
FEZILE DABI DISTRICT MUNICIPALITY



Fezile Dabi

District Municipality

**Draft Annual Report
2019/20**

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MUNICIPAL MANAGER'S ACCOUNTABILITY STATEMENT

Honourable Executive Mayor, I am gratified to present the Annual Report of Fezile Dabi District Municipality for the period 1 July 2019 to 30 June 2020. This report provides an overview on the performance and progress made by the Fezile District Municipality, in fulfilling its strategic objectives and priorities; as aligned with the IDP, Budget as well as Provincial and National directive. This report therefor highlights the programmes and projects that were successfully implemented by the Fezile Dabi District Municipality in order to enhance service delivery to the community and all stakeholders.

As I present this Annual Report, it is important to highlight that, section 121(3) of the Municipal Finance Management Act 2003 and section 46 of the Municipal Systems Act 2000 respectively prescribes the core contents of an Annual Report. In preparation of this annual report, I have considered these and other legislative requirements and National Treasury Guidelines regarding the preparation of an Annual Report. The Fezile Dabi District Municipality's Annual Report for the 2019/2020 financial year remains in line with Circular 63 of the Local Government: Municipal Finance Management Act 56 of 2003.

I also considered the importance of reliability, usefulness and relevance of the annual financial statements and performance information contained herein to be submitted to the Auditor-General on 31 October 2020 for auditing purposes. This Annual Report therefore, serves as an authoritative instrument that provides a record of the activities of the Fezile Dabi District Municipality for the period under review in a manner that seeks to promote accountability to the community.

Considering the COVID-19 outbreak, we took a decisive action to develop a balance budget that is both responsive and reactive to the pressing needs of the people of Fezile Dabi District Municipality. It gives me a great pleasure to announce that despite all the financial constraints and challenges we faced during this crisis, we managed to steer the ship towards a right direction and achieve our milestones with limited resources at our disposal. This Annual Report provides an account of FDDM's performance over the past financial year. However the last quarter of the year was overshadowed by the worldwide outbreak of the world wide Corona Virus.

In addition, FDDM administration and Council acted swiftly to produce and adopt the necessary policies to manage and prevent the spread of this deadly virus. This included a formation of FDDM COVID-19 task team through the leadership of Director of Environmental Health and Emergency Service, which is a structure that is continually assisting management in ensuring that the virus is contained and that all implemented protocols are observed. Non-essential employees had to work remotely, and the institution provided tools of trade to ensure we deliver on our constitutional mandate.

Fezile Dabi District Municipality is therefore grateful that no employee lost their live due to COVID-19 to date. I would therefore like to thank all for having contributed to making 2019/2020 a great success. I would like to record my sincere appreciation for the political leadership from the Executive Mayor, the Executive Mayoral Committee, the Speaker, Councillors, management, staff and all stakeholders for their support and positive contribution and commitment. The determination displayed by our management team and workforce at large is truly appreciated.

Municipal Manager

M L Molibeli

CHAPTER 1: EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

1.1 Foreword by the Executive Mayor

The financial year 2019-20 has been momentous in numerous ways and this can be attributed to among others, firstly it marks the beginning of the sixth term of office of government. Secondly, as a local sphere of government, we are also replicating on our period of office which commenced in 2016. Lastly, the era 2019-20 marks the festivity of our 26 years of freedom.

As Fezile Dabi District Municipality we rejoice the circumstance that we have continued to use the financial resources of this municipality prudently with a view to expand the lives of our residents. During the period under review our distinctive concentration has been that of ensuring the obliteration of the triple challenge of poverty, unemployment and inequality.

It is therefore, against this background that we have used our Five Year Strategic Plan the Integrated Development Plan to continue with the provision of basic services such as electricity, water quality monitoring and collection of road analysis data for improve planning road infrastructure planning. When the National Development Plan (NDP) was adopted, it was to guide national efforts to defeat poverty, unemployment and inequality. At provincial level, we are guided by the Provincial Growth and Development Strategy. Similarly, the Fezile Dabi District Municipality's Integrated Development Plan (IDP) also has the same focus on growth and development.

The municipality's Auditor General's Report for 2018/19 indorsed the poor quality of the municipality's financial statements and consequently the disclaimer audit opinion. However, I am pleased to report that, management of the municipality has developed post audit response plan with a view to improve the municipality's audit outcome going forward. Accordingly management was tasked to ensure that at least the municipality retain its previous audit status of attaining unqualified audit outcomes including the clean audit.

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

It is a legislative requirement that as public representatives in this council must report annually through this platform to our community. In terms of section 46 of the Local government: Municipal System act No.32 of 2000 section 121 and 127(2) of the Local Government: Municipal Finance Management Act No.56 of 2003, the Municipality is expected

to prepare an Annual Report for each financial year which the Executive Mayor is expected to table within seven months after the end of each financial year.

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

In an endeavour to improve the municipality audit outcomes the council of the municipality ensured that all vacant critical post will be filled prior filled effectively from the beginning of the 2020-21 financial year including the Chief Financial Officer.

Sadly, the municipality was busy finalising the public engagements on the Integrated Development Plan and Annual Budget for 2020-21, the President of the country Honourable Cyril Ramaphosa on Monday 23 March 2020 announced the lockdown in South Africa for 21 days from March 26 to April 16, 2020, to contain the spread of the coronavirus. The nation-wide lockdown was enacted in terms of the Disaster Management Act and entailed the following:

- all South Africans will have to stay at home;
- the categories of people who will be exempted from this lockdown were the following:
 - health workers in the public and private sectors, emergency personnel,
 - those in security services – such as the police, traffic officers, military medical personnel, soldiers – and;
 - Other persons necessary for our response to the pandemic.
- It will also include those involved in the production, distribution and supply of food and basic goods, essential banking services, the maintenance of power, water and telecommunications services, laboratory services, and the provision of medical and hygiene products.

In our response to the President's call in fighting the pandemic the municipality developed its own COVID-19 response plan led by the Office of the Executive Mayor and supported by the Municipal Manager of the municipality. The plan included number of activities to be rolled out targeting communities in our district. As a result emergency budget had to be put aside to ensure effective and efficient response against the virus.

In addition a district command council both political and administration comprising of all stakeholders in our district was established to deal with matters affecting the virus. Numerous meetings were held and are continuing to be held in a direct fight against the spread of COVID-19 in the absence of a vaccine to treat this pandemic.

In response to the Treasury directive issued on COVID-19 expense the municipality approved a Special Adjustment Budget for COVID-19 on the 15 June 2020 during the special council meeting. Details on the programs that were rolled out in response to the municipality COVID-19 response plan details are provide in detail under chapter two of the annual report on service delivery report.

The combined approach of the past and present governance has navigated our municipality to superior elevations. Unquestionably, we will accomplish our vision – of ensuring that we aim above the horizon.

Let me take this opportunity to thank the Municipal Manager, Senior Managers of the municipality and special word of thank goes to Director Environmental Health and Emergency Service and the Team for the good work displayed during this difficult as we fight the COVID-19 pandemic. It was not an easy job as majority of frontline staff contracted and the virus and some having lost their countrywide.

I therefore take this opportunity to present the Annual Report for the period ending 30 June 2020 for external audit.

M Moshodi

Executive Mayor

1.2 Municipal Manager's Executive Summary

As the Accounting Officer of Fezile Dabi District Municipality, it is my pleasure to present the municipality's Annual Report for 2019-20 financial year. As a local government institution, we are mandated by legislation to prepare an annual report for each financial year in accordance with the provisions of section 122 of Municipal Finance Management Act (MFMA).

During the fiscal period 2019-20, the administration wing of the Fezile Dabi District Municipality responded enthusiastically to the constitutional requirements as stated in powers and functions assigned to a category C type of a municipality, as well as in configuration with Chapter 3 of the Local Government: Municipal Systems Act, 32 of 2000 (MSA). This was occasioned with the implementation of the services and executing the functions stated under section 152 of the Constitution of the Republic of South Africa of 1996 and the Local Government: Municipal Systems Act of 2000. This include the finalisation of the system of delegation of powers and function which was completed and tabled in council during the financial year under review.

In addition having considered the audit results for the last financial year, and the need to improve the future audit outcomes, management of the municipality engaged on a more focused and demanding implementation of the custom-made improvement plans (Audit Action Plan) and management practices to enhance service delivery and address the root causes for negative audit findings. It against this background that a strategic session was convened in an effort to address the challenges the municipality has been experiencing leading to attainment of poor audit outcomes.

The strategic session convened undertook a commitment to improving operational efficiency and effectiveness. Amongst others, these improvement plans focused mainly on service delivery and capital project planning, improving the modalities of implementation and strengthening responsiveness to residents of the municipality through implementation of the District Model Anchor Projects. In this regard, dedicated interventions on project management, service delivery targeting, supply chain management and optimizing business processes took a centre stage. This entailed strengthening the implementation of the financial sustainability plan with a focus on limiting non-priority spending and implement stringent cost-containment measures in terms of the Municipal Financial Management Act Circular 82 and the municipality's cost containment policy.

Performance Highlights 2019-20

The municipality through the Energy Efficiency & Demand Side Management (EEDSM) grant from Department of Mineral Resources and Energy (DMRE) supported local municipalities in improving energy efficiency on electrical

equipment and infrastructure. The grant was utilised to fund the retrofitting of streetlights in order to reduce energy consumption.

In addition, the municipality through the Rural Road Asset Management Systems (RRAMS) grant from Department of Transport supported local municipalities in improving the planning and budgeting of rural roads infrastructure. The grant funds the collection of accurate data on the condition and usage of rural roads in line with the Road Infrastructure Strategic Framework.

COVID-19 Response

On the 15 March 2020 the State President Cyril Ramaphosa announced a declaration of a national state of disaster following the World Health Organisation (WHO) declaring COVID-19 outbreak as a pandemic as well as measures that must be implemented by the nation. In addition the department of Public Service and Administration issued circular No. 07 of 2020 that gave guidelines for the containment and management of Corona Virus in the work place (Public Service).

Furthermore, on the 18 March 2020, regulations under the Disaster Management Act of 2002 were published in the Government Gazette regarding steps to be taken to prevent the escalation of the disaster and/or to alleviate, contain and minimise the effects of the disaster. These regulations provide that institutions must comply with the provisions of the Municipal Finance Management Act and the applicable emergency provisions issued under the act.

Subject the declaration by the President of the nationwide lockdown and in an attempt to fight the spread of the virus, the municipality developed and rolled out the COVID-19 response plan. Number of intervention programmes and activities were rolled out among the length and breadth of our municipality. In this regard as in line with the requirements of the National Treasury guidelines the Fezile Dabi District Municipal Council tabled and approved a Special Adjusted COVID-19 Budget during a Special Council Meeting held on the 15 June 2020.

District Development Model

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”.

The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The President further called for the rolling out of “**a new integrated district based approach** to addressing our service delivery challenges and localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities”.

The District Model seeks to utilise the existing legal framework and implementation machinery, which includes the Intergovernmental Relations (IGR) Framework Act which provides for the Minister responsible for cooperative governance to provide “a framework for coordinating and aligning development priorities and objectives between the three spheres of government” as well as the development of “indicators for monitoring and evaluating” the implementation of the framework.

Way Forward

As we have committed in the previous reporting period, it is our endeavour to seek to reconfigure our business model given the changing local government landscape brought about by reforms and other developments introduced by the National Government. We believe that our efforts to seek to reposition ourselves better in the light of the ongoing reforms, will go a long way in ensuring a strong, stable and optimally functioning institution, supported by modernised operating environment.

Acknowledgements

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

We will forever be indebted to our residents and the stakeholders, who participate in our planning and IGR forums with a view to move this municipality forward. The political leadership in Fezile Dabi District Municipality, including the opposition, have indeed been very influential in guiding us as the administration. The intent is that for the current financial year, we are resolute to work determinedly to improve our audit outcomes from the Auditor-General of South Africa, for it is my persuasion that every cent of taxpayers hard-earned monies, need to be accounted for. We have also acknowledged areas that we need to tighten the bolts on, and I commit that during this financial year, we will safeguard every effort to get an improved audit outcomes.

M L Molibeli
Municipal Manager

1.3 Municipal Overview

Municipal Information

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

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

It is estimated that this area's population represents approximately 17% of the total population of the Free State. The extent of this district makes up about 27% of the total area of the Free State province and is estimated at 20 668 km². The main attraction site, the Vredefort Dome, being the third-largest meteorite site in the world, is located within the district.

The main towns found in the district include the following:

Table 1.1: Main towns in Fezile Dabi District Municipality

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

Main Economic Sectors:

The main economic sectors in the district are as follows:

Table 1.2: Main Economic Sectors in Fezile Dabi District Municipality

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

Demographic Information

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

Table 1.3: Demographic Information of Fezile Dabi District Municipality

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

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

Source: Stats SA, CS 2016

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

CHAPTER 2: GOVERNANCE

COMPONENT A: GOVERNANCE STRUCTURES

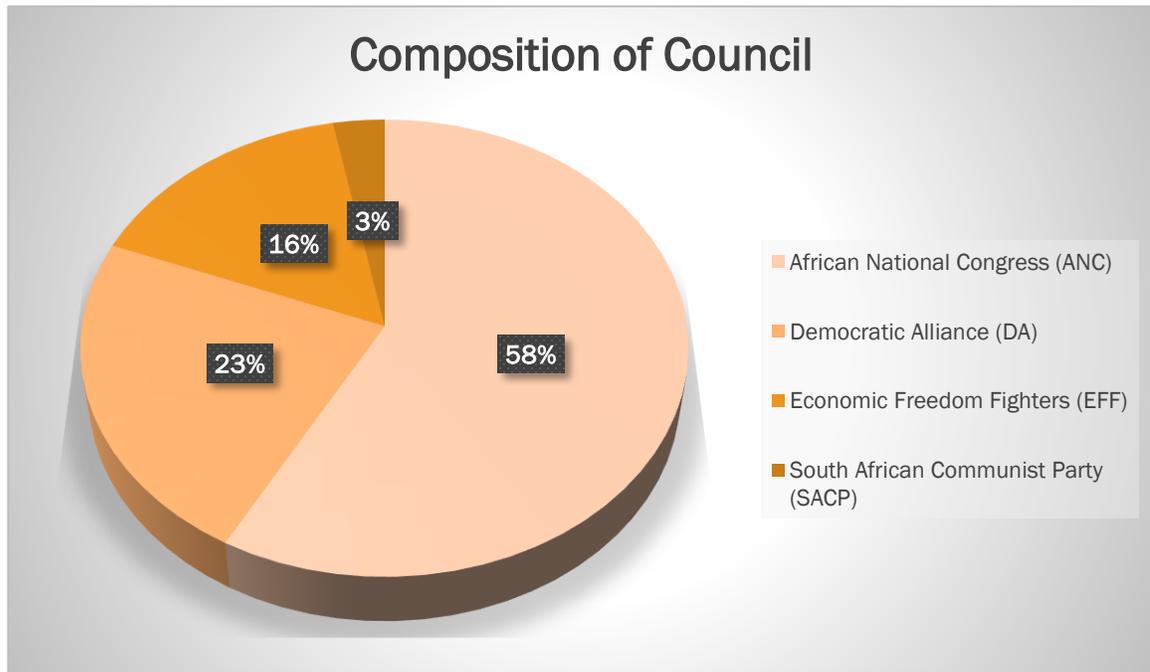
A1: Political Governance Structure

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

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

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

Composition of the Council		
Name of Political Party	Number of Councillors	
	2019/20	2018/19
African National Congress (ANC)	18	18
Democratic Alliance (DA)	7	7
Economic Freedom Fighters (EFF)	5	5
South African Communist Party (SACP)	1	1
Total	31	31
Political Office-Bearers		
Details	2019/20	2018/19
Executive Mayor:	Cllr Moeketsi Moshodi	Cllr Moeketsi Moshodi
Council Speaker:	Cllr Lucky Kubeka	Cllr Lucky Kubeka
Chief Whip:	Cllr Justice Mareka	Cllr Justice Mareka
Mayoral Committee Members		
Portfolio Responsible for	2019/20	2018/19
Finance	Cllr Madise Mosia	Cllr Madise Mosia
Corporate Support Services	Cllr Puleng Modikoe	Cllr Puleng Modikoe
Community Health & Environmental Services	Cllr Malebo Magashule	Cllr Malebo Magashule
Project Management & Public Works	Cllr Selloane Khiba	Cllr Selloane Khiba
Sports & Social Development	Cllr Victoria de Beer	Cllr Victoria de Beer
Local Economic Development & Tourism	Cllr Justice Mareka	Cllr Justice Mareka



Decision-Making

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

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

Table 2.2: Key council resolutions taken

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2020
Special	29 July 2019	Report of MPAC dated 23 July 2019	01	Implemented
		Tabling of Final Audited Annual Report of Fezile Dabi District Municipality for the period ending 30 June 2018	02	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2020
		Consideration by Council of Final Services Delivery and Budget Implementation Plan (SDBIP) for the 2019/2020 financial year	03	Implemented
		Report of the Accounting Officer to the Executive Mayor, MEC for Local Government in the Province and the Auditor- General on prevention of already identified irregular expenditure incurred by FDDM	04	Implemented
Special	23 August 2019	Report on Application for Waiver in terms of Circular No:15 of 2017 of the Department of Cooperative Governance and Traditional Affairs	05	Implemented
Ordinary	30 August 2019	Quarterly Financial Indicators for the period ending 30 June 2019	01	Implemented
		Quarterly Report – SCM Awards June 2019	02	Implemented
		Budget Implementation report for the quarter ending 30 June 2019	03	Implemented
		IDP, Budgeting , Performance and Reporting Process Plan for 2020/21	04	Implemented
		Approval of Unauthorized Expenditure for the period ending June 2019	14	Implemented
		Consideration by Council of the Draft Unaudited Annual Report of FDDM for the period ending 30 June 2019	20	Implemented
		Reviewed intergraded Development Plan (IDP) Framework for 2020-21	21	Implemented
Special	11 September 2019	Report on non-submission of 2018/19 Annual Financial Statements in terms of Section 126 of the Local Government: Municipal Finance Management Act 56 of 2003		Implemented
Ordinary	31 Ordinary 2019	Financial Indicators: Preliminary for the month ending 31 August 2019	26	Implemented
		Monthly Report: SCM Awards : August 2019	27	Implemented
Ordinary	22 November 2019	Unspent balance on project on behalf of Free State Provincial Departments, unclear salary expenses against accumulated surplus and recognition of dividends receipts from republic bank	17	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2020
		Deviation from Supply Chain Policy for the 2018/19 financial year	18	Implemented
Special	10 December 2019	Remuneration of Councillors for 2019/20 financial year	19	Implemented
Ordinary	30 January 2020	Quarterly Financial Indicators for the period ending 31 December 2019	91	Implemented
		Quarterly report- SCM Awards –December 2019	92	Implemented
		Budget Implementation report for the quarter ending 31 December 2019	93	Implemented
		Approval by Council of the FDDM Mid-year budget and performance assessment report as required in terms of section 72 of the MFMA: 31 December 2019	94	Implemented
		Tabling of the audited draft Annual Report of FDDM for the period ending 30 June 2019	95	Implemented
Ordinary	28 February 2020	Financial Indicators: Preliminary for the month ending 31 January 2020	106	Implemented
		Monthly Report: SCM Awards – January 2020	107	Implemented
		Compliance Status Report for month of October 2019 to December 2019	108	Implemented
		Adjustment Budget for 2019/20 Financial Year	109	Implemented
Ordinary	27 March 2020	Oversight Report: Annual Report for period ending 30 June 2019	117	Implemented
		Annual Draft Integrated Plan (IDP) review for 2020/21 Financial Year	118	Implemented
		Annual Draft Budget for 2020/21 Financial Year	119	Implemented
		Tabling of the Final Audited Report of FDDM for the period ending 30 June 2019	120	Implemented
		The Revised Services Delivery and Budget Implementation Plan (SDBIP) for 2019/20 Financial Year	121	Implemented
		Fezile Dabi District Municipality Audit Committee Annual Report for the Financial Year 2018/19	122	Implemented
		FDDM Audit Committee First Quarter report for the Financial Year 2019/20	123	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2020
Ordinary	29 May 2020	The FDDM Institutional Delegations Policy, System and Register of Delegations for Institutional Power and Functions	130	Implemented
		Approval of the reviewed FDDM intergraded Development Plan for 2020/21 Financial Year and related sector plan (Institutional Plan)	132	Implemented
		Approval of the Final Annual Budget 2020/21 Financial Year	133	Implemented
		Compliance Status Report for months of January to March 2020	134	Implemented
		Quarterly Financial Indicators for the period ending 31 March 2020	135	Implemented
		Budget Implementation Report for the quarter ending 31 March 2020	136	Implemented
Special	15 June 2020	Municipal Public Accounts Committee Report (June 2020)	20	Implemented
		Adjustment Budget for 2019/20 Financial year	21	Implemented

A2: Administrative Governance Structure

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

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

Table 2.3: Administrative governance structure

Designation	Initials and Surname	Contact Details	
		Office Telephone Number	e-mail address

Municipal Manager	L Molibeli (Ms)	016-970 8607	lindim@feziledabi.gov.za
Acting Chief Financial Officer	J Reyneke (Mr)	016-970 8625	johanr@feziledabi.gov.za
	Mr J Reyneke was appointed acting CFO from 01 June 2019 to 31 December 2019		
	M Moeketsi (Ms)	016-970 8625	mariam@feziledabi.gov.za
	Mrs M Moeketsi was appointed acting CFO from 01 January 2020 to 30 June 2020		
Director: Corporate Support Services	Dr. S Motingwe	016-970 8635	solomonm@feziledabi.gov.za
Director: Environmental Health and Emergency Services	NT Baleni (Mrs)	016-970 8874	nonhlahla@feziledabi.gov.za
Director: Local Economic Development & Tourism	Dr. S Motingwe - Acting	016-970 8635	solomonm@feziledabi.gov.za
Director: Project Management and Public Works	NT Baleni (Mrs) - Acting	016-970 8874	nonhlahla@feziledabi.gov.za

During the period under review, the post of the Municipal Manager, Director Cooperate Support Service and Director Environmental Health and Emergency Services were all filled with the exception of the position Director Local Economic Development and Tourism, Chief Financial Officer and Director Project Management and Public Works which remained vacant since December 2012. The process for the filling of the vacant post of the Chief Financial Officer and Director Local Economic Development and Tourism was completed during a virtual council meeting which was held on the 28 May 2020 effectively commencing their duties on the 01 July 2020 (new financial year).

Performance Agreement Status		
Initial and Surname	Designation	Performance Agreement signed (Y/N)
Ms L Molibeli	Municipal Manager	Yes
Mrs N Mdaka	Chief Financial Officer	Yes
Dr. S Motingwe	Director: Corporate Support Services	Yes
Mrs. NT Baleni	Director: Environmental Health and Emergency Services	Yes
Mr M Taetsane	Director: Local Economic Development & Tourism	Yes
Mrs. NT Baleni	Director: Project Management and Public Works	Yes

COMPONENT B: INTERGOVERNMENTAL RELATIONS

Intergovernmental relations within the District are mainly driven through the three interrelated structures during, viz – The District Coordinating Forum, The Speakers Forum and the Technical Intergovernmental Relations Forum.

FDDM, via the utilisation of its Intergovernmental Relations function and established functions, seeks to achieve the following:

- To promote horizontal and vertical partnership building towards coherent governance for the effective provision of municipal services and the realization of national priorities;
- Co-ordinate and partake in district, provincial and national intergovernmental structures;
- The implementation, reporting and monitoring of the Back to Basics Programme;
- To co-ordinate and facilitate good relationships with municipalities and Provincial and National spheres of government;
- To ensure that internal departments and sections build strategic developmental partnerships with their technical counterparts;
- To co-ordinate the sharing of best practices, knowledge and information amongst municipalities; and
- To enhance both municipal human and financial resources capacity, leading to improved municipal service delivery.

The responsibilities and activities of these forums were as follows during the reporting period under review:

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

Name of the IGR Structure	Convenors	Responsibilities
The District Coordinating Forum	(Executive) Mayors within the district	To promote and facilitate intergovernmental relations and cooperative government between the District Municipality and its affiliated Local Municipalities.
The Speakers Forum	Speakers within the district	To provide for sharing ideas and integration of municipal programs and identify areas of weakness as well as the type of intervention needed.
The Technical Intergovernmental Relations Forum	Municipal Managers within the district	Promotion of Intergovernmental Relations between the district municipality, local municipalities within the district and other sector departments at the higher spheres of government

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

Table 2.5: Details of IGR Structures meetings held

Technical Intergovernmental Relations		
Meeting	Date	Venue
Technical IGR meeting	23 March 2020	Enoch Sentonga Council Chambers in Sasolburg
COVID-19 Technical Command Council Meeting	17 April 2020	
	24 April 2020	
	28 April 2020	
	19 May 2020	
	22 May 2020	
	08 June 2020	
	24 June 2020	
The District Coordinating Forum		
Meeting	Date	Venue
District Coordination Forum (DCF) meetings	23 March 2020	Enoch Sentonga Council Chambers in Sasolburg
Political COVID-19 Command Council meetings	17 April 2020	
	24 April 2020	
	28 April 2020	
	19 May 2020	
	22 May 2020	
	08 June 2020	
	24 June 2020.	
The Speakers' Forum		
Meeting	Date	Venue
No Speakers Forum meetings were convened during the period under review.		

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

A municipality is required to establish and organise its administration to facilitate a culture of accountability amongst its staff. This will enable the municipality to conform to norms and standards that are required for the Public Service and to also adhere to principles of Batho Pele. However, Section 16 (1) of the Local Government Municipal Systems Act 32 of 2000 states that a municipality must develop a system of municipal governance that complements formal representative governance with a system of participatory governance. Section 18 (1) (d) of the same Act requires a municipality to supply its community with information concerning municipal governance, management and development.

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

C1: Public Meetings

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

Table 2.6: IDP Public Participation Meeting

Municipality	Date	Venue	Time
Metsimaholo LM	09/03/2021	Sasolburg (Multipurpose centre)	10H00
Ngwathe LM	10/03/2021	Heilbron (Sandersville Community Hall)	10:00am
Mafube LM	11/03/2021	Villers (Madiba Community Hall)	10:00am
Moqhaka LM	12/03/2021	Viljoenskroon (Viljoenskroon Town Hall)	10:00am

C 2: IDP and Budget Public Consultations

During planning period for 2019/20 financial year, the Executive Mayor, supported by all councillors and municipal administration facilitated a series of community and stakeholder engagements to solicit their inputs on the draft IDP and the MTREF for 2020/2021 after adoption by Council. Consultations took place in the four local municipalities in the District as detailed in table 2.6 above.

COMPONENT D: CORPORATE GOVERNANCE

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

D 1: Risk Management

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

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

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

Table 2.7: Risk Management Activities Performed during 2019/20 financial year

Activity / Function	Date Completed
Review of Risk Management (RM) Policy and Strategy	This was not performed during the year under review
Annual Risk Assessment Report	31 July 2020
Quarterly Risk Assessment Reports ⁹	12 March 2020 (Quarter 2)
	15 May 2020 (Quarter 3)
	31 July (Quarter 4)

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

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

Table 2.8: Key focus areas and strategic risks

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

D 2: Anti-Fraud and Corruption

During the period under review, the municipality continued to enforce strategies to combat fraud and corruption. The municipality’s Internal Audit also plays a pivotal role in the review of processes and adherence to process relating to segregation of duties, procurement process, efficiency of internal controls, and other measures to prevent fraud and corruption from occurring.

D 3: Supply Chain Management

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

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

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

D 4: By-Laws

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

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

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

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

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

Based on the abovementioned, the IT Unit strives to place all relevant and updated information on the website. The Municipality views its website as an integral part of communication infrastructure and strategy. The website serves as a tool for community participation, information sharing and disclosure information about decisions taken, council's finances and activities. Pursuant to the foregoing legislative provisions, the municipality's website was functional and accessible throughout the period under review and the table below provides details of important information that was publicised on the website.

Table 2.9: Publication of information on municipal website

Documents to be published on the municipality's website	Published / Not published
Annual Report 2019-2020	Not Published
Oversight Report June 2018-19	Published
Draft Annual Report June 2019	Published
Draft Annual Report 2018-2019	Published
Audit Final Annual Report 2018-2019	Published
Oversight Report June 2018	Published
IDP, Performance And Budget Reporting Process for 2020-2021	Published
Final FDDM IDP 2020-2021-May 2020	Published
FDDM Reviewed IDP Framework And IDP & Budget Process Plan-2020-2021	Published
Council Resolution for Oversight Report for 2020-2021	Published

Documents to be published on the municipality's website	Published / Not published
FDDM IDP 2020 Draft Document For 27 March 2020	Published
Financial Statements For The Year Ended 30 June 2019	Published
Annual Draft Report 2020/21	Not Published
Quality Certificate for Draft Budget 2020-21	Published
FDDM A1 Schedule MSCOA vs. 6.4 DRAFT	Published
Annual Report And Reviewed SDBIP Council Resolution	Published
Council Resolution Final IDP And Budget 2020-21	Published
Budget Virement Policy Final 2020-21	Published
Budget Reporting Policy Final 2020-21	Published
Approved Annual Budget 2020-21 Assumptions	Published
Reviewed SCM Policy 2020-21	Published
Quality Certificate 2020-21	Published
DC20 A1 Schedule MSCOA vs. 6.4-28 Jan 2020 Protected 201920 Draft	Published
FDDM Mid Term Budget And Performance Assessment Report 2019-2020 Part 1	Published
ANNEXURE A Mid-Year Report 2019-20	Published
FDDM B Schedule MSCOA 2019-2020	Published
Council Resolution on Adjustment Budget	Published
Annual Draft Budget 2020/21	Published
Quality Certificate for Draft Budget 2020/21	Published
A1 Schedule MSCOA for Draft Budget 2020/21	Published
Annual Report and Reviewed SDBIP Council Resolution 2020/21	Published
Annual Draft Budget 2020/21	Published
Annual Report and Reviewed SDBIP Council Resolution	Published
Annexure Amendments Service Delivery and Budget Implementation Plan 2019-20	Published
Top Layer Revised SDBIP 2019-20	Published
Vendor Form 2020	Published
Supply And Delivery of Promotional Materials for Disaster Management	Published
Supply And Delivery of Promotional Materials for Disaster Management	Published
Re-Advertise: Request for Quotation for The Services of A Security Company Parys EHS Offices	Published
Supply And Delivery of Protective Clothing	Published
Acquisition of A Motor Dealer for The Supply And Delivery of Three(3) New Sedans And One(1) New Minibus To Fezile Dabi District Municipality	Published
Public Invitation To The Fifth Special Council Meeting of Municipal Council (FDDM)	Published

Documents to be published on the municipality's website	Published / Not published
Supply And Installation of Information Boards in Disaster Management Building at The Reception	Published
Public Invitation to Council Meeting	Published
Integrated Development Plan (IDP) Public Participation	Published
Public Invitation to The Fourth Ordinary Council Meeting of Municipal Council (FDDM)	Published
Request for a Service Provider to Supply 5 Desktops And 5 Laptops	Published
Supply And Delivery of Waste Management Projects	Published
Supplier Database Registration	Published
Public Invitation To The Fifth FDDM Meeting	Published
Supply And Delivery of School Shoes: Boys And Girls in Primary School	Published
Appointment of A Service Provider for Fire Equipment Maintenance Agreement for A period of 3 Years	Published
Appointment of A Service Provider for The Fleet Management Solution System of FDDM Vehicles For A Period 3 Years	Published
Procurement of A Professional Service Provider For The Implementation of A Three-Year Energy Efficiency And Demand Side Management Programme	Published
Acquisition of A Motor Dealer For The Supply And Delivery of Three(3) New Sedans And One(1) New Minibus To FDDM	Published
Request for Quotation of Training Provider: Road Construction Learnership For 20 Unemployed Learners For A Period of 12 Months	Published
Request For Procurement of Professional Service Provider For The Implementation of Three(3) Years Energy Efficiency And Demand Side Management Programme	Published
Procurement of A Qualified Service Provider To Train Environmental Health Practitioners on Law Ethics Course	Published
Re-Advertisement: Supply And Delivery of Waste Management Projects	Published
Appointment of A Service Provider For Fire Equipment Maintenance Agreement For A Period of Three(3) Years	Published
IDP Co-Ordinator	Published
Director Local Economic Development And Tourism	Published
Chief Financial Officer	Published
Application For Employment For Senior Managers	Published

D 6: Public Satisfaction on Municipal Services

No public satisfaction survey was conducted during the period under review that is 2029/20 financial year.

D 7: Municipal Oversight Committees

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

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

Table 2.10: Activities performed by the MPAC

Municipal Public Accounts Committee (MPAC)	
Matters considered in 2019/20	Date
• Oversight Report on the Annual Report of FDDM for period ending 30 June 2019	23 July 2019
• Report from the District MPAC Workshop	16 August 2019
• Progress and/or challenges relating to respective MPAC (Functionally / Support/ Compliance	16 August 2019
• Progress on the Establishment of Disciplinary Board into Financial Misconduct from Local Municipalities	16 August 2019
• Councillors Declaration of Interest for 2019/20 Financial Year	15 October 2019
• Report on submission of the 2018/19 Annual Financial Statements in terms of Section 126 of the Local Government: Municipal Finance Management Act of 2013	15 October 2019
• Councillors Declaration of Interest for 2019/20	19 March 2020
• Oversight Report: Annual Report for period ending 30 June 2019	19 March 2020
• Report of Management to MPAC as per Council Resolution	11 June 2020

Table 2.11: Activities performed by the Audit & Performance Committee

Audit & Performance Committee	
Matters considered in 2019/20	Date
Annual Financial Statements for the year ending 30 June 2019	23 August 2019
Annual performance report for the year ending 30 June 2019	
Three Year Strategic Plan for 2019-22 & Annual Plan for 2019-20	23 October 2019
Internal Audit Charter for 2019-20	
Internal Audit Methodology for 2019-20	

Audit Committee Charter for 2019-20	
Annual risk assessment report and register for 2019-20	
Risk management policy and strategy for 2019-20	
Financial indicators report for the period ending 30 September 2019	
Service Delivery and Budget implementation Plan	

CHAPTER 3: SERVICE DELIVERY PERFORMANCE (Performance Report Part1)

COMPONENT A: INTRODUCTION TO PERFORMANCE REPORT

Performance management is a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality. At local government level performance management is institutionalised through the legislative requirements on the performance management process for local government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

At local government level performance management is institutionalised through the legislative requirements on the performance management process for local government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met. The Constitution of South Africa (1996), Section 152, dealing with the objectives of local government, paves the way for performance management with the requirements for an “accountable government”. The democratic values and principles in terms of Section 195(1) are also linked with the concept of performance management, regarding the principles of inter alia:

1. the promotion of efficient, economic and effective use of resources;
2. Accountable public administration;
3. To be transparent by providing information;
4. To be responsive to the needs of the community; and
5. To facilitate a culture of public service and accountability amongst staff.

The Local Government: Municipal Systems Act (MSA) 32 of 2000, requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget via the Service Delivery and the Budget Implementation Plan (SDBIP)

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

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

B1: Environmental Health Services

Table 3.1: Environmental Health Activity Schedule

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Training on Food Safety including Hand Hygiene	Food Handlers will be able to minimize or prevent food cross contamination	To improve the food handlers knowledge and understanding on Food safety	01 October 2019	Harmony Mine Hostel Food Handlers	22
			30 October 2019	Harmony Mine Hostel Food Handlers	8
Global Hand Wash Day	To advocate for handwashing with soap as an easy, effective and affordable way to prevent diseases and save lives	To encourage learners to wash their hands with soap and water at critical times.	18 October 2019	Grade Learners in Maokeng Primary School Kroonstad	200
			14 October 2019	School learners Meduwaneng Primary School Frankfort	50
			30 October 2019	Community members at Philani Clinic Frankfort	80 people
Food Control Programme	To inspect food premises, do onsite education and training and in the absence of continuous non-compliance enforce the relevant legislation.	To improve health status at food premises in the District	October month	Ninety (90) premises targeted with food premises inspections	Ninety (90) premises reached with food premises inspections
Training on Food Safety including Hand Hygiene	Food Handlers will be able to minimize or prevent food cross contamination	To improve the food handlers knowledge and understanding on Food safety	28 and 29 November 2019	AIDS Benefit Concert Food Handlers	9
Food Safety Training	To prevent food borne illness or complaints during major event	To equip food handlers with knowledge on food safety and related matters	28 November 2019	Food handlers	12
Kroonstad Funeral Undertakers Training	Funeral Undertakers (owners) attended the training which was regarding requirements of Funeral	Presentation was conducted and information was imparted to the Funeral Undertakers.	28 November 2019, Fezile Dabi District	Funeral Undertakers	11

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
	Undertakers in relation to R363 and Exhumations	Further engagements were conducted after the session of the day. Application forms for renewal of Certificates of Competence were issued by the Environmental Health Practitioners to the owners.	Municipality Kroonstad		
Food and Fire Safety Training	To prevent foodborne illnesses	To improve the food handlers knowledge and understanding on Food safety	05 November 2019, Sasol Firm, Sasolburg	Food handlers	15
Parys 400 motor racing event	To prevent foodborne illnesses at the event.	To equip the food handlers with knowledge and understanding on food safety measures.	01 November 2019, Parys	Food handlers	9
Health and Hygiene Education	To safeguard human health against water, sanitation and hygiene related illnesses such as diarrhoea	To positively impact on personal hygiene practices that minimize the transmission of water and sanitation diseases	23 September 2019	Patients at Frankfort Town Clinic and Rainbow Clinic Tweeling	50
			26 September 2019	Patients at Phahameng Clinic and Philani Clinic Frankfort	
Arbour Day Celebration	To raise awareness of trees and help to provide educative services to the community	To inform communities about Municipal Health Service functions	27 September 2019; Parys	Community Members in a particular area (Skotiphola)	100
Training on Food Safety including Hand Hygiene	Food Handlers will be able to minimize or prevent food cross contamination	To improve the food handlers knowledge and understanding on Food safety	01 October 2019	Harmony Mine Hostel Food Handlers	22
			30 October 19	Harmony Mine Hostel Food Handlers	8
Global Hand Wash Day	To advocate for handwashing with soap as an easy, effective and affordable way to prevent diseases and save lives	To encourage learners to wash their hands with soap and water at critical times.	18 October 2019	Grade Learners in Maokeng Primary School Kroonstad	200
			14 October 2019	School learners Meduwaneng Primary School Frankfort	50
			30 October 2019	Community members at Philani Clinic Frankfort	80

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Food Control Programme	To inspect food premises, do onsite education and training and in the absence of continuous non-compliance enforce the relevant legislation.	To improve health status at food premises in the District	October month	Ninety (90) premises targeted with food premises inspections	Ninety (90) premises reached with food premises inspections
Global Hand Wash Day	To advocate for handwashing with soap as an easy, effective and affordable way to prevent diseases and save lives	To encourage learners to wash their hands with soap and water at critical times.	18 October 2019	Grade Learners in Maokeng Primary School Kroonstad	200
			14 October 2019	School learners Meduwaneng Primary School Frankfort	50
			30 October 2019	Community members at Philani Clinic Frankfort	80
Food Control Programme	To inspect food premises, do onsite education and training and in the absence of continuous non-compliance enforce the relevant legislation.	To improve health status at food premises in the District	October month	Ninety (90) premises targeted with food premises inspections	Ninety (90) premises reached with food premises inspections
Training on Food Safety including Hand Hygiene	Food Handlers will be able to minimize or prevent food cross contamination	To improve the food handlers knowledge and understanding on Food safety	28 and 29 November 2019	AIDS Benefit Concert Food Handlers	9
Food Safety Training	To prevent food borne illness or complaints during major event	To equip food handlers with knowledge on food safety and related matters	28 November 2019	Food handlers	12
Kroonstad Funeral Undertakers Training	Funeral Undertakers (owners) attended the training which was regarding requirements of Funeral Undertakers in relation to R363 and Exhumations	Presentation was conducted and information was imparted to the Funeral Undertakers. Further engagements were conducted after the session of the day. Application forms for renewal of Certificates of Competence were issued by the Environmental	28 November 2019, Fezile Dabi District Municipality Kroonstad	Funeral Undertakers	11

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
		Health Practitioners to the owners.			
Food and Fire Safety Training	To prevent foodborne illnesses	To improve the food handlers knowledge and understanding on Food safety	05 November 2019, Sasol Firm, Sasolburg	Food handlers	15
Parys 400 motor racing event	To prevent foodborne illnesses at the event.	To equip the food handlers with knowledge and understanding on food safety measures.	01 November 2019, Parys	Food handlers	9
Operation Tshela-Thupa	To Maintain General Hygiene at Food Premises	To enforce compliance to the relevant legislations of Food Handling Premises Labelling Regulation Building Standards Regulations Regulation related to General Hygiene Requirements for Food Premises, the Transport of Food and related Matters	31 January 2020	Tuckshop owners in Villiers	13
			12 February 2020	Tuckshop owners in Cornelia	13
Food Safety Education	Food Handlers will be able to minimize or prevent cross contamination	To improve the food handlers knowledge and understanding of Food safety	12 February 2020	Food Handlers in Gugulethu Primary School Frankfort	43
			14 February 2020	Food Handlers at Sasol firm	20
Clean Up Campaign and Educational Talk	To encourage communities to take collective responsibility for the environment around them	To encourage citizens to take greater care of their community areas on an ongoing basis.	10 February 2020	Formal Business premises, Food Vendors and informal salons trading on the pavements in Kroonstad	20
			21 February 2020	Community around Thuto ke Tsela Primary School in Frankfort	1283
Guest houses owners Municipal Health Services Compliance meeting	To introduce Environmental Health Practitioners and the role of Municipal Health Services (MHS) in accommodation	To impart knowledge on the National Environmental Health Norms and (places of accommodation) in order	18 February 2020,	Guest houses owners within Parys area, at Bistro restaurant in Parys	7

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
	establishments to the guest houses owners	for their businesses to be compliant.			
Education of Early Child Development Centres' Matrons	To educate Matrons on the requirements of Early Child Development Centres in accordance to the Environmental Health Norms and Standards	To impart knowledge of compliance on Early Child Development Centres	25 February 2020	Matrons at Early Child Development Centres, Kroonstad	17
Food Safety	To ensure that all food handlers are inducted before the commencement of the work	To prevent food from becoming contaminated and causing food poisoning by following the 5 keys to safer food	07 March 2020	Food handlers in Tweeling for Presidential visit	12
			11 March 2020	Food Handlers in Heilbron	4

B 2: Environmental Management

Table 3.2: Environmental Management Activity Schedule (Waste Management Service)

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
Waste Management and recycling awareness information session	20 August 2019	To ensure effective and equitable Environmental Management services in the District.	Moghaka Local Municipality waste management and by-laws were presented. Recycling and its benefits were presented.	250 students from Flavius Mareka TVET college in Kroonstad were reached.
Waste Management and recycling awareness information session	27 September 2019	To ensure effective and equitable Environmental Management services in the District.	During the celebration of Abor month in Parys Ngwathe Local Municipality Recycling and its benefits were presented to community members present	About 100 community members were reached.
Waste management and recycling awareness information session	10 October 2019	To ensure effective and equitable Environmental Management services in the District.	Environment awareness, cleaning and greening programme.	Door to door environmental awareness and education was conducted at (ward 10) Taylor park, Zamdela Sasolburg

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
				next to ZCC church where 30 household were reached.
Conduct status audits at Deneysville, Heilbron, Frankfort and Kroonstad landfill sites	09 October 2019 14 October 2019 21 October 2019 24 October 2019	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site and officials responsible for the site were targeted
Ward based environmental awareness at Rainbow Clinic, Frankfort	12 November 2019	To ensure effective and equitable Environmental Management services in the District.	Environment awareness	Environmental awareness and education was conducted at Rainbow Clinic, Frankfort, where 50 people were reached.
Conduct landfill site audits of Parys, Sasolburg, Frankfort and Kroonstad landfill site	06 November 2019 12 November 2019 14 November 2019	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site and officials responsible for the site were targeted
Conduct landfill site audits of Villiers landfill site	03 December 2019	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site and officials responsible for the site were targeted
Waste Management and recycling awareness information session	28 January 2020	To ensure effective and equitable Environmental Management services in the District.	Environment awareness on the what is recycling, what can be recycled and benefit of recycling	Members of community doing recycling at source in Amelia.
Conduct landfill site audits of Parys, Deneysville, Oranjeville, Frankfort, Sasolburg Vredefort and Viljoenskroon	08 January 2020 14 January 2020 15 January 2020 16 January 2020 28 January 2020 30 January 2020	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal sites to comply with landfill site minimum requirements.	Waste pickers who are doing recycling on the landfill site, members of community disposing at the and officials

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
Landfill sites.				responsible for the site were targeted
Conduct landfill site audits of Heilbron, Deneysville, Frankfort, Tweeling landfill site	04 February 2020 26 February 2020 27 February 2020 28 February 2020	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site, members of community disposing at the and officials responsible for the site were targeted
Waste Management and Air quality education and awareness	10 March 2020	To ensure effective and equitable Environmental Management services in the District.	Environment awareness on the littering, chemical safety and air pollution	Education and awareness conducted at Tshupo EDUCARE and Mohau EDUCARE and 60 children of Grade RR and R were targeted and pamphlets were given to the EDUCARE during the sessions
Waste management Awareness campaign	13 March 2020	To ensure effective and equitable Environmental Management services in the District.	Awareness and clean-up campaign took place in ward 6 next to the school in Maokeng Kroonstad and the following stakeholders participated Department of Environment Fishery and forestry, Fezile Dabi District Municipality, Moqhaka Local Municipality, Good Green Deeds and community members	Illegal dumping sites in ward 6 and community in the area were targeted and the following resources were available refuse plastics, dust masks, safety gloves and refuse removal truck
Survey on the Socio-Economic Impacts of the implementation of the Waste Classification and Management Regulations and the associated Norms and Standards.	17 March 2020	To ensure effective and equitable Environmental Management services in the District.	Delta Built Environment Consultants have been appointed by The Department of Environment, Forestry and Fisheries (DEFF) to undertake an assessment of the Socio-Economic Impacts of the implementation of the Waste Classification and Management Regulations and the associated Norms and Standards.	The consultant needed assistance from the municipality in collecting data for the study by completing the survey, therefore Fezile Dabi District Municipality

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
				have completed the survey
Conduct landfill site audits of Sasolburg, Heilbron, Edenville and Kroonstad Landfill site.	03 March 2020 04 March 2020 13 March 2020 15 March 2020	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site, members of community disposing at the and officials responsible for the site were targeted

Table 3.3: Environmental Management Activity Schedule (Air Quality)

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
Identification and verification of industrial air pollution sources in Fezile Dabi District Municipality	15 July 2019	To ensure that all air polluting industries are identified and accounted for and also to ensure that all industries that has ceased operation are known and registered.	Environmental Management officials conduct site check-ups to all industrial areas, towns, farms, and townships within Fezile Dabi District Municipality	Frankfort/ Heilbron. Attached: list of verified industries.
Identification and verification of industrial air pollution sources in Fezile Dabi district municipality	19 August 2019	To ensure that all air polluting industries are identified and accounted for and also to ensure that all industries that has ceased operation are known and registered.	Environmental Management officials conduct site check-ups to all industrial areas, towns, farms, and townships within Fezile Dabi District Municipality	Holy country/ Kragbron
Identification and confirmation of small boilers in hospitals in the district.	18 September 2019	To ensure that all hospitals which still uses small boilers are identified and regulated as per Section 23 of the Air Quality Act	All small boilers are mandated to report their emissions and be registered by the licensing authority under where they are operating	Frankfort and Heilbron
Identification and confirmation of small mining operations in the district	08 October 2019	To ensure that the sub-directorate familiarises itself with small mining operations in the district.	Identified small mining operations in the district are identified and compliance with relevant legislation established.	Metsimaholo Local Municipality
Joint compliance monitoring inspections with the Department of	25 November 2019	To monitor compliance with the Air Quality Act.	EMI's and Fezile Dabi District Municipality officials conducted a compliance monitoring exercise.	Industries within Vaal Triangle Air Quality Priority Area.

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
Environmental Forestry and Fisheries.				
Indoor Air Quality	14 October 2019	To monitor and evaluate restaurants and pubs for compliance with tobacco legislation.	Premises inspected in terms of Tobacco Product Control Amended Act No. 63 of 2008 for the quarter	Five (5) inspections were conducted at restaurants and pubs. Educational talks were given and materials were issued on the spot.
Identification and verification of Asphalt plants	16/03/2019	Verification of existence and operation of industries previously issued with atmospheric emissions licence	Atmospheric emissions licence holders in the district are identified and compliance with relevant legislation established and also ensure if there was no changes on facility contact person details	Metsimaholo

B 3: Disaster Management

2.1 Fezile Dabi District Municipality Disaster Risk Advisory Forum

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

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

Table 3.4: Disaster Risk Advisory Forum Meetings Held

Type of Meeting	Date of the meeting	Description	Resolutions
District Disaster Advisory Forum.	19 September 2019	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency	<ul style="list-style-type: none"> Participation in International Day for Disaster Reduction (IDDR) commemoration that is to be held in Free State province.

Type of Meeting	Date of the meeting	Description	Resolutions
		preparedness, rapid and effective response to disaster.	<ul style="list-style-type: none"> • Transnet Pipe line Servitude encroachment. • Moqhaka LM gazette Fire By-Laws: Gazette No 54 of 11 August 2019. • Moqhaka LM procured new major pumper (Fire Engine) with full fire and rescue equipment. • Moqhaka LM Disaster Management Centre is in the process of reviewing the Disaster Management Plan. • They have conducted winter educational awareness campaign at Gorton Ward 1 Phase 4 and 5. • Conducted educational awareness campaign at Thabang Edu Care; Lesedi Day Care and JJ Khubeka Primary School. • Conducted disaster training for Councilors through SALGA in Metsimaholo LM focusing on: <ul style="list-style-type: none"> ○ Overview of Disaster Management. ○ Disaster impact on infrastructure. ○ Disaster classification and declaration. ○ Outcome of provincial IDP assessment.
District Disaster Advisory Forum	11 December 2019	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency preparedness, rapid and effective response to disaster.	<ul style="list-style-type: none"> • Report from stakeholders pertaining disaster risk management. • Contingency plans for the festive season.
District Disaster Advisory Forum	19 March 2020 convened on Tuesdays and Thursdays	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency preparedness, rapid and effective response to disaster.	<ul style="list-style-type: none"> • Establishment and activation of District Disaster Joint Operation Centre (JOC) for classification and declaration of national state of disaster.

Type of Meeting	Date of the meeting	Description	Resolutions
			<ul style="list-style-type: none"> Drafting of Contingency Response plan for COVID-19. Stakeholders roles and responsibilities and resources availability
District Disaster Advisory Forum	19 March 2020	District disaster advisory forum aimed at coordinating disaster management functions to prevent or reduce the risk of disasters, mitigate the severity of disaster, emergency preparedness, rapid and effective response to disaster.	<ul style="list-style-type: none"> Provision of water. Provision of sanitation. Provision of temporary shelter. Waste Management, Cleansing and sanitization of landfill site weekly report. Fumigation of municipal public spaces, facilities and offices. Burial of the dead. Public awareness conducted. Management of funerals.

2.2 Fire Services

Table 3.5: Fire & Emergency Services Activity Schedule

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
To ensure effective & efficient disaster management services in the district.	Planning, coordination and regulation of fire & rescue services in Mafube LM	Fire and Rescue Incidents	Responding to Fire and Rescue incidents as per SANS 10090	Number of fire & Rescue Incidents responded to	158			Fire season is characterized by windy, dry, dusty and relatively higher temperatures. The veldt fire incidents that have been recorded since the season has begun are finest exponents of effects of high Fire Index (FDI). In an analysis of the most common variables- motor vehicle accidents, grass fires and shack fires- the evident decline of incidents occurrence is significant according to the incident statistical data collected.

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								The awareness campaigns have enhanced fire safety and resilience in as far as fire is concerned.
	Planning, coordination and regulation of fire & rescue services in Mafube LM	Surveillance of premises	Access and Approve (Scrutinize) building plans	Number of building plans scrutinized	55	50	5	Most of the building plans complied with National Building Regulations and Building Standards Act 103 of 1977 and have been approved. A few that did not comply were trained and taught of the requirements.
Inspection Low Risk buildings			Number of Low risk buildings inspected	7	3	4	Most of the tuck shops in the location do not comply with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 & SANS 10090	
Inspection Medium risk			Number of Medium risk buildings inspected	28	11	17	Most of the tuck shops in the location do not comply with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 & SANS 10090	
Inspection High Risk buildings			Number of High risk buildings inspected	8	5	3	It is worrisome that clinics are not fire compliant. Fire and Rescue recommended to assist in fire drills because this will assist in seeing the need to comply	
	Enhance public fire Safety awareness	Educate community in fire safety	Conduct fire awareness campaigns	Number of fire awareness campaigns conducted	53			Awareness campaigns assist in enhancing public fire Safety awareness which in turn lessen the fire incidents
			Conduct simulation exercise	Number of simulation exercises conducted with stake holders.	53			Simulation exercises put theory into practice and this highlights the issue of prevention and preparedness in terms of safety measures

2.3 Disaster Management Services

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

2.3.1 Disaster Risk Assessment

Table 3.6: Disaster Management Activity Schedule

Number of Risk Assessment Conducted	Name of Municipality	Comment
12 Risk Assessment conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.	Moghaka LM	<ul style="list-style-type: none"> • Municipal weekly report. • Tuckshop owner's assistance. • The return of total workforce. • Spaces for field hospital. • Area for mass burial. • Dense informal settlement. • Employees returning back from their provinces and district coming back to work. • Departments' roles and responsibilities for management of homeless shelter. • Covid-19 related policies and procedures. • Administration control. • Identification of informal settlement for distribution of bar soap. • Management of funeral services.
<ul style="list-style-type: none"> • Youth Festival • Flower Festival • Clinics and Hospital • Risk Assessment conducted in line with the state of Coronavirus declaration to flatten the curve of the virus. 	Ngwathe LM	<ul style="list-style-type: none"> • Risk assessment in Fezile Dabi Youth Festival on the 13th of July 2019. • Flower festival hosted by Free State department of Tourism with the country of Madeira. • Thabang Clinic • Tumahole Clinic • Emergency exit door are locked. • No emergency exit signage. • Assembly points are not identified. • Emergency evacuation team is not established. • Parys Hospital. • Parys Clinic. • Schonkenville Clinic: • Damage assessment on a shack ravaged by fire in Phiritona – Heilbron on the 20 August 2019 at No. 238 Extension 1. • Funeral Undertakers.

Number of Risk Assessment Conducted	Name of Municipality	Comment
		<ul style="list-style-type: none"> • Quarantine facilities. • Homeless people. • Municipal halls for over flow. • Open space availability. • Mass burial. • Municipal weekly report. • Tuckshop owner's assistance. • The return of total workforce. • Spaces for field hospital. • Area for mass burial. • Dense informal settlement. • Employees returning back from their provinces and district coming back to work. • Departments' roles and responsibilities for management of homeless shelter. • Covid-19 related policies and procedures. • Administration control. • Identification of informal settlement for distribution of bar soap. • Management of funeral services.
<p>Risk Assessment conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.</p>	<p>Mafube LM</p>	<ul style="list-style-type: none"> • Damage assessment on a shack ravaged by fire in Qalabotjha – Villiers on the 10 July 2019. • Funeral Undertakers. • Quarantine facilities. • Homeless people. • Municipal halls for over flow. • Open space availability. • Mass burial. • Municipal weekly report. • Tuckshop owner's assistance. • The return of total workforce. • Spaces for field hospital. • Area for mass burial. • Dense informal settlement. • Employees returning back from their provinces and district coming back to work. • Departments' roles and responsibilities for management of homeless shelter. • Covid-19 related policies and procedures. • Administration control. • Identification of informal settlement for distribution of bar soap. • Management of funeral services.

Number of Risk Assessment Conducted	Name of Municipality	Comment
<ul style="list-style-type: none"> • Transnet Pipe line Servitude. • Ministerial Imbizo. • FDDM HIV& AIDS Benefit Concert. • Rand Water Cross boarder simulation sexercise • Risk Assessment conducted in line with the state of Coronavirus declaration to flatten the curve of the virus. 	<p>Metsimaholo LM</p>	<ul style="list-style-type: none"> • Transnet Pipe line Servitude assessment in Zamdela (Iraq) • Risk assessment at Kopanelang Thuto Primary School in Iraq Section. • Ministerial Imbizo and Safer Festive Season Operations Launch. • Site inspection at Deneysville Resort for FDDM HIV & AIDS Benefit concert. • FDDM HIV&AIDS Benefit Concert • Rand Water Cross Boarder Simulation exercise • Funeral Undertakers. • Quarantine facilities. • Homeless people. • Municipal halls for over flow. • Open space availability. • Mass burial. • Municipal weekly report. • Tuckshop owner's assistance. • The return of total workforce • Spaces for field hospital. • Area for mass burial. • Dense informal settlement. • Employees returning back from their provinces and district coming back to work. • Departments' roles and responsibilities for management of homeless shelter. • Covid-19 related policies and procedures. • Administration control. • Identification of informal settlement for distribution of bar soap. • Management of funeral services.

2.3.2 COVID-19 Disaster Risk Reduction

Table 3.7: Risk Reduction COVID-19 Activity Schedule

Number of Risk Reduction Conducted	Name of Municipality	Comment
<p>Risk Reduction measures conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.</p>	<p>Moghaka LM</p>	<ul style="list-style-type: none"> • Funeral Undertaker data base. • State of readiness of quarantine facilities. • State of readiness of homeless shelters. • State of readiness of municipal hall. • Public open spaces for establishment of field hospitals. • List of mass burial sites. • List of tuck shop owners. • Municipal plan for screening and scanning of the work force returning to work. • Finalisation of open spaces for field hospitals. • Finalisation of areas for mass burial. • Identification of densely populated informal settlement. • Document of roles and responsibilities of the departments in management of homeless shelters. • Development of COVID-19 related policies and procedures. • Administrative controls. • Distribution of bar soaps by Department of Human Settlement. • Monitoring of funeral services.
<p>-Youth Festival. -Transportation of hazardous materials. -Flower festival. -Risk Reduction measures conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.</p>	<p>Ngwathe LM</p>	<ul style="list-style-type: none"> • Evacuation plan at the Youth Festival in Parys on the 13th of July 2019. • Hazardous material transportation road block and awareness at N1 and R59. • Flowers Festival • Funeral Undertaker data base. • State of readiness of quarantine facilities. • State of readiness of homeless shelters. • State of readiness of municipal hall. • Public open spaces for establishment of field hospitals. • List of mass burial sites. • List of tuck shop owners. • Municipal plan for screening and scanning of the work force returning to work. • Finalisation of open spaces for field hospitals. • Finalisation of areas for mass burial. • Identification of densely populated informal settlement. • Document of roles and responsibilities of the departments in management of homeless shelters. • Development of COVID-19 related policies and procedures.

Number of Risk Reduction Conducted	Name of Municipality	Comment
		<ul style="list-style-type: none"> • Administrative controls. • Distribution of bar soaps by Department of Human Settlement. • Monitoring of funeral services.
<p>Risk Reduction measures conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.</p>	<p>Mafube LM</p>	<ul style="list-style-type: none"> • Funeral Undertaker data base. • State of readiness of quarantine facilities. • State of readiness of homeless shelters. • State of readiness of municipal hall. • Public open spaces for establishment of field hospitals. • List of mass burial sites. • List of tuck shop owners. • Municipal plan for screening and scanning of the workforce returning to work. • Finalisation of open spaces for field hospitals. • Finalisation of areas for mass burial. • Identification of densely populated informal settlement. • Document of roles and responsibilities of the departments in management of homeless shelters. • Development of COVID-19 related policies and procedures. • Administrative controls. • Distribution of bar soaps by Department of Human Settlement. • Monitoring of funeral services.
<p>Risk Reduction measures conducted in line with the state of Coronavirus declaration to flatten the curve of the virus.</p>	<p>Metsimaholo LM</p>	<ul style="list-style-type: none"> • Risk reduction conducted in Zamdela Iraq Section for Transnet Pipelines servitudes. • FDDM HIV&AIDS Benefit Concert • Rand Water Cross Boarder Simulation exercise • Funeral Undertaker data base. • State of readiness of quarantine facilities. • State of readiness of homeless shelters. • State of readiness of municipal hall. • Public open spaces for establishment of field hospitals. • List of mass burial sites. • List of tuck shop owners. • Municipal plan for screening and scanning of the workforce returning to work. • Finalisation of open spaces for field hospitals. • Finalisation of areas for mass burial. • Identification of densely populated informal settlement. • Document of roles and responsibilities of the departments in management of homeless shelters. • Development of COVID-19 related policies and procedures.

Number of Risk Reduction Conducted	Name of Municipality	Comment
		<ul style="list-style-type: none"> Administrative controls. Distribution of bar soaps by Department of Human Settlement. Monitoring of funerals services.

2.3.3 Response & Recovery

Table 3.8: Response & Recovery Activity Schedule

Incidents	Date	Area/ Town	Comments
Shack Fire	10 July 2019	Villiers	<ul style="list-style-type: none"> Damage assessment on a shack ravaged by fire in Qalabotjha – Villiers.
Shack Fire	21 September 2019	Frankfort	<ul style="list-style-type: none"> Responded to Shack fire in Namahadi – Frankfort on the 21 September 2019 at No. 746 Butayi Section.
Shack Fire	20 August 2020	Heilbron	<ul style="list-style-type: none"> Responded to a shack ravaged by fire in Phiritona -Heilbron at No. 238 Extension 1.
National State of Coronavirus Disaster Declaration.	15 March 2020 to date	Moghaka LM, Mafube LM, Metsimaholo LM and Ngwathe LM (in all towns in the district)	<ul style="list-style-type: none"> Funeral Undertaker data base. State of readiness of quarantine facilities. State of readiness of homeless shelters. State of readiness of municipal hall. Public open spaces for establishment of field hospitals. List of mass burial sites. List of tuck shop owners. Municipal plan for screening and scanning of the workforce returning to work. Finalisation of open spaces for field hospitals. Finalisation of areas for mass burial. Identification of densely populated informal settlement. Document of roles and responsibilities of the departments in management of homeless shelters. Development of COVID-19 related policies and procedures. Administrative controls. Distribution of bar soaps by Department of Human Settlement. Monitoring of funerals services.

B4: COVID-19 RESPONSE

Table 3.9: Environmental Health Service

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Coronavirus Educational Awareness	To communicate critical risk and event information to all communities and counter miscommunication	To prevent the introduction and spread of COVID-19 into communities	09 March 2020	Patients at Frankfort Clinic	20
			11 March 2020	Learners at Poelano Primary school in Frankfort	1300
			12 March 2020	Early Childhood Development Centre's Matrons and Traditional Healers in Tweeling	39
			13 March 2020	Patients at Frankfort Clinic	40
			16 March 2020	Staff at Mafube Hospital in Frankfort	20
			18 March 2020	40 Business premises in Kroonstad	200
			26 March 2020	Business in Parys	50
			25 March 2020	Funeral undertakers and Fire Fighters	28
			26 March 2020	5 business premises in Tweeling	166
			27 March 2020	Taxi rank and shops in Villiers	348
			28 March 2020	Business Premises Koppies 2 Mafube	150 28
			29 March 2020	Tuckshop in Namahadi	9
			30 March 2020	2 shops & Post Office in Sasolburg Tuckshops in Tumahole	120 50
			31 March 2020	Patients at Relebohile Clinic in Tweeling 9 business premises: Shops, ATMs 8 Business Premises in Parys 12 Frankfort and Villiers during the Grants Pay Point	89 500 386 3152
			Handling of Human remains in the context of COVID-19	To enable the deceased family to obtain funeral services and to protect the involved personnel	To guide on management of the deceased and disposal of the body infected with COVID-19
16 April 2020	Kroonstad Funeral Undertakers and Managers	28			
22 April 2020	Metsimaholo Funeral Undertakers workers and Managers	16			
25 April 2020	Koppies Funeral Undertakers workers and Managers	12			

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
			28 April 2020	Parys and Vredefort Funeral Undertakers workers and Managers	30
			29 April 2020	Viljoenskroon Funeral Undertakers workers and Management	14
COVID-19 Awareness Campaigns	To complement response to COVID-19, by educating Department of Education Personnel on signs and symptoms, preventing transmission and handling infection.	To share the right information about coronavirus	27 May 2020	Circuit 1,7,8 and 10 Cleaners Kananelo SS(Kroonstad)	45
				Circuit 1,7,8 and 10 Food Handlers Dorrington Motsepe (Kroonstad)	80
			28 May 2020	Circuit 3 and 9 Food Handlers	150
				Lehutso PS (Sasolburg) Circuit 3 and 9	
				Cleaners Nkgopoleng HS (Sasolburg)	90
				Circuit 4 Cleaners AJ Jacobs PS (Sasolburg)	20
			28 May 2020	Circuit 9 and 2 Cleaners and Food Handlers, Falesizwe SS Frankfort)	100
			28 May 2020	Circuit 5 and 6 Food Handlers	60
5 June 2020	Boarding Schools: House Aiders, cleaners and Food Handlers	80			
Education and Awareness to prepared for places of worship in accordance to COVID-19 Regulation	To complement response to COVID-19, by educating the religious leaders	To ensure that places of worship understand the related regulation and what is expected of them in an effort to combat the spread of COVID-19	10 June 2020	Ministers of Fraternal	
				Sasolburg	52
				Tweeling	40
			11 June 2020	Ministers of Fraternal	
				Deneysville	40
				Orangeville	35
			12 June 2020	Ministers of Fraternal Villiers	30
			13 June 2020	Ministers of Fraternal Frankfort	50
			18 June 2020	Ministers of Fraternal	
				Viljoenskroon	50
Vredefort	45				
22 June 2020	Ministers of Fraternal Parys (3 sessions)	150			

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
			23 June 2020	Ministers of Fraternal Koppies	39
				Kroonstad	55
			24 June 2020	Ministers of Fraternal	
				Heilbron (2 sessions)	75
				Edenville	30
				Steynsrus	30

Table 3.10: Report on Lockdown state of readiness visits Schools

Name of School	Date	Time	Challenges	Questions & Clarities
Ngwathe Secondary School	10 June 2020	10H00	<ul style="list-style-type: none"> 1 thermometer machine Broken windows Photocopy machine Sharing of Textbooks Toilets not in good condition 	The FDDM Disaster Manager conducted health talk on how to prevent COVID-19 and how to use sanitizers. The Executive Mayor donated school bags and Sanitisers.
Edenville High School	10 June 2020	11H00	<ul style="list-style-type: none"> Borehole Toilets Thermometer Machine Windows broken Doors broken Shortage of Water 	The FDDM Disaster Manager conducted health talk on how to prevent COVID-19 and how to use sanitizers. The Executive Mayor donated school bags and Sanitisers.
L.E Notsi Secondary School	11 June 2020	10H00	<ul style="list-style-type: none"> Leaners were not at school together with teachers because situation in this school is total out of order, no water and no windows. The principal in this school explain to Executive Mayor and the team that the school was identified for major renovation by the Department of Education before lockdown. 	Fezile Dabi District Municipality disaster team will come to demonstrate to the leaners how to wash their hands and how to use sanitizer.
J.J Kubeka Primary School	11 June 2020	11H00	<ul style="list-style-type: none"> The school met all the precautionary measures to prevent themselves from being infected by COVID 19 all systems are in place 	The Executive Mayor gave health talks to the educators on COVID 19
Aha Setjhaba Primary	12 June 2020	10H00	Situation at school was totally not good no running water at the school but they try to put 20 litres with taps.	<ul style="list-style-type: none"> How long did they take to announce results after the test? How many people tested positive in Ngwathe. JOJO tanks will be immediately brought to school and municipality will attend to it (local).

Name of School	Date	Time	Challenges	Questions & Clarities
Barnard Molokoane	12 June 2020	12H00	The biggest challenge of Parys in all schools is water.	Ntshwepepa School needs to be attended urgently this issue raised by one teacher from Barnard Molokoane as a concern.

Table 3.11: Environmental Management Service (Waste Management)

Project/ Programme	Date	Objectives	Description	Target
Dept. of Environment, Forestry and Fisheries (DEFF) COVID-19 relief efforts for waste pickers/waste recyclers in Metsimaholo Local Municipality	09 April 2020	To ensure effective and equitable relief measures reach our local waste pickers.	DEFF COVID- 19 relief efforts for Waste pickers/waste recyclers in Metsimaholo Local Municipality	Metsimaholo L.M. waste pickers.
Conduct landfill site audits of Deneysville, Frankfort, Tweeling Sasolburg, Heilbron and Parys Landfill site	04 June 2020 09 June 2020 18 June 2020	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and National Domestic Waste Collection Standard	Monitoring and evaluation of waste disposal site to comply with landfill site minimum requirements	Waste pickers who are doing recycling on the landfill site, members of community disposing at the landfill site and officials responsible for the site were targeted. NB: open fires are a problem during the winter season as people burn waste to warm themselves up.

Table 3.12: Environmental Management Service (Air Quality Management)

PROJECT/ PROGRAMME	DATE	OBJECTIVES	DESCRIPTION	TARGET
Developing and consolidating a database of all types of mines in the district	June 2020	To have a consolidated database if mines operational in the district	Development of a mining database for the district	All four locals

Table 3.13: List of Industrial Air Pollution Sources Verified

No.	Name of Industry	Municipality	AQA Notice	Status of Operation	Comments
1.	Mantsopa Minerals	Metsimaholo	AQA S21	Operational	During the site visit it was established that the facility is still operational and also confirmed that they are reporting to the national atmospheric emissions inventory system
2.	Macro-energy international	Metsimaholo	AQA S21	Not Operational	Permit holders were not onsite during the site visit and it was established during the interview with the security officers that the facility has stopped operation and is a process to alter operations onsite. A follow up site visit to be conducted
3	Midland Tannery	Metsimaholo	AQAS21	Operational	During the site visit it was established that the facility is still operation and there were no alterations on operations and also contacts details for the site air quality officer.

Table 3.14: Operational Mines in Fezile Dabi Verified

No.	Name of Mine	Town	Type of Mine
1.	Copper Sunset Sand (Pty Ltd)	Sasolburg	Sand Mine
2.	Mission Point Mining	Sasolburg	Sand Mine
3.	Seriti Coal (New Vaal Colliery)	Sasolburg	Coal Mine
4.	Sasol Sigma/Mooikraal Colliery	Sasolburg	Coal Mine
5.	Afrimat (Vaal Klinker Supplies)	Sasolburg	Aggregates
6.	Anglo gold Ashanti	Orkney	Gold Mining
7.	Mantsopa Minerals	Koppies	Bentonite Mine

B 5: LOCAL ECONOMIC DEVELOPMENT

3.1 Agricultural Development and support

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

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

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

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

– **Assistance to agricultural co-operatives**

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

Table 3.15: Agricultural Cooperatives Supported

Project Name	Area
Mamoritshana Co-operative	Oranjeville Metsimaholo Local Municipality
Themba Kubheka	Deneysville Metsimaholo Local Municipality

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

FDDM is acknowledging the economic potential of a strong SMME sector and is committed to its promotion and growth. To this effect, the LED Directorate has provided entrepreneurial support to the following SMMEs during 2019/2020 financial year:

Table 3.16: SMME supported

Name of SMME	Area
Heilbron Boot Camp	Heilbron (Ngwathe Local Municipality)
Re Bafi Bathuso PTY LTD	Kroonstad (Moghaka Local Municipality)
Dumka Auto Spray Painting	Heilbron (Ngwathe Local Municipality)
Motekea Trading and Projects	Zamdela (Metsimaholo Local Municipality)
Rorisang Kabelo PTY LTD	Kroonstad (Moghaka Local Municipality)
Mohapi Hape Construction and Projects	Zamdela (Metsimaholo Local Municipality)
The Dhlamini's Corner	Deneysville (Metsimaholo Local Municipality)

– **SMME workshops conducted**

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

B6: Tourism Development

As part of its powers and functions in terms of Section 84(m) of the Municipal Structures Act, the municipality has undertaken the following activities for 2019/2020 in relation to tourism development:

Advertising and Publicity

Fezile Dabi Tourism product offering is annually advertised in the following tourism magazine, which are distributed in hotels, shows and international travel shows like WTM in London and ITB in Germany.

– **Tourism shows attended**

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

Table 3.17: Tourism Shows attended

Name of the Tourism Show / Event	Venue and Date	Comments about the show / event
No Tourism Show was convened	None	Due to the outbreak of the Covid-19 pandemic no Tourism Shows was conducted, it become worse when the State President declared a nationwide lockdown from March 2020 which remained in force beyond the 30 June 2020.

– **Tourism awareness campaigns**

The Tourism Unit conducted a community awareness campaign in Sasolburg with the aim of educating, raising awareness and understanding of the importance of tourism among members of the public.

Fezile Dabi District Municipality has an important role to play in promoting and raising awareness on tourism among tourists and members of the communities in the district. The aim of these campaigns is to educate, raise awareness and understanding of the importance of tourism to the local economy among members of the public, media and stakeholders within the district. In this regard the tourism unit conducted tourism awareness campaigns in all four local municipalities within the district in 2019/2020. It was resolved that these campaigns will be conducted annually.

B 7: COMMUNITY AND SOCIAL SERVICES

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

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

– **Arts and Culture Development**

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

Table 3.18: Performing Artists assisted

Name of Artist	Town & Municipality
South African Arts and Culture Youth Forum	Sasolburg
Zamdela Arts Festival	Sasolburg
Sello Coutha artist	Sasolburg

B 7: Sports Development

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

Table 3.18: Sports Programmes Participated in / conducted

Sport Programme	Comments / Notes
Mountain Bike Development Programme – training camps	Two 2 training camps were held as follows: <ul style="list-style-type: none">• 5-6 October 2019 in Parys• 15-17 November 2019 in Parys The participants participated in a race in Ficksburg during the Cherry Festival which was held from 23-25 November 2019

COMPONENT C: ANNUAL PERFORMANCE REPORT AGAINST PRE-DETERMINED OBJECTIVES

Annual Performance Report for 2019/20 financial year

KPA 1: Municipal Transformation and Organisational Development

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.1(a)	To ensure retention of adequately skilled and experience employees.	Implement retention policy and other conventional retention strategies so as to ensure retention of employees who represent value, output and contribution, which the FDDM may not afford to lose to its competitors.	Retained 100% of the currently employed Senior Management by 30 June 2020.	% of the currently employed Senior Management retained by 30 June 2020.	Senior Management as at June 2019 (i.e. 1 x Municipal Manger & 4 Senior Mangers).	Retain 100% of the currently employed Senior Management by 30 June 2020.	Achieved: No resignations or terminations were recorded for Senior Managers of the municipality as at 30 June 2020.	Signed Workforce Profile Reports.	Achieved	Not Applicable
1.1(b)			Retained 100% of the currently employed Level 1 – 3 Managers by 30 June 2020	% of the currently employed Level 1 – 3 Managers retained by 30 June 2020.	Level 1-3 managers as at 30 June 2019 (i.e. 25 Middle Managers & 9 Junior Managers)	Retain 100% of the currently employed Level 1 – 3 Managers by 30 June 2020.	Achieved: No resignations or terminations were recorded for Level 1 - 3 Managers of the municipality as at 30 June 2020.	Signed Workforce Profile Reports.	Achieved	Not Applicable
1.2(a)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2020.	Number of disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2020.	Three (3) labour disputes filled by 30 June 2019.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2020.	Achieved: No disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2020.	Signed Internal Reports indicating disputes filed by employees in relation to non-compliance with collective agreements, basic conditions of employment act, labour relations act and HR policies.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.2(b)			Four (4) Quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2020.	Number of quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2020.	N/A	Prepare and submit to council four (4) quarterly reports on the performance of the Local Labour Forum (LLF) by 30 June 2020.	Achieved: Four LLF meetings were convened during the 2019-20 financial year and related reports submitted to council as at 30 June 2020.	Signed management reports indicating performance of Local Labour Forum.	Achieved	Not Applicable
1.2(c)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Regularly review Human Resource Policies so as to ensure their continued alignment with Collective Agreements and other policy directive in order to ensure well guided, efficient and effective labour practices.	Eleven (11) Human Resource related policies reviewed and submitted for approval by Council by 31 May 2020	Number of Human Resource related policies reviewed and submitted for approval by Council 31 May 2020	3 Human Resource related policies reviewed in 2018/19, namely: Internal Bursary Policy; Records Management Policy; Legal Services Policy.	Review and submit to Council for approval eleven (11) Human Resource related policies reviewed by 31 May 2020.	Achieved: Eleven (11) Policies were reviewed although not adopted by Council due to COVID - 19 as the last Council sitting could not take place	Copies of reviewed and approved HR policies supported by a signed extract of council resolutions for approval.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(a)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2020.	% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2020.	70% of Post Audit Action Plan for matters relating to leadership, pre-determined objectives resolved and other matters and 100% of matters relating to findings on pre-determined objectives during 2018/19.	Address 100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters by 30 June 2020.	Partially Achieved: The Action Plan has been prepared to address the issues raised by AG and Half Yearly AFS has been prepared addressing the issues. 80% of the have been resolved.	Signed progress reports on post audit action plan matters for 2017/18 relating to leadership, pre-determined objectives and other matters.	Not Achieved	Ensure submission of the Annual Report and Annual Financial Statements on time to address prior audit matters.
1.3(b)			The municipality's staff establishment reviewed in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2020	Detailed report on the municipality's staff establishment review in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2020	Staff Establishment as at 30 June 2019	Review the municipality's staff establishment in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2020	Achieved: The municipality staff establishment has been reviewed, completed and tabled in council for approval together with IDP for 2020-21 as a statutory IDP sector plan on the 29 May 2020.	Signed progress report on reviewed municipality's staff establishment.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(c)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted to Council by 30 June 2020.	Number of quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted to Council by 30 June 2020.	4 quarterly internal (SHREQ) compliance reports in 2018/19.	Prepare and submit to Council four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation by 30 June 2020	Achieved: Three (3) out of Four (4) quarterly (SHREQ) reports were prepared and submitted to Council as at 30 June 2020.	4 quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation.	Partially Achieved	Use of available information technology platforms to conduct management, portfolio and council meeting during the COVID-19 pandemic.
1.3(d)			One (1) prescribed mSCOA minimum business processes fully implemented by 30 June 2020.	Number of prescribed mSCOA minimum business processes fully implemented by 30 June 2020.	Current Financial Management System (Solar) as at 30 June 2019.	One (1) prescribed mSCOA minimum business process (i.e. CSD Solar module) fully implemented by 30 June 2020.	Not Achieved: Solar CSD module was not fully implemented as at 30 June 2020.	Signed internal financial progress reports sent to management, portfolio and council.	Not Achieved	Prepare need analysis report to assess internal capacity to develop CSD Solar module.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(e)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2020.	Number of monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2020.	Seven (7) monthly Senior Management meetings convened in 2018/19	Convene twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2020.	Achieved: Fourteen (14) out of Twelve (12) Senior Management Meetings were held as at 30 June 2020.	Minutes of monthly Senior Management meetings for continuous strategic alignment of organisational plans and goals.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(f)	Improve administrative and financial capability of the municipality.	To capacitate and empower workforce.	Annual skills development / training needs assessment conducted, link and align the outcomes to appropriate development programmes completed and WPSP accordingly reviewed annually by 30 June 2020	Annual skills development / training needs assessment report and reviewed WPSP by 30 June 2020	2018/19 WPSP	Conduct annual skills development / training needs assessment, link and align the outcomes to appropriate development programmes and accordingly review the WPSP annually by 30 June 2020	Achieved: Skills Audit Exercise took place from 12 until 20 February 2020, purpose was to gather competency profile of all employees so that competency gaps be identified and training plan used as an input to FDDM Workplace Skills Plan. WSP document submitted online to LG SETA on the 12 May 2020, deadline was 30 May 2020.	Signed report of annual skills development and training need assessment developed.	Achieved	Not Applicable
1.3(g)			100% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2020.	% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2020.	2017/18 Audited Skills Development & Training Actual Expenditure.	Sufficiently budget for and fully fund 100% of annually identified skills development / training needs in the WPSP by 30 June 2020.	Achieved: Workplace Skills Plan 2020-21 and Annual Training Report 2019-2020 was submitted to LGSETA on the 12 May 2020. Online Workplace Skills Plan submission extended to 30 May 2020 due to National Lockdown.	Signed report of a fully funded annual skills development plan incorporated in the municipality WPSP.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.3(h)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	The following reports and plans annually reviewed & submitted to LGSETA by 30 April 2020: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	Proof of submission of the following reports and plans to LGSETA by 30 April 2020: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	2018/19 • WSP, • ATR), and • PIVOTAL submitted to LGSETA.	Annually review and submit the following reports and plans to LGSETA by 30 April 2020: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	Achieved: Annually reviewed and submitted the following reports and plans to LGSETA by 30 May 2020: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	Copy of Workplace Skills Plan for 2019/2020 & Annual Training Report for 2018/2019.	Achieved	Not Applicable
1.4(a)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and timely sector plans and frameworks.	The following key Sector Plans that support the IDP developed, annually reviewed and submitted to council for approval by 31 May 2020: • Spatial Development Framework (SDF); • Local Economic Development Strategy	Copies of developed and / or annually reviewed and sector plans listed below and proof of their submission to council for approval by 31 May 2020: • Spatial Development	The following available sectors plans as at 30 June 2019: •(SDF); •(LEDS); •(DMP); •(FP); •(FPP); •(HRS); and •(HIV/AIDSSP). •(IWMP);	By 31 May 2020, develop, annually and submit to Council for approval the following key Sector Plans that support the IDP: • Spatial Development Framework (SDF); • Local Economic Development	Not Achieved: The spatial strategies, existing development and infrastructure services and proposals for the SDF have been formed as per the requirements of Phase 5 of the Guidelines or Process Plan of the review of the SDF. Furthermore,	Signed minutes of council as a proof that key sector plans that support the IDP has been approved.	Not Achieved.	Ensure submission of the reviewed sector plans that support the IDP to council for approval.

Key Performance Area 1: Municipal Transformation and Organisational Development										
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ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			(LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS); • Rural Development Plan (RDP); Sports and Recreation Plan (SRP)	Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS);	• (ASP); • (DMP); • (AQMP); • (CCS); • (RDP); • (SRP)	Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS); • Rural Development Plan (RDP); • Sports and	a map with a visual representation of the spatial strategies and spatial planning categories has been created. No progress report was presented in respect of Fraud Prevention Plan and HIV/AIDS Sector Plan.			

Key Performance Area 1: Municipal Transformation and Organisational Development										
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FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
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				• Rural Development Plan (RDP); Sports and Recreation Plan (SRP)		Recreation Plan (SRP)				
1.4(b)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and timely sector plans and frameworks.	80% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2020	% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2020.	2018/19 CoGTA IDP Assessment Report.	Improve by 80% in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2020.	Achieved: The FDDM Draft IDP was assessed by the Department of Cooperative Governance & Traditional Affairs and the report was received by the Municipality on the 17th of June 2020.	Copy of the IDP assessment report prepared by the department of Cooperative Governance and Traditional Affairs.	Achieved	Not Applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2018/19	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
1.4(c)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district, and that all IDPs incorporate communities and stakeholders views and inputs and that they are prepared in accordance with the prescribed framework.	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting convened by 30 June 2020.	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting convened by 30 June 2020.	2 District IDP Managers Forums Meetings convened in 2018/19.	Convene four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting by 30 June 2020.	Achieved: Three (3) out of Four (4) District IDP Managers Forums Meetings were convened and One (1) IDP Steering Committee meeting was held as at 30 June 2020.	Signed internal reports indicating District IDP Managers Forums Meetings held, IDP Public Participation Meetings, IDP Steering Committee Meeting and IDP Rep Forum Meetings held for the 2018/19 IDP Review, each supported by copies of attendance registers.	Partially Achieved	Use of available information technology platforms to conduct management, portfolio and council meeting during the COVID-19 pandemic.

KPA 2: Basic Service Delivery and Infrastructure Investment

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.1	To assist local municipalities in the district in setting up their road asset management systems and to collect roads and traffic data in the district in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).	To improve roads in the district to be more efficient and internationally competitive.	A focused roads conditions assessment initiated and completed on 2 052 km road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Department of Roads by 30 June 2020.	RRAMS project close-up report submitted to the Provincial and National Departments of Roads.	2017/18-2018/19 RRAMS road conditions assessment report.	Complete a focused roads conditions assessment on 2 052 km road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Department of Roads by 30 June 2020.	Achieved: The following RRAMS project milestones as at 30 June 2020: Planned progress Q4 = 100% Physical progress Q4 = 99, 2% • Complete remainder of structural assessments Ngwathe - 100% Completed. • Prepare technical reports on Infrastructure in Ngwathe - 100% Completed. • Prepare Close Out report on RRAMS 2017-2020 project period - 100% Completed. • Handover final Data to Provincial and National departments of Roads - 100% Completed.	Signed completion certificate.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.2	To ensure effective and efficient Fire & Rescue Services in Mafube LM	To ensure planning, coordination and regulation of fire & rescue services in Mafube LM	Four (4) quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2020.	Number of quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2020.	4 Quarterly inspections reports in 2018/19.	Perform four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2020.	Achieved: Performed Four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality as at 30 June 2020.	4 signed fire quarterly reports on inspection of moderate to low risk premises for the 2018/19 financial year.	Achieved	N/A
2.3(a)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services	Four (4) quarterly Environmental Health & Emergency Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	Number of quarterly Environmental Health & Emergency Services reports rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	4 Quarterly Environmental Health & Emergency Services reports in 2018/19.	Prepare four (4) quarterly Environmental Health & Emergency Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2020.	Achieved: Four (4) quarterly Environmental Health & Emergency Services reports indicating work done in various towns across the four (4) local municipalities in the district were prepared as at 30 June 2020.	4 signed quarterly reports of Municipal Health Services for 2018/19 financial year.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.3(b)			Four (4) quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	Number of quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	4 Quarterly Air Quality Management reports in 2018/19.	Prepare four (4) quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2020.	Achieved: Four (4) quarterly Air Quality report indicating work performed in various towns across the four local municipalities in the district were prepared as at 2020.	4 signed quarterly reports on Air Quality Management for 2019/20 financial year.	Achieved	N/A
2.3(c)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services within the district.	Four (4) quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2020.	Number of quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2020.	4 Quarterly Environmental Services reports in 2018/19.	Prepare four (4) quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district by 30 June 2020.	Achieved: Four (4) quarterly Environmental Management Services reports indicating work done in various areas across the four (4) local municipalities in the district were prepared as at 30 June 2020.	4 signed quarterly reports of environmental services for the 2019/20 financial year.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.4(a)	To ensure effective & efficient disaster management & emergency services in the district.	To take proactive actions in a form of planning, preparation and community and stakeholder so as to ensure a well-coordinated response to any eventuality of disaster or emergency that may occur	Four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	Number of quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2020.	4 Quarterly Disaster Management reports 2018/19.	Prepare four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2020.	Achieved: Four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district were prepared as at 30 June 2020.	4 signed quarterly reports of Disaster Management for 2019/20 financial year.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.4(b)			Four (4) Interdepartmental disaster risk management committee meetings convened by 30 June 2020.	Number of Interdepartmental disaster risk management committee meetings convened by 30 June 2020.	Zero Interdepartmental disaster risk management committee meetings convened in 2018/19.	Convene four (4) Interdepartmental disaster risk management committee meetings by 30 June 2020.	Achieved: Three (3) Interdepartmental disaster risk management committee meetings were held as at 30 June 2020. In addition Six (6) Disaster Operation Centre meetings were held during the fourth quarter in which interdepartmental disaster risk management committee related activities were discussed.	Attendance Registers and Minutes of Meetings of interdepartmental Disaster Risk Management committee meetings.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.5(a)	To contribute towards the national government's goal of reduction in the prevalence of HIV/AIDS in the district.	Develop and implement HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2020.	Number of HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2020.	3 HIV/AIDS awareness campaigns held in 2018/19.	Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2020.	Partially Achieved: Three Awareness Campaigns held as follows: 1. Woman's day celebrations held in Vrededorft on the 29th August 2019. 2. Funwalk held on the 16 November 2019 at Jackpot Sports Ground in Parys. 3. Raga-Bolo held on the 24 November 2019 at Achie Mota Park in Zamdela.	Four (4) signed internal reports on HIV and AIDS awareness campaigns conducted.	Partially Achieved	N/A
2.5(b)			One (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held by 30 June 2020.	Number of Annual HIV/AIDS commemorations aimed at creating HIV/AIDS awareness held by 30 June 2020.	1 Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held in 2018/19.	Hold one (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness by 30 June 2020.	Achieved: HIV/AIDS awareness programme was held on the 30 November 2019 at Vaal Dam.	One (1) Signed event report on the outcomes of the Annual HIV/AIDS festival.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.6(a)	To provide for regular maintenance, upgrade and replacement and acquisition assets, equipment and systems.	Conduct regular assessment and inspection of fleet, asset, equipment and systems in order to determine maintenance, acquisition, upgrade and replacement requirements in order to ensure continuity and mitigation of unplanned service delivery disruption.	Five (5) sedan vehicles acquired by 30 June 2020.	Number of sedan vehicles acquired by 30 June 2020.	N/A	Acquire five (5) new sedan vehicles by 30 June 2020.	Partial Achieved: Specification was changed to 3 Sedans and 1 Minibus. Delivery done on December.	One (1) Signed close out report on procurement of vehicles for the municipality.	Partially Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
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FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.6(b)	To provide for regular maintenance, upgrade and replacement and acquisition assets, equipment and systems.	Conduct regular assessment and inspection of fleet, asset, equipment and systems in order to determine maintenance, acquisition, upgrade and replacement requirements in order to ensure continuity and mitigation of unplanned service delivery disruption.	The following IT Equipment purchased by 30 June 2020: 20 laptops, 20 desktops, 10 PC monitors and 1 public Wi-Fi router.	Updated Asset / Inventory Register with the following IT Equipment purchased by 30 June 2020: 20 laptops, 20 desktops, 10 PC monitors and 1 public Wi-Fi router.	N/A	Purchase the following IT Equipment by 30 June 2020: 20 laptops, 20 desktops, 10 PC monitors and 1 x public Wi-Fi router.	Achieved: The following IT equipment were procured as at 30 June 2020: 1. Seven (7) Lap Tops; and 2. Five (5) Desktops. The other IT equipment could not be purchased considering that part of the project funding was re-directed to finance activities related to COVID-19 pandemic.	One (1) Signed close out report on procurement of IT Equipment.	Achieved	N/A
2.6(c)			Nine (9) Mid-Wall Spilt Unit air conditioners replaced by 30 June 2020.	Number of Mid-Wall Spilt Unit air conditioners replaced by 30 June 2020.	N/A	Replace nine (9) Mid-Wall Spilt Unit air conditioners by 30 June 2020.	Achieved: Nine (9) Mid-Wall Spilt Unit air conditioners were replaced as at 30 June 2020.	One (1) Signed close out report on procurement of Mid-Wall Spilt Unit Air Conditioners.	Achieved	N/A
2.6(d)	To provide for regular maintenance, upgrade and replacement and acquisition	Conduct regular assessment and inspection of fleet, asset, equipment and systems in order to determine	Electric fence Fire Station, Frankfort installed by 30 June 2020.	Installation report of electric fence Fire Station, Frankfort by 30 June 2020.	N/A	Install electric fence Fire Station, Frankfort by 30 June 2020.	Achieved: Installation of electric fence at Fire Station, Frankfort was completed as at 30 June 2020.	One (1) Close out report on procurement of Electric Fence Frankfort Fire Station.	Achieved	N/A

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.6(e)	assets, equipment and systems.	maintenance, acquisition, upgrade and replacement requirements in order to ensure continuity and mitigation of unplanned service delivery disruption.	New alarm system installed for Fire Station in Frankfort by 30 June 2020.	Installation report of new alarm system for Fire Station in Frankfort by 30 June 2020.	N/A	Install new alarm system for Fire Station in Frankfort by 30 June 2020.	Achieved: Installation of alarm system for Fire Station in Frankfort was completed as at 30 June 2020.	One (1) Close out report on procurement of New Alarm System for Frankfort Fire Station.	Achieved	N/A
2.6(f)			Three (3) push to talk radios bought by 30 June 2020.	Number of push to talk radios bought by 30 June 2020.	N/A	Buy three (3) push to talk radios by 30 June 2020.	Achieved: Seven (7) two way radios procured.	One (1) Close out report on procurement of push to talk radios	Achieved	N/A
2.6(g)			Commercial Greenhouse installed by 30 June 2020.	Report on Commercial Greenhouse installed by 30 June 2020.	N/A	Installation of Commercial Greenhouse by 30 June 2020.	Not achieved: The Project to install a commercial greenhouse during 2019-20 was delayed due to winter season and the outbreak of COVID 19 pandemic. However, the material for the greenhouse has been procured and delivered on site for later installation.	Signed completion report.	Not Achieved.	Implement strict controls such as adherence to projects timelines.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
2.6(h)			The following office furniture items and equipment acquired by 30 June 2020: 12 x Chairs 3 x Desks 4 x mobile turbidity meters 4 x digital chlorometers	Updated Asset / Inventory Register with the following new furniture items and equipment by 30 June 2020: 12 x Chairs 3 x Desks 4 x mobile turbidity meters 4 x digital chlorometers	N/A	Acquire the following office furniture items and equipment by 30 June 2020: 12 x Chairs 3 x Desks 4 x mobile turbidity meters 4 x digital chlorometers	Not achieved: Zero procurement was executed due to lockdown regulations that were instituted.	One (1) Close out report on procurement of office furniture items and equipment.	Not Achieved	Implement strict controls such as adherence to projects timelines.

KPA 3: Local Economic Development

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.1(a)	To implement programmes and initiatives that are aimed at entrepreneurial support, job creation and poverty alleviation	To provide dedicated support to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic development in the district.	Four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro- processing project prepared by 30 June 2020.	Number of quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2020.	N/A	Prepare four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2020.	Achieved: Four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing enterprise were prepared as at 30 June 2020.	4 signed quarterly reports of Koppies Greenhouse Agro-Processing for the 2019/20 financial year.	Achieved	Not Applicable
3.1(b)			Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2020.	Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2020.	4 SMMEs supported in 2018/19	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 June 2020.	Achieved: Eight (8) SMMEs in the District were identified for entrepreneurial support in the district as at 30 June 2020.	Reports indicating number and names of SMMEs in the district that are provided with dedicated training as part of entrepreneurial support.	Achieved	Not Applicable
3.1(c)	To implement programmes and initiatives that are aimed at entrepreneurial support, job creation and	To provide dedicated support to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic	Two (2) Customer Care training provided to SMMEs in the district by 30 June 2020.	Number of Customer Care training provided to SMMEs in the district by 30 June 2020.	Customer Care training provided to SMMEs in 2018/19	Provide two (2) Customer Care training to SMMEs in the district by 30 June 2020.	Not Achieved: Zero customer care training to SMMEs was provided as at 30 June 2020.	Attendance Register for customer care training provided.	Not Achieved	Usage of other social media platforms to conduct awareness campaigns during COVID-19.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.1(d)	poverty alleviation	development in the district.	Two (2) cooperatives supplied with identified tools/equipment by 30 June 2020.	Number of cooperatives supplied with identified tools/equipment by 30 June 2020.	1 Cooperative supplied with identified tools/equipment in 2018/19	Supply two (2) Cooperatives with identified tools/equipment by 30 June 2020.	Achieved: Two (2) co-operatives were assisted - Mamorritshane Agricultural Co-operative and Themba Kubheka Agricultural Co-op as at 30 June 2020.	Signed reports indicating number of Cooperatives supplied with identified tools/equipment.	Achieved	Not Applicable
3.2	To nurture the development of people's potential in the district through arts & culture	To develop arts & crafts in the communities within the district by providing required resources and support.	Up to three (3) qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2020.	Number of qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2020.	4 qualifying artists and / or groups of artists supported in 2018/19.	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2020.	Achieved: Three (3) artist/groups were assisted with training, coaching and crafting skills as at 30 June 2020.	Signed Internal Reports indicating number and names of qualifying up and coming performing arts groups and crafters from the district assisted with enrolment and 3 year tuition in academic institutions.	Achieved	Not Applicable

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.3(a)	To promote & develop the tourism sector in the District.	To continuously plan and implement tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	Five (5) B&B establishments in the district assisted with Tourism Council grading and certification by 30 June 2020.	Number of B&B establishments in the district assisted with Tourism Council grading and certification by 30 June 2020.	5 B&B establishments assisted in 2018/19	Assist five (5) B&B establishments in the district with Tourism Council grading and certification by 30 June 2020.	Not achieved: Due to budget constraints.	Signed internal reports indicating number, names and location of B&B establishments in the district assisted with grading, provision of promotional material and provide Customer Care training.	Not Achieved	Ensure that service provider is appointed on time with a view to perform grading within the planned targets dates.
3.3(b)			Four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2020.	Number of tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2020	4 Tourism awareness campaigns in 2018/19	Conduct four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 June 2020.	Not Achieved: Only One (1) out of Four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) was conducted as at 30 June 2020.	Signed reports indicating awareness Campaign was held.	Not Achieved	Scale down the targeted number of programmes and / or economic value of programmes in line with the municipality's prevailing level of financial affordability

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.3(c)	To promote & develop the tourism sector in the District.	To continuously plan and implement tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	Participated in at least one (1) local and / or international tourism show / expo by 30 June 2020.	Number of local and / or international tourism shows / expos participated in by 30 June 2020.	2 Local Tourism Shows attended in 2017/18	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2020.	Not achieved: Due to lockdown which was necessitated by COVID-19 pandemic.	Signed reports indicating the International Indaba Tourism show attended.	Not Achieved	Usage of other social media platforms to conduct awareness campaigns during COVID-19.
3.3(d)			Two (2) advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2020.	Number of advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2020.	1 Advertisement placed in 2017/18	Publicize two (2) advertisements on promotion of tourism in the district on dedicated tourism publications by 30 June 2020.	Partially achieved: One advertisement was placed. The second advertisement could not be placed due to budget constraints	Proof of Advertisement in a publication.	Partially achieved: One advertisement was placed.	Scale down the targeted number of programmes and / or economic value of programmes in line with the municipality's prevailing level of financial affordability

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.4	To promote and support the development of vulnerable groups in the district.	Capacitate women and disabled people to participate in mainstream economy as well as in various activities in society and ensure that young children are provided with an appropriate care and educational support.	One (1) SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2020.	Number of SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2020.	N/A	Identify and provide dedicated entrepreneurial support to one (1) SMME owned by women and / or disabled persons in the district by 30 June 2020.	Achieved: One (1) SMME owned by woman was identified for assistance as at 30 June 2020.	Signed internal reports indicating number of women and disabled persons empowerment programmes held	Achieved	Not Applicable

KPA 4: Financial Management & Viability

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(a)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Budget related policies reviewed and submitted for approval by Council by 31 May 2020: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and Supply Chain Management Policy	Reviewed draft of the following Budget related policies and proof of their submission to Council for approval by 31 May 2020: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and Supply Chain Management Policy	Current: - • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and Supply Chain Management Policy	Review and submit the following Budget related policies for approval by Council by 31 May 2020: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and Supply Chain Management Policy	Achieved: All budget related policies were reviewed and submitted to council by the 29th May 2020.	Copies of Budget related policies reviewed, updated and extract of Council resolution for approved.	Achieved	Not Applicable

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(b)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Financial Management and / or Accounting policies developed and annually reviewed and submitted for approval by Council by 31 May 2020: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	Reviewed draft of the following Financial Management and / or Accounting policies developed and annually reviewed and proof of their submission to Council for approval by 31 May 2020: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	N/A	Develop, annually review and submit the following Financial Management and / or Accounting policies for approval by Council by 31 May 2020: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	Achieved: All Financial Management and Accounting Policies were tabled to council by the 29th May 2020	Copies of Financial Management and/or Accounting policies reviewed, updated and extract of Council resolution for approved.	Achieved	Not Applicable

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(c)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2020.	% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2020.	2018/19 Creditors Age Analysis Reports.	Pay 100% of valid suppliers' and service providers' invoices received throughout the year within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2020.	Achieved: Not all invoices were paid within 30 days on the interpretation of the date of receiving of invoices as at 30 June 2020.	Signed internal registers of monthly reconciliation of creditors on the system reconciled to supporting documentation.	Not Achieved, the report (CAR 23003- HR 994) shows that some payments were not paid within 30 days as targeted.	Improve monitoring and review of creditors reconciliations done by subordinates in order to ensure that assigned critical and routine tasks are carried out and completed as stipulated in the KPI target.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(d)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% cash-backed annual budgets prepared and submitted to Council for approval by 31 May 2020.	% cash-backed annual budgets prepared and proof of submission to Council for approval by 31 May 2020.	2018/19 Approved Budget	Prepare annual budgets that are 100% cash-backed and submit to Council for approval by 31 May 2020.	Achieved: 100% cash-backed annual budget was prepared and was submitted to Council for approval on the 29th May 2020	A signed reconciliation of the total approved budget against the total available budget funding, supported by copies of all bank accounts balances certificates / banks statements and copies of gazetted allocations for the financial year under review.	Achieved	Not Applicable
4.1(e)			One (1) annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed-off by 31 August 2019.	Number of annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed- off by 31 August 2019.	2017/18 Audit File	Prepare and sign- off four (4) annual Audit Files compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year by 31 August 2019.	Not Achieved: AFS were not submitted as at 31 August 2019	A signed-off Audit file for 2018/19 financial year that is compliant with Annexure A of MFMA Circular 50.	Not Achieved, the Annual Audit Files were not submitted by 31 August 2019.	Ensure that the Annual Report and Annual Financial Statements are submitted on time

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(f)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	One (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2019.	Number of sets of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2019.	2017/18 Annual Financial Statements	Sign-off one (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA submit to the A-G by 31 August 2019.	Not Achieved: Only submitted on 08 October 2019	Signed-off 2018/19 Annual Financial Statements and Auditor-General's report confirming that the statements were prepared in accordance with the South African Standards of Generally	Not Achieved, the Annual Financial Statements were only submitted on 08/10/2019	Improve in-year monitoring and reconciliation of financial transactions and perform detailed review of draft annual financial statements prior to submission to the A-G
4.1(g)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Twelve (12) monthly budget statement reports and four (4) quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2020.	Number of monthly budget statement reports and quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2020.	12 Monthly budget statement reports and 4 quarterly financial reports in 2018/19.	Prepare and submit to Executive Mayor by 30 June 2020, twelve (12) signed-off monthly budget statement reports and four (4) quarterly financial reports by 30 June 2020.	Achieved: Twelve (12) Monthly statements and Four (4) quarterly report were submitted to the Executive Mayor as section 71 and 52 of MFMA as at 30 June 2020.	Copies of signed monthly budget statement reports, quarterly financial reports, for 2019/20 produced and submitted to the Executive.	Achieved	Not Applicable

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(h)			Twelve (12) monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2020.	Number of monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2020.	12 signed-off monthly bank reconciliation statement of all bank accounts in 2018/19.	Prepare and sign-off twelve (12) monthly bank reconciliation statements of all bank accounts by 30 June 2020.	Achieved: Twelve (12) monthly bank reconciliations done on all Three (3) bank accounts of the municipality as at 30 June 2020.	Signed monthly bank reconciliation statements of all bank accounts.	Achieved	Not Applicable
New KPIs as per amended SDBIP 2019-20 for Quarter 3 and 4										
4.1(i)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	2 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2020.	Number of quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2020.	New KPI	2 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2020.	Achieved: No reports received from Internal audit as at 30 June 2020.	Signed internal quarterly reports indicating financial management related internal controls reviewed and updated based on the quarterly Internal Audit reports findings	Achieved	Not Applicable

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(j)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2019/20 financial year.	% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2019/20 financial year.	New KPI	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2019/20 financial year.	Achieved: All payment vouchers were 100% filed as at 30 June 2020.	Signed internal register indicating monthly payment vouchers and accompanying supporting documents filed, registered and kept in safe custody within 30 days of the end of each month.	Achieved	Not Applicable

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(k)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2020	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2020	New KPI	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2020	Partially Achieved biannual assets verification performed and asset registers updated not all assets movements, and report of damaged and missing items updated as at 30 June 2020.	Signed internal reports indicating assets verification performed and updates made on the asset registers with all assets movements, including damaged / missing items.	Partially Achieved	Monitor adherence to scheduled asset count activities and subsequent updating of registers and compiling of report in order to ensure that assigned critical and routine tasks are carried out and completed as stipulated in the KPI target.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
4.1(l)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2020	Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2020	New KPI	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2020	Not Achieved: During the third quarter an amount of R20355.10 has been reported as fruitless expenditure as at 31 March 2020 and during the fourth quarter an amount of R14650.19 has been reported as fruitless expenditure as at 30 June 2020.	Signed Internal Reports, supported by signed internal registers of unauthorised, irregular and fruitless & wasteful expenditure.	Not Achieved, fruitless expenditure was incurred.	Monitor adherence to due supply chain management processes and honouring of commitments made by all departments in order to avoid incidents of irregular and fruitless & wasteful expenditure

KPA 5: Good Governance & Public Participation

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.1(a)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Top-Layer SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	Number of SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	2018/19 Top-Layer SDBIP	Submit Top-Layer SDBIP for 2021 financial year to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	Achieved: The Top-Layer SDBIP for 2020-21 financial year was submitted to the Executive Mayor for approval on the 10 June 2020, and subsequently approved by the Executive Mayor on the 28 June 2020.	Copy of draft SDBIP for 2020/21 the budget year and copies of draft	Achieved	Not Applicable
5.1(b)			Five (5) signed Performance Agreements & Plans for the Municipal Manager and four (4) senior managers concluded for 2019/20 financial year by 31 July 2019.	5 Performance Agreements & Plans for 2017/18.	2018/19 Performance Agreements & Plans.	Conclude five (5) signed Performance Agreements & Plans for the Municipal Manager and four (4) senior managers for 2019/20 financial year by 31 July 2019.	Achieved: All four senior managers of the municipality concluded Performance Agreements and Plans for 2019-20 by 31 July 2019.	Signed quarterly performance assessment reports not later than 30 days after the end of this quarter and 1 annual performance report by 31 August 2020 for 2020/21.	Achieved	Ensure that all performance agreements are signed within the prescribed period.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.1(c)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor- General by 31 August 2019.	Number of quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor- General by 31 August 2019.	Four (4) quarterly performance assessment reports of 2018/19.	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor-General by 31 August 2019.	Achieved: Four (4) quarterly performance assessment reports were concluded and submitted to Internal Audit unit as at 30 June 2020.	4 Quarterly performance assessment reports complied and send to Internal Audit for verification.	Achieved	Not Applicable

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.1(d)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	One (1) signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2020.	Number of signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2020.	208/19 signed-off Mid- Term budget and performance assessment report.	One (1) signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2020.	Achieved: One (1) signed off Mid-Year Performance Assessment for the 2019-20 financial year was submitted to the Executive Mayor, Provincial and National Treasury on the 23 January 2020 and tabled in council on the 30 January 2020.	Copy of mid-term year budget and performance assessment report for 2019/20, and proof of submission to the Executive Mayor, Provincial & National Treasuries.	Achieved	Not Applicable
5.1(e)			One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2020.	Number of audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2020.	2017/18 Audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2020.	One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2020.	Achieved: One (1) Audited Annual Report for the period ending 30 June 2019 was submitted to Provincial Treasury, CoGTA, National Treasury and AGSA on the 31 January 2020	Proof of submission of audited annual report for 2019/20 submitted to Provincial Treasury, CoGTA and National Treasury.	Achieved	Not Applicable

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
							and tabled in council on the 30 January 2020.			
5.2(a)	To promote effective, public consultation, regular communication with communities.	Ensure that the municipality's information is regularly communicate to communities directly and also through various platforms such as municipal website, notice boards, newspapers, etc.	Twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2020.	Number of content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2020.	12 Monthly content updates is 2017/18.	Do twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 June 2020.	Achieved: Twelve (12) content updates (i.e. One (1) per month during the financial year we published as at 30 June 2020.	Signed internal reports indicating number of updates of the municipality's website performed, supported by relevant pre and post update screen shots where appropriate.	Achieved	Not Applicable
5.2(b)	To promote effective, public consultation, regular communication with communities.	Develop and implement annual community participation and interaction program aimed at interacting with the community regarding various matters of local governance including public awareness campaigns, civic	Four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings convened by 30 June 2020.	Number of IDP Public Participation meetings and number of IDP Rep Forum meetings convened by 30 June 2020.	4 IDP Public Participation Meetings, 1 IDP Steering Committee Meetings held in 2018/19	Convene four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings by 30 June 2020.	Achieved: Four (4) Public Participation meetings were held as follows: 1. Moqhaka Local Municipality (Constantia Community Hall) on the 28 January 2020. 2. Ngwathe Local	Signed internal reports indicating District IDP Managers Forums Meetings held, IDP Public Participation Meetings, IDP Steering Committee Meeting and IDP Rep Forum Meetings held for the 2020/21 IDP	Achieved	Improve coordination and follow-up mechanisms with external stakeholders in order to ensure attendance to prescribed and scheduled IDP forums and meetings.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		education about various programs that are initiated at other					Municipality (Kwakwatsi Hall) on the 29 January 2020. 3. Mafube Local Municipality (Mafahlaneng Community Hall) on the 04 February 2020. 4. Metsimaholo Local Municipality (Metsimaholo Community Hall) on the 05 February 2020. Achieved: The FDDM IDP Representative Forum meeting was held at Harry Gwala Multi-Purpose Centre on the 17 March 2020. Achieved: The FDDM IDP	Review, each supported by copies of attendance registers.		

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
							Steering Committee meeting was convened at the FDDM 3rd floor boardroom on the 19 March 2020.			
5.2(c)			Four (4) community awareness campaigns and civic education held by 30 June 2020.	Number of community awareness campaigns and civic education held by 30 June 2020.	1 x Civic Education held in 2018/19	Hold four (4) community awareness campaigns and civic education by 30 June 2020.	Achieved: Eight (8) community awareness campaigns and civic education were held as at 30 June 2020.	Signed internal reports indicating number of community awareness campaigns and civic education held.	Achieved	Not Applicable

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.3	To support & capacitate Councillors, Ward committees & Community Development workers in an effort to enhance governance in within the municipality.	Provide regular workshops & training with the view of capacity building to Councillors, Ward Committees & Community Development workers so as to enhance the system of cooperative governance within the district.	Four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences convened by 30 June 2020.	Number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conferences convened by 30 June 2020.	2 x councillors' training workshops were held, 1 x Civic Education (Older Persons and their Rights, 1 x training for Ward Committees on Public Participation in Local Governance held, 1 x Wellness Workshop for Councillors on Financial Wellbeing held, 1 x workshop & training (Ward committees" training held, 1 x Speaker's Imbizo held and 2 x Civic Education held in 2018/19	Convene four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences by 30 June 2020.	Partially Achieved: Three (3) Speaker's Imbizos, one (1) School Youth Civic and One (1) CDW Conferences was convened as at 30 June 2020.	Signed internal reports indicating number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conference and Civic Education held.	Partially Achieved	Usage of other social media platforms to conduct awareness campaigns during COVID-19.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.4(a)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) District Coordination Forum (DCF) meetings convened by 30 June 2020.	Number of District Coordination Forum (DCF) meetings convened by 30 June 2020.	Two (2) DCF Meetings in 2017/18	Convene two (2) District Coordination Forum (DCF) meetings by 30 June 2020.	Achieved: Eight (8) District Coordination Forum (DCF) meetings were held as follows: 1. 23 March 2020 2. 17 April 2020; 3. 24 April 2020; 4. 28 April 2020; 5. 19 May 2020; 6. 22 May 2020; 7. 08 June 2020; and 8. 24 June 2020.	Signed internal reports indicating number of District Coordination Forum (DCF) meetings convened, supported by copies of attendance registers for each.	Achieved	Ensure all Mayors/Executive Mayors attend DCF meetings.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.4(b)			Two (2) Technical IGR meetings convened by 30 Jun 2020.	Number of Technical IGR meetings convened by 30 Jun 2020.	1 Technical IGR meeting was held in 2018/19.	Convene two (2) Technical IGR meetings convened by 30 Jun 2020.	Achieved: Seven (8) Technical IGR meetings were held as follows: 1. 23 March 20219; 2. 17 April 2020; 3. 24 April 2020; 4. 28 April 2020; 5. 19 May 2020; 6. 22 May 2020; 7. 08 June 2020; and 8. 24 June 2020.	Signed internal reports indicating number of Technical IGR meetings held, supported by copies of attendance registers for each.	Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.4(c)			Four (4) Municipal Manager's Forum meetings convened by 30 June 2020.	Number of Municipal Manager's Forum meetings convened by 30 June 2020.	1 Municipal Manager's Forum meetings held in 2018/19.	Convene four (4) Municipal Manager's Forum meetings by 30 June 2020.	Achieved: Nine (9) Municipal Manager's Forum meeting were held as at 30 June 2020 in a form of District Command Council Meeting as follows: 24 February 2020, 10 March 2020, 17, 24, 28 April 2020, 19, 22 May	Signed internal reports indicating number of Municipal Manager's Forum meetings held, supported by copies of attendance registers for each.	Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
							2020 and 08. 24 June 2020.			
5.4(d)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) District LED Forum meetings convened by 30 June 2020.	Number of District LED Forum meetings convened by 30 June 2020.	1 District LED and Agricultural Forum was held in 2018/19	Convene two (2) District LED Forum meetings by 30 June 2020.	Partially Achieved: One (1) District LED Forum meeting was held on the 16th of October 2019	Signed internal reports indicating number of LED Forum meetings held, supported by copies of attendance registers for each.	Partially Achieved, one out two meeting was held.	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.4(e)			Two (2) CFO Forum meetings convened by 30 June 2020.	Two (2) CFO Forum meetings convened in 2017/18	Number of CFO Forum meetings convened by 30 June 2020.	Convene two (2) CFO Forum meetings by 30 June 2020.	Not Achieved: Zero (0) CFO Forum meeting was held as at 30 June 2020	Signed internal reports indicating number of CFO Forum meetings held, supported by copies of attendance registers for each.	Not Achieved, No meeting was held for the period under review.	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.4(f)			Four (4) Communications Forum meetings convened by 30 June 2020.	Number of Communications Forum meetings convened by 30 June 2020.	4 Communications Forum meetings convened in 2017/18.	Convene four (4) Communications Forum meetings by 30 June 2020.	Not Achieved: One (1) out of Four (4) Communications Forum meeting was held as at 30 June 2020.	Signed internal reports indicating number of Communications Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.4(g)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	Two (2) Energy Forum meetings convened by 30 June 2020.	Number of Energy Forum meetings convened by 30 June 2020.	Four (4) Energy Forum meetings convened in 2018/19.	Convene two (2) Energy Forum meetings convened by 30 June 2020.	Achieved: Three (3) out of Two (2) Energy Forum Meeting was held as at 30 June 2020.	Signed internal reports indicating number of Technical Managers' Forum held, supported by copies of attendance registers for each.	Achieved	Not Applicable

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.4(h)			Four (4) Corporate Support Services Forum meetings convened by 30 June 2020.	Number of Corporate Support Services Forum meetings convened by 30 June 2020.	One (1) Corporate Support Services Forum meetings held in 2018/19	Convene four (4) Corporate Support Services Forum meetings by 30 June 2020.	Achieved: Three (3) out of Four (4) Corporate Support Services Forum meetings were held as at 30 June 2020.	Signed internal reports indicating number of Director CSS Forum held, supported by copies of attendance registers for each.	Partially Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.4(i)			Four (4) Back to Basics Forum meetings convened by 30 June 2020.	Number of Back to Basics Forum meetings convened by 30 June 2020.	2 Back to Basics meetings were held in 2018/19	Convene four (4) Back to Basics Forum meetings by 30 June 2020.	Achieved: Three (3) out of Four (4) Back to Basics Forum meetings were held as at 30 June 2020, the fourth meeting could not be held due to COVID-19 pandemic and unavailability of representatives from local municipalities.	Signed internal reports indicating number of Back to Basics Forum meetings held, supported by copies of attendance registers for each.	Partially Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.4(j)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	Two (2) Water Sector Forum meetings convened by 30 June 2020.	Number of Water Sector Forum meetings convened by 30 June 2020.	1 Water Sector Forum meeting held in 2018/19	Convene two (2) Water Sector Forum meetings by 30 June 2020.	Partially Achieved: One (1) out of Two (2) Water Sector Forum was held as at 30 June 2020 as a result of COVID-19 pandemic.	Signed internal reports indicating number of Water Sector Forum meetings held, supported by copies of attendance registers for each.	Partially Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.
5.7(k)			Four (4) Disaster Management Forum meetings convened by 30 June 2020.	Number of Disaster Management Forum meetings convened by 30 June 2020.	3 Disaster Management meetings held in 2018/19	Convene four (4) Disaster Management Forum meetings by 30 June 2020.	Achieved: Three (3) One Disaster Management Forum meetings were held as at 30 June 2020. In addition Six (6) Disaster Operation Centre meetings were held during the fourth quarter in which Disaster Management Forum related activities were discussed.	Signed internal reports indicating number of Disaster Management Forum meetings held, supported by copies of attendance registers for each.	Achieved	Not Applicable

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.5(a)	To ensure effective oversight over the affairs of the municipality.	Facilitate continuous oversight over the performance of the municipality by designated oversight structures of the council.	Four (4) Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2020.	Number of Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2020.	4 quarterly performance reports and 1 draft annual report for 2017/18 internally audited in 2018/19.	Prepare and submit four (4) Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2020.	Achieved: Four Quarterly performance report was submitted to Internal Auditor for verification as at 30 June 2020.	Signed quarterly Internal Audit reports on the assessment of the effectiveness of the controls within the municipality submitted to the Audit –Committee.	Achieved	Not Applicable
5.5(b)			Four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2020.	Number of quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2020.	2 quarterly Internal Audit reports of 2018/19	Submit four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 30 June 2020.	Achieved: The fourth quarter performance report was submitted to Internal Auditor for verification.	Signed quarterly performance report internally audited and annual reports, support by the associated internal audit report submitted to the Audit Committee & MPAC.	Partially Achieved	Improve communication and follow-up mechanisms with the Audit Committee stakeholders so as to ensure availability and attendance of stakeholders.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2019 – 30 JUNE 2020										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2019/20	2019-20 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.6	To build a risk conscious culture within the organisation.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment plans by departments	Four (4) quarterly risk assessments performed and risk register and risk mitigation plans subsequently updated by 30 June 2020.	Number of quarterly risk assessments performed and risk register and risk mitigation plans subsequently updated by 30 June 2020.	4 quarterly risk assessments performed in 2018/19.	Perform four (4) quarterly risk assessments and subsequently update risk register and risk mitigation plans by 30 June 2020.	Achieved: Three (3) out of Four (4) quarterly risk assessments and subsequently update risk register and risk mitigation plans were prepared as at 30 June 2020.	Signed quarterly risk assessment performed and updated risk register and risk mitigation plans.	Achieved	Not Applicable
5.7	To plan, coordinate & support sports and recreation programmes in the district.	To strengthen civic pride and patriotism amongst communities in the district and contribute to social cohesion and nation brand ambassadorship through sport.	Host or participate in one (1) annual OR Tambo Games in the district by 31 October each year.	Number of annual OR Tambo games hosted or participated in in the district by 31 October 2019.	OR Tambo Reginal Games held in 2018/19	Host or participate in one (1) annual OR Tambo Games in the district by 31 October 2019.	Achieved: One (1) OR Tambo Games were held in October 2019 at Welkom in Thabo Mofutsanyane District.	Copy of 1 annual OR Tambo Games Report.	Achieved	Not Applicable

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

4.1 INTRODUCTION TO ORGANISATIONAL DEVELOPMENT

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

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

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

COMPONENT A: INTRODUCTION TO THE MUNICIPAL WORKFORCE

A 1: Workforce Profile

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

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

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

Table 4.1: Workforce profile of the municipality

Employment category	Race										Total
	African		Coloured		Indian		White		Total		
	M	F	M	F	M	F	M	F	M	F	
Senior Management	1	2	0	0	0	0	0	0	1	2	3
Mid- Management/Prof	9	13	0	1	0	0	3	1	12	15	27
Supervisors and Junior Management / Professional	6	4	0	0	0	0	0	0	6	4	10
Clerical / administrative	43	30	0	0	0	0	1	4	44	34	78
Elementary	17	9	0	0	0	0	0	0	17	9	26
Total Permanent	76	58	0	1	0	0	4	5	80	64	144
Temporary Employee	19	10	0	0	0	0	0	0	19	10	29
Grand Total	95	68	0	1	0	0	4	5	99	74	173

A 2: Employment Equity Profile

Table 4.2: Employment Equity Profile

Category	2019/20		2018/19	
	Total	% of total employees	Total	% of total employees
Black* employees	165	95.4%	149	93.7%
Women employees	74	43%	70	44%
Employees with Disabilities	1	0.6%	1	0.6%
Employees over age 51	35	20%	28	17.6%
Employees between 31 & 50	122	71%	125	78.6%
Employees under age 30	16	9%	6	3.7%

* African, Coloured, Indian

A 3: Staff Turnover

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

Table 4.3: Staff turnover

Category	Numerical Data		
	Male	Female	Total
New appointments	12	5	17
Resignations	3		3
Pensioned	-	-	-
Dismissed	9	6	15
Net Movement	24	11	35

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

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

Table 4.4: Vacancies filled

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
Temporary Driver/ Messenger	Temporary	Vusi Alex Mtshali	Male	2019/07/01
Temporary Security Officer	Temporary	Dikeledi Martha Motsumi	Female	2019/07/01
Temporary Security Officer	Temporary	Maditaba Annacletta Moraisane	Female	2019/07/01
Temporary Security Officer	Temporary	Elias Halum Halum	Male	2019/07/01
Temporary Security Officer	Temporary	Mahaila David Mofokeng	Male	2019/07/01
Temporary Security Officer	Temporary	Neo Ananias Msimanga	Male	2019/07/01
Temporary Security Officer	Temporary	Nkgakge Lawrence Mahlakoleng	Male	2019/07/01

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
VIP Protection Officer	Professional	Sibongiseni Selby Khumalo	Male	2019/07/01
Manager Legal & Administration	Professional	Sophie Rabie Khonkhe	Female	2019/07/02
Temp EHP	Professional	Mamakgowa Lonia Shipalana	Female	2019/09/02
Temp EHP	Professional	Jeremiah Moroeng Malebo	Male	2019/09/02
Temp EHP	Professional	Thapelo Joseph Lethoko	Male	2019/09/02
Temp EHP	Professional	Ramatlhodi Paul Manyaneng	Male	2019/10/01
VIP Protector	Professional	Abram Buti Mxoxo	Male	2019/10/21
Temp EHP	Professional	Boitumelo Isaac Malebo	Male	2019/11/01
Temp EHP	Professional	Bongani Tiego Mkwane	Male	2019/11/01
General Worker	Elementary	Suzan Caroline Lipeere	Female	2020/03/01

Table 4.5: Vacant Senior Management Positions

Job Title	Employment Category	Provided for on the Org. Structure	Position Budgeted for in 2019/20	Date since vacant
PMPW Director	Professional	Yes	No	2012
Chief Financial Officer	Professional	Yes	Yes	2018
Director Local Economic Development	Professional	Yes	Yes	2019

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

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

Table 4.6: Monthly monitoring and Implementation Reports

Type of Report	Reporting Period	Date of Submission of Report
Monthly Monitoring Report	July 2019	01 August 2019
	August 2019	30 August 2019
	September 2019	25 September 2019
	October 2019	01 November 2019
	November 2019	29 November 2019
	December 2019	11 December 2019
	January 2020	07 February 2020
	February 2020	03 March 2020
	March 2020	02 April 2020
	April 2020	07 May 2020
	May 2020	03 June 2020
	June 2020	01 July 2020

C 1: Skills Audit

Skills Audit Exercise took place from 12 until 20 February 2020, purpose was to gather competency profile of all employees so that competency gaps could be identified and training plan used as an input to FDDM Workplace Skills Plan. WSP document was submitted online to LG SETA on the 12 May 2020, deadline was 30 May 2020. Skills Audit was conducted in February 2020 and 106 Employees submitted Skills Audit Forms.

C 2: Minimum Competency Levels

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

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

Table 4.7: Minimum Competency Programmes undertaken by Senior Managers

Name	Title	Course	Start Date	Duration	Progress
Nonhlanhla Baleni	Ms	CPMD / Municipal Finance	10 June 2019		In Progress
Lindi Molibeli	Ms	CPMD / Municipal Finance			In Progress
Mosia Madisa	Mr	CPMD / Municipal Finance	04 November 2019		In Progress

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

Name	Title	Course	Start Date	Duration	Progress
Mathabo Mokoena	Ms	Municipal Finance Programme	26 July 2018		In Progress
Johan Reyneke	Mr	Municipal Finance Programme	26 July 2018		In Progress

Table 4.9: Minimum Competency Programmes undertaken by other Officials

Name	Title	Course	Start Date	Duration	Progress
No training was undertaken					

C 3: Performance Management System (PMS)

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

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

Table 4.10: Senior Managers Evaluated in terms of PMS

Initials and Surname	Designation	Performance Evaluated Quarterly (Yes / No)	Performance Evaluated for the Year (Yes / No)
L Molibeli (Ms)	Municipal Manager	No	No

Initials and Surname	Designation	Performance Evaluated Quarterly (Yes / No)	Performance Evaluated for the Year (Yes / No)
J Reyneke (Mr) and M Moeketsi (Me)	Acting Chief Financial Officer	No	No
S Motingoe (Dr)	Director: Corporate Support Services	No	No
N Baleni (Me)	Director: Environmental Health & Emergency Services	No	No
S Motingoe (Dr)	Acting Director: Local Economic Development & Tourism	No	No
N Baleni (Me)	Acting Director: Project Management and Public Works	No	No

2.8 Human Resource Policies

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

Table 4.11: Human Resource Policies

Name of Policy	Policy In Place Yes / No	Reviewed For 2019/20 Yes / No	Date Adopted By Council Or Comment On Failure To Adopt
Appointment in an Acting Capacity	Yes	Yes	29/05/2014
Attraction and Retention (Staff retention & exit Policy)	Yes	Yes	30 /05/2013
Code of Conduct for employees	Yes	Yes	30 /05/2013
Disciplinary Code and Procedures	Yes	Yes	30 /05/2013
Employee Assistance/Wellness	Yes	Yes	29 /05/2014
Employment Equity	Yes	Yes	30 /05/2013
Staff retention & Exit Policy	Yes	Yes	30 /05/2013
Grievance Procedures	Yes	Yes	30 /05/2013
Employee Assistance/Wellness	Yes	Yes	29 /05/2014
Career succession planning policy	Yes	Yes	30 /05/2013
Occupational Health and Safety	Yes	Yes	30 /05/2013
Overtime	Yes	Yes	29/05/2014
Recruitment, Selection and Appointments	Yes	Yes	30 /05/2013
Skills Development	Yes	Yes	29 /05/2014
Bereavement Policy	Yes	Yes	30 /05/2013
Use of Municipal Assets	Yes	Yes	30 /05/2013

COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

D 1: Leave Utilisation

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

Table 4.12: Number of leave days taken by leave type

Number of Leave Days taken by leave type		
Leave type	Total days	Number of employees
Sick	788	97
Maternity	65	1

Number of Leave Days taken by leave type		
Leave type	Total days	Number of employees
Family Responsibility	77	26
Other/ Special leave	19	4
Annual Leave	1832	126
Compassionate	32	9

D 2: Skills Development & Training Costs

Table 4.13: Skills Development & Training Costs of Finance Officials

Title	Amount	Number of Candidates
None	R0.00	0

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

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

Name	Title	Amount
Nonhlanhla Baleni	Director EH&ES	R30 500
Cllr Mosia Madisa	MMC Finance	R42 021

CHAPTER 5: FINANCIAL PERFORMANCE

5.1 INTRODUCTION

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

5.2 SUPPLY CHAIN MANAGEMENT

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

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

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

Table: Supply Chain Management Bid Committees

Name of Bid Committee	Committee Members
Bid Specification Committee	<ul style="list-style-type: none"> - 1. Mabutho Masondo - Chairperson - 2. Morwesi Khubeka - Secretary - 3. Momo Monosi - 4. Nthethe Mofokeng - 5. Charles Mosia
Bid Evaluation Committee	<ul style="list-style-type: none"> - 1. Diabo Mamphitha - Chairperson - 2. Mabutho Masondo - Secretary - 3. Paseka Mloi - 4. Tlali Motshoikha - 5. Kiki Rabie-Khonkhe
Bid Adjudication Committee:	<ul style="list-style-type: none"> - 1. Johan Reyneke – Chairperson - 2. Maria Moeketsi - Secretary - 3. Dr Solomon Motingoe - 4. Nonhlanhla Baleni

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

5.3 EXPENDITURE AND CREDITORS

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

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

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

Details	Amount
Unauthorised expenditure on vote – Council General	-
Unauthorised expenditure on vote - Mayoral Committee	-
Unauthorised expenditure on vote – Municipal Manager’s office	R891
Unauthorised expenditure on vote – Corporate Support	R13 039
Unauthorised expenditure on vote – Finance	R2 672 952
Unauthorised expenditure on vote - Information Technology	R726 403
Unauthorised expenditure on vote - Fire and Emergency Services	R61 272
Unauthorised expenditure – Capital Expenditure	R1 750 841

Unauthorised Expenditure identified: Accounting Officer

Unauthorised expenditure to the amount of R 891 was identified where provision for leave was not budgeted for which then have the effect that this cost centre overspend by R 891 or 0.04% of the allocated budget.

Unauthorised Expenditure identified: Finance

Unauthorised expenditure to the amount of R 109 952 was identified where the budgeted amount for insurance was overspend by due to the insurance reclassification on all cell phone and communication devices. This relates to an over expenditure percentage of 0.52% of the allocated budget.

Unauthorised Expenditure identified: Information Technology

Information Technology have unauthorised expenditure to the amount R 697 664, which is due the non-cash transactions that relates to amortization of intangible assets to the amount of R 294 439.93 and depreciation on computer equipment to the amount of R 431 721.09. The total for these two transaction therefor R 726 161.02. This is percentage of 21.62% above the allocated budget.

Depreciation for computer equipment was budget in Council general to the amount of R 860 000, which has the effect that the cost centre of Council General have a unspent amount of R 2 327 896

Unauthorised Expenditure identified: Director EHS

Unauthorised expenditure to the amount of R 61 272 was identified, where the budget for remuneration was not adjusted to accommodate the annual approved increase of 4% that was gazetted, and the provision for accumulated leave. There for the cost centre over expenditure relates to a 4.31% over expenditure on the total allocated budget

The total approved budget of the Council will however not be overspend by the identified expenditure

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

Statement of Financial Performance

Figures in Rand	Note(s)	30 June 2020	30 June 2019 Restated*
Revenue			
Revenue from exchange transactions			
Other income	17	1,643,370	832,161
Interest received	11	7,726,832	8,264,278
Actuarial gains	12	2,351,336	178,000
Total revenue from exchange transactions		11,721,538	9,274,439
Revenue from non-exchange transactions			
Transfer revenue			
Grants and subsidies	19	162,525,488	155,563,627
Total revenue from non-exchange transactions		162,525,488	155,563,627
Total revenue		174,247,026	164,838,066
Expenditure			
Employee related costs	20	104,078,424	95,802,042
Remuneration of councillors	21	7,752,868	7,630,827
Repairs and maintenance	22	1,169,188	1,930,613
General expenses	23	38,929,979	32,387,758
Transfers and Grants paid	24	6,966,488	7,469,081
Depreciation and amortisation	26	7,749,259	8,115,957
Finance Costs	27	1,533,287	2,562,371
Impairment loss	28	33,443,830	-
Loss on disposal of assets	29	168,017	-
Contracted Services	30	8,348,921	4,583,231
Total expenditure		209,870,261	160,481,880
(Deficit) / Surplus for the year	25	(35,623,235)	4,356,186

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

Asset class Figures in Rand	Actual Expenditure	
	2019/20	2018/19
Land and Buildings (WIP)	0	0
Plant and Machinery	89,288	127,882
Furniture and Fittings	587,498	234,511
Motor Vehicles	1,167,960	980,654
Computer Equipment	178,523	406,172
Leased assets	1,109,315	2,049,954
Work in progress	0	0
Total Expenditure	3,132,584	3,799,173

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT

Cash Flow Statement

Figures in Rand	Note(s)	30 June 2020	01 July 2019 Restated*
Cash flows from operations			
Receipts			
Cash receipts from government grants		164,026,000	150,711,000
Other cash receipts		1,962,072	901,822
Cash paid to suppliers and employees			
Payments to suppliers for goods and services		(51,457,592)	(54,883,221)
Payments to and on behalf of employees		(107,892,467)	(102,101,772)
Other payments		(675,708)	(379,326)
Net cash flows from/ (used in) operations		5,962,305	(5,751,498)
Interest Received		7,840,571	8,104,546
VAT refunds received		3,889,503	4,672,572
VAT liability paid		-	(1,450,699)
Net cash flows from operating activities	31	17,692,379	5,574,921
Cash flows used in investing activities			
Purchase of property, plant and equipment		(1,662,657)	(1,797,382)
Purchase of other intangible assets		-	(27,320)
Cash flows used in investing activities		(1,662,657)	(1,824,702)
Cash flows used in financing activities			
Finance charges paid		(173,794)	(173,467)
Cash flows used in financing activities		(173,794)	(173,467)
Net increase in cash and cash equivalents		15,855,928	3,576,752
Cash and cash equivalents at beginning of the year		92,978,346	89,401,594
Cash and cash equivalents at end of the year	9	108,834,274	92,978,346

COMPONENT D: OTHER FINANCIAL MATTERS

D 1: Expression on the Auditor General Report

The detailed audit report of the Auditor-General for the 2019/20, which expresses the Auditor-general's findings and opinion is available in Chapter 6 of this report.

D 2: Plans To Enhance Financial Viability

Taking lead from to the audit findings as raised in the Auditor-General's report, our resolute goal is to ensure that those matters are sufficiently addressed and the following are some of the key measures that we are to implement in order to conclusively improve from 2020/21 financial year and beyond.

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

D 3: Financial Ratios based on Key Performance Indicators

3.1 Revenue Management

3.1.1 Level of Reliance on Government Grants

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

Level of reliance on Government Grants

	2019/20			2018/19
Formula	Government Grants	Total Revenue	%	%
Grants & Subsidies/Total Revenue	162 525 488	174 247 026	93.27	74.36

Analysis and Interpretation: From the above, it is evident that the municipality remains highly reliant on Government Grants which makes up over 93.27% of total revenue. This is largely due to the fact that as a district municipality, FDDM has no revenue base of its own and as such the municipality is bound to highly depend on grants and subsidies.

3.1.2 Actual Revenue versus Budgeted Revenue

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

Actual Revenue vs Budgeted Revenue

Formula	Actual Revenue	Budgeted Revenue	Variance	Variance	
	2019/20	2019/20	R	2019/20	2018/19
				%	%
Variance/Actual Revenue	174 247 026	188 505 490	14 258 464	7.56	24.12

Analysis and Interpretation: The acceptable standard is that the actual revenue for a financial year must equal or exceed the approved budget for the financial year. The municipality's actual revenue is less than the budget by 7.56%. In the previous financial year, actual revenue was higher than budgeted revenue by 24.12%. The actual revenue includes Government Grants and excludes actuarial gains recognised.

3.2 Expenditure Management

3.2.1 Employee Related Costs to Total Expenditure

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

Remuneration of Employees

Formula	2019/20			2018/19	
	Employee Cost	Total Operating Expenditure	%	%	
Actual Salaries, Wages and Allowances/Total Expenditure	104 078 424	209 870 261	49.59	54.25	

Analysis and Interpretation: From the above, it can be deduced that employee related cost as a percentage of total operating expenditure is above 49% of the total operating expenditure year of year. However, if non-cash items such as depreciation and amortisation and debt impairment are taken out of the total operating expenditure, the ratio is actually higher, at over 51%.

3.2.2 Remuneration of Councillors

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

Remuneration of Councillors

Formula	2019/20			2018/19	
	Remuneration of Councillors	Total Expenditure	%	%	
Actual Remuneration of Councillors/ Total Expenditure	7 752 868	209 870 261	3.69	4.27	

Analysis and Interpretation: From the above, it can be deduced that remuneration of councillors as a percentage of total operating expenditure had a slight increase year on year, with the current year at 3.69% to total expenditure. Similarly to employee related costs, if the non-cash items such as depreciation and amortisation and debt impairment are taken out of the total operating expenditure, the ratio goes to 3.83%

3.2.3 Repairs and Maintenance to Total Expenditure

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

Repairs and Maintenance to Total Expenditure

	2019/201			2018/19
Formula	Repairs & Maintenance	Total Expenditure	%	%
Actual Repairs & Maintenance/ Total Expenditure	1 169 188	209 870 261	0.56	1.01

Analysis and Interpretation: The norm for this ratio is that Repairs and Maintenance should equal at least 8% of Total Operating Expenditure. In this case the expenditure is at 0.56% which is within the same average range over the past few years. The main contributing factor to this may be attributable to the fact that as a district municipality, FDDM does not have major infrastructure assets to provide substantial maintenance for.

3.3 Liability Management

3.4.1 Acid Test Ratio

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

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

	2019/20			2018/19
Formula	Current Assets less Inventory	Current Liabilities	Ratio	Ratio
Current Assets less Inventory/Current Liabilities.	123 246 953	34 201 166	3.60	1.97

Analysis and Interpretation: The above ratio indicates that the municipality although slightly declined from the previous financial year, the municipality maintained a substantially positive current ratio as at the end of the financial year, which implies that the value of current assets would cover current liabilities 3.60 times, which is a substantially enough margin to can cover current liabilities.

CHAPTER 6: AUDITOR-GENERAL'S FINDINGS (2018/19)

COMPONENT A: BACKGROUND

In terms of section 20 of the Public Audit Act, 25 of 2004 (PAA), the Auditor-General must in respect of each audit performed in respect of the auditee, in this case Fezile Dabi District Municipality, prepare a report on the audit. An audit report must reflect such opinions and statements as may be required by any legislation applicable to the auditee who is the subject of the audit, but must reflect at least an opinion or conclusion on:

- a) whether the annual financial statements of the auditee fairly present, in all material respects, the financial position at a specific date and results of its operations and cash flow for the period which ended on that date in accordance with the applicable financial framework and legislation;
- b) the auditee's compliance with any applicable legislation relating to financial matters, financial management and other related matters; and
- c) the reported information relating to the performance of the auditee against predetermined objectives.

With the above background in mind, this chapter provides an overview of the Auditor-General Report of the previous financial year (2018/19) with specific focus on the following:

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

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

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

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

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
1	#CoAF 19 - Cash and cash equivalents: Internal control deficiencies	<p>(a) Cash register of all cash received will be developed, implemented and monitored on a daily basis to ensure that all cash received is duly accounted for and banked after the accumulated cash reached R 1000 or at least weekly if the accumulated cash does not exceed R 1000 threshold.</p> <p>(b) Develop and implement inter accounts funds transfer control sheet/form which will require initiation of inter accounts transfer of funds by the CFO and authorised by the Municipal Manager in order ensure control and accountability over inter accounts transfer of funds.</p> <p>(c) Reconciliation of all active investments accounts and ensure each</p>	Chief Financial Officer	2020/01/31	2020/06/30	100%	Finding addressed by management.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		active investment account (i.e. whether has a value or nil amount), are recorded on the GL and on the Investment Register					
2	#CoAF 40 - AFS High level review - Cash flow statement difference, errors and omissions	Prepare a separate schedule of detailed calculations of all balances on the Cash Flow Statements for 2018/19 and all subsequent Cash Flow Statements, Statement of Financial Position, Statement of Financial Performance and Statement of Changes in Net Assets.	Chief Financial Officer	2020/02/28	2020/06/30	100%	Resolved: No similar finding was noted during the review of the draft AFS submitted for review and all the findings that were identified during the review were corrected by management.
3	CoAF 84 - Cash Flow Statement - material differences identified during recalculation	Prepare a separate schedule of detailed calculations of all balances on the Cash Flow Statements for 2018/19 and all subsequent Cash Flow Statements, Statement of Financial Position, Statement of Financial Performance and Statement of Changes in Net Assets	Chief Financial Officer	2020/02/28	2020/06/30	100%	Resolved: No similar finding was noted during the review of the draft AFS submitted for review and all the findings that were identified during the review were corrected by management.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
4	#CoAF 01 - HR Management: Non-compliances on performance management system	<p>1. Ensure that performance agreements are concluded within one month after the beginning of current financial year</p> <p>2. Ensure that the consequences of substandard performance on the objectives and targets included in the performance agreement</p> <p>3. Implement performance management system for all employees and ensure assessments are performed.</p>	<p>1. & 2. Manager: Performance Monitoring & Evaluation</p> <p>3. Manager: Human Resource Management</p>	2020/05/31	2020/05/31	80%	Resolved, the finding has been addressed, the performance agreements for senior managers other than section 56 has been signed.
5	#CoAF 13 - Compliance (HR Management): Non-compliance and internal control deficiencies identified	<p>1. Develop and implement a checklist of all policies required i.t.o Legislation and Regulations and ensure that policies that are not in place are developed and those that are in place are reviewed annually.</p> <p>2. Improve the recording of minutes relating to all processes regarding recruitment so as to ensure that sufficient details are covered in order to promote accountability.</p>	Manager: Human Resource	2020/05/31	2020/06/30		Finding to be addressed during 2020/21 financial year.

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		<p>3. Review the promotions policy and develop standard procedures and processes to be followed and criteria to be used regarding promotions.</p> <p>4. Ensure that advertisements requirements for senior positions are fully in line with the applicable regulations appointment and conditions of service for senior managers in local government.</p>					
6	CoAF 22 - Remuneration of Councillors - Incomplete disclosure	Provide sufficient capacity i.r.o AFS / IFS preparation and ensure that there is clearly outlined segregation of duties between preparation of AFS / IFS and review thereof.	Chief Financial Officer	2020/04/30	2020/06/30	100%	Resolved: no similar finding was noted during the review of draft AFS provided for review.
7	#CoAF 56 - Employee benefits - section 56 managers presentation & disclosure	Provide sufficient capacity i.r.o AFS / IFS preparation and ensure that there is clearly outlined segregation of duties between preparation of AFS / IFS and review thereof.	Chief Financial Officer	2020/04/30	2020/06/30	100%	Resolved: no similar finding was noted during the review of draft AFS provided for review.

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8	CoAF 92 - Employee related costs - no background checks prior to appointment	Review the recruitment policy and ensure that it clearly outlines the circumstances, procedures and processes in instances where management engages in the process of head hunting, and ensure when headhunting is undertaken in line with the policy, all processes followed are clearly recorded such that there is sufficient evidence to demonstrate that the process was in line with the policy and that it was fair, efficient, effective and transparent.	Manager: Human Resource	2020/05/31	2020/06/30	100%	Finding addressed by management.
9	#CoAF 02 - Action plan not drafted and implemented to address prior year issues raised	Develop a detailed audit action plan after each audit and ensure that the plan deliverables and milestones are as far as possible aligned with the SDBIP in order to synergise and improve accountability on commitments made.	Manager: Municipal Manager Office	2020/02/28	2020/05/18	100%	Finding addressed by management.
10	#CoAF 07 - Audit committee: functions and responsibilities not discharged	The Audit Committee has approved a schedule of meetings for 2019/20 financial year and that quarterly Audit	Municipal Manager	2020/02/28	2020/06/30	50%	Resolved

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		Committee reports will be presented to council with the report for the quarter ending 30 September 2019 to be presented in council in its next issuing council meeting. Attached to this is schedule of Audit Committee meetings.					
11	(PARTIALLY RESOLVED) CoAF 10 - Understanding the environment: Limitation: Minutes of meetings	Prepare an audit file in line with MFMA Circular 51 and ensure that all the necessary documents and records in support of the AFS and Performance information are accurately updated in line with the structure of the audit file in order to ensure quick retrieval of information when required.	Senior Financial Accountant & Manager: Performance Monitoring & Evaluation	31March 2020 for IFS & 31 August 2020 for AFS			
12	#CoAF 12 - Business process: Internal control deficiencies identified in purchases cycle	(a) In instances where the financial system is temporarily offline (put to 48hours), delay the issuing of orders until the system is again fully functional. In instances where the system is offline for longer that 48 hours, issue orders and update them on the system once	(a) Senior Supply Chain Practitioner (b) Manager: Financial Operations	2020/03/31	2020/06/30	100%	Resolved: No similar finding was noted during the review of SCM for the year under review.

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		the system is functional again. Keep a register of all manual orders issued. (b) Enforce the existing payment processing controls as detailed on the payment vouchers to ensure that supporting documents agrees to the payment before being authorising a transaction for payment.					
13	#CoAF 03 - Internal Audit Assessment: Internal Auditors not registered with IIA	Update the Internal Audit annual plan to also include responsibility for ensuring timeous renewal of all relevant membership for all internal audit staff.	Chief Internal Auditor	2020/01/31	2020/06/30	100%	Resolved
14	#CoAF 04 - Internal Audit Assessment: Limitation: Internal audit documents	Prepare an audit file in line with MFMA Circular 51 and ensure that all the necessary documents and records in support of the AFS and Performance information are accurately updated in line with the structure of the audit file in order to ensure quick retrieval of information when required.	Senior Financial Accountant & Manager: Performance Monitoring & Evaluation	28 February 2020 for IFS & 31 August 2020 for AFS	2020/06/30	100%	Resolved.

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15	#CoAF 11 - Internal Audit Assessment: Internal Audit Charter for the 2018/2019 year not approved	Review the 2019/20 Internal Audit Charter to include the period of review and external assessment and submit it together with 2018/19 Internal Audit Charter to the Audit Committee for review and approval by 28 February 2020 and thereafter review the Charter and submit it to the Audit Committee for review and approval by 31 May annually.	Chief Internal Auditor	2020/02/28	2020/06/30	100%	Resolved.
16	#CoAF 17 - Internal Audit Assessment: Charter's period of review and external assessment	Review the 2019/20 Internal Audit Charter to include the period of review and external assessment and submit it together with 2018/19 Internal Audit Charter to the Audit Committee for review and approval by 28 February 2020 and thereafter review the Charter and submit it to the Audit Committee for review and approval by 31 May annually.	Chief Internal Auditor	2020/02/28	2020/06/30	100%	Resolved.
17	#CoAF 38 - AFS High level review - GL and TB reconciliation to the AFS	Prepare Interim Financial Statements (IFS) that are compliant with GRAP	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Resolved, the draft AFS was internally audited this finding as

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		standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.					raised previous year was addressed.
18	#CoAF 62 - Cash and cash equivalents: Differences between GL and AFS	Provide sufficient capacity i.r.o AFS / IFS preparation and ensure that there is clearly outlined segregation of duties between preparation of AFS / IFS and review thereof.	Chief Financial Officer	2020/04/30	2020/10/13	100%	Resolved: no similar finding was noted during the review of draft AFS provided for review.
19	#CoAF 31 - Submission of the AFS - No supporting schedules provided	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/10/13	95%	Finding resolved by management.
20	#CoAF 39 - AFS high level review - Errors and Omissions identified on the financial statements	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief Financial Officer, and Internal Audit.
21	#CoAF 41 - AFS High level review - Statement of comparison of budget and actual amounts	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief

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		122,123,124&125 of MFMA and submit to the A-G for audit.					Financial Officer, and Internal Audit.
22	#CoAF 45 - AFS High Level Review of Intangible assets and Property, Plant and Equipment	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief Financial Officer, and Internal Audit.
23	CoAF 46 - AFS High Level Review of 2018 Intangible assets and Property, Plant and Equipment Notes	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief Financial Officer, and Internal Audit.
24	CoAF 74 - AFS High level review - Scope limitation on audit committee review	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief Financial Officer, and Internal Audit.
25	#CoAF 15 - Compliance (AFS compliance): Late submission of the financial statements	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	80% resolved, due to that the final set of the AFS still to be submitted to AG but the Draft was internally reviewed and to be

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							presented to the AC on the 26/10/2020.
26	#CoAF 16 - Follow-up of prior year audit findings - RFI 7	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to RFI 7	Manager: Office of the Municipal Manager	2020/03/31	2020/05/18	50%	Resolved, the action plan addressing prior year findings was submitted to internal audit for verification together with the supporting documentations.
27	#CoAF 66 - Compliance (Expenditure management) - Payments not made within 30 days	Enforce the existing invoice receiving and payment processing controls as detailed on the payment vouchers to ensure that payments are made within 30 after receipt of a valid invoice.	Manager Financial Operations	2020/06/30	2020/06/30	100%	Not Resolved, similar finding was raised during the review of SCM
28	#CoAF 67 - Compliance (Expenditure management) - Payments not authorised by CFO or MM	Develop detailed institutional policy, system and register of delegations of powers and function so as to assist in outlining certain and specific powers and function delegated across the institution.	Manager: Office of the Municipal Manager	15-Feb-20	18-May-20	80%	Finding resolved by management.
29	CoAF 64 - Employee benefits obligation: Misstatements on reconciliation of report with AFS amount	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved: No similar finding was noted during the review of draft AFS.

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		122,123,124&125 of MFMA and submit to the A-G for audit.					
30	CoAF 75 - Compliance (HR Management)	(a) Update register of disclosure of interest for senior managers and councillors and ensure that the register is thoroughly reviewed to ensure complexness and accuracy.	Manager: Human Resource	2020/05/31	2020/05/31	100%	Resolved, the finding has been addressed, the performance agreements for senior managers other than section 56 has been signed, an job description was submitted to internal audit for verification.
31	CoAF 72 - Prior period restatements - Undisclosed and unsupported prior period restatements	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Resolved, the finding has been addressed the review process has been performed by Chief Financial Officer, and Internal Audit.
32	CoAF 83 - Compliance (Consequence management) - No investigations of Unauthorised, Irregular, fruitless and wasteful expenditure	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Management still to fully resolved the finding.
33	#CoAF 27 - Other expenses (Cell phone expenses) - classification of Vodacom contract expenses	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Follow up to be made after the report is tabled to MPAC.

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		122,123,124&125 of MFMA and submit to the A-G for audit.					
34	#CoAF 32 - Other expenses (Telephone and cell phone) - Limitation on cell phone contracts	Prepare an audit file in line with MFMA Circular 51 and ensure that all the necessary documents and records in support of the AFS and Performance information are accurately updated in line with the structure of the audit file in order to ensure quick retrieval of information when required.	Senior Financial Accountant & Manager: Performance Monitoring & Evaluation	28 February 2020 for IFS & 31 August 2020 for AFS	2020/06/30	100%	Finding addressed by management.
35	#CoAF 42 - Other expenses (Remaining other) - Accuracy misstatements on amounts recorded	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Resolved: No similar finding was noted during the review of financial statements and also taking into consideration the response that was provided by management which was still to be concluded by AG.
36	CoAF 47 - Other expenses (Remaining other) - Sufficient and appropriate evidence not provided on occurrence of expenditure	Reference to PMS System Description	Manager: Supply Chain Management	2020/05/31	2020/05/31	50%	Finding addressed by management. Follow up will be made on the donation policy after being approved by council.

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37	CoAF 48 - Other expenses (Remaining other) - Overstatement of other expenses due to cut-off issues	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/09	2020/03/31	95%	Still outstanding.
38	#CoAF 57 - Other expenses (Cell phone) - Irregular expenditure on Vodacom cell phone contract	1. Stick to the contents of the existing policy on cell phones	Manager: Financial Operations	2020/05/31	2020/06/30		To be followed up after the MPAC report.
39	#CoAF 60 - Other expenses (Procurement) - No evidence of receipt of goods/services (Limitation on occurrence)	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to CoAF 60.	Senior Supply Chain Practitioner	2020/03/31	2020/06/30	100%	Resolved: no similar finding was noted during the audit of SCM for the year under review and the control in place as verified was considered to be effective.
40	#CoAF 61 - Bursaries - Inadequate processes and accuracy issues on AFS amount	1. Review the existing policy on bursaries to cater for external bursary beneficiaries.	Manager: Human Resource	2020/05/31	2020/06/30		Finding addressed by management
41	CoAF 63 - Other expenses - Misstatements on presentation and disclosure of other expenses	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Resolved: No similar finding was noted during the review of AFS.

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42	CoAF 69 - Other expenses (advertising) - Sufficient and appropriate evidence could not be obtained	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Resolved: no similar finding was noted during the audit of SCM for the year under review and the control in place as verified was considered to be effective.
43	#CoAF 70 - Other expenses (advertising) - Cut off	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Finding addressed by management.
44	CoAF 78 - Repairs and maintenance - Occurrence of the expenditure	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to CoAF 78.	Senior Supply Chain Practitioner	2020/03/31	ongoing		Still outstanding. CFO to discuss the finding with AG and resolve the issue.
45	CoAF 82 - Other expenses (Journals): Limitation of scope	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to CoAF 82.	Senior Financial Accountant	2020/03/31	2020/06/30	100%	Follow up still to be made with a file of journals to be provided for verification.
46	CoAF 89 - Repairs and maintenance (Journals) - no supporting documents	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to CoAF 89.	Senior Financial Accountant	2020/03/31			

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47	#CoAF 65 - AoPO: 2.6(b) 4 HIV/AIDS awareness campaigns in the district (Limitation)	Ensure that the evidence that support the reported KPI is fully in accordance with the required / expected output as described in system description.	Manager: Performance Monitoring & Evaluation	2020/06/30	2020/03/31	80%	Resolved: awareness campaigns as reported under performance management were supported by supporting documents.
48	#CoAF 06 - SCM Policy implementation and deficiencies	<p>1. Identify relevant courses to be attended by SCM officials annually and ensure that these are updated in the WPSP.</p> <p>2. Collate and review the following reports as per RFI 5 of 2018/19 and ensure that they are properly filed in the prior year section of the audit file:</p> <p>(a) SCM Monthly reports submitted to National Treasury and Council for 12 months (i.e. July 2018 - 30 June 2019)</p> <p>(b) Accounting Officer monthly reports on the management of contracts or agreements and the performance of the relevant contractors for 12 months (i.e. July 2018 - 30 June 2019)</p>	Senior Supply Chain Practitioner	2020/02/28	ongoing		

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		(c) Four (4) SCM quarterly implementation reports on SCM for consideration by the Mayor (d) The annual Accounting officer report on implementation of the SCM policy to the council and the Provincial Treasury					
49	#CoAF 08 - Non-compliances on SCM Policy	Review the SCM Policy to ensure that it is in full alignment with SCM Regulations, PPPFA Regulations and other relevant procurement guidelines issued by the National Treasury	Senior Supply Chain Practitioner	2020/02/28	2020/06/30		
50	CoAF 09 - Scope limitation - Allegations and investigation reports	Collate, review and file in the prior year section of the audit file all the supporting documents, where appropriate, in relation to RFI 6 of 2018/19 - Information on allegations and investigations into misconduct including incidents of Irregular, fruitless and wasteful expenditure: (a) Incidents register for financial misconduct	Manager: Office of the Municipal Manager	2020/03/31	2020/05/18		

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		(b) Investigations reports that were conducted in the 2018/19 financial year (c) Reports from anti-fraud hotline/ whistle-blowing mechanism (d) Reports from other institutions (e.g. COGTA, Treasury, etc.) on allegations and investigations into misconduct					
51	#CoAF 14 - Contract management: No monitoring of service providers	(a) Collate, review and file in the prior year section of the audit file all the relevant supporting documents in support of monitoring of Altimax against the agreed upon deliverables and ensure that the information is available during 2019/20 audit. (b) Develop monitoring tool for consultants & service providers that is able to align monitoring activities and collection of evidence to support monitoring activities undertaken in line with deliverables of each contract.	Manager: Contract Management	2020/03/31			Still outstanding. Follow up to be made with management.

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52	#CoAF 20 - Procurement: Three (3) quotations not obtained and no deviation provided/reasons not adequate	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

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		(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
53	#CoAF 24 - Procurement: Winning supplier did not submit a declaration of interest	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	Quarterly reported		Follow to be made after the expenditure has been presented to MPAC.

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		<p>irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
54	#CoAF 25 - Procurement: Winning supplier's tax declaration not provided	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	ongoing		Follow to be made after the expenditure has been presented to MPAC.

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		<p>of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					

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55	#CoAF 26 - Procurement: Lowest quotation not selected and no reasons provided	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>			Follow to be made after the expenditure has been presented to MPAC.

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		(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
56	#CoAF 28 - Procurement: Control deficiencies on SCM processes	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		<p>irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
57	#CoAF 29 - Procurement: The criteria applied in evaluating the bids changed not consistent	<p>Seek an independent review from the Provincial Treasury of the procurement process followed in respect of Bid 010/2018/19 - Special Support (Management is in disagreement with the A-G's findings and conclusions this regard)</p>	Chief Financial Officer	2020/03/30	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
58	#CoAF 30 - Procurement: Transactions not evaluated on preferential point system in terms of the PPPFA	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
59	CoAF 37 - Procurement: Limitation of scope on competitive bid process.	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		

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		<p>irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
60	#CoAF 44 - Other expenses (Remaining other) - No quotations obtained or approved deviation	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		<p>of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
61	CoAF 50 - Procurement: Deviations not disclosed in the notes to the financial statement	Prepare Interim Financial Statements (IFS) that are compliant with GRAP standards and section 122,123,124&125 of MFMA and submit to the A-G for audit.	Senior Financial Accountant	2020/03/31	2020/03/31	95%	Resolved: Deviations were disclosed in the AFS provided for review.
62	#CoAF 51 - Procurement: Deviations were not recorded in the deviation form and approved by the delegated official	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure. (b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	2020/06/30		

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		to the respective initiating user departments for correction and compliance before procurement can be proceeded with. (c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
63	#CoAF 52 - Procurement: Reasons provided for deviation not justifiable	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

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		<p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
64	#CoAF 53 - Procurement: winning bidder's tax matters has not been declared	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and	Senior Supply Chain Practitioner	(a) 2020/04/30	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

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		<p>accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are</p>		(b) and (c) Ongoing			

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
65	#CoAF 54 - Procurement: Non-compliance with SCM regulation 38	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		<p>departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
66	#CoAF 55 - Procurement: Deviations not brought to council for approval	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		<p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
67	CoAF 58 - Procurement: Minimum threshold for local production and content not specified on bidding documents	<p>(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p>	Senior Supply Chain Practitioner	<p>(a) 2020/04/30</p> <p>(b) and (c) Ongoing</p>	2020/06/30		Follow to be made after the expenditure has been presented to MPAC.

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		(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
68	CoAF 59 - Procurement: Scope limitation on appointment letters (RFI 42)	Collate, review and file in the prior year section of the audit file all the supporting documents and information i.r.o RFI 42	Manager: Contract Management	2020/02/28			Management still in the process of finalising the finding.
69	#CoAF 68 - Procurement: Winning bidder did not submit a declaration of interest	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.	Senior Supply Chain Practitioner	(a) 2020/04/30 (b) and (c) Ongoing	2020/04/30		Follow to be made after the expenditure has been presented to MPAC.

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		<p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.</p>					
70	#CoAF 71 - Other expenses (advertising) : SCM processes not followed	(a) Revisit and review the 2018/19 report of review of all the SCM procurement processes conducted and accurately verify and quantify instances	Senior Supply Chain Practitioner	(a) 2020/04/30	2020/04/30	2020/06/30	Follow to be made after the expenditure has been presented to MPAC.

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		<p>where procurement process was not followed and also review the validity of deviations reported against the SCM regulation 36(1) and ensure instances of non-compliances are reported as irregular expenditure.</p> <p>(b) For 2019/20 and going forward, enforce existing policy provisions and controls to prohibit any procurement process that is likely to result into irregular expenditure by returning all non-compliant procurement processes to the respective initiating user departments for correction and compliance before procurement can be proceeded with.</p> <p>(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance</p>		(b) and (c) Ongoing			

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		by the Senior SCM Practitioner or duly delegated SCM official prior to final processing and conclusion.					
71	CoAF 76 - Procurement: Non compliances identified on contract management	Conduct a review of all existing contracts (SLA) and ensure that each one is drafted and aligned with the General Conditions of Contract as issued by the National Treasury and that specific conditions of each contract in relation to performance, breach, deliverables, etc. are aligned with the initial bid specifications and conditions stated on appointment letters and that the contract clearly specifies performance monitoring and evaluation measures against the contractor / service provider / consultant.	Manager: Legal Services	2020/03/31	2020/06/30		Still outstanding
72	CoAF 77 - Procurement: Contracts not monitored on a monthly basis	Develop monitoring tool for consultants & service providers that is able to align monitoring activities and collection of evidence to support monitoring	Manager: Contract Management	2020/03/31			

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		activities undertaken in line with deliverables of each contract.					
73	CoAF 79 - Procurement: Measures to monitor contract performance and delivery are not sufficient	Conduct a review of all existing contracts (SLA) and ensure that each one is drafted and aligned with the General Conditions of Contract as issued by the National Treasury and that specific conditions of each contract in relation to performance, breach, deliverables, etc. are aligned with the initial bid specifications and conditions stated on appointment letters and that the contract clearly specifies performance monitoring and evaluation measures against the contractor / service provider / consultant.	Manager: Contract Management	2020/03/31			
74	CoAF 80 - Procurement: Payments made on contracts not being monitored against the contract value	Conduct a review of all existing contracts (SLA) and ensure that each one is drafted and aligned with the General Conditions of Contract as issued by the National Treasury and that specific conditions of each contract	Manager: Contract Management	2020/03/31			

EXC. NUM	DEFICIENCIES POINTED OUT IN REPORT	DETAIL OF REMEDIAL ACTION TO BE IMPLEMENTED (PLAN OF ACTION)	RESPONSIBLE OFFICIAL(S)	DATE OF EXECUTION	DATE OF COMPLETION	LEVEL OF IMPLEMENTATION (%)	VERIFICATION BY INTERNAL AUDIT
		in relation to performance, breach, deliverables, etc. are aligned with the initial bid specifications and conditions stated on appointment letters and that the contract clearly specifies performance monitoring and evaluation measures against the contractor / service provider / consultant.					
75	CoAF 94 - Procurement: Use of consultants scope limitation	Collate, review and file under prior year section of the audit file all the information and supporting documents relating to RFI 48 so as to ensure that the information is readily available for the next audit.	Manager: Office of the Municipal Manager	2020/02/28			Finding addressed by management.
76	CoAF 85 - Other income - Limitation of scope	Collate, review and keep in the audit file under prior year findings section all the relevant information and supporting documents relating to CoAF 85.	Senior Financial Accountant	2020/03/31	2020/06/30		Finding addressed by management.

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

Report on the audit of financial statements

Qualified opinion

1. I have audited the financial statements of the Fezile Dabi District Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2020, statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects and possible effects of the matters described in the basis for qualification section of the auditor's report, the financial statements present fairly, in all material respects, the, the financial position of the Fezile Dabi District Municipality as at 30 June 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 16 of 2019 (DORA).

Basis for qualified opinion

Property, plant and equipment

3. The municipality did not recognise all items of property, plant and equipment in accordance with GRAP 17, Property, plant and equipment. The opening balances of Infrastructure included in property, plant and equipment is misstated due to incorrect application of GRAP 3, Accounting policies, estimates and errors. Consequently, the opening balance of Infrastructure is overstated by R12 110 967. There was an impact on the deficit for the period and on the accumulated surplus.

Trade and other payables from exchange transactions

4. I was unable to obtain sufficient appropriate audit evidence for leave accruals included in trade and other payables from exchange transactions in note 12 to the financial statements due to a lack of proper record-keeping and reconciliation of control accounts by the municipality. I was unable to confirm these leave accruals by alternative means. Consequently, I was unable to determine whether any further adjustments to leave accruals stated at R11 179 176 (2019: R9 605 280) in note 12 to the financial statements were necessary. This also has an impact on the deficit for the year and on the accumulated surplus.

General expenses

5. The municipality did not account for expenditure in accordance with GRAP 1, Presentation of financial statements. The municipality incorrectly classified general expenses both by nature and function in note 23 to the financial statements. I was unable to determine the value of the misstatement on general expenses as it was impractical to do so.

Receivables from non-exchange transactions

6. The municipality did not recognise all receivables from non-exchange transactions in accordance with GRAP 1, Presentation of financial information. Items of unauthorised, irregular and fruitless and wasteful expenditure still under investigation were incorrectly recognised as receivables from non-exchange transactions. Consequently, recoverable- UIFWE included in receivables from non-exchange transactions was overstated and accumulated surplus was understated by R5 729 513 (2019: R5 551 960).

Contracted Services

7. The municipality recognise contracted services in accordance with GRAP 1, Presentation of financial statements. The municipality did not have adequate system to ensure contract services received were recognised in the period they were received. I was unable to determine the impact on contracted services as it was impractical to do so.

Statement of comparison of budget and actual amounts

8. The municipality did not disclose the actual amounts in accordance with GRAP 24, Presentation of budget information in financial statements as the actual amounts disclosed for cash and cash equivalents was understated by R2 370 505.

Statement of cash flow

9. The municipality did not disclose the net cash flows from operating activities in accordance with GRAP 2, Cash flow statements. This was due to inclusion of non-cash items in determining cash flows from operating activities. I was not able to determine the full extent of the errors in the net cash flows from operating activities as it was impracticable to do so.

Total Revenue

10. Total revenue in the was materially misstated by R1 932 256 due to the cumulative effect of individually immaterial uncorrected misstatements in the following items:
- Grants and subsidies stated at R162 525 488 was overstated by R1 665 000.
 - Other income and interest received was overstated by R267 256.

Context for the opinion

11. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
12. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

13. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of matters

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

Restatement of corresponding figures

15. As disclosed in note 41 to the financial statements, the corresponding figures for 30 June 2019 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2020.

Impairment loss

16. As disclosed in note 28 to the financial statement, an impairment loss of R33 443 830 was incurred as a result of the condition assessment performed on an infrastructure asset.

Irregular expenditure

17. As disclosed in note 44 to the financial statements, the municipality incurred irregular expenditure of R14 770 512 (2019: R33 736 575), as it did not follow a proper tender process. In addition, the full extent of irregular expenditure is still in the process of being determined.

Unauthorised expenditure

18. As disclosed in note 42 to the financial statements, the municipality incurred unauthorised expenditure of R5 225 398 (2019: R6 119 248), due to budget overspending per municipal department.

Other matters

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

Fezile Dabi Stadium

20. The Fezile Dabi Stadium was unveiled on 20 November 2013 at a cost of R121 401 000 (VAT inclusive). Since then, the stadium was not utilised for its intended purpose. Through inspection by engineers, it has been confirmed that the stadium has structural defects due to poor workmanship and that the quality of work that compromised the stepped concrete terraces. There is risk that should the stadium be used in its current state; it poses safety risks to the community in general or the users of the stadium.

Unaudited disclosure notes

21. In terms of section 125(2) (e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

22. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
23. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

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

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

Report on the audit of the annual performance report**Introduction and scope**

26. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
27. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
28. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for

the following selected key performance area presented in the municipality’s annual performance report for the year ended 30 June 2020:

Key performance area	Pages in the annual performance report
KPA 2 – Basic delivery service and infrastructure investment	66 – 77

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

30. I did not identify material findings on the usefulness and reliability of the reported performance information for the following key performance area:

KPA 2 – Basic service delivery and infrastructure investment

Report on the audit of compliance with legislation

Introduction and scope

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

32. The material findings on compliance with specific matters in key legislation are as follows:

Procurement and contract management

33. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(1)(a) and (c). Similar non-compliance was also reported in the prior year

34. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.

35. Some of the contracts were awarded to bidders based on points given for criteria that differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21(b) and 28(1)(a)(i) and the Preferential Procurement Regulations.

36. Some of the contracts were awarded to bidders based on pre-qualification criteria that differed from those stipulated in the original invitation for bidding, in contravention of the 2017 preferential procurement regulation 4(1) and 4(2).

37. The contract performance and monitoring measures and methods were not sufficient to ensure effective contract management, as required by section 116(2)(c) of the MFMA. Similar non-compliance was also reported in the prior year.

Annual financial statements

38. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, current liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.

Expenditure management

39. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred, as required by section 65(2)(b) of the MFMA.

40. Reasonable steps were not taken to prevent irregular expenditure amounting to R14 770 512 as disclosed in note 44 to the annual financial statements, as required by section 62(1)(d) of the MFMA.

41. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R5 225 398, as disclosed in note 42 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA.

Asset management

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

43. Some investments were not made in accordance with the requirements of the investment policy which requires that the investment with one investment institution must not exceed 45% of the total investments in order to reduce the investment risk, as required by municipal investment regulation 3(3), Investments with made up 55% on certain institutions.

Consequence management

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

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

46. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Other information

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

48. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
49. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected key performance area presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
50. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

51. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, and the findings on compliance with legislation included in this report.
52. A lack of commitment from key officials and the staff supporting them to implement and monitor internal controls over daily and monthly processing of transactions resulted in the material audit findings included in this report.
53. Inadequate oversight and accountability resulted in officials not being held accountable for transgressions with laws and regulations and the compliance findings raised during the year under review.
54. The action plan developed by management were not effectively implement and monitored by internal audit to ensure that prior year material misstatements and non-compliance matters raised in the prior year was addressed and do not re-occurred in the current year.
55. Management's lack of detailed review of the financial statements and the underlying records resulted in material misstatements that were not detected by the department's internal processes.
56. Due to a lack of competencies and skills, management did not prepare regular, accurate and complete financial and performance reports that were supported by reliable information, as the financial statements contained numerous misstatements. This was mainly due to staff and consultants not fully understanding the requirements of the financial reporting framework.
57. The internal audit unit did not adequately review and verify the information reported in the annual financial statements submitted for auditing. This resulted in various matters needing to be adjusted and corrected during the audit process, which could have been prevented.

16 April 2020



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected key performance area and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit 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 municipality’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
- Conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Fezile Dabi District Municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, the actions taken to eliminate threats or the safeguards applied.

Explanatory information and examples

General

Auditor-General
Bloemfontein

APPENDICES**Appendix A: Councillors; Committee Allocation and Council Attendance****A1: Details of Directly Elected Councillors**

#	Surname & Initials	Ward Responsible for
ANC Councillor(s)		
1	Lucky Khubeka	N/A
2	Moeketsi Moshodi	N/A
3	Khomolileng Mare	N/A
4	Beauty Nnune	N/A
5	Magdeline Pietersen	N/A
6	Justice Mareka	N/A
7	Selake Tladi	N/A
8	Nthabiseng Mokodutlo	N/A
9	Malebo Magashule	N/A
10	Jabulani Hlongwane	N/A
11	Sotshiva Leponesa	N/A
12	Victoria De Beer- Mthombeni	N/A
13	Magududi Oliphant	N/A
14	Thandi Soetsang	N/A
15	Girtz Nketu	N/A
16	Mmanoko Evodia Mntuze	N/A
17	Puleng Modikoe	N/A
18	Rebecca Majoe	N/A
19	Madise Mosia	N/A
DA Councillor(s)		
20	Phineas Mohapi	N/A
21	Sidney Pittaway	N/A
22	Catharina Serfontein	N/A
23	Safania Setungoane	N/A
24	Frederick Scholtz	N/A
25	Kamohelo Thulo	N/A
EFF Councillor(s)		
26	Kekeletso Khunyeli	N/A
27	S. Motsapi	N/A
28	Molefi Khunyeli	N/A

#	Surname & Initials	Ward Responsible for
29	April Motaung	N/A
30	Cabonina Tete	N/A
SACPCouncillor(s)		
31	Mosuo Poho	N/A

A2: Details of Councillors Seconded from Local Municipalities

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

A3: Record of Council Meetings Attended by Councillors

Number of meetings for the period 2017/18	Ordinary	Special	Total	Apologies
	6	6	12	
Initials & Surname	Meetings Attended			
	FEZILE DABI DISTRICT MUNICIPALITY			
Moeketsi Moshodi (Executive Mayor)	5	5	10	2
Lucky Kubeka (Speaker)	6	6	12	0
Magugudi Oliphant	4	5	9	3
Thandi Soetsang	4	5	9	3
Selloane Khiba				
Aphathia Majoe	5	4	9	3
Madisa Mosia	5	4	9	3
Girtz Nketu	6	6	12	0
Frederick Scholtz	5	4	9	3
Kekeletso Khunyeli	5	5	10	2
Safania Setungoane	3	3	6	6
Kamohelo Thulo	5	5	10	2
Sanna Motsapi	4	5	9	3
Puleng Modikoe	4	4	8	4
METSIMAHOLO LOCAL MUNICIPALITY				
Khomoliileng Mare	5	6	11	1
Gabaikitsi Nnune	5	6	11	1
Mosiuoa Poho	4	4	8	4
April Motaung	5	5	10	2
Phineas Mohapi	4	6	10	2
NGWATHE LOCAL MUNICIPALITY				
Catharina Serfontein	4	4	8	4
Victoria De Beer- Mthombeni	3	5	8	3
Malebo Magashule	5	6	11	1
Cabonina Tete	4	6	10	2
Leponesa Sotshiva	3	4	7	5
MOQHAKA LOCAL MUNICIPALITY				
Molefi Khunyeli	5	6	11	1
Nthabiseng Mokodutlo	5	6	11	1
Justice Mareka	5	5	10	2
Magdeline Pietersen	4	5	9	3
Sidney Pittaway	4	4	8	4
Selake Tladi	6	6	12	0
MAFUBE LOCAL MUNICIPALITY				
Jabulani Hlongwane	0	1	1	11

Appendix B: Committee of Council and Committee Purpose

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

B1: Committee of Council

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

B2: Committee Allocation

FINANCE PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
ClIr M A Mosia (Portfolio Head)	ANC	8	8
ClIr N P Mokodutlo	ANC	8	6
ClIr T L Soetsang	ANC	8	7
ClIr S B Tladi	ANC	8	8
ClIr S H Pittaway	DA	8	2
ClIr T A Motaung	EFF	8	7

COMMUNITY HEALTH & ENVIRONMENTAL SERVICES PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr M Magashule (Portfolio Head)	ANC	6	6
Cllr J Hlongwane	ANC	6	1
Cllr A Majoe	ANC	6	6
Cllr B Nnune	ANC	6	3
Cllr M Oliphant	ANC	6	6
C Serfontein	DA	6	5
Cllr C Tete	EFF	6	6

CORPORATE SUPPORT SERVICES PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr P Modikoe (Portfolio Head)	ANC	8	7
Cllr N Mokodutlo	ANC	8	8
Cllr S Tladi	ANC	8	6
Cllr M Pietersen	ANC	8	3
Cllr S Setungoane	DA	8	5
Cllr M Khunyeli	EFF	8	8

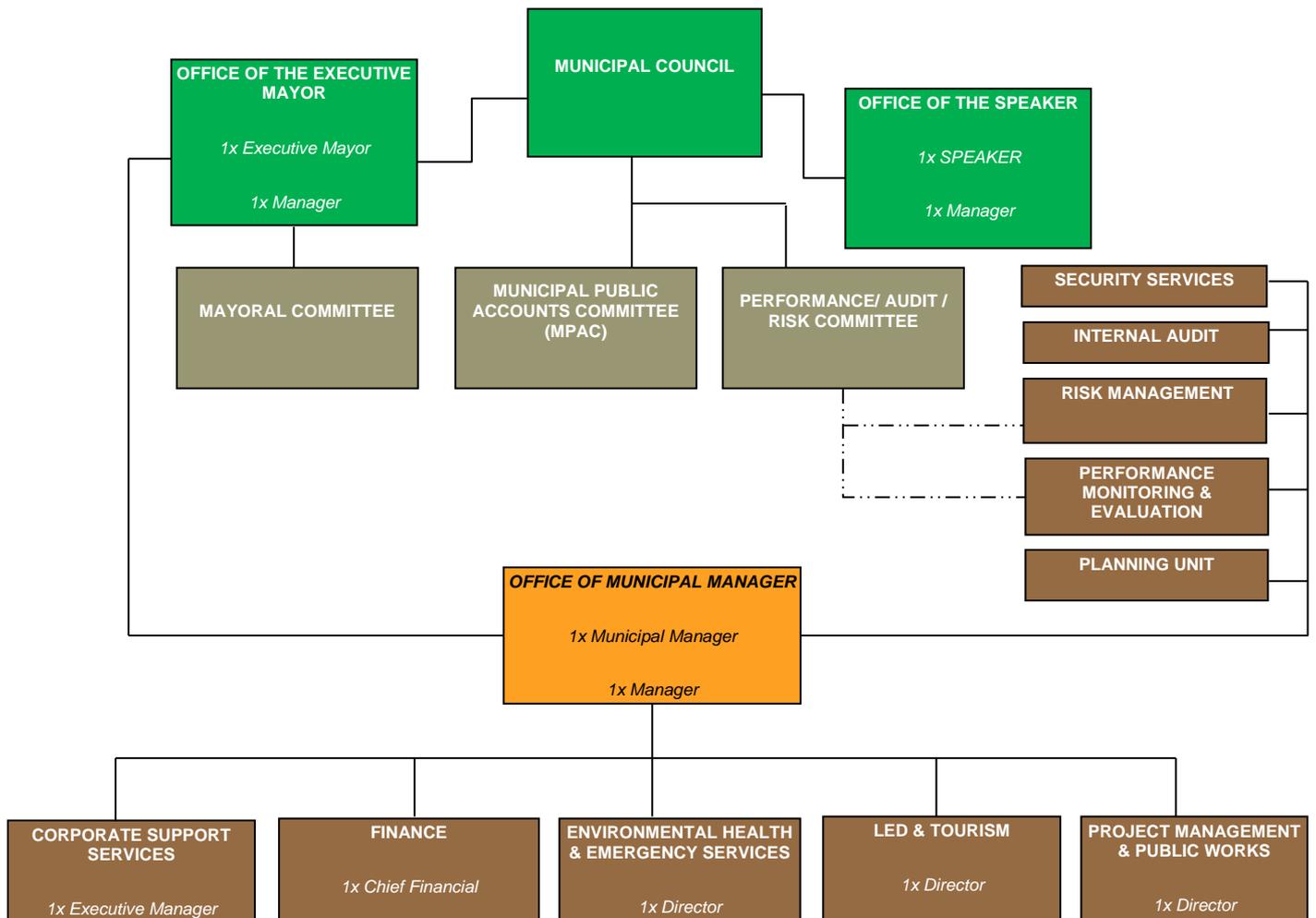
SOCIAL & SPORTS DEVELOPMENT PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
V. de Beer (Portfolio Head)	ANC	6	4
T. Soetsang	ANC	6	5
L.P Sotshiva	ANC	6	4
L. Hlongwane	ANC	6	0
K. Thulo	DA	6	5
S.M Motsapi	EFF	6	5

PROJECT MANAGEMENT & PUBLIC WORKS PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr P. Modikoe (Acting Portfolio Head)	ANC	5	5
Cllr S. Leponesa	ANC	5	2
Cllr R Majoe	ANC	5	5
Cllr F Scholtz	DA	5	5
Cllr S Poho	SACP	5	0
Cllr M. Khunyeli	EFF	5	3

LED & TOURISM PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Cllr J. Mareka (Portfolio Head)	ANC	6	4
Cllr M. Pietersen	ANC	6	6
Cllr N. Mokodutlo	ANC	6	6
Cllr K. Khunyeli	EFF	6	6
Cllr. B. Nnune	ANC	6	4
Cllr F. Scholtz	DA	6	6

Appendix C: Third tier Administrative Structure

Macro-Organisational Structure



Appendix D: Functions of Municipality

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

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

Appendix E: Ward Reporting

Status of ward committees in the district

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

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

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

– Metsimaholo Local Municipality

All ward committees have been established and are functional and elections for ward committee members in wards 14 and 18 took place in December 2019. (NB. This is what the municipality submitted).

– Mafube Local Municipality

Progress

Ward committee administration clerks are employed in the office structure by the municipality to assist and support the administration of ward committees.

All nine (9) wards were successfully established with ninety (90) members inducted to best perform the duties and responsibilities of Ward Committees. A series of capacity building programs are conducted from time to time complementary to the induction workshop.

All wards have established and implemented the Ward Operation Plans (aligned to Portfolio Committees of Council) as determined and prescribed by the Department of CoGTA in the province.

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

These reports are tailor-made to scrutinize and identify dire service delivery challenges to be presented by the Speaker to the Council for remedies.

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

Challenges

- Conducting accredited training is at this reporting period a major challenge due to the financial challenges of the municipality.

Recommendations

- Ward Committees to be considered a legislated committee of Council and be afforded the respect it deserves, not as a job creation strategy.
- Reports of Ward Committees to be used to benefit the cause of service delivery and present the municipality as a caring service provider to the needs of its communities.

– Ngwathe Local Municipality

Since there are eighteen (18) wards in the municipality, eighteen ward committees have been established, each with a secretary and the ward Councilors as the chairperson of the committee. All these ward committees have been inducted.

However, not all these ward committees are still operational. Ward 1, in Heilbron, is neither in good standing nor operational as it does not have a ward secretary. It also has one vacant post. Ward 6, in Parys, is also not operational and not in good standing. Some of the ward committee members are not assisting the ward Councilors, who has since sought the intervention of the Office of the Speaker. The ward has one vacant ward committee member post.

Wards 7, 10 (both in Parys) and Ward 16, in Koppies, also have one vacant ward committee member post each while wards 11 and 12 (both in Parys) have two vacant posts each. All Ward Committee members are receiving stipends.

Challenges

- No tools of trade such as computer, printer, etc. for ward committee secretaries.
- Due to COVID-19 no meetings have been held since March 2020, thus resulting in no submission of reports.
- Nine vacant ward committee posts.

– Moqhaka Local Municipality

No report has been received on the status of ward committee from the municipality.

Appendix F: Ward Information

Not applicable to Fezile Dabi District Municipality.

Appendix G: Recommendations of the Municipal Audit Committee

We are pleased to present our Annual Report for the financial year 2019/20.

Audit Committee Members and Attendance:

The Audit Committee consisted of the members listed hereunder. During 2019/20, four meetings were held.

Dates of the Meetings:

23 August 2019

29 October 2019

Members of the Fezile Dabi District Municipality for 2019/20 Financial Year

Name of Member	Meetings Attended	Apologies
Mr M E Mohlahlo (Chairperson)	2	0
Mr G T Banda	0	0
Mr M N G Mahlatsi	0	2
Ms N Modisaesi-Mokotjo	2	0

All members of the Audit Committee are independent, with no interest in the management or conduct of the business of the Municipality.

Audit Committee Responsibility

The committee reports that it has complied substantially with its responsibilities arising from section 166 (2) of the Municipal Finance Management Act (MFMA) in terms of its defined responsibilities as an advisory body to the municipality.

The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

The system of controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the MFMA, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the Internal Audit Reports, risk assessment, and risk register, we noted instances of weaknesses in internal controls. However the Audit Committee is pleased to report that there has been significant improvement in the general controls and management has put mechanisms and action plans in place to deal with identified weaknesses. Management has further undertaken to report to the Audit Committee on a regular basis on progress made in this regard.

Internal Audit

The Audit Committee is satisfied that the Internal Audit functions adequately, and has fulfilled its duties according to the annual internal audit plan. The Internal Audit covered the following areas according to the Internal Audit Annual Plan:

- Follow-up of prior year Internal Audit Findings
- Verification of the Action plan on prior year's Auditor General Report
- Audit of Annual Financial Statement
- Risk Management Review
- Supply Chain Management Review
- Contract Management Review
- Compliance Management Review
- Budget Management Review
- Asset Management Review
- Payroll Management Review
- Recruitment Management Review
- Occupational Health Management Review
- Entrepreneurial Support System Management Review
- Audit of Reported Performance Information
- General Management Review
- Disaster Management Review

Risk Management

The Audit Committee took note of risk register, risk assessment report, and risk treatment report for a period up to June 2019. The committee was also made aware of the changes to risk exposures; risk treatment; and changes risk management through quarterly reports by management.

Audit Committee in line with the council resolution has assigned Ms. N Modisaesi with the responsibility of providing oversight duties on risk management committee. This committee has been established to assist the Municipal Manager with the execution of risk management matters as she is accountable on them. As a committee we are also aware of the existence of the Risk Champion Committee representing various units within the municipality, and the existence of this structure has enhanced the efficiency of the risk management.

Adequacy of financial reporting

During the Audit Committee meetings the Accounting Officer provided section 71 reports, which reflected adequate financial reporting as well as compliance with regard to the submission of the reports to other stakeholders.

Review of Financial Statements and Accounting Policies

The Audit committee has also performed a high level review of the Annual Financial Statements as well as the Accounting Policies for the year 2018/19 Financial year before they were submitted to Auditor General on the 31 August 2019. Management also gave assurance on the Annual Financial Statements preparation processes, which gave an indication of improvement on the quality of the Annual Financial Statements.

As a committee we recommended the submission of the Annual Financial Statement after comments raised to Auditor General for external Audit purposes.

Performance Management

Council has also designated the Audit Committee as a Performance Audit Committee in terms of Municipal Planning and Performance Management Regulations 2001.

The committee takes note of the progress made regarding Performance Management System. It had an opportunity to review and discuss 1st, 2nd, 3rd & 4th Quarter Audited performance information report for 2019/20 financial year, during the meeting held on the 20 October 2020.

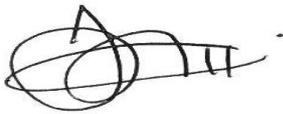
The quarterly performance reports were submitted to Internal Audit for verification before it can be tabled to Audit Committee. In addition, we have requested management to notify the Council on the Key Performance indicators that were not applicable for the year under review.

As a Performance Audit Committee, we like to bring to the attention of the council that the performance assessment for 2018/19 financial year on Municipal Manager and Section 57 Managers has not yet been done. As a committee we are of the view that this should have been completed before the adoption of the Annual report for the relevant year.

The annual performance report has been submitted to Auditor General for external Audit purposes.

External Audit

Audit Committee would like to indicate that, it has not been provided with the opportunity to interact with the Office of the Auditor General at the time of preparation of this report, as the audit of 2019/20 was still in progress not yet completed.



.....

ME Mohlahlo

Chairperson of the Audit Committee

06/04/2021

Date

Appendix H: Long term Contracts and Public Private Partnership

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

Name of Service Provider	Name of Project	SLA signed		Project Starting Actual Date	Project Completion Actual Date	Status
		Yes	No			
PK & Son Financial Consultants.	Value Added Tax (VAT) review/recovery for a period of (3) three for FDDM.	Yes		01 August 2019	31 July 2022	Active
Namasthethu Electrical (Pty) LTD.	Maintenance of air conditioners for a period of (3) three years.	Yes		01 July 2019	30 June 2022	Active
Zama Compu World & Networking.	Procurement of service provider for multi-functioning printing devices (Photocopy Machines).	Yes		01 July 2019	30 June 2020	Active
Swift Silliker t/a Meriex NutriSciences.	Analysis of water, food, food products, milk, dairy products, structural, equipment surfaces & hand swabs samples for microbiology chemical & physical analysis.	Yes		01 August 2019	31 July 2022	Active
C-Sonke (Pty) LTD.	Request for submission of proposals for specialise, technical and functional support services for FDDM for 2018/19, 2019/20 and 2020/21.	Yes		10 June 2019	09 June 2022	Active
Basia Environmental Services.	Implementation of a 3-year Energy Efficiency and demand side management programme.	Yes		26 March 2020	30 March 2023	Active
Tsholetso Projects.	Sourcing of funding for infrastructure development except electrical.	Yes		21 August 2019	31 August 2022	Active
Basia Consulting (Pty) Ltd	Sourcing of funding - Energy efficiency and demand side management.	Yes		21 August 2019	31 August 2022	Active

Appendix I: Municipal Entity/Service Provider Performance Schedule

No.	Contract Name	Effective Date	Duration	Parties - FDDM &	Performance Status
2019/20					
1	PK & Son Financial Consultants.	01 August 2019	Three (3) Years	FDDM and PK & Son Financial Consultants.	The Service Provider performed in accordance to all contractual obligations.
2	Namasthethu Electrical (Pty) LTD.	01 July 2019	Three (3) Years	FDDM and Namasthethu Electrical (Pty) LTD.	The Service Provider performed in accordance to all contractual obligations. Bi-annual maintenance service was conducted. Service provided satisfactorily and efficiently.
3	Zama Compu World & Networking.	01 July 2019	Three (3) Years	FDDM and Zama Compu World & Networking.	The Service Provider performed in accordance to all contractual obligations.
4	Swift Silliker t/a Meriex NutriSciences.	01 August 2019	Three (3) Years	FDDM and Swift Silliker t/a Meriex NutriSciences.	The Service Provider performed in accordance to all contractual obligations.
5	C-Sonke (Pty) LTD.	10 June 2019	Three (3) Years	FDDM and C-Sonke (Pty) LTD.	The Service Provider performed in accordance to all contractual obligations.
6	Basia Environmental Services.	26 March 2020	Three (3) Years	FDDM and Basia Environmental Services.	The Service Provider performed in accordance to all contractual obligations.
7	Tsholetso Projects.	21 August 2019	Three (3) Years	FDDM and Tsholetso Projects.	The Service Provider performed in accordance to all contractual obligations.
8	Basia Consulting (Pty) Ltd	21 August 2019	Three (3) Years	FDDM and Basia Consulting (Pty) Ltd	The Service Provider performed in accordance to all contractual obligations.

Appendix J: Disclosure of Financial Interest

J 1: Disclosure of Financial Interests by Councillors

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

J 2: Disclosure of Financial Interest by Senior Management

Surname & Initials	Designation	Declaration Of Interest Made (Yes/No)
Me. L Molibeli	Municipal Manager	Yes
Mr. J Reyneke and Me. M. Moeketsi (Acting)	Acting Chief Financial Officer	Yes
Dr. R.S Motingoe	Director: Corporate Support Services	Yes
Ms T. Baleni	Director: Community, Health and Environmental Services	Yes
Dr. R.S Motingoe (Acting)	Director: Local Economic Development & Tourism	Yes
Ms T. Baleni (Acting)	Director: Project Management & Public Works	Yes

Appendix K: Revenue Collection Performance

Not applicable to Fezile Dabi District Municipality.

Appendix L: Conditional Grants Received: Excluding MIG

Name of Grants	Name Organ of State	Quarterly Receipts				Total
		September	December	March	June	
Financial Management Grant (FMG)	National Treasury	R1 000 000				R1 000 000
Municipal Systems Improvement Grant (MSIG)	National Treasury					
Rural Roads Asset Management System (RRAMS)	Department of Public Works, Roads and Transport	R1 623 000		R695 000		R2 318 000
Energy Efficiency Demand Side Grant	Department Of Energy	R1 000 000	R2 000 000	R3 000 000		R6 000 000
Equitable Share	National Treasury			R10 385 000		R10 385 000
Regional Service Council Levy Replacement Grant	National Treasury	R64 400 000	R50 000 000	R28 255 000		R142 655 000
Total		R68 023 000	R52 000 000	R42 335 000		162 358 000

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

Projects Description	Municipality where Project implemented	2019/20 Budget Allocation	Actual Expenditure as at 30 June 2020	New Infrastructure or Upgrade	Status of the Asset / Project as at 30 June 2020
Energy Efficiency and Demand Side Management (EEDSM)	Mafube LM	R6 000 000 (Incl VAT)	R5 212 686,28	Upgrade	In progress
Total		R6 000 000	R5 212 686,28		

Appendix N: Capital Program by Project current year

Project description Figures in Rand's	Area	2019/20 Expenditure
RRAMS	FDDM District (All Towns)	R2 284 717.00
EEDSM	Mafube LM	R5 212 686,28
Total		R 7 497 403,28

Appendix O: Capital Program by project by Ward current year

Not applicable to Fezile Dabi District Municipality.

Appendix P: Service Connection Backlogs at Schools and Clinics

Not applicable to Fezile Dabi District Municipality

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

Not applicable to Fezile Dabi District Municipality

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

None.

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

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

Appendix T: National and Provincial Outcome for local government

Not applicable to Fezile Dabi District Municipality.

VOLUME II: ANNUAL FINANCIAL STATEMENTS