, on the northern part of Vredefort town, adjacent to R59 route. This is a new centre which is established specifically to serve as a scientific exhibition and Interpretation centre for the Vredefort Dome World Heritage Site.

As at the end of this reporting period, the centre construction was about 85% completed and it is anticipated that the centre will attract approximately 50 000 visitors per annum and this will have a positive economic spin-offs for the district.

The landscaping project has been started with preparation of the surroundings. This includes tree felling, site cleaning, plough and digging of holes for the trees and flowers. The Provincial Department of Environmental Affairs and Tourism is assisting with the plants and horticulture.

## 14. Corporate Support Services

The objectives and functions of the Department Corporate Support Services this municipality is to support the following strategic focus areas of the municipality:

Ensure skilled and competent employees; Legislative compliance and sound labour relations.

As a support department to the municipality, the department was involved in a number of activities which relates to its business as outlined hereunder:

### 1. Executive Summary - Annual Training Report

#### 1.1 Workforce Profile

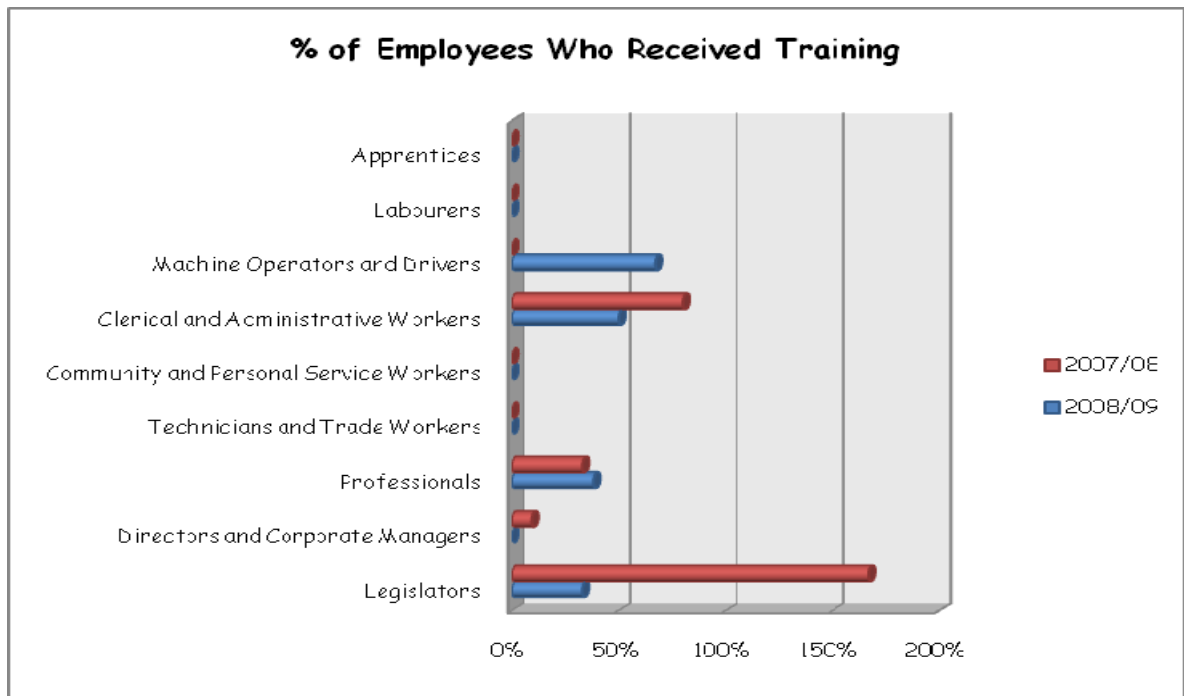
This table summarizes the total number of employees in the municipality per race group for the period under review.

Employment category	Race										Total
	African		Coloured		Indian		White		Total		
	M	F	M	F	M	F	M	F	M	F	
Legislators	7	1	1						8	1	9
Directors and Corporate Managers	6	2					4		10	2	12
Professionals	7	18		1			3		10	19	29
Technicians and Trade Workers	1										1
Community and Personal Service Workers	2	1							2	1	3
Clerical and Administrative Workers	3	18					5		3	23	26
Machine Operators and Drivers	3								3		3
Labourers	3								3		3
Apprentices / Intern	1								1	1	2
<b>TOTALS - 2008/09</b>	<b>33</b>	<b>39</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>41</b>	<b>46</b>	<b>88</b>
<b>TOTALS - 2007/08</b>	<b>26</b>	<b>33</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>7</b>	<b>37</b>	<b>40</b>	<b>77</b>

1.2 Number of Employees Who Received Training

Employment category	Race										Total
	African		Coloured		Indian		White		Total		
	M	F	M	F	M	F	M	F	M	F	
Legislators	1	2							1	2	3
Directors and Corporate Managers	1	3					1		2	3	5
Professionals	7	22					3		10	22	32
Technicians and Trade Workers	1								1		1
Community and Personal Service Workers											0
Clerical and Administrative Workers	4	29						4	4	33	37
Machine Operators and Drivers	7								7		7
Labourers											0
Apprentices	1								1		1
<b>TOTALS - 2008/09</b>	<b>22</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>26</b>	<b>60</b>	<b>86</b>
<b>TOTALS - 2007/08</b>	<b>40</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>41</b>	<b>88</b>	<b>131</b>

The above numerical figures are summarized in a percentage form as follows on the chart hereunder:





### 1.3 Training Financial Information

	2008/09	2007/08
Total actual training spend for the year	R 879,915	R 553,017
Difference between anticipated and actual training spend	R 147,584	-R 553,017
Total actual levy payment for the year	R 175,229	R 146,743

## 2. Employment Equity Profile

The following table provides employment equity profile of the municipality as at May 2009.

Category	Total	% of total employees
Total number of black (African, Coloured, Indian) employees	75	97%
Total number of women employees	50	64%
Total employees with Disabilities	2	2.5%
Total employees over age 51		11.6%
Total employees between 31 & 50	60	77%
Total employees under age 30	28	36%
Number of Women in management levels	2	2.6%
Number of Women in Professional levels	19	24%

### 3. Administrative Support Report

#### 3.1 Council Policies

The following council policies were developed and / reviewed for the period under review, and were duly approved by council for implementation:

Newly Developed Policies	Reviewed Policies
Employment Equity Policy	Leave Policy
O D Policy	Bursary Policy
External Bursary Policy	Recruitment Policy
Use of Fleet Vehicles Policy	Disciplinary Code Procedures Policy
Entertainment Policy	Registration as member of professional body Policy
Organisational Development Policy	

#### 3.2 Staff Leave Utilization

The following table present a record of utilization of different categories of leave entitled to employees for the period 2008/09.

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#### ANNUAL LEAVE:

| 25 employees took minimum requirement leave of 16 days.

| Other 31 employees took leave between 10 and 14 days.

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**SICK LEAVE:**

- | For the period under review, sick leave was taken normally.
- | Only 2 employees exhausted their sick leave under acceptable circumstances.

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**MARTENITY LEAVE:**

- | 2 unpaid maternity leave was taken.
- | 3 paid maternity leave was taken

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**3.3 Record of employment terminations**

Voluntary terminations	Dismissals
Two	None

## 15. Report of the Performance Audit Committee

### 1. Composition of the Committee

The Committee consists of 4 (four) members, The members and the committee chair were appointed by Council or its nominating committee. Each committee member is both independent and financially literate and has knowledge of local government.

### 2. Members of the Performance Committee

2008/09		
TITLE	INITIALS & SURNAME	CAPACITY
Mr	N Mokhesi (Tim)	Chairperson
Mr	M T (Glen) Netshivhodza	Member
Ms	J V (Jabu) Mogadime	Member
Mr	M J Tlou	Member

### 3. Attendance record of members to committee meetings

During the financial year under review, the Performance Audit Committee held XXX meetings to individual members attended as follows:

Name	Meetings Attended	Apologies
N Mokhesi (Chairperson)		
M T Netshivhodza		
J V (Jabu) Mogadime		
M J Tlou		

**16. Annual Performance Report**

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**MUNICIPAL MANAGER'S OFFICE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Cascade PMS to middle management and the entire FDDM Staff.	A thorough implementation and functional PMS.	31-Dec-09	Human Resource Management	<b>Partially Achieved:</b> A consultant has been appointed and already commenced with the initial phase of developing the PMS framework.	N/A	The process should be speeded up to allow for implementation.
Prepare the Municipality's mid-year budget & performance assessment report as required by sec 72 of MFMA.	The Mid-year budget & performance assessment report presented to Council.	31-Jan-09	To ensure performance of high level assessment of financial management,	<b>Achieved:</b> the report was prepared and tabled to the Council.	N/A	N/A
Prepare annual performance report in respect of 2008/09 as required by sec 46 of MSA.	A Complete annual performance report tabled to Council.	3- Nov-08		<b>Achieved:</b> The annual performance report was tabled to Council.	<b>Achieved:</b> Annual Report, IDP and customer satisfaction survey reports were table to Executive Mayor and Council	N/A
Ensure that the review of IDP is conducted and completed in terms of the budget timetable tabled in	A reviewed and updated IDP.	28-Feb-09	To ensure effective integrated development	<b>Achieved:</b> the IDP has been reviewed and meetings of IDP Forum were successfully	N/A	N/A

the Council.			planning and performance management in the municipality	conducted.		
Develop employee retention strategy to attract and retain suitable qualified and high performing employees.	Attracting and retaining competent employees.	30-Apr-09	To attract and retain qualified and competent staff	<b>Achieved:</b> the staff retention policy has been developed.	N/A	N/A
Based on legislation, develop a compliance measurement tool	Ensure compliance with legislation by developing the Audit tool.	31-Nov-08	To ensure effective integrated development	<b>Achieved:</b> the municipal wide compliance audit report was prepared.	N/A	N/A
Prepare report containing findings and recommendations to submit to all relevant committees for consideration by Council.	Findings of the report submitted to the Council.	31-Mar-09	planning and performance management in the municipality	<b>Achieved:</b> the recommendations were submitted to Council.	N/A	N/A
Prepare plan, with milestones and reporting framework setting out actions to be undertaken to ensure compliance with legislation where compliance lack thereof.	The plan must identify gaps and matters of non-compliance.	31-May-09		<b>Achieved:</b> The report indicates the risks and recommendations to the findings.	N/A	N/A
Establish a customer care management system and	Customer care survey conducted.	31-Dec-08	To develop and implement the	<b>Achieved:</b>	N/A	N/A

policy for the municipality			communication			
Conduct 2 customer satisfaction surveys and present report to Council.	2 Customer satisfaction surveys presented to Council.	30-Nov-08	strategy	<b>Partially Achieved:</b> One customer satisfaction survey has been conducted.	N/A	The outstanding survey must be conducted in due course.
Integrated Human Resource Management systems, procedures and policies introduced and operationalized.	Effective development of the employment equity, WSP and OHASA.	30-Nov-08	Human Resource Management	<b>Achieved:</b> the policies were developed and adopted by Council.	N/A	

**KPA 2: Infrastructure Development and Service Delivery**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Establish a monitoring and reporting system/framework for water services providers.	An available monitoring and reporting system/framework.	30-Nov-08	To support local municipalities to reach the national targets related to water and sanitation in the IDP of local municipalities.	<b>Achieved:</b> there are drinking water quality regulation strategy and diagnostic tool for FDDM.	N/A	N/A
Ensure the submission of a business plan for the	A business plan submitted for the	30-Jun-09	Establishment of disaster	<b>Achieved:</b> the Disaster Risk Management Plan has	N/A	N/A



establishment and operation of District disaster management centre to the Executive Committee.	establishment and operation of the Disaster Management Centre.		management center.	been prepared.		
Update the asset register for all infrastructure and municipal property.	Up to date asset register with all municipal property	Bi-annually		<b>Achieved:</b> the asset register is up to date and indicating all FDDM assets.	N/A	N/A
Ensure cooperation between district municipality and the local municipalities through District Coordinating Forum.	Conducting meetings of the District Coordinating Forum.	Ongoing	To strengthen accountability	<b>Achieved:</b> DCF meeting are taking place as required.	N/A	N/A
Ensure regular consultation with parastatals and other critical stakeholders by holding quarterly meetings with the stakeholders.	Consultation with stakeholders on a quarterly basis.	Quarterly		<b>Achieved:</b> Stakeholders are consulted during IDP Forum meeting on a quarterly basis.	N/A	N/A

KPA 3: Local Economic Development

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Conducting a socio economic analysis of the district.	An economic analysis of the district.	30-Jun-09	Update and review the economic development strategy for the district including growth areas and targets	<b>Achieved:</b> the economic analysis of the district is included in the IDP.	N/A	N/A
Build consensus with stakeholders around an LED strategy for FDDM with an orientation to maximizing growth, employment, empowerment and poverty reduction.	Ensure that maximum consensus is reached with stakeholders on LED strategy matters.	30-Jun-09	Identify all national resources that can be utilized for sustainable economic projects	<b>Achieved:</b>	N/A	N/A
Market and public confidence in municipal functioning, infrastructure development and service delivery.	Market FDDM and ensure public confidence.	30-Jun-09	Encourage Local Municipalities to do infrastructure development and maintenance.	<b>Achieved:</b> Through magazines and brochures.	N/A	N/A
Existing public and private resources to intensify enterprise support to local	Provide support to the local communities.	30-Jun-09	Implement procurement policies that will	<b>Achieved:</b> Support to local communities is conducted through	N/A	N/A

communities utilized.			benefit local and PDI contractors	Entrepreneurial Support System.		
Sustainable community investment programmes introduced and implemented.	Introduction and implementation of new identified programmes.	30-Jun-09	House hold food security	<b>Achieved:</b> this is accomplished through Food Garden Programmes aimed at assisting indigent families.	N/A	N/A
Knowledge sharing networks and social partnerships facilitated.	Conduct workshops to facilitate knowledge sharing.	30-Jun-09	Coordination and facilitate assistance to Social Development structures	<b>Achieved:</b> Workshops on SA Host customer care were conducted for communities.		N/A
Attract investment to the municipality.	Ensure new investments within the District.	30-Jun-09	Encourage Local Municipalities to do infrastructure development and maintenance	<b>Achieved:</b> By developing the FDDM profile and indicating all investment opportunities.		N/A
Establish District LED Forum	Functional LED Forum.	30-Jun-09	Capacity building for LED practitioners in LM	<b>Not Achieved:</b>		LED Forum to be established in the next financial year.

**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Budget aligned to the approved IDP	Ensure consistency of the budget alignment to the IDP.	31-May-09	To ensure performance of high level assessment of financial management.	<u>Achieved:</u>	N/A	N/A
Meeting the financial reporting requirements of financial legislation e.g. MFMA and the annual DORA.	Ensure that financial requirements are met.	30-Jun-09	To comply with all the requirements of the grants and loans	<u>Achieved:</u>	N/A	N/A
Comprehensive financial management policies and laws developed consistent with GRAP/GAMAP, relevant legislation and best practice.	Financial statements and policies be prepared in accordance with relevant legislation.	31-Jan-09	To ensure performance of high level assessment of financial management.	<u>Achieved:</u>	N/A	N/A
Workshop SCM policy and procurement procedures with Councilors, top and middle management.	Conduct SCM Policy workshop.	31-Dec-08	Corporate governance and financial risk.	<u>Achieved:</u>	N/A	N/A

Turnaround time for creditor payments	Ensure that creditors are paid within the specified and agreed period.	30 days	To ensure performance of high level assessment of financial management.	<b><u>Achieved:</u></b>	N/A	N/A
Total percentage of personnel costs over the total operational budget.	Ensure that 35% of personnel costs is spent.	35%		<b><u>Achieved:</u></b>	N/A	N/A
Adequate provision for bad debt and working capital is made consistent with acceptable accounting norms.	Ensure that provision is made for bad debt.	30-Jun-09		<b><u>Achieved:</u></b>	N/A	N/A
Financial legislation implemented including the Division of Revenue Act.	Implement financial legislation.	30-Jun-09		<b><u>Achieved:</u></b>	N/A	N/A

KPA 5: Good Governance and Public Participation

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
IDP planning	Conduct 2 meetings of representative forum and 4 meetings with the community.	30-Jun-09	To develop and implement the communication strategy	<u>Achieved:</u>	N/A	
Budgeting	Conduct 3 community meetings.	30-Jun-09		<u>Achieved:</u>	N/A	
IDP & PMS Implementation	4 Community meetings held.	30-Jun-09		<u>Achieved:</u>	N/A	
Monitoring and reporting	2 Community meetings and 4 meetings of MPAC.	30-Jun-09		<u>Achieved:</u>	N/A	
Prepare a comprehensive community participation/civil engagement strategy.	Comprehensive community participation.	28-Feb-09		<u>Partially Achieved:</u> the service provider has been appointed and is currently developing the community participation strategy.	<u>Partially Achieved:</u> Communities were informed about municipal events including imbizos. The following communication material was used to communicate events:	

					<ul style="list-style-type: none"> <li>- Weekender Collection</li> <li>- Arts, Craft &amp; Cultural collection</li> <li>- Visitors guide of WHS</li> <li>- Self Drive Itinerary</li> </ul>	
Solicit comments of local communities and community based organizations regarding the proposed civic engagement strategy	Prepare a detailed report incorporating inputs from the community.	30-Apr-09			<b>Partially Achieved:</b> the process is still in progress.	N/A
Amend draft strategy according to inputs received and submit to Council	Submit the draft strategy to Council.	31-May-09			<b>Not achieved:</b>	Once a draft strategy is available it will be submitted to the Council.
Capacity building of Councilors to enhance their knowledge and skills to ensure effective participation of all councilors in municipal and community affairs.	Conduct workshops for the Councilors and ensure 100% budget is spent.	100%	To strengthen accountability		<b>Achieved:</b>	N/A
An anti-corruption	Develop and implement	30-Jun-09	Corporate		<b>Achieved:</b> the anti-	N/A

strategy/local integrity system in terms of national strategy is developed for the Municipality and implemented to prevent, detect and effectively deal with corruption and fraud.	the anti corruption strategy.		governance and financial risk.	corruption and fraud policy have been developed.		
Ensure auditing of Performance measures in terms of section 14 of the PMS regulations and submission of quarterly performance reports to the Performance Audit Committee.	Conduct audit of Performance with the Audit Committee.	Quarterly	To strengthen accountability	<b>Partially Achieved:</b> the audit committee serves on both sittings for financials and performance, they have not been sitting to audit performance due to their availability.	N/A	The Council must consider appointing a Performance Audit Committee to deal specifically with performance matters.
Audit Committee and PMAC meet at least once every quarter and audit reports available for inspection.	The committee meets at least quarterly.	Quarterly	To strengthen accountability	<b>Achieved:</b>	<b>Achieved:</b> 6 Audit Committee meetings were held. One meeting per quarter and two special meetings	N/A
Mechanisms to ensure disclosure of financial interest by councilors and officials are in place.	Develop a mechanism that will ensure that financial interests are disclosed.	31-Dec-08	To ensure performance of high level assessment of financial management	<b>Achieved:</b>	N/A	N/A
Ensure that a draft communication strategy	Develop a draft communication	31-Dec-08	To support and capacitate ward	<b>Achieved:</b>	N/A	N/A



for promoting communication between the Municipality and Local Municipality is submitted to the Executive Mayor	strategy.		committees and community development workers in enhancing local government performance			
Schedule formal management team meetings bi-weekly	Conduct management meetings.	Weekly	To strengthen accountability	<u>Achieved:</u>	N/A	N/A
Ensure the development and maintenance of the Municipality's website in compliance with the relevant legislation.	Develop and maintain the municipality's website.	31-Dec-08		<u>Achieved:</u>	N/A	
Establish an audit committee	Ensure a functional audit committee.	31-Dec-08		<u>Achieved:</u>	N/A	N/A
Submit risk assessment plan to Council	Develop a risk assessment plan and submit to the Council.	31-Dec-08	Corporate governance and financial risk.	<u>Achieved:</u>	N/A	N/A
Audit queries responded to within two weeks after receipt	Ensure the swift response to all audit queries.	30-Jun-09	To strengthen accountability	<u>Achieved:</u>	N/A	N/A

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**FINANCE DIRECTORATE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Prepare monthly and quarterly performance assessment reports of the Directorate.	Monthly and quarterly performance report tabled to Finance Portfolio Committee	10 <sup>th</sup> Monthly	To ensure performance of high level assessment of financial management,	<b>Achieved:</b> Monthly and quarterly performance reports prepared by the 10 <sup>th</sup> monthly and were tabled to the Finance Portfolio Committee.	N/A	N/A
Submit details of inter-governmental transfers received to the Municipal Manager.	Financial report including inter-governmental transfers received	10 <sup>th</sup> Monthly	<ul style="list-style-type: none"> <li>- To strengthen accountability</li> <li>- To comply with all the requirements of the grants and loans</li> </ul>	<b>Achieved:</b> Monthly and quarterly financial reports submitted to the Municipal Manager for the period under review.	N/A	N/A
Prepare a corporate asset management policy and plan for the municipality	Approved corporate asset management policy and plan.	30-Nov-09	To ensure performance of high level assessment of financial management	<b>Partially Achieved:</b> Draft corporate asset management policy and plan prepared	N/A	Project in progress and to be fully completed by November 2009.
Ensure that the Audit Committee meet to	Minutes of the Audit Committee meeting	15-Dec-08	To strengthen accountability	<b>Achieved:</b> Auditor-General's audit report	N/A	

<p>consider the audit report to respond to issues raised in the audit report and internal audit reports</p>	<p>where the Audit reports were tabled and compiled action plans in response to issued raised by the Internal Auditor and the Auditor-General</p>			<p>and internal audit report was tabled to the Audit Committee together with detailed action plan.</p>		
<p>Develop the draft SDBIP of the department for 2009/10 consistent with the budget timetable</p>	<p>Approved departmental SDBIP by the Municipal Manager</p>	<p>31-Jul-09</p>	<p>To ensure effective integrated development planning and performance management in the municipality</p>	<p><b>Achieved:</b> Draft departmental SDBIP approved by the Municipal Manager on 21 July 2008.</p>	<p>N/A</p>	
<p>Compliance with prescribed reporting and accountability requirements</p>						
<p>1. Submission of reports in terms of s 71 of the MFMA to the Mayor, Council and Treasury</p>	<p>Completed reports in terms of s 71 of MFMA, reviewed by the Municipal Manager and Endorsed by the Mayor by the 10<sup>th</sup> monthly and quarterly.</p>	<p>10<sup>th</sup> Monthly and Quarterly</p>	<p>To ensure performance of high level assessment of financial management,</p>	<p><b>Partially Achieved:</b> Section 71 report for the following months were signed by the Municipal Manager and the Mayor. The rest of the section 71 reports were submitted before the 10<sup>th</sup> of the Month except for the Month of January 23, February and March 11, 2009</p>	<p>N/A</p>	<p>Availability of the Mayor and the Municipal Manager to sign the reports is to be prioritized.</p>

<p>2. Financial Management Grant report to the National Treasury and Provincial Treasury</p>	<p>Completed monthly Financial Management Grant report certified by the Accounting Officer and proof of submissions thereof to the National and Provincial Treasuries.</p>	<p>Monthly</p>	<ul style="list-style-type: none"> <li>- To strengthen accountability</li> <li>- To comply with all the requirements of the grants and loans</li> </ul>	<p><b>Achieved:</b> Financial Management Grant report for the period July 2008 to May 2009 completed, certified by the Accounting Officer or his delegate and submitted to the National and Provincial Treasury.</p>	<p>N/A</p>	
<p>3. Municipal Systems Improvement Grant (MSIG) reports to the National Treasury.</p>	<p>Completed and signed monthly Municipal Systems Improvement Grant report and proof of submission thereof to the National Treasury</p>	<p>Monthly</p>	<ul style="list-style-type: none"> <li>- To strengthen accountability</li> <li>- To comply with all the requirements of the</li> </ul>	<p><b>Achieved:</b> MSIG reports completed and sent to the National Treasury monthly.</p>	<p>N/A</p>	
<p>4. Submission of FS Treasury Grant report to FS Treasury</p>	<p>Completed and signed monthly Grants report and proof of submission thereof to the FS Treasury.</p>	<p>Monthly</p>		<p><b>Achieved:</b> Treasury Grant reports completed and sent to the Free State Provincial Treasury monthly</p>	<p>N/A</p>	
<p>Strict Internal Controls</p>						
<p>1. Review the current internal control measures existing in the directorate</p>	<p>Procedure and internal control systems manual</p>	<p>31-May-09</p>	<p>Corporate governance and financial risk</p>	<p><b>Partially Achieved:</b> A service provider was only appointed on 30 June 2009 to review the financial procedure</p>	<p>N/A</p>	<p>In progress, project to be fully completed in 2009/10 financial year.</p>

				manual and internal controls.		
2. Submit document containing internal control measures to Audit Committee for comment.	Minutes of the Audit Committee where the document containing internal control measures was tabled to Audit Committee	30-Jun-09	To strengthen accountability	<b>Not Achieved:</b> A document of internal control measures was not tabled to the Audit Committee. planned. Only at this date was the service provider appointed.	N/A	The project in progress. The document to be tabled to the Audit Committee once tabled in the first quarter of 2009/10 financial year.
Report to the Audit Committee on the Implementation plan for the conversion of AFS into GRAP/GAMAP accounting standard	Implementation plan of conversion of AFS and minutes of the Audit Committee meeting where the report of the implementation plan was tabled to the Audit Committee	30-Nov-08	To strengthen accountability	<b>Achieved:</b> Implementation plan for conversion of AFS tabled to special Audit Committee meeting of 30 August 2008	N/A	
Review the supply chain management policy in terms of Chapter 11 of the MFMA and submit it to the Municipal Manager for consideration by the Executive Mayor and Council	Reviewed Supply Chain Management Policy in line with legislative framework and approved by council.	30-Nov-08	To ensure performance of high level assessment of financial management.	<b>Partially Achieved:</b> The Supply Chain Management Policy was reviewed and approved by council on 27 March 2009.	N/A	
Implementation and maintenance of the procurement system and standards						

<ul style="list-style-type: none"> <li>Review and Document procurement procedures (not contained in the SCM policy)</li> </ul>	Reviewed procurement procedures approved by council.	28-Jan-09	To ensure performance of high level assessment of financial management.	<b>Partially Achieved: A</b> service provider was only appointed on 30 June 2009 to review and document financial procedure manual / internal controls.	N/A	
<ul style="list-style-type: none"> <li>Conduct workshops of relevant personnel on procedures and the service providers</li> </ul>	Number of relevant personnel capacitated with workshop on procedures and service providers	28-Feb-09		<b>Partially Achieved:</b> Workshop on procurement procedures was conducted by the National Treasury in the Municipality during the month of August 2009.	N/A	

**KPA 2: Service Delivery and Infrastructure Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Service providers providing services to the Directorate meet agreed performance standards in terms of quality, budgets and timelines						
<ul style="list-style-type: none"> <li>Set input, output and outcome indicators for each service-provider appointed by</li> </ul>	Signed Service Level Agreements with appointed service providers.	Every contract as per agreed timeframes	Corporate governance and financial risk	<b>Achieved:</b> Input, output and outcome indicators were set with every service provider	N/A	

the Dept		for assessment		appointed by the department in terms of Service Level Agreements signed.		
<ul style="list-style-type: none"> <li>Measure performance of service-providers in terms of contracts or monthly</li> </ul>	Service Providers' reports submitted monthly.					
Ensure optimal operation of the municipality's ICT infrastructure						
<ul style="list-style-type: none"> <li>Review ICT Policies for council consideration</li> </ul>	Reviewed ICT Policies approved by council	30-May-09	Corporate governance and financial risk	<b>Not Achieved:</b> ICT Policies were not reviewed as planned.	N/A	ICT policies were not reviewed due to the following reasons: There were no changes in the environment that necessitated changes in the ICT policies The security policy did not changes, thus ICT policies remained relevant.
<ul style="list-style-type: none"> <li>Develop, approve and implement ICT Disaster Recovery Plan</li> </ul>	Developed ICT Disaster Recovery Plan approved by council	31-May-09	Corporate governance and financial risk	<b>Achieved:</b> Assessment of the ICT environment indicated no changes in the ICT environment in the year under review, therefore there was no need to develop a new ICT Disaster Recovery	N/A	



				Plan.		
<ul style="list-style-type: none"> <li>Finalize plans for wireless network</li> </ul>	Documented final plans for wireless network	31-Jan-09		<p><b>Not Achieved:</b> Plans for wireless network not finalized as planned.</p>	N/A	The planning of wireless network in the District is dependent on the finalization of shared services centre that could not be finalized. However, the Shared Service Centre project is now going to be implemented with the Office of the Premier as a pilot project.
<ul style="list-style-type: none"> <li>Lead process of collaboration regards the implementation of the shared service centre with the LM's.</li> </ul>	Minutes of the district Chief Financial Officers' forum where the Shared Services Centre plans were tabled and discusses	30-Oct-08	To ensure performance of high level assessment of financial management.	<p><b>Achieved:</b> The Chief Financial Officer of the District has been leading the planning processes for Shared Service Centre at various levels, including CFO's Forum of the District.</p>	<b>Not Achieved:</b>	
<ul style="list-style-type: none"> <li>Full implementation of Supply Chain Management Database</li> </ul>	Service providers sourced from electronic and rotating supply chain management data base.	31-Dec-08		<p><b>Not Achieved:</b> Due to human resource capacity problems at Supply Chain Management Unit.</p>	<p><b>Not Achieved:</b> Service Provider was appointed in 2008 and the project is in progress</p>	Two contract workers were appointed to assist with the capturing of information needed for the implementation of the data base. The project was finalized and the database will be implemented fully in

						2009/10 financial year.
<ul style="list-style-type: none"> <li>Investigate the establishment of a GIS Network for FDDM -</li> </ul>	Feasibility study report for GIS system	30-Nov-08	Establish synergy and a common understanding amongst the three spheres of government	<b>Achieved:</b> The planning process for establishment of GIS network was completed by 30 November 2008	N/A	
<ul style="list-style-type: none"> <li>Implement GIS Network for FDDM</li> </ul>	Functional GIS Network for FDDM in place	31-May-09		<b>Partially Achieved:</b> The GIS Network system consultant was appointed on 2 June 2009 for the implementation of corporate GIS.	N/A	Implementation is to be done by the department of Project Management and Public Works
<ul style="list-style-type: none"> <li>Conduct an IT customer satisfaction survey and report results to the MM</li> </ul>	Completed IT satisfaction survey report approved by the Municipal Manager	31-May-09	Corporate governance and financial risk.	<b>Not Achieved:</b> there were no changes in the ICT environment of the municipality.	N/A	
Implement the recommendations of compliance audit for the Directorate	MFMA Compliance audit report and implementation plan of the recommendations.	31-May-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Since the municipality received unqualified audit report for 2007/08 financial year, it was deemed not necessary to conduct compliance audit for the directorate. However, the Directorate channeled the resources to conduct compliance	N/A	

				audit for Mafube and Ngwathe Local Municipalities. As at the end of the financial year, compliance audit for both municipalities was concluded, reports were submitted.		
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**KPA 3: Local Economic Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Oversee the implementation of the capital programme of the municipality.						
<ul style="list-style-type: none"> <li>The IDP contains a financial plan, including a budget projection for the next three years and an infrastructure investment plan</li> </ul>	Financial Plane included as part of the municipality's IDP	31-Mar-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Financial Plan included as part of the approved IDP for 2009/10.	N/A	
<ul style="list-style-type: none"> <li>A reporting framework to monitor progress with the</li> </ul>	Monthly reports to the Finance Portfolio Committee		To strengthen accountability	<b>Achieved:</b> Financial reports submitted monthly to the Finance	N/A	

implementation of the financial plan is established					Portfolio Committee	
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**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure timely preparation of the Directorate's draft budget for 2008/09 based on the approved IDP	Draft budget	31-Mar-09	To ensure performance of high level assessment of financial management.	<u>Achieved</u> The directorate's annual budget was prepared based on the approved IDP 2008/09	N/A	
Ensure sound management of the budget votes allocated to the Directorate						
• No irregular expenditure	No irregular expenditure incurred and reported	Continuous	– To ensure performance of high level assessment of financial management. – Corporate governance and financial risk	<u>Achieved:</u> The directorate did not incur irregular, unauthorized expenditure and fruitless and wasteful expenditure in the period under review.	N/A	
• No unauthorised expenditure	No unauthorised expenditure incurred and report				N/A	
• No fruitless and wasteful expenditure	No fruitless and wasteful expenditure incurred and reported				N/A	

Prepare suitable accounting policy to ensure AFS is prepared in terms of GRAP/GAMAP	Developed accounting policies in line with GRAP / GAMAP	In line with the implementation plan	To ensure performance of high level assessment of financial management	<b>Achieved:</b> Appropriate accounting policies for mandatory standards for the financial year under review were developed as per approved GRAP / GAMAP implementation plan.	N/A	
Complete the 2008/09 annual financial statements	A set of Annual Financial Statements for 2008/09 developed and approved by the Municipal Manager.	31-Aug-08		<b>Achieved:</b> Annual Financial Statements for 2008/09 developed and approved by the Municipal Manager on 30 August 2008	N/A	
Complete the 2009/10 budget and supporting documentation	Annual Budget for 2009/10 completed according to approved budget schedule and tabled to council for approval	31-Mar-09	To ensure performance of high level assessment of financial management	<b>Achieved:</b> Annual budget for 2009/10 completed in line with approved budget schedule.	N/A	
Medium-term financial planning in line with annual DORA						
<ul style="list-style-type: none"> <li>Prepare medium-term financial plan, informed by the IDP ( Adjustment Budget) and submit to council</li> </ul>	Adjustment budget and MFMA sec. 72 report	15-Jan-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Adjustment budget and section 72 report prepared by 15 January 2009 and submitted to council on 28 January 2009	N/A	

<ul style="list-style-type: none"> <li>Submit medium-term financial plan to Finance Committee and Council for consideration</li> </ul>	Minutes of the Finance Portfolio Committee and Council	Together with the draft budget for 2009/10	To strengthen accountability	<b>Achieved:</b> Draft medium term financial plan was submitted to Finance Portfolio Committee and Council.	N/A	
Manage the municipality's cash flow and long term liabilities, always ensuring that sufficient cash is available to repay loans on due dates and meet current budget commitments						
<ul style="list-style-type: none"> <li>Checklist in place to ensure long and short term liabilities are met on time</li> </ul>	External Loans schedule	Quarterly	<ul style="list-style-type: none"> <li>To ensure performance of high level assessment of financial management.</li> <li>Corporate governance and financial risk</li> </ul>	<b>Achieved:</b> Checklist in place in a form of external loans schedule in place, with indicative liabilities redeemable dates	N/A	
<ul style="list-style-type: none"> <li>Schedule of long-term liabilities submitted to the Municipal Manager</li> </ul>	Filed schedule of long-term liabilities submitted to the Municipal Manager	Quarterly	To strengthen accountability	<b>Achieved:</b> Schedules of long-term liabilities were submitted to the Municipal Manager quarterly	N/A	

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Implement a budget preparation process for 2008/10 that allows for public participation. Ensure that community participation processes are completed between 2 April and 31 May 2009	Budget process plan approved by council	31-Aug-08	To strengthen accountability	<b>Achieved:</b> The budget process plan was prepared and tabled to council for approval.	N/A	
Creditors are paid within 30 days of receiving valid tax invoices. No complaints are received from a creditors regarding late payments	Record of no complaints from the creditors for late payment of invoices.	Monthly	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> For 2008/09 financial year, all invoices were paid within 30 days of receipt of valid tax invoice.	N/A	
Respond satisfactorily to internal and external audit enquiries relating to the Directorate.	Management comments in the Auditor-General's management letter	Within 15 days after receipt of report to the MM	To strengthen accountability	<b>Achieved:</b> All queries relating to the Directorate raised by the Auditor-General were responded to within 15 days of receipt from the	N/A	

				Municipal Manager		
Implement PROPAC resolutions relating to financial management	Action Plans to PROPAC queries	100% responded and resolved	<ul style="list-style-type: none"> <li>- To ensure performance of high level assessment of financial management.</li> <li>- To strengthen accountability</li> </ul>	<b>Achieved:</b> No PROPAC queries were raised.	N/A	
Audit queries responded and issues resolved	Management comments in the Auditor-General's management letter	As per prescribed time frames		<b>Achieved:</b> All queries relating to the Directorate for 2008/09 financial year were responded to and resolved.	N/A	
Ensure that the CFO Forum of the District seat at least three times in the financial year	Three meetings of the CFOs Forum of the District for the year	Three seating in a year	To strengthen accountability	<b>Achieved:</b> The CFOs Forum of the District held three meetings for this financial year as follows: 19 August 2008, 16 February 2009 and 23 June 2009.	N/A	
Ensure that the Finance Portfolio committee seats at least two times in each quarter to consider financial reports	Eight meetings of the Finance Portfolio Committee for the year	Two times in each quarter		<b>Achieved:</b> The Finance Portfolio Committee held more than eight meetings this financial year as follows: 22 July 2008, 21 August 2008, 25 September 2008, 23	N/A	



				October 2008, 25 November 2008, 13 January 2009, 17 March 2009 and 27 May 2009.		
Conduct a comprehensive risk analysis and assessment of the Directorate based on the risk assessment model of the municipality and submit report to MM for approval	Risk analysis and assessment report for the Directorate	30-Jun-09	<ul style="list-style-type: none"> <li>- Corporate governance and financial risk.</li> <li>- To strengthen accountability</li> </ul>	<b>Achieved:</b> Risk analysis and assessment report developed and	N/A	

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**CORPORATE SUPPORT SERVICES DIRECTORATE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Monthly and quarterly performance assessments of the directorates	Administration, Human Resource and training reports to management	Monthly	To strengthen accountability	<b>Achieved:</b> Monthly and quarterly reports submitted to management.	N/A	
Develop, implement and maintain corporate employment equity plan	Employment Equity Plan, Report and policy	30-Oct-08	To review & implement the Employment Equity Plan	<b>Achieved:</b> Employment Equity Plan, Policy and status-quo report developed and approved by council for implementation	N/A	
Conduct qualitative assessment	Layout for qualitative and quantitative assessment	30-Oct-08		<b>Achieved:</b> Layout for qualitative and quantitative assessment procedure developed	N/A	
Submit assessment report to council and trade unions	MAYCO agenda	28-Feb-09	To strengthen accountability	<b>Achieved:</b> Report of Qualitative assessment included in the Mayoral Committee agenda	N/A	
Employment Equity numerical goals	Numerical goals extracted from the municipality's Employment Equity Plan	30-Oct-08	To review & implement the Employment Equity Plan	<b>Achieved:</b> Report of Employment Equity numerical goals prepared.	N/A	

Draft policy organisational design	Organisational design policy	30-Nov-08	To review & implement the Employment Equity Plan	<b>Partially Achieved:</b>	N/A	
Approving and changing the organisational structure				Draft policy - Organisational design developed Organisational structure not changed		
Create and abolishing posts on the staff establishment in the work place				<b>Achieved:</b>		N/A
Workplace Skills Plan (WSP) submitted to the LGSETA and training done	WSP 2008/09 Correspondence from LGSETA	30-Sep-08	To train and develop employees in accordance with the Workplace Skills Plan	<b>Achieved:</b> LGSETA acknowledged receipt of WSP for 2008/09.	N/A	
Submit quarterly training reports to SETA	Training reports	Quarterly		<b>Achieved:</b> Training reports for the following period compiled: July 2008 to January 2009	N/A	Training reports for the period February 2009 to June 2009 not recorded.
Conduct systematic skills analysis	Memo-Skills audit report	31-Jan-09		<b>Achieved:</b> A systematic skills audit conducted and report prepared.	N/A	
Establish a medium term (3 year) training / capacity building programme	Submission to bid committee Resolution from management	28-Feb-09		<b>Achieved:</b> Medium term training programme submitted to the Bid Committee, accompanied by management meeting resolution	N/A	
Service Delivery and Budget Implementation	SDBIP Operational plan	30-Mar-09	To strengthen accountability	<b>Achieved:</b> Departmental SDBIP and operational	N/A	

Plan (SDBIP) for the directorate				plan developed		
Employee performance appraisal system to all staff	Submission to bid committee Newspaper advertisement	31-Dec-08	To ensure effective integrated development planning and performance management in the municipality	<b>Achieved:</b> An item in relation to employee performance appraisal systems was submitted to the bid committee and advertised in newspaper for sourcing of service provider.	N/A	
Workshop proposed employee performance appraisal systems with Councillors, management and trade unions	Conduct the workshop on PMS	30-Jan-09		<b>Achieved:</b>	N/A	
Personal performance and development plan for each employee in the Directorate	Appointment letter of the Service Provider	30-Mar-09		<b>Achieved:</b> A service provider appointed on 15 April 2009.	N/A	
Procedure manual for each activity performed in the directorate	Corporate support service manual	30-Mar-09		<b>Achieved:</b> Procedure manual of activities developed.	N/A	
Annual business plan for the directorate	Operational plan	30-Jun-09	To strengthen accountability	<b>Achieved:</b> Operational plan of the directorate developed	N/A	
Advise and represent the district on the labour relations issues	Notices and Minutes of the Local Labour Forum (LLF) meetings	Ongoing	To maintaining sound labour relations	<b>Achieved:</b> Minutes of the LLF meetings accompanied by	N/A	

				appropriate attendance registers		
Review of standing rules and orders of the council	Ensure the reviews of standing rules and orders of the Council	Ongoing	To strengthen accountability	<b>Achieved:</b> its ongoing (Rules are reviewed as and when necessary)	N/A	
Advise the district on the compliances of the policies and practices	Letter to the Municipal Manager	Ongoing		<b>Achieved:</b> Written submission of labour issues addressed to the Municipal Manager	N/A	
Develop contractual relation in relation to other institutions	Service Level Agreements of all service providers	Ongoing	To strengthen accountability	<b>Achieved:</b> Service Level Agreements entered into with all service providers who provided services / goods to the directorate	N/A	
Personnel management files	Ensure proper management of personnel files	Ongoing	Human Resource Management	<b>Achieved:</b> Cabinets, Cupboards, intranet and the manuals (recording of data) are available	N/A	
Administer section 79 and 80 committees	Notice and minutes of Corporate Support Services (CSS) Portfolio Committee Minutes of the CSS Committee	Ongoing		<b>Achieved:</b>	N/A	

KPA 2: Service Delivery and Infrastructure Development

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Corporate training strategy for the training of councillors & employees consistent with the WSP	Submission to the bid committee Newspaper advert	30-Jan-09	To train and develop employees in accordance with the Workplace Skills Plan	<b>Achieved:</b> An item in relation to training of councillors and employees was submitted to the bid committee and advertised in newspaper for sourcing of service provider.	N/A	
Audit of compliance with legislation affecting the Directorate	Compliance audit on legislation be conducted.	28-Feb-09	To capacitate all Local Municipalities within the District for service excellence	<b>Achieved:</b> Compliance audit report of all the municipalities within the district compiled.	N/A	
New policies and legislation affecting local government and property.	Local government laws amendment act, 2008 (act 19 of 2008)  Minutes of Council	Ongoing	To strengthen accountability	<b>Achieved:</b> Local government laws amendment act, 2008 (Act 19 of 2008) tabled to council for consideration.	N/A	
New National & provincial legislation and policies affecting Local	Draft legislation for a single public service	Ongoing		<b>Achieved:</b> Report and draft legislation on single public service tabled to	N/A	

Government				council.		
Reports regarding the foreseeable implications and implementation of new legislation and policies	Ensure the implementation of new legislation and policies	Ongoing		Achieved: adherence and implementation of amended policies, acts and regulations.	N/A	
Municipality policies and procedures manual	List of Council Policies and procedures as list on the FDDM intranet	31-Dec-08	To strengthen accountability	<b>Achieved:</b> A list of all council approved policies and procedures	N/A	
Each directorate, the Municipal manager & mayor have a copy of the manual	All Policies available on FDDM website	31-Dec-08		publicized on the municipality's intranet.	N/A	
Maintenance plan for assets allocated to the Directorate	CSS Maintenance and administration plan	Ongoing		<b>Achieved:</b> Corporate Services and Support Services maintenance and administration plan developed.	N/A	
Human resources policy manual	HR POLICIES and manuals are developed.	31-Jan-09	Human Resource Management	<b>Achieved.</b> HR policy manuals were developed.	N/A	

**KPA 3: Local Economic Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Monitor implementation of the IDP projects allocated	Organisational Structure, Employment	Ongoing	Ensure successful implementation of	<b>Achieved:</b>	N/A	



to the Dept	Equity plan, HR Report 08/09, training report, declaration of interest forms		all current LED projects and programmes			
Service providers meet performance standards	Performance standards are indicated in the Service Level Agreements prior to the appointment.	Ongoing		<u>Achieved:</u>	N/A	
Project plans & budget to be in place	Project plans and budget are indicated in the tender or notice documents	Ongoing		<u>Achieved:</u>	N/A	
Progress against plan to be provided	Monthly and quarterly reports	Ongoing		<u>Achieved:</u>	N/A	

**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure timely preparation of the Directorate's budget for 2009/10 based on the approved IDP.	Ensure departmental budget alignment to approved IDP	31 May 2009	To ensure performance of high level assessment of financial management.	<u>Achieved:</u> Operational plan for the directorate and SDBIP 2008-09 prepared	N/A	

Ensure sound management of the budget votes allocated to the directorate						
<ul style="list-style-type: none"> <li>No irregular expenditure</li> <li>No unauthorized expenditure</li> <li>No fruitless and wasteful expenditure</li> </ul>	Budget expenditure 2008/09	Monthly report to MM	<ul style="list-style-type: none"> <li>To ensure performance of high level assessment of financial management.</li> <li>Corporate governance and financial risk</li> </ul>	<b>Achieved:</b> No irregular, unauthorized and fruitless and wasteful expenditure incurred for the period under review.	N/A	
Respond satisfactorily to internal and external audit enquiries relating to the Directorate	Audit query responded to.	Within 10 days after receipt of report to MM	To strengthen accountability	<b>Achieved:</b> Responded to as and when required.	N/A	

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Review municipality's rules and orders if and when necessary	Latest Standard Rules & Orders Council resolution	Ongoing	To strengthen accountability	<b>Achieved:</b> Standing rules and orders tabled to council for consideration.	N/A	
Municipality reporting calendar	Reporting calendar	30-Dec-08		<b>Achieved:</b> Reporting calendar in relation to various legislations	N/A	

				prepared.		
Rationalize current environmental health bylaws applicable within the municipality	MHS by-laws	Quarterly		<b>Achieved:</b> Municipal Health Services by-laws publicized.	N/A	
Disciplinary cases conducted & finalized in compliance with SALGBC collective agreement	Ensure that disciplinary cases are dealt with in compliance SALGBC and relevant governing legislation.	Ongoing	To maintaining sound labour relations	<b>Achieved:</b> FDDM does not have an award on disciplinary cases.	N/A	
Disciplinary cases comply with substantive fairness principles enshrined in the LRA	Disciplinary cases complied with LRA	Ongoing		<b>Achieved:</b> As per the code of good practice, disciplinary code and procedure.	N/A	
Contract variations are comprehensively documented	Deal accordingly with contract variations	Ongoing	To strengthen accountability	<b>Achieved:</b> there were no contract variations for the year under review.	N/A	
Comprehensive risk analysis and assessment based on the risk assessment model of the municipality	Risk audit - HR  Risk register	30-Mar-09	<ul style="list-style-type: none"> <li>- Corporate governance and financial risk.</li> <li>- To strengthen accountability</li> </ul>	<b>Achieved:</b> Municipality's audit risk register and audit risk report available.	N/A	

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**COMMUNITY, HEALTH AND ENVIRONMENTAL SERVICES DIRECTORATE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Prepare monthly and quarterly performance assessment reports of the Department	Monthly and Quarterly performance assessed	Monthly	To strengthen accountability	<b>Achieved:</b> Monthly and quarterly reports were prepared for council	N/A	N/A
Implementation of customer care management system and the policy for the department that is linked to the municipality's customer care system and conduct at least 2 (two) customer satisfaction surveys and present to the MM	Number of customer care survey conducted	Monthly	To develop and implement the communication strategy	<b>Partially Achieved:</b> An electronic system(Inzekile software) for logging customer complaints already purchased	N/A	Training already conducted on employees and the system will be fully functional by 2009/10 financial year.
Implement and Monitor Training Schedule based on the Workplace Skills Plan and Training done based on WSP and the schedule	Number of trainings attended	Monthly	To train and develop employees in accordance with the Workplace Skills Plan	<b>Achieved:</b> Four training programmed attended by twenty three employees attended training based on Workplace Skills Plan.	N/A	
All employees allocated to the Department each has a personal performance and	Performance Plans for employees developed	Dec-08		<b>Partially Achieved:</b> A service provider has been appointed to develop	N/A	The individual performance plans for all employees will be

development plan for the current financial year				performance profiles of all the employees		implemented in the new financial year (2009/10)
Create a database and conduct an audit of compliance with legislation affecting the Directorate.	Database for legislation created		To strengthen accountability	<b>Achieved:</b> Legal compliance register developed.	N/A	
Participate in Staff recruitment	Invitations and attendance register of interviews held	Ongoing	Human Resource Management	<b>Achieved:</b> Attended all the interviews relating to recruitment for the department.	N/A	
Manage and motivate staff	Low levels of employees misconduct and motivated staff	Ongoing		<b>Achieved:</b> A strategic session was held with staff on 20 to 22 August 2009.	N/A	

**KPA 2: Infrastructure Development and Service Delivery**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Departmental Service provides meet performance standards in terms of agreed quality, budgets and timelines						
• Set input, output and outcome indicators for each service-provider appointed by the department	Performance indicators for service providers provided	Monthly	To strengthen accountability	<b>Achieved:</b> Every service provider sign a service level agreement	N/A	

<ul style="list-style-type: none"> <li>Measure performance of service-providers in terms of contracts and monthly</li> </ul>	Performance of the service providers measured	Monthly		<b>Achieved:</b> Meetings with the service provider held to evaluate performance.	N/A	
Prepare and submit reports to the Municipal manager and relevant political structure with regard to activities of the department regarding Environmental Health	Number of reports submitted to MAYCO and Management	Quarterly		<b>Achieved:</b> Quarterly reports were prepared and sent to Management and MAYCO	N/A	
<ul style="list-style-type: none"> <li>Monthly written report submitted to the Municipal manager according to agreed format and providing agreed information and data</li> </ul>	Number of reports were sent to Management	Monthly		<b>Achieved:</b> monthly report were sent to management	N/A	
<ul style="list-style-type: none"> <li>Enforce municipal Health Bylaws through inspection and issuing notices of compliance</li> </ul>	Municipal Health Bylaws enforced	Monthly	That all premises comply with health legislation	<b>Achieved:</b> Notices are issued and inspections are conducted on regular basis	N/A	
<ul style="list-style-type: none"> <li>Conduct 3 workshop on awareness campaign per each municipality</li> </ul>	Number of workshop conducted	Quarterly	Ensure proper health education and training	<b>Achieved:</b> Workshop on Milk Project, Health and Hygiene, participated in establishment of Water Catchment Forum in	N/A	

				Parys		
Develop a programme for the training of students doing their experiential training phase	Programme for students developed	Jan-09		<b>Achieved:</b> Every student doing experiential training is given a programme	N/A	
To implement and maintain the environmental management plan	Environmental management Plan	Monthly	Implement a workable ENVH Management System	<b>Achieved:</b> EMP was only developed in the last financial year and is implemented.	N/A	
Manage and monitor disaster management centre for the district in terms of section 43 of the disaster management Act 2002	Disaster Management Centre managed and monitored	Quarterly	Ensure adequate human resource capacity for disaster management	<b>Achieved:</b> Quarterly meetings were held with Multi-stakeholders	N/A	
Prepare a draft risk assessment and disaster reduction/prevention manual for municipalities and communities	Draft Risk assessment manual prepared	Quarterly	To ensure annual review of disaster plans	<b>Achieved:</b> Manuals prepared for communities	N/A	
Coordinate and manage activities between the disaster management centre and local emergency through quarterly meeting	Number Of meetings held	Quarterly	– Create awareness within municipalities. Ensure constant communication with local municipalities	<b>Achieved:</b> Quarterly meetings held	N/A	



To promote disaster management capacity building, training and education in the municipal area						
1. Develop a learning programme for disaster management	Learning programmes developed	Quarterly	- Create awareness within local communities - Create disaster management awareness in schools	<b>Achieved:</b> Learning Programmes and promotional materials developed	N/A	
2. Conduct training programmes in the district	Training programmes conducted	Quarterly		<b>Partially Achieved:</b> Learning programme for disaster management developed but training not yet conducted	N/A	Training on disaster management to be conducted in 2009/10 financial year
3. Develop an awareness programme for schools and present awareness programme to schools in the district	Number of awareness programme developed	Quarterly		<b>Achieved:</b> Four programmes were conducted in identified schools in the district	N/A	

**KPA 3: Local Economic Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Monitor implementation of the IDP projects allocated to the Dept and submit progress reports to the Municipal Manger	Major departmental project plans accomplished		Ensure successful implementation of all current LED projects and programmes	<b>Achieved:</b>	N/A	

Promote the involvement of SMMEs in projects 50% to be allocated to SMMEs	Number of SMMEs monitored	Monthly		<b>Achieved:</b> More than 50% has been allocated to SMMEs	N/A	
Manage external consultants and contractors appointed for technical projects						
• Progress against plans to be in place and available for inspection	Number of meetings with the Consultants	Monthly	To strengthen accountability	<b>Achieved:</b> Service Level Agreement signed with the service providers	N/A	
• Project Plans and budgets to be in place and available for inspection	Project plans and budgets available	Monthly		<b>Achieved:</b> Projects were within the allocated budget	N/A	

**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure timely preparation of the Department's budget for 2009/2010 based on the approved IDP	Timeouts preparation of the budget	Feb-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Inputs from our Departments were given in time for budget	N/A	
Ensure sound management of the budget votes allocated to the Department						
• No irregular expenditure	Irregular expenditure avoided	Monthly	- To ensure performance of	<b>Achieved:</b> No irregular, unauthorised, fruitless	N/A	

<ul style="list-style-type: none"> <li>No unauthorized expenditure</li> </ul>	Unauthorized expenditure avoided		high level assessment of financial management.	and wasteful expenditure incurred.		
<ul style="list-style-type: none"> <li>No fruitless and wasteful expenditure</li> </ul>	Fruitless and wasteful expenditure		– Corporate governance and financial risk			
Respond satisfactorily to internal and external audit enquires relating to the department.	Satisfactory response to the Audit	Monthly	To strengthen accountability	<b>Achieved:</b> No Audit query submitted to the department	N/A	

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Promote Community awareness regarding disaster management by conducting at least two management exercises in the area	Number of exercises conducted	Jun-09	<ul style="list-style-type: none"> <li>Create awareness within local communities</li> <li>Create disaster management awareness in schools</li> </ul>	<b>Achieved:</b> Two exercises were held in association with industries and local Municipalities	N/A	
Monitor progress with the preparation and regular updating of disaster	Number of Review meetings were held	Quarterly	Ensure institutional and operational readiness	<b>Achieved:</b> Quarterly review meetings were held	N/A	

management plans and strategies by municipalities and municipal entities in the area by holding at least 4 review meeting during the year						
Ensure effective and efficient running and management of municipal disaster management advisory forum in terms of section 51 of the disaster management act 2002 forum to meet at least three times during the year	Number of meetings held	Ongoing		<b>Achieved:</b> Regular meetings of Advisory Forum were Held	N/A	
Implement FDDM Public Health bylaws	FDDM Bylaws implemented	Monthly	Implement a workable ENVH	<b>Achieved:</b> Notices of compliance issued	N/A	
Develop a summarized version of public Health bylaws	Summarized Bylaws developed	Dec-08	Management System	<b>Achieved:</b> Summarized version of Bylaws was developed	N/A	
Ensure Environmental Health Practitioners are accredited to prosecute	Environmental Health Practitioners accredited as peace officers.	June-09		<b>Achieved:</b> FDDM Environmental Health Practitioners attended accreditation course of peace officers	N/A	Although this municipality's EHP has successfully completed the course and also comply with the criteria set for Peace Officers, the Provincial

							Commissioner of the SAPS has not signed their appointments yet
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**LOCAL ECONOMIC DEVELOPMENT DIRECTORATE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Prepare monthly and quarterly performance assessment reports of the Department	Departmental Reports	Monthly	To strengthen accountability	<b>Achieved:</b> Departmental reports submitted to management monthly.	N/A	
Implement customer care management system and policy for the Department that is linked to the municipality's customer care surveys and present report to the MM	<ul style="list-style-type: none"> <li>• Conduct customer satisfaction survey.</li> <li>• Customer Care training of SA Host</li> <li>• Service Level Agreement for survey on business retention in the enterprise sector of FDDM</li> <li>• The big Fezile Dabi Indaba</li> </ul>	30-Jun-09	To develop and implement the communication strategy	<b>Achieved:</b> Customer care survey and report to the MM were submitted. A business retention and expansion survey report developed. The big Fezile Dabi Indaba held on February 2009.	N/A	
Training schedule developed based on the workplace skills plan (WSP) and training done based of WSP and the schedule	Executive summary on different training interventions	30-Jun-09	To train and develop employees in accordance with the Workplace Skills Plan	<b>Achieved:</b> Training schedule for the directorate prepared.	N/A	

All employees allocated to the Department each has a personal performance and development plan for the current financial year	<ul style="list-style-type: none"> <li>Development of performance Management Framework for non-section 57 employees</li> <li>Training needs for staff 2008/09</li> </ul>	30-Jun-09		<b>Partially achieved:</b> The service provider to cascade performance management system to lower officials of the District has been appointed.	N/A	
Conduct an audit of compliance with legislation affecting the Directorate	Audit of compliance with legislation	31-Apr-09	To strengthen accountability	<b>Achieved:</b>	N/A	

**KPA 2: Service Delivery and Infrastructure Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Departmental service providers meet performance standards in terms of agreed quality, budgets and timelines						
<ul style="list-style-type: none"> <li>Set input, output and outcome indicator for each service-provider appointed by the Dept.</li> </ul>	Oversee the signing of the Service Level Agreement	Ongoing	To strengthen accountability	<b>Achieved:</b>	N/A	
<ul style="list-style-type: none"> <li>Measure performance of service -provider in terms of contracts or monthly.</li> </ul>	Submission of monthly by service providers			<b>Achieved:</b>	N/A	



Assist with the development and maintenance of municipal resorts at Mophaka and Ngwathe.	Provision of assistance to LM with the budget.	R400 000 spend on request	Encourage Local Municipalities to do infrastructure development and maintenance.	<b>Achieved:</b>	N/A	
Compile Tourism Development plan with performance indicators and targets approved by council.	Development of the tourism plan.	08-Dec	To do Tourism Research	<b>Achieved:</b> LED Plan includes the tourism plan.	N/A	
Promote tourism through aggressive marketing of FDDM						
• Compile and update regional and sectoral promotional tourism brochures.	Ensure the compilation and updating of sectoral promotional tourism brochures	08-Dec-08	<ul style="list-style-type: none"> <li>- Maintain and service the market share that the region has obtained</li> <li>- To provide Information Service</li> </ul>	<b>Achieved:</b>	N/A	
• Design 2 generic advertorials - placement in 6 market related publications.	Designing of generic advertorials	01-Mar		<b>Achieved:</b>	N/A	
<ul style="list-style-type: none"> <li>• Monthly update of tourism website</li> <li>• Maintain highway information offices</li> </ul>	Updating the website and maintenance of the highway offices	Jun-08 Jun-08		<b>Achieved:</b>	N/A	
Vredefort Dome WHS:	Ensure participation in the management of WHS	July 08- June 09		<b>Achieved:</b> FDDM are the members of the WHS Management Committee	N/A	
• Participate in management of WHS in terms of the District						

Municipality's Constitutional mandate of Local Government						
• Establish 1 <sup>st</sup> phase Vredefort Dome visitors centre.	Ensure the completion of the first phase	Jun -09	To optimize promotion of the Vredefort Dome	<b>Achieved:</b>	N/A	
• Start the process of sourcing additional funding of the centre and development and related policies.	Sourcing of funds	July 08- June 09	World Heritage Site (VDWHS) including Integrated management of the VDWHS as well as responsible development and realistic conservation efforts to ensure sustainable resource use that will benefit current and future generations	<b>Achieved:</b>	N/A	
• Coordinate joint promotion with Dome authority.	Coordination of joint promotion with Dome authority	3x promotional material	To provide Information Service	<b>Achieved:</b> FDDM is currently promoting the DOME	N/A	The Minister has yet to proclaim and appoint the Dome Authority
Sports Development Unit:	Ensure the functional Sports Development	Oct/Nov	Establishment of Sports Division.	<b>Achieved:</b>	N/A	

<ul style="list-style-type: none"> <li>Establish a sports development unit in the department to coordinate sport structures in the region.</li> <li>Compilation of Sports Development plan with KPA's to assist local municipalities</li> </ul>	Unit	2008				
<ul style="list-style-type: none"> <li>Development of database: sport structures in local Municipalities</li> </ul>	Development of the database	01-Dec-08		<b>Achieved:</b>	N/A	
Tourism services:						
Conduct a workshop in each municipality to encourage tourism facilities to register for SAT accreditation	Conduct the workshops	Jul 08- Jun 09	To obtain and sustain SAT Grading	<b>Achieved:</b>	N/A	
Hold annual regional tourism meetings	Regional meetings	Oct/Nov 08	To provide Information Service	<b>Not achieved:</b>	N/A	Annual Regional meetings to be held in the 2009/10 financial year.
Maintain Tourism database for the region	Maintenance of the Tourism Database	Jul 08- June 09		<b>Achieved:</b>	N/A	
Social Development service:						
Establish a FDDM Regional Arts festival	Ensure the establishment of the Regional Arts Festival	Nov/Dec- 08	Coordinate development of sports and	<b>Not Achieved</b>	N/A	

Establish Regional Arts forum for FDDM	Establish the Regional Arts Forum	Oct-08	performing arts	<u>Achieved:</u>	N/A	
Facilitate training for 2 amateur artist /group	Conduct trainings of amateur artists or groups	July 08- June 09	Coordination and facilitate assistance to Social	<u>Achieved:</u>	N/A	
Development and implementation plan for FDDM for ECD Centres in cooperation with FS Provincial Structures	Develop and implement plan for FDDM Early Childhood Development Centres	Feb-09	Development structures	<u>Achieved:</u>	N/A	
Development database for registered and unregistered places of care for children under five years	Ensure that there is a database for registered and unregistered place of care children less than 5 years.	Oct-08		<u>Achieved:</u>	N/A	
Assist existing food gardens in FDDM	Provision of assistance to existing food gardens within the FDDM vicinity.	Jun-08		House hold food security.	<u>Achieved:</u>	N/A
Provide a training to CDWs in FDDM to establish home based food gardens for indigent families	Train CDW on how to establish Home Based Food Gardens.	Nov-08		<u>Achieved:</u>	<u>Achieved:</u> CDWs trained on food security.	
Present life skills and development programmes in the following areas: - Business information	Present life skills programme on business information, food gardening and career	Jun-08 Jun-08 Jun-08	Coordination and facilitate assistance to Social Development	<u>Achieved:</u>	N/A	

- Food gardening information.			structures			
- Career information						

**KPA 3: Local Economic Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Update and alignment of LED Strategy	Integrated Economic Development Plan	Oct-Dec 08	Update and review the economic development strategy for the district including growth areas and targets	<u>Achieved:</u>	N/A	
Tourism Services: a) Attend National and regional tourism shows	Outdoor Adventure DSTV Gateway show National Tourism Indaba	3 Shows /Financial year	Establish synergy and a common understanding amongst the three spheres of government.	<u>Achieved:</u>	N/A	
b) Assist emerging entrepreneurs with branding, promotional materials and skills development	Business cards and promotional material be provided to emerging entrepreneurs	6 Entrepreneurs	Entrepreneurial support system to businesses. Help with equipment and or materials coupled with		<u>Achieved:</u>	

			business training.			
c) Conduct workshops of craft development in Local Municipalities	Governance Magazine	3 workshops	To facilitate Capacity Building through Skills &	<u>Achieved:</u>	N/A	
Assists tourism information services at LM administrative units with information to tourists	<ul style="list-style-type: none"> <li>Riemland Tourism Forum</li> <li>Parys Tourism Brochures</li> <li>Deneysville Tourism &amp; Business Association</li> </ul>	Jun 08-Jul 09	Institutional development	<u>Achieved:</u>		
Business Development: Provide assistance to theaters in Moqhaka and Metsimaholo.	Ensure provision of assistance towards business development in Metsimaholo and Moqhaka LM	01-Nov-08	To facilitate Capacity Building through Skills & Institutional development	<u>Achieved:</u>	N/A	
Provide funding to Local Municipalities for LED Strategies and relevant identified actions		Jun 08-Jul 09		<u>Not Achieved:</u>	N/A	To provide sufficient budget
Conduct workshops to ensure that SMMEs are informed on preferential procurement policy and	Report July 2008 to November 2008	09 -Mar-08		<u>Achieved:</u>	N/A	

SCM.						
Facilitate FS ASGISA programme in FDDM region	Facilitation of ASGISA programme	Jun 08-Jul 09		<b>Achieved:</b> Through provincial structures	N/A	

**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure timely preparation of the Department's budget for 2009/10 based on the approved IDP	Operational Plan Performance Plan (SDBIP)	31-Mar-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Operational plan for the directorate and SDBIP 2008-09 prepared	N/A	
Ensure sound management of the budget votes allocated to the Department						
<ul style="list-style-type: none"> <li>No irregular expenditure</li> <li>No unauthorized expenditure</li> <li>No Fruitless and wasteful expenditure</li> </ul>	Budget expenditure 2008/09	Monthly report to MM	<ul style="list-style-type: none"> <li>To ensure performance of high level assessment of financial management.</li> <li>Corporate governance and financial risk</li> </ul>	<b>Achieved:</b> No irregular, unauthorised and fruitless and wasteful expenditure incurred for the period under review.	N/A	

Respond satisfactory to internal and external audit enquiries relating to the department.	Audit query responded to.	Within 10 days after receipt of report to MM	To strengthen accountability	<b>Achieved:</b> Responded to as and when required.	N/A	
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**KPA 5: Good Governance and Public Participation**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance Measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure public participation in the development of the rural LED Strategy (Evidence to be provided)	The Bid Fezile Dabi Indaba and Conference	Reports to MM	To develop and implement the communication strategy	<b>Not Achieved:</b>	N/A	The rural LED strategy still needs to be developed through public participation.
Ensure public participation in the development of the LED plan for the FDDM (Evidence to be provided)	Invitation letter - Development of the LED plan for FDDM	Reports to MM	To strengthen accountability	<b>Achieved:</b> The LED plan has been developed.	N/A	
Establish District Economic forum for the monitoring of the implementation of LED Strategy and plan.	Development of LED Forum	09-Feb-08				<b>Partially Achieved:</b> The FDDM Director's and the Portfolio Committees serves a monitoring body.
Ensure that all stakeholders are well informed regarding ASGISA and LED matters by:						



<p>Conduct information session with:</p> <ul style="list-style-type: none"> <li>• Ward committees</li> <li>• Councillors; and</li> <li>• Officials</li> </ul>	<p>Information sessions must be conducted to ward committees, councilors and officials.</p>	<p>Jun 08-Jul 09</p>	<p>To develop and implement the communication strategy</p>	<p><b><u>Achieved:</u></b></p>	<p>N/A</p>	
<p>Conduct a comprehensive risk analysis and assessment of the department based of the risk assessment model of the Municipality and submit report to the Municipal Manager for approval.</p>	<p>Risk Management Register</p>	<p>31-Mar-09</p>	<ul style="list-style-type: none"> <li>- Corporate governance and financial risk.</li> <li>- To strengthen accountability</li> </ul>	<p><b><u>Achieved:</u></b> Risk management register developed.</p>	<p>N/A</p>	

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**PROJECT MANAGEMENT UNIT AND PUBLIC WORKS DIRECTORATE**

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Performance Indicator	Performance measure	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Prepare monthly and quarterly performance assessment reports of the Department	Monthly and Quarterly performance assessed	Monthly	To strengthen accountability	<b>Partially Achieved:</b> Monthly and quarterly reports were prepared for council	N/A	N/A
Implement and Monitor Training Schedule based on the Workplace Skills Plan and Training done based on WSP and the schedule	Number of trainings attended	Monthly	To train and develop employees in accordance with the Workplace Skills Plan.	<b>Achieved:</b> Employees attended various training programmes.	N/A	
All employees allocated to the Department each has a personal performance and development plan for the current financial year	Performance Plans for employees developed	Dec-08		<b>Partially Achieved:</b> A service provider has been appointed to develop performance profiles of all the employees	N/A	The individual performance plans for all employees will be implemented in the new financial year (2009/10)
Participate in Staff recruitment	Invitations and attendance register of interviews held	Ongoing	Human Resource Management	<b>Achieved:</b> Attended all the interviews relating to recruitment for the department.	N/A	
Manage and motivate staff	Low levels of employees misconduct and motivated staff	Ongoing		<b>Achieved:</b>	N/A	

**KPA 2: Infrastructure Development and Service Delivery**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Departmental Service provides meet performance standards in terms of agreed quality, budgets and timelines						
<ul style="list-style-type: none"> <li>Set input, output and outcome indicators for each service-provider appointed by the department</li> </ul>	Performance indicators for service providers provided	Monthly	To strengthen accountability	<b>Achieved:</b> Every service provider sign a service level agreement	N/A	
<ul style="list-style-type: none"> <li>Measure performance of service-providers in terms of contracts and monthly</li> </ul>	Performance of the service providers measured	Monthly		<b>Achieved:</b> Meetings with the service provider held to evaluate performance.	N/A	
Prepare and submit reports to the Municipal manager and relevant political structure with regard to activities of the department regarding Project Management Unit	Number of reports submitted to the portfolio	Quarterly		<b>Partially Achieved:</b> Quarterly reports were prepared and sent to Management and the portfolio committee	N/A	
<ul style="list-style-type: none"> <li>Monthly written report submitted to the Municipal manager according to agreed</li> </ul>	Number of reports were sent to Management	Monthly		<b>Achieved:</b> monthly report were sent to management	N/A	

format and providing agreed information and data						
<ul style="list-style-type: none"> <li>To include the maintenance and upgrading issues in the Water Services Development Plan.</li> </ul>	Targets in the IDP's of the Local Municipalities, provincial and National are met.		To support Local Municipalities to reach the national targets related to water and sanitation in the IDP of local Municipalities	<b>Achieved:</b>	N/A	
<ul style="list-style-type: none"> <li>Ensure that new networks adhere to applicable standards</li> </ul>	Number of households with access to water and sanitation according to RDP standards as minimum standards.		To upgrade the water reticulation network throughout the District to ensure constant and quality supply of water.	<b>Achieved:</b> Edenville water projects, Provision of water for farm workers, water purification plant at Parys and Mafube. Construction of water network at Amelia.	<b>Achieved:</b> Progress reports were tabled to each ordinary council meeting. The project is still in progress	
<ul style="list-style-type: none"> <li>Ensure that the upgrading of minor roads linking various municipalities and the district municipalities.</li> <li>Prepare road/storm water heavy vehicle road master plans to adhere to national</li> </ul>	Road and storm water drainage master plan		To ensure the existing urban road network is trafficable and continuous provision of streets for new urban areas.	<b>Achieved:</b> Upgrading of gravel roads at Moqhaka, Rammolotsi, Parys and Villiers	N/A	

standards for the maintenance and construction of all trafficable streets and roads.						
To provide continuous technical support to the local municipalities.	Projects and programmes completed within the targets		To support local municipalities to reach the national targets related to roads in the IDP of local municipalities	<b>Achieved:</b> 90% of the projects were completed within the target-frame, 10% of the projects were carried over to the 2009/10 financial year.	N/A	

**KPA 3: Local Economic Development**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Promote the involvement of SMMEs in projects 50% to be allocated to SMMEs	Number of SMMEs monitored	Monthly	Ensure successful implementation of all current LED projects and programmes	<b>Partially Achieved:</b> A percentage of SMME's involved in the project is determined by the Local Municipalities.	N/A	District has provided EPWP workshops to Local Municipality.

**KPA 4: Municipal Financial Viability and Management**

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure timely preparation of the Department's budget for 2009/2010 based on the approved IDP	Timeouts preparation of the budget	Feb-09	To ensure performance of high level assessment of financial management.	<b>Achieved:</b> Inputs from our Departments were given in time for budget	N/A	
Ensure sound management of the budget votes allocated to the Department						
• No irregular expenditure	Irregular expenditure avoided	Monthly	– To ensure performance of high level assessment of financial management. – Corporate governance and financial risk	<b>Achieved:</b> No irregular, unauthorised, fruitless and wasteful expenditure incurred.	N/A	
• No unauthorized expenditure	Unauthorized expenditure avoided				N/A	
• No fruitless and wasteful expenditure	Fruitless and wasteful expenditure				N/A	
Respond satisfactorily to internal and external audit enquires relating to the department.	Satisfactory response to the Audit	Monthly	To strengthen accountability	<b>Achieved:</b>	N/A	

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

Planned Performance				Actual Performance	Previous year's Audited Comparative Performance	Corrective measures taken / to be taken to improve performance
2008/09						
Activity / Project	Performance Indicator	Target	IDP Objective	As at 30 June 2009	As at 30 June 2008	
Ensure effective alignment and integration of local municipalities plans within the district as well as the provincial and national sector departments plans	A credible IDP is developed and reviewed and approved. Effective consultation with all stakeholders.		To ensure effective integrated development planning and performance management in the municipality.	Achieved	N/A	
Comply with applicable legislative requirements regarding management of resources	Timeous compilation of reports	Monthly	To strengthen accountability	<b>Achieved:</b> reports were also submitted regarding the building and vehicles management. Insurance claims were also submitted	N/A	
Implement and maintain an employee performance management system	Conduct performance evaluations of employees	Monthly	Human Resource Management	<b>Partially Achieved:</b> A service provider has been appointed to develop performance profiles of all the employees	N/A	



## 17. Audited Annual Financial Statements

### Annual Financial Statements Index

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**REPORT OF THE AUDITOR-GENERAL TO THE FREE STATE LEGISLATURE AND COUNCIL ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF FEZILE DABI DISTRICT MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2009**

**REPORT ON THE FINANCIAL STATEMENTS**

**Introduction**

1. I have audited the accompanying financial statements of the Fezile Dabi District Municipality which comprise the statement of financial position as at 30 June 2009, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages xx to xx.

**The accounting officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1 and in the manner required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and 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.

**The Auditor-General's responsibility**

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126 of the MFMA, my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing and *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management as well as evaluating the overall presentation of the financial statements.
6. Paragraph 11 *et seq.* of the Statement of Generally Recognised Accounting Practice, *GRAP 1 Presentation of Financial Statements* requires that financial reporting by entities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget. As the budget reporting standard is not effective for this financial year, I have determined that my audit of any disclosures made by the Fezile Dabi District Municipality in this respect will be limited to reporting on non-compliance with this disclosure requirement.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

8. In my opinion the financial statements present fairly, in all material respects, the financial position of the Fezile Dabi District Municipality as at 30 June 2009 and its financial performance and cash flows for the year then ended, in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1 and in the manner required by the MFMA

**Emphasis of matters**

Without qualifying my opinion, I draw attention to the following matters:

**Basis of accounting**

9. The municipality's policy is to prepare financial statements on the basis of accounting determined by the National Treasury, as set out in accounting policy note 1.

**Unauthorised and irregular expenditure**

10. As disclosed in note 28 to the financial statements, unauthorised expenditure of R 281 340 was incurred as the expenditure vote for corporate services was overspent during the year under review due to inadequate budget control measures.
11. As disclosed in note 30 to the financial statements, non-compliance with the Supply Chain Management Policy and Public office bearer's Act, 1998 (Act No.20 of 1998), resulted in irregular expenditure of R 1 562 814. Irregular expenditure is incurred mainly as a result of requests to host events at short notice.

**Restatement of corresponding figures**

12. As disclosed in note 25 to the financial statements, the corresponding figures for 30 June 2008 have been restated due to GRAP implementation in the financial statements of the Fezile Dabi District Municipality that were corrected retrospectively in the current year.

**Other matters**

Without qualifying my opinion, I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

**Unaudited supplementary schedules**

13. The municipality provided supplementary information in the financial statements on whether resources were obtained and used in accordance with the legally adopted budget, in accordance with GRAP 1: *Presentation of Financial Statements*. The supplementary budget information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. Accordingly, I do not express an opinion thereon.

**Non-compliance with applicable legislation****Municipal Finance Management Act, 2003**

14. Contrary to section 17(3)(f) of the MFMA 2003 (Act 56 of 2003): particulars of the municipality's investments were not included in the annual budget upon tabling thereof.

- 15. Contrary to section 32(4)(a) of the MFMA 2003 (Act 56 of 2003), unauthorized, fruitless and wasteful and irregular expenditure was not reported to the mayor, MEC for Cooperative Governance and Traditional Affairs and the Auditor-General as prescribed.
- 16. Contrary to section 52(d) of the MFMA 2003 (Act 56 of 2003): the mayor did not submit reports on the implementation of the budget and financial state of affairs of the municipality to the council within thirty days of the end of each quarter, as prescribed by section 52(d) of the MFMA.
- 17. The Service Delivery and Budget Implementation Plan was not submitted within 14 days after the approval of the budget and the performance agreements for section 57 managers and the municipal manager were not submitted to the mayor on a timely basis in accordance with section 69(3) of the MFMA
- 18. Contrary to regulation 14(1)(a)(ii) of the Municipal Supply Chain Management Regulations, the Supply Chain Management Policy of the municipality did not provide for the placing of advertisements regarding the updating of supplier lists.

**Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA)**

- 19. Certain members of the council did not declare their business interests, as prescribed by section 5 of Schedule 1: *Code of conduct for councillors* prescribed by the MSA.

**Governance framework**

- 20. The governance principles that impact the auditors opinion on the financial statements are related to the responsibilities and the practices exercised by the accounting officer and executive management and are reflected in the internal control deficiencies and key governance responsibilities addressed below.

**Key governance responsibilities**

- 21. The MFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which I have assessed as follows:

No.	Matter	Y	N
<b>Clear trail of supporting documentation that is easily available and provided in a timely manner</b>			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.	X	
<b>Quality of financial statements and related management information</b>			
2.	The financial statements were not subject to any material amendments resulting from the audit.	X	
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.	X	
<b>Timeliness of financial statements and management information</b>			
4.	The annual financial statements were submitted for auditing as per the legislated	X	

	deadlines set out in section 126 of the MFMA.		
<b>Availability of key officials during audit</b>			
5.	Key officials were available throughout the audit process.	X	
<b>Development and compliance with risk management, effective internal control and governance practices</b>			
6.	Audit committee		
	<ul style="list-style-type: none"> <li>The municipality had an audit committee in operation throughout the financial year.</li> </ul>	X	
	<ul style="list-style-type: none"> <li>The audit committee operates in accordance with approved, written terms of reference.</li> </ul>	X	
	<ul style="list-style-type: none"> <li>The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166 of the MFMA and Treasury Regulation 3.1.10.</li> </ul>	X	
7.	Internal audit		
	<ul style="list-style-type: none"> <li>The municipality had an internal audit function in operation throughout the financial year.</li> </ul>	X	
	<ul style="list-style-type: none"> <li>The internal audit function operates in terms of an approved internal audit plan.</li> </ul>	X	
	<ul style="list-style-type: none"> <li>The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165 (2) of the MFMA</li> </ul>	X	
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.	X	
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.		X
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	X	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in section 62(c)(i) of the MFMA.		X
12.	Powers and duties have been assigned as set out in section 68 of the MFMA.	X	
<b>Follow-up of audit findings</b>			
13.	The prior year audit findings have been substantially addressed.	X	
14.	SCOPA resolutions have been substantially implemented.	X	
<b>Issues relating to the reporting of performance information</b>			

15.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	X	
16.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.	X	
17.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the Fezile Dabi District Municipality against its mandate, predetermined objectives, outputs, indicators and targets in accordance with section 68 of the MFMA.		X
18.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.		X

#### **Overall reflections on the governance framework based on other key governance requirements**

22. Although the municipality performed periodic risk assessments and outsourced internal audit work to a service provider, this was not done within an approved risk management strategy that was adopted by council. The draft risk management strategy was not developed and implemented in time due to inadequate capacity and the draft policy must still be adopted by council. It was noted however, that a risk officer and the chief internal auditor were appointed during the year.

#### **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

##### **Report on performance information**

23. I have reviewed the performance information as set out on pages xx to xx.

##### **The accounting officer's responsibility for the performance information**

24. In terms of section 121(3)(c) of the MFMA, the annual report of a municipality must include the annual performance report of the municipality prepared by the municipality in terms of section 46 of the MSA.

##### **The Auditor-General's responsibility**

25. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008* and section 45 of the MSA.
26. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
27. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the findings reported below.

**Findings on performance information****Non-compliance with regulatory requirements****Content of the Integrated Development Plan (IDP)**

28. The IDP of Fezile Dabi District Municipality did not include key performance indicators, targets, outputs and outcomes for all objectives determined in terms of its performance management system, as required by section 26(i) and 41(1)(b) of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001. Furthermore, the IDP did not include any general key performance indicators applicable to the municipality, as prescribed by section 43(1) of the MSA.
29. This is attributed to failure by management to ensure that adequate knowledge and skills were obtained to adequately manage the performance information processes.

**Lack of adoption or implementation of a performance management system**

30. The Fezile Dabi District Municipality did not implement a framework that describes and represents how the municipality's performance management system works with respects to planning, monitoring of and reporting on performance against targets, including determining the roles of the different role players, as required in terms of regulations 7 and 8 of the Municipal Planning and Performance Management Regulations, 2001.
31. The accounting officer did not take appropriate action to ensure that a performance management system was operational, and the municipal council and audit committee did not exercise adequate or effective oversight to ensure that an appropriate performance management system is adopted and implemented.

**Mid-year budget and annual performance assessments**

32. In the absence of an adequate performance information system it could not be determined how the performance evaluation of managers were done in achieving the objectives of the municipality, as required by section 72(1)(a)(ii) of the MFMA.
33. Contrary to section 46(1) of the MSA, the annual performance report of the municipality for the year under review did not include an assessment of key performance indicators against predetermined objectives, a comparison of the actual performance with the previous year or details of measures taken to improve performance.
34. The accounting officer did not perform adequate monitoring and supervision to ensure that, service delivery and budget implementation plans for section 57 managers and related performance agreements were aligned to the key performance objectives and performance measurement as included in the IDP and that this is reflected in the performance reports submitted.

**Inconsistently reported performance information**

35. The Fezile Dabi District Municipality has not reported on its performance with regard to its objectives, indicators and targets as per the approved integrated development plan.
36. I draw attention to the fact that the consistency of targets as contained in the IDP, the budget and the annual performance report could not be confirmed due to the following:

- (a) The annual performance report did not include an evaluation of the performance of the municipality against predetermined objectives.
  - (b) The annual budget did not indicate strategic development priorities, performance indicators and respective targets.
  - (c) The integrated development plan (IDP) did not include performance targets and outcomes for some key development objectives.
  - (d) The service delivery and budget implementation (SDBIP) plan adopted by the municipality did not include key performance indicators, service delivery targets and outcomes against which actual service delivery could be measured.
  - (e) The annual performance agreements of the municipal manager and senior managers were not aligned to the measurable performance objectives approved with the budget and SDBIP as prescribed by section 53(c)(iii)(bb) of the MFMA
37. The inconsistency of reported information can be attributed to the fact that management has not clearly aligned the budgeting processes to strategic planning. Currently senior managers are also allowed to draft and implement their own performance agreements which, although based on the SDBIP, are not always directly linked to the IDP and respective budget. The accounting officer has not adequately monitored and supervised this process to ensure such alignment.

#### APPRECIATION

38. The assistance rendered by the staff of the Fezile Dabi District Municipality during the audit is sincerely appreciated.

Bloemfontein

30 November 2009



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*